

Constitution

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Clifton Springs Bowling Club Inc
Registration No: A9301M
ABN Number 19 678 370 332

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Constitution of Clifton Springs Bowling Club Inc

PART I – PURPOSES, POWERS AND INTERPRETATION

1. NAME

The name of the incorporated association is: Clifton Springs Bowling Club Inc.

2. INCORPORATION

Clubs shall incorporate under the Act and shall remain incorporated.

3. PURPOSES OF ASSOCIATION

The purposes of the Club are important and must be carefully considered. They are its reasons for existence and although this can be simply stated as "promotion and encouragement of the Sport" the changes in regulatory and commercial as well as sporting landscapes require a 21st century sporting body to have broad purposes.

The Club is established solely for these purposes. The purposes of the Club are to:

- (a) conduct, encourage, promote, advance and administer Bowls throughout its local area;
- (b) act, at all times, on behalf of and in the interest of the Members and Bowls;
- (c) affiliate and otherwise liaise with Bowls Victoria (including, but not limited to, its Regions and Divisions), Bowls Australia and/or World Bowls and adopt their rule and policy frameworks to further these purposes;
- (d) abide by, promulgate, enforce and secure uniformity in the application of the rules of Bowls as may be determined from time to time by Bowls Victoria, Bowls Australia and/or World Bowls and as may be necessary for the management and control of Bowls and related activities in Victoria;
- (e) advance the operations and activities of the Club throughout the local area;
- (f) maintain and conduct a sporting and social Club and to build, maintain or otherwise provide facilities for the use and recreation of the Members and their guests;
- (g) raise and borrow any monies, and to buy, sell or otherwise deal with any real or personal property, required for the purposes of the Club upon such terms and conditions and/or on such securities as may be determined;
- (h) apply for, hold and renew any liquor or gaming licences;
- (i) have regard to the public interest in its operations; and
- (j) undertake and or do all such things or activities which are necessary, incidental or conducive to the advancement of these purposes.

4. POWERS OF ASSOCIATION

Solely for furthering the purposes set out above, the Club has all the rights, powers and privileges conferred on it under the Act, in particular Part 4.

5. INTERPRETATION AND DEFINITIONS

5.1 Definitions

In this Constitution, unless the contrary intention appears:

This document is based on the requirements of the Associations Incorporation Reform Act 2012 (Vic).

Act means the *Associations Incorporation Reform Act 2012 (Vic)*.

Affiliated Member means a natural person recognized by the Club as a Member under rule 6.3(e) from time to time. For the avoidance of doubt, such members must meet and maintain any criteria set by Bowls Victoria from time to time for "Affiliated Members" (or equivalent) under its constitution.

Annual General Meeting means a meeting of Members convened in accordance with rule 11.

Annual Subscriptions means the annual fees payable by each category of Member as determined by the Board under rule 7.

Appointed Director means a Director appointed under rule 17.4.

In the Act, the term "Committee" is used to describe the governing body of an incorporated association. "Board" is a term commonly used in documents on governance and is used throughout this document.

Board means the body consisting of the Directors under rule 17.2.

Bowls means the sport and game of bowls as determined by World Bowls with such variations as may be recognised by Bowls Australia or Bowls Victoria from time to time.

Bowls Australia means Bowls Australia Incorporated, the governing body for Bowls in Australia, or its successors.

Bowls Victoria means Bowls Victoria Incorporated, the governing body for Bowls in Victoria, or its successors.

The definition of "Chief Executive" has been included to assist and give meaning to the role where one is appointed by a Club.

If a Club does not have a "Chief Executive", as many won't, the clause is still valid but the powers and duties of the Chief Executive will be exercised by the Board.

Chief Executive means the chief executive officer of the Club (if any) appointed by the Board. If a Chief Executive has not been appointed by the Board, all references to the "Chief Executive" in this Constitution shall be taken to refer to the Board.

Club means the Clifton Springs Bowling Club Inc.

Committee means any committee of the Board created under rule 22.4 from time to time.

Constitution means this constitution of the Club as amended from time to time.

Delegate means a person appointed by the Board to represent the Club at Bowls Victoria or other meetings.

This template refers to "Board" and "Directors" instead of committee and committee members. The reason for this is that an incorporated association is still a corporation and its governors (whatever their title) owe duties to the Members and the association. The document seeks to use true corporate governance terminology.

There are also no "offices" other than the President (eg Vice-President, Secretary or Treasurer) recognised. These terms despite their cultural weight are not of any constitutional relevance. However, there is nothing in the document which precludes such titles being attached to particular Director's offices.

Titles of Director positions and job descriptions can be included in Regulations, if desired.

Director means a member of the Board and includes an Elected Director and an Appointed Director.

Division means a cluster of Bowls clubs designated by Bowls Victoria from time to time, brought together for the purpose of organizing competition within its boundaries and to carry out any other functions defined by Bowls Victoria from time to time.

Elected Director means a Director elected under rule 18.

Financial Year means the year ending on 31 March.

General Meeting means an Annual General Meeting together with any meeting of Members convened in accordance with rule 12.

Life Member means an individual elected as such under rule 6.4(a).

Member means any person recognized as a member of the Club by the Board under rule 6 from time to time.

President means the president of the Club appointed in accordance with rule 17.2(b) from time to time.

Region means an area of Victoria having boundaries as approved by Bowls Victoria from time to time. A reference to "Region" also includes the committee or other body appointed to administer an approved area.

Register means the register of Members kept in accordance with rule 8.1.

Regulations mean any regulations made by the Board under rule 38.

Relevant Documents means the records and other documents, however recorded compiled or stored, that relate to the Club and management of the Club and includes membership records, financial statements, financial records, and records and documents relating to transactions, dealings, business or property of the Club.

Sections means Midweek and Saturday Bowling Sections of the Club.

Special Resolution has the same meaning as the Act.

World Bowls means World Bowls Limited, the international governing body for Bowls, or its successors.

5.2 Interpretation

In this Constitution:

- (a) a reference to a rule, regulation, schedule or annexure is to a rule, regulation, schedule or annexure of, or made under, this Constitution;
- (b) words importing the singular include the plural and vice versa;
- (c) words importing any gender include the other genders;
- (d) headings are for convenience only and shall not be used for interpretation;
- (e) words or expressions shall be interpreted in accordance with the provisions of the Act as they vary from time to time;
- (f) references to persons include natural persons, corporations and bodies politic, and any legal personal representatives, successors and permitted assigns of that person;
- (g) a reference to a statute, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any legislative authority having jurisdiction); and
- (h) expressions referring to "writing" shall unless the contrary intention appears, be construed as including references to printing, photography and other modes of representing or reproducing words in a visible form, including messages sent by electronic mail.

5.3 Enforceability

If any provision of this Constitution or any phrase contained in it is invalid or unenforceable in any jurisdiction, the phrase or provision shall be read down for the purpose of that jurisdiction, if possible, so it is valid and enforceable. If it can not be so read down the provision shall be severed to the extent of the invalidity or unenforceability. The remaining provisions of this Constitution and its validity or enforceability shall not be affected by the severance in any other jurisdiction.

PART II - MEMBERSHIP

6. MEMBERSHIP OF CLUB

6.1 Minimum number of Members

The Club must have at least five Members.

6.2 Categories of Member

The Members shall be, and shall be divided into, the following categories:

- (a) Affiliated Members, who shall have the right to be present, debate and vote at General Meetings;

- (b) Life Members, who shall have the right to be present, debate and vote at General Meetings;
- (c) Social Members who shall have the right to be present, debate but not to hold office or vote at any meeting;
- (d) Junior Members who shall have the right to be present, but not to hold office, debate or vote at any meeting; and
- (e) such other category or categories of members as determined by the Board from time to time.

6.3 Application for Membership – Affiliated Member

- (a) To be eligible for membership as an Affiliated Member, the applicant must be a natural person and meet any other criteria set by the Board from time to time. For the avoidance of doubt, such members also must meet and maintain any criteria set by Bowls Victoria from time to time for "Affiliated Members" (or equivalent) under its constitution.
- (b) Subject to this Constitution or any procedures set by the Board from time to time, an application for membership as an Affiliated Member must be:
 - (i) in writing in the form prescribed by the Board from time to time;
 - (ii) accompanied by the appropriate fee or fees, if any; and
 - (iii) lodged with the Board or its nominee.
- (c) The Board may, in its discretion, determine whether to approve or decline the application.
- (d) If the Board does not approve an application for membership, it shall, as soon as practicable, notify the applicant in writing that their application for membership is not approved. The Board is not required to give reasons for its decision.
- (e) If a person satisfies the criteria set by this rule 6.3 and the Board accepts the application for membership, the person shall be deemed an Affiliated Member, subject always to this Constitution.

6.4 Life Members

- (a) Nominations for Life Membership should be lodged with the Board or its nominee. The Board may recommend to the annual general meeting that any natural person who has rendered distinguished service only to this Club in entirety and has held membership for no less than ten (10) years be appointed as a Life Member.
- (b) A resolution of the annual general meeting to confer life membership on the recommendation of the Board must be a Special Resolution.
- (c) A person must accept or reject the Club's resolution to confer life membership in writing. Upon written acceptance, the person's details shall be entered upon the Register, and from the time of entry on the Register the person shall be a Life Member, but remain subject to this Constitution.

6.5 Renewal of membership

- (a) Affiliated Members must reapply for membership each Club Financial Year through the procedure set out in this Constitution or by the Board from time to time.
- (b) Members other than Affiliated Members must reapply for membership as determined by the Board from time to time.

6.6 Deemed Membership

All persons who are, prior to the approval of this Constitution under the Act, Members of the Club shall be deemed Members from the time of approval of this Constitution under the Act. Such membership shall continue subject to the terms of this Constitution.

6.7 Effect of Membership

- (a) Members acknowledge and agree that:
 - (i) this Constitution constitutes a contract between each of them and the Club and that they are bound by this Constitution and the Regulations;
 - (ii) they shall comply with and observe this Constitution and the Regulations;
 - (iii) by submitting to this Constitution and the Regulations they are subject to the jurisdiction of the Club;
 - (iv) this Constitution and Regulations are necessary and reasonable for promoting the purposes of the Club; and
 - (v) they are entitled to all benefits, advantages, privileges and services of their membership as determined by the Board.
- (b) Members may by virtue of membership of the Club and subject to this Constitution:
 - (i) express in writing or otherwise their views and opinions in any meeting in respect of which they are entitled to participate in accordance with this Constitution;
 - (ii) make proposals or submissions to the Board;
 - (iii) engage and participate in any activity approved, sponsored or recognised by the Club; and
 - (iv) conduct any activity approved by the Club.
- (c) A right, privilege or obligation of a person by reason of their membership of the Club:
 - (i) is not capable of being transferred or transmitted to another person; and
 - (ii) terminates upon the cessation of membership whether by death, resignation or otherwise.

7. SUBSCRIPTIONS AND FEES

- (a) The Annual Subscriptions and any other fees payable by Members or categories of Members to the Club, the benefits which apply, the time for, and manner of payment, shall be determined by the Board from time to time.
- (b) The date on which Annual Subscriptions shall fall due shall be determined by the Board from time to time.
- (c) The fees of the Club are the sole province of the Board, NOT the membership. Should the members seek to interfere or assume responsibility for the setting of fees and/or budgets they risk potential liability.
- (d) The Board is empowered to prevent any Member whose Annual Subscription or any other fees are in arrears from exercising the whole or any of the rights or privileges of membership of the Club, including but not limited to the right to vote at General Meetings.

8. REGISTERS

8.1 Club to Keep Register of Members

The Club shall keep and maintain a Register of Members in which shall be entered:

- (a) the full name and address of the Member
- (b) the category of membership of the Member;
- (c) the date on which the Member became a Member;
- (d) whether the Member has been granted voting rights;
- (e) the date on which the Member was allocated key/s to the Club facilities and their return on cessation of their membership;
- (f) any other information determined by the Board; and
- (g) for each former Member, the date of ceasing to be a Member.

8.2 Inspection of Register

Inspection of the Register will only be available as required by the Act and in accordance with rule 37(b).

9. RESIGNATION OF MEMBERS

9.1 Notice of Resignation

Any Member who has paid all monies due and payable to the Club may resign from the Club by giving thirty days notice in writing to the Club of such intention to resign. Upon the expiration of that period of notice, the Member shall cease to be a member.

9.2 Expiration of Notice Period

Upon the expiration of a notice given under rule 9.1, an entry, recording the date on which the Member who gave notice ceased to be a Member, shall be recorded in the Register.

9.3 Resignation by failure to pay subscription

- (a) A Member is taken to have resigned if:
 - (i) The Member's Annual Subscription is outstanding more than four months after the due date (31 July) determined by the Board in accordance with rule 7(b); or
 - (ii) If no annual subscription is payable:
 - (A) the secretary has made a written request to the Member to confirm that he or she wishes to remain a Member; and
 - (B) the Member has not, within three months after receiving that request, confirmed in writing that he or she wishes to remain a Member.
- (b) Should a sufficient explanation be made to the Board for the failure to pay subscription or reason for not responding to a request, the Board shall have the power to restore the Membership upon payment of the amount due (if any).

9.4 Forfeiture of Rights

A Member who ceases to be a Member, for whatever reason, shall forfeit all right in and claim upon the Club and its property and shall return all such property held to the Club.

10. EXPULSION, SUSPENSION OR FINING OF MEMBERS

It is important that the Board have a power to sanction Members who do not meet the standards expected by the Club. It is recommended that the Board delegate the power to discipline Members to an unbiased committee or judicial panel set up for the purpose.

10.1 Establishing a Disciplinary Committee

- (a) Where the Board considers that a Member has:
 - (i) breached, failed, refused or neglected to comply with a provision of this Constitution or the Regulations;
 - (ii) acted in a manner unbecoming of a Member or prejudicial to the purposes and interests of the Club, or another Member; or
 - (iii) brought themselves, the Club, Bowls or another Member into disrepute,
- the Board may by resolution and in accordance with rule 22.4, establish a disciplinary committee to convene to hear a matter against any Member and to determine what action, if any, to take against that Member (**Disciplinary Hearing**), and that Member will be subject to, and submits unreservedly to the

jurisdiction, disciplinary procedures and penalties and the appeal mechanisms (if any) in this Constitution.

- (b) The grounds listed at rule 10.1(a) do not constitute a grievance, and rule 26 does not apply.

10.2 Provisional Suspension

- (a) Upon establishing a disciplinary committee under rule 10.1(a) the Board may by resolution provisionally suspend the Member subject to the Disciplinary Hearing until such time as the disciplinary committee makes a finding.
- (b) The disciplinary committee may lift a provisional suspension prior to making a finding at the Disciplinary Hearing.

10.3 Disciplinary Committee Members

The members of the disciplinary committee:

- (a) may be Members or anyone else; but
- (b) must not be biased against, or in favour of, the Member concerned; and
- (c) must not be a Director.

10.4 Notice of Alleged Breach

Where a disciplinary committee is established the Club shall serve on the Member not earlier than 28 days and not later than 14 days before the Disciplinary Hearing is to be held, a notice in writing:

- (a) setting out the alleged breach of the Member and the grounds on which it is based;
- (b) stating that the Member may address the disciplinary committee at the Disciplinary Hearing. The Member is not entitled to be legally represented at the Disciplinary Hearing;
- (c) stating the date, place and time of that Disciplinary Hearing;
- (d) informing the Member that he, she or it may do one or more of the following:
 - (i) attend that Disciplinary Hearing;
 - (ii) give the disciplinary committee prior to or at that Disciplinary Hearing a written statement regarding the alleged breach.

10.5 Determination of Disciplinary Committee

- (a) At the Disciplinary Hearing the disciplinary committee shall:
 - (i) give the Member every opportunity to be heard;
 - (ii) give due consideration to any written statement submitted by the Member; and
 - (iii) determine whether the alleged breach occurred.

- (b) If the disciplinary committee determines there was a breach of rule 10.1(a), it will determine what penalty (if any) shall be given to the Member, and give notice of this to the Board.
- (c) The penalties able to be given to the Member by the disciplinary committee include:
 - (i) expel a Member from the Club; or
 - (ii) suspend a Member from membership of the Club or accessing certain privileges of membership for a specified period; or
 - (iii) fine a Member; or
 - (iv) impose such other penalty, action or educative process as the disciplinary committee sees fit.

10.6 Appeal to General Meeting

- (a) Where the disciplinary committee makes a determination under rule 10.5, the Member may appeal any part of that determination by providing the Chief Executive with notice setting out that they wish to appeal the determination to the Club in a General Meeting. Such notice of appeal must be provided within 48 hours of the Member receiving the determination of the disciplinary committee.
- (b) Where the Chief Executive receives a notice under rule 10.6(a), the Board shall convene a General Meeting to be held within 21 days (or longer period if the Board requires) of the date on which the Chief Executive received the notice.
- (c) At a General Meeting of the Club convened under rule 10.6(b):
 - (i) no business other than the question of the appeal shall be transacted;
 - (ii) the disciplinary committee may place before the meeting details of the grounds for its determination and the reasons for the passing of the determination;
 - (iii) the member shall be given an opportunity to be heard; and
 - (iv) the members present shall vote by secret ballot on the question whether the resolution should be confirmed or revoked.
- (d) If at the General Meeting:
 - (i) two-thirds of the Members present and entitled to vote do vote in favour of the confirmation of the disciplinary committee's determination, that determination is confirmed; and
 - (ii) in any other case, the determination is revoked.

10.7 Procedures

Subject to this rule 10 and any other relevant provision of this Constitution, the Board may regulate the procedures at a General Meeting convened under this rule 10 as it thinks fit.

PART III- GENERAL MEETINGS

11. ANNUAL GENERAL MEETINGS

11.1 Annual General Meeting to be Held

- (a) The Club shall convene and hold an Annual General Meeting of its Members annually in accordance with the Act.
- (b) The Annual General Meeting of the Club shall, subject to the Act and to rule 11.1(a), be convened within 90 days of the end of the Club's financial year.

The Act includes a number of matters that must be transacted during the business of an Annual General Meeting. These matters will typically depend on what tier the club is. The Act should be checked before each meeting to ensure that all obligations are adhered to.

Any obligations under this constitution must also be complied with. For example, rule 17.3 requires Elected Directors to be elected at the AGM.

By way of guidance, matters typically transacted at an AGM include confirmation of minutes from the previous AGM; receiving and considering the president's and/or annual report; receiving and considering the Club's financial statements, and any auditor's report; election of office bearers; and confirmation of annual subscription fees.

Please note that this is a non-exhaustive list, and the business that must be transacted at an AGM will vary depending on the Club's constitution and the Act at the time the AGM is held.

11.2 Business

The Annual General Meeting will transact any business required by the Act and any other business of which notice is given in accordance with this Constitution.

11.3 Additional Meetings

The Annual General Meeting shall be in addition to any other General Meetings that may be held in the same year. Any General Meeting other than an Annual General meeting is a special general meeting.

12. GENERAL MEETINGS

12.1 General Meetings May be Held

The Board may, whenever it thinks fit convene a General Meeting of the Club and, where but for this rule more than fifteen months would elapse between Annual General Meetings, it shall convene a General Meeting before the expiration of that period.

12.2 Request for General Meetings

- (a) The Board shall convene a General Meeting upon receiving a request in writing from not less than 10% of Members who would be entitled to vote at such General Meeting. The Board may also convene a General Meeting.
- (b) The request for a General Meeting shall be in writing and shall state the object(s) of the meeting and shall be signed by the Members making the request and be sent to the Chief Executive. The request may consist of

several documents in a like form, each signed by one or more of the Members making the requisition.

- (c) If the Board does not cause a General Meeting to be held within thirty days after the date on which the request is sent to the Club, the Members making the request, or any of them, may convene a General Meeting to be held not later than sixty days after that date.
- (d) A General Meeting convened by Members under this Constitution shall be convened in the same manner, or as nearly as possible as that, in which General Meetings are convened by the Board. All reasonable expenses incurred in convening the meeting shall be refunded by the Club to the persons incurring the expenses.

13. NOTICE OF MEETINGS

13.1 Notice to be Given for General Meetings

The Chief Executive shall, at least 21 days before the date fixed for holding a General Meeting, send to each Member entitled to vote at such meeting and each Director a notice in writing stating the place, date and time and the nature of the proposed business to be transacted at the meeting. Notice may be given in any form permitted under rule 36.

13.2 Business of Meeting

- (a) No business other than that set out in the notice convening the meeting shall be transacted at the General Meeting.
- (b) A Member desiring to bring any business before a meeting shall give at least 30 days notice in writing of that business to the Club which shall include that business in a notice calling the next General Meeting after the receipt of the notice.

14. PROCEEDINGS AT MEETINGS

14.1 Quorum

No business shall be transacted at any general meeting unless a quorum is present at the time when the meeting proceeds to business. A quorum for General Meetings of the Club shall be 20% of Members.

- (a) If within half an hour after the appointed time for the commencement of a General Meeting, a quorum is not present, the meeting:
 - (i) if convened upon the requisition of Members, shall be dissolved; and
 - (ii) in any other case, shall stand adjourned to:
 - (A) the same day in the next week at the same time and (unless Members are notified of an alternate venue) at the same place; or
 - (B) any date, time and place determined by the chairperson;

and if at the adjourned meeting a quorum is not present within half an hour after the time appointed for the commencement of the meeting, the meeting shall lapse.

14.2 President to Chair

The President shall chair each General Meeting of the Club. If the President is absent from a General Meeting or is unwilling to act, then the Directors present shall elect one of their number to preside as chairperson at the meeting.

14.3 Chairperson May Adjourn Meeting

- (a) The chairperson of a General Meeting at which a quorum is present may, with the consent of the meeting, adjourn the meeting from time to time and place to place, but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.
- (b) Where a meeting is adjourned for 14 days or more, a notice of the adjourned meeting shall be given as in the case of the General Meeting. Except as provided in this rule, it is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned meeting.

14.4 Use of technology

- (a) Members may participate in a General Meeting without being physically present at the meeting by using appropriate technology such as teleconference or video conference. If such technology is used the Members must be able to simultaneously communicate with each other. Therefore a technology such as email will be appropriate.
- (b) A Member not physically present at a General Meeting may participate in the meeting by the use of technology that allows that Member and the Members present at the meeting to clearly and simultaneously communicate with each other.
- (c) A Member participating in a General Meeting as permitted under rule 14.4(b) is taken to be present at the meeting and, if the Member votes at the meeting, is taken to have voted in person.

15. VOTING AT GENERAL MEETINGS

15.1 Voting Rights

Subject to any other provision of this Constitution, each Affiliated Member and Life Member shall be entitled to one vote at General Meetings.

15.2 Voting Procedure

- (a) Subject to this rule 15, votes at a General Meeting shall be given in person by those present and entitled to vote.
- (b) Subject to rule 15.4, all questions arising at a General Meeting shall be determined on a show of hands.

- (c) In the case of an equality of votes on a question, the motion shall fail. Neither the President nor the chairperson of the meeting is entitled to exercise a second or casting vote.

15.3 Recording of Determinations

When a declaration is made by the chairperson that a resolution has, on a show of hands, been carried, carried unanimously, carried by a particular majority or lost, then an entry to that effect in the minute book of the Club is evidence of the fact, without proof of the number or proportion of the votes recorded in favour of, or against, that resolution.

15.4 Poll at General Meetings

If a poll is demanded by the chairperson or any two Members, it shall be taken in such a manner and either at once or after an interval or adjournment or otherwise as the chairperson directs. The result of the poll shall be the resolution of the meeting.

15.5 Proxy and Postal Voting

Unless otherwise determined by the Board, there shall be no proxy voting on any matter. However Postal voting will be permitted.

16. MINUTES OF GENERAL MEETINGS

- (a) The Board must ensure that minutes are taken and kept of each General Meeting.
- (b) The minutes must record:
 - (i) the business considered at the meeting;
 - (ii) any resolution on which a vote is taken and the result of the vote; and
 - (iii) the names of persons present at all meetings.
- (c) In addition, the minutes of each Annual General Meeting must include:
 - (i) any reports or financial statements submitted to the members at the Annual General Meeting; and
 - (ii) any audited accounts and auditor's report or report of a review accompanying the financial statements that are required under the Act.

PART IV – BOARD

17. BOARD

17.1 Powers of Board

Whilst it is the case for many Clubs that their primary responsibility is to manage participation in Bowls events, it is also vitally important that the Board considers the future of the Club. The Australian Sports Commission's Principles of Good Governance document sets out the reason for this:

“The Boards primary responsibility is one of trusteeship on behalf of its stakeholders, ensuring that the legal entity, the Club, remains viable and

effective in the present and for the future. The Board's role includes determining the Club's strategic direction, core values and ethical framework, as well as key objectives and performance measures. A key critical component of this role is the Board's ultimate authority and responsibility for financial operations and budgeting to ensure the achievement of strategic objectives."

- (a) The affairs of the Club shall be managed by the Board constituted under rule 17.2.
- (b) Subject to this Constitution and the Act, the Board:
 - (i) shall control and manage the business and affairs of the Club;
 - (ii) may exercise all such powers and functions as may be exercised by the Club other than those powers and functions that are required by this Constitution to be exercised by the Members in General Meeting; and
 - (iii) has power to perform all such acts and things as appear to the Board to be essential for the proper management of the business and affairs of the Club.

17.2 Composition of Board

- (a) The Board shall consist of:
 - (i) seven Elected Directors who must all be Affiliated Members and who shall be elected in accordance with rule 18; and
 - (ii) up to two Appointed Directors who may be appointed by the Elected Directors in accordance with rule 17.4.
- (b) The position of Vice President shall be appointed by the Board annually from amongst its number.

The trend in sporting organisations is not to entrench portfolios or titles in the Constitution. If the Club wishes to allocate portfolios or titles to Directors, it is considered that the discretion simply be retained in the Board so as to maintain flexibility and not require Constitutional change if a portfolio is no longer required. Structure, participation and operation of portfolios can be documented in the Club Regulations if required.

- (c) The Board may allocate portfolios to Directors if required.

17.3 Elected Directors

Under this template Directors' terms are for two years, although this can be changed. It is recommended that the Club consider the introduction of a staggered rotation system for Board Members, with half of the directors' positions becoming vacant each year as suggested in this clause.

Under this template a Director can only serve four, two year terms but again this can be changed.

- (a) Subject to rule 19, each Elected Director shall take office from the conclusion of the Annual General Meeting at which they are elected and shall hold office until the conclusion of the second Annual General Meeting following their election.

- (b) Four Elected Directors shall be elected in every odd-numbered year and three in every even-numbered year.
- (c) Directors are eligible for re-election, however no Director may serve for more than four consecutive terms of two years. However, that Director shall be eligible to return to the Board following an absence of at least 12 months.

17.4 Appointed Directors

Appointed Directors need not be appointed every year, or at all. However, the principle is to provide to the Elected Directors additional skills that may facilitate or assist the Board with a particular issue. For example, a Club may require marketing or lobbying skills. It can then approach and invite an appropriately skilled person to join the Board as an Appointed Director.

- (a) The Elected Directors may appoint up to two Appointed Directors. An Appointed Director may have specific skills in commerce, finance, marketing, law or business generally or such other skills, which complement the Board composition, but need not have experience in or exposure to Bowls. The Appointed Director does not need to be an Affiliated Member.
- (b) The Appointed Director may be appointed by the Elected Directors in accordance with this Constitution for a term of two years.

17.5 Casual Vacancy

In the event of a casual vacancy in the office of any Elected Director, the Board may appoint an appropriate Affiliated Member to the vacant office and the person so appointed may continue in office up to the end of the term of the Elected Director they are replacing.

17.6 Transitional Arrangements

- (a) Notwithstanding any other Rule of this Constitution, the transitional arrangements set out in this rule 17.6 shall apply from the date of adoption of this Constitution.
- (b) All current positions on the Board of Management shall continue until the first Annual General Meeting of the Club following the date of adoption of this Constitution. At this time all positions shall be declared vacant.

18. ELECTION OF ELECTED DIRECTORS

- (a) The Chief Executive shall call for nominations at an appropriate time determined by the Board. All Members shall be notified of the call for nominations in a manner determined by the Board.
- (b) Candidates must:
 - (i) be aged 18 years or over; and
 - (ii) reside in Australia.
- (c) Nominations of candidates for election as Elected Directors shall be:
 - (i) made in writing on the form provided by the Club from time to time (if any), signed by two Affiliated Members as nominees and accompanied

by the written consent of the nominee. The candidate must be an Affiliated Member; and

- (ii) delivered to the Chief Executive or person nominated by the Board by the date specified on the call for nominations.
- (d) If the number of nominations received is equal to the number of vacancies to be filled or if there are insufficient nominations received to fill all vacancies on the Board, then those nominated shall be declared elected.
- (e) If there are insufficient nominations received to fill all vacancies on the Board the remaining positions will be deemed casual vacancies under clause 17.5.
- (f) If the number of nominations exceeds the number of vacancies to be filled, voting papers shall be prepared containing the names of the candidates in alphabetical order for each vacancy on the Board.
- (g) Voting shall be conducted prior to the Annual General Meeting in such a manner and by such a method as determined by the Board from time to time.

19. VACANCY ON THE BOARD

19.1 Grounds for Termination of Director

For the purposes of this Constitution, the office of a Director becomes vacant if the Director:

- (a) in the case of an Elected Director, ceases to be an Affiliated Member;
- (b) becomes bankrupt;
- (c) resigns their office by notice in writing given to the Club;
- (d) is subject to any sanction by the Board, which sanction is confirmed by the Members, under rule 10;
- (e) is directly or indirectly interested in any contract or proposed contract with the Club and, in the opinion of the Board, has deliberately, recklessly or negligently failed to declare the nature of his interest;
- (f) is removed from office in accordance with this Constitution;
- (g) dies or becomes of unsound mind or a person whose person or estate is liable to be dealt with in anyway under the law relating to mental health;
- (h) would be prohibited from being a director of a company under the *Corporations Act 2001* (Cth); or
- (i) fails to attend three consecutive meetings of the Board without having previously obtained leave of absence in accordance with rule 20.5 or provided reasonable excuse for such absence.

19.2 Removal of Director

- (a) The Club in a General Meeting may by Special Resolution remove any Director, before the expiration of their term of office and appoint another

Member in their place to hold office until the expiration of the term of the first mentioned Director.

- (b) Where the Director to whom a proposed resolution referred to in rule 19.2(a) makes representations in writing to the Chief Executive or the President and requests that such representations be notified to the Members, the Chief Executive or the President may send a copy of the representations to each Member or, if they are not so sent, the Director may require that they be read out at the meeting, and the representations shall be so read.

20. QUORUM AND PROCEDURE AT BOARD MEETINGS

20.1 Convening a Board Meeting

- (a) The Board shall meet as often as is deemed necessary for the dispatch of business. Subject to this Constitution, in particular this rule 20, the Board may regulate its meetings as it thinks fit.
- (b) Unless all Directors agree to hold a meeting at shorter notice (which agreement shall be sufficiently evidenced in writing or by their presence) not less than two days written notice of Board meeting shall be given to each Director.
- (c) Written notice of each Board meeting, specifying the general nature of the time, date and place of the Board meeting and the business to be transacted, shall be served on each Director by:
 - (i) delivering it to that Director personally;
 - (ii) sending it in writing, by facsimile or other means of electronic communication (subject to receiving appropriate confirmation that the notice has been effectively dispatched);in accordance with the Director's last notified contact details.
- (d) Notice may be given of more than one Board meeting at the same time.

20.2 Urgent Board Meetings

- (a) In cases of urgency, a meeting can be held without notice being given in accordance with rule 20.1 provided that as much notice as practicable is given to each Director by the quickest means practicable.
- (b) Any resolution made at an urgent Board meeting must be passed by an absolute majority of the Board.

20.3 Quorum

- (a) Four Elected Directors shall constitute a quorum for the transaction of the business of a meeting of the Board.
- (b) No business shall be transacted unless a quorum is present and if within half an hour of the time appointed for the meeting a quorum is not present, the meeting shall stand adjourned to the same place and at the same hour of the same day in the following week, or any date, time and place determined by the President.

- (c) The Board may act notwithstanding any casual vacancy. However, if there are casual vacancies in the office of a Director such that the number of remaining Directors is not sufficient to constitute a quorum at a meeting of the Board, those Directors may act only for the purpose of increasing the number of Directors to a number sufficient to constitute such a quorum.

20.4 Procedures at Board meetings

- (a) At meetings of the Board, the President shall chair the meeting. If the President is absent or unwilling to act, the Board shall appoint one of its members to chair the meeting.
- (b) Questions arising at a meeting of the Board shall be determined on a show of hands or, if demanded by a Director, by a poll taken in such manner as the person presiding at the meeting may determine.
- (c) Each Elected Director and Appointed Director present at a meeting of the Board (including the person presiding at the meeting) is entitled to one vote. In the event of an equality of votes on any question, the motion shall fail; neither the President nor chair may exercise a second or casting vote.
- (d) Voting by proxy is not permitted.
- (e) A resolution in writing signed or assented to by facsimile or other form of electronic communication by all the voting Directors, shall be as valid and effectual as if it had been passed at a meeting of the Board duly convened and held. Any such resolution may consist of several documents in like form each signed by one or more of the Directors.
- (f) Without limiting the power of the Board to regulate its meetings as it thinks fit, a meeting of the Directors may be held where one or more of the Directors is not physically present at the meeting, provided that:
 - (i) all persons participating in the meeting are able to communicate with each other effectively, simultaneously and instantaneously whether by means of telephone or other form of communication;
 - (ii) notice of the meeting is given to all the Directors entitled to notice in accordance with the usual procedures agreed upon or laid down from time to time by the Board;
 - (iii) in the event that a failure in communications prevents condition (i) from being satisfied by that number of Directors which constitutes a quorum, and none of such Directors are present at the place where the meeting is deemed by virtue of the further provisions of this rule to be held then the meeting shall be suspended until condition (i) is satisfied again. If such condition is not satisfied within fifteen minutes from the interruption the meeting shall be deemed to have terminated; and
 - (iv) any meeting held where one or more of the Directors is not physically present shall be deemed to be held at the place specified in the notice of meeting provided a Director is there present and if no Director is there present the meeting shall be deemed to be held at the place where the chairperson of the meeting is located.

20.5 Leave of absence

- (a) The Board may grant a Director leave of absence from Board meetings for a period not exceeding three months.
- (b) The Board must not grant leave of absence retrospectively unless it is satisfied that it was not feasible for the Director to seek the leave in advance.

21. DIRECTORS' INTERESTS

21.1 Material Personal Interests

- (a) A Director who has a material personal interest in a matter being considered at a Board meeting must disclose the nature and extent of that interest to the Board.
- (b) A Director with such a material personal interest must not:
 - (i) be present while the matter is being considered at the meeting; and
 - (ii) must not vote on the matter.
- (c) This rule 21.1 does not apply to a material personal interest that:
 - (i) exists only because the Director belongs to a class of persons for whose benefit the Club is established; or
 - (ii) that the Director has in common with all, or a substantial proportion of the Members.
- (d) A general notice that a Director is to be regarded as having a material personal interest in a matter being considered is sufficient declaration for such Director and the said matter. After such general notice it is not necessary for such Director to give a special notice relating to the said matter.
- (e) It is the duty of the Chief Executive to record in the minutes any declaration made or any general notice as aforesaid given by a Director in accordance with this rule 21.1.

21.2 Financial Interest

- (a) A Director is disqualified from:
 - (i) holding any place of profit or position of employment in the Club, or in any company or incorporated association in which the Club is a shareholder or otherwise interested; or
 - (ii) contracting with the Club either as vendor, purchaser or otherwise,

except with express resolution of approval of the Board. Any contract or arrangement in which any Director is in any way interested which is entered into by or on behalf of the Club without the approval of the Board, will be voided for such reason.

- (b) The nature of the financial interest of such Director must be declared by the Director at the meeting of the Board at which the contract or arrangement is

first taken into consideration if the interest then exists, or in any other case at the first meeting of the Board after the acquisition of the interest.

- (c) A general notice that a Director is a member of any specified firm or company and is to be regarded as interested in all transactions with that firm or company is sufficient declaration under rule 21.2(b) for such Director and the said transactions. After such general notice it is not necessary for such Director to give a special notice relating to any particular transaction with that firm or company.
- (d) It is the duty of the Chief Executive to record in the minutes any declaration made or any general notice as aforesaid given by a Director in accordance with rule 21.2.

21.3 Conflicts

A Director, notwithstanding the interest, may be counted in the quorum present at any meeting but cannot vote in respect of any contract or arrangement in which the Director is interested. If the Director votes, the vote shall not be counted.

22. DELEGATED POWERS

The delegations clause recognises that the Board has to delegate functions and tasks to special committees or individuals. In sport, these are common. For example, rules and technical committees, selection committees and judicial committees. This clause sets out how such delegations should be made and how they operate.

This clause allows roles to be delegated to people who are not on the Board, with such people being accountable to the Board.

This clause sets out how such delegations should be made and how they operate; clause 22.1 refers to an 'instrument in writing' that outlines delegations. The standard practice is that the instrument is a document like a "Terms of Reference" for the Committee, which has been approved by a resolution of the Board. The Board should record details of all delegations in the Board minutes.

Delegations can and should in some limited cases include the authority to spend the Clubs funds in accordance with the agreed budget.

22.1 Board May Delegate Functions

- (a) The Board may, by instrument in writing, create, establish or appoint special committees, individual officers and consultants to carry out specific duties and functions. In the establishing instrument, the Board may delegate such functions as are specified in the instrument, other than:
 - (i) this power of delegation; and
 - (ii) a function imposed on the Board or the executive officer by the Act, any other law, this Constitution, or by resolution of the Club in a General Meeting.
- (b) At any time the Board may, by instrument in writing, revoke wholly or in part any delegation made under this clause. It may amend or repeal any decision made by a body or person under this clause.

22.2 Exercise of Delegated Functions

- (a) A function, the exercise of which has been delegated under this clause, may, while the delegation remains unrevoked, be exercised from time to time in accordance with the terms of the delegation.
- (b) A delegation under this clause may be made subject to certain conditions or limitations regarding the exercise of any function. These may be specified in the delegation.

22.3 Procedure of Delegated Entity

The procedures for any entity exercising delegated power shall, subject to this Constitution and with any necessary or incidental amendment, be the same as that applicable to meetings of the Board under clause 20. The entity exercising delegated powers shall make decisions in accordance with the Objects, and it shall promptly provide the Board with details of all material decisions. The entity shall also provide any other reports, minutes and information required by the Board. A Club can appoint an unrestricted number of Committees. Such Committees may include technical committees, selection committees, judicial committees and social committees.

22.4 Committees

- (a) As set out in rule 22.1, the Board may establish and delegate any of its functions, powers or duties (except this power to delegate) to such committees as it thinks fit. The Board may recall or revoke any such delegation or appointment and may amend or repeal any decision made by such committee.
- (b) The Board shall determine in writing the duties and powers afforded to any committee and the committee shall, in the exercise of such delegated powers, conform to any directions or Regulations that may be prescribed by the Board.
- (c) A Director or the Chief Executive shall be ex-officio members of any committee so appointed.

22.5 Bowls Section

- (a) There shall be a Bowls section.
- (b) The section shall each be responsible to the Board for the management and conduct of all section Bowls activities.
- (c) The Board shall determine in writing how the duties and powers afforded to the section shall be exercised. As for any Committee, the exercise of such powers and duties must conform to any directions or Regulations that may be prescribed by the Board.

22.6 Delegates of Clubs

- (a) The Board shall appoint Delegates to attend meetings and events on its behalf from time to time. This shall include, but not be limited to, Bowls Victoria meetings and Region and Division meetings.
- (b) The Club shall advise Bowls Victoria prior to a relevant meeting or event who its Delegates will be. If the Club does not provide notification to Bowls Victoria, the President and secretary of the Club shall be deemed to be the Delegates.

23. DUTIES

23.1 General Duties

- (a) As soon as practicable after being elected or appointed to the Board, each Director must become familiar with this Constitution and the Act.
- (b) The Board is collectively responsible for ensuring that the Club complies with the Act and that individual Directors comply with this Constitution.
- (c) In addition to any duties imposed by this Constitution, a Director must perform any other duties imposed from time to time by resolution at a General Meeting.
- (d) The Board must ensure that the Club complies with all requirements in the Act regarding financial statements.

Secretary is the new name for the role previously known as the public officer. The responsibilities of the person nominated as secretary do not differ from the public officer – only the title. The position must be filled at all times.

Where a Club already has a secretary portfolio allocated to a director, it is recommended that this portfolio's name be changed to avoid confusion, for example to Administration Officer.

23.2 Secretary

- (a) The Chief Executive shall act as secretary of the Club and shall be appointed by the Board for such term and upon such conditions as the Board thinks fit.
- (b) If the Club does not have a Chief Executive, the Board will determine from time to time whether the President or another person acts as the Club's secretary under the Act.
- (c) The secretary must give the registrar notice of his or her appointment within 14 days after the appointment.
- (d) If the position of secretary becomes vacant, the Board must appoint a person to the position within 14 days after the vacancy arises.

The Board must ensure that moneys received and paid by the Club and other financial duties are appropriately dealt with. This role will usually be undertaken by the Club's treasurer (or similar). Rule 17.2(c) permits Boards to allocate portfolios such as treasurer at their discretion. If no one is allocated the portfolio of treasurer, it is recommended that the President be responsible for the following rules regarding financial duties.

23.3 Financial Duties

- (a) The Board must:
 - (i) receive all moneys paid to or received by the Club and issue receipts for those moneys in the name of the Club; and
 - (ii) ensure that all moneys received are paid into the account of the Club within 7 working days after receipt;
 - (iii) make any payments authorised by the Club or by a General Meeting of the Club from the Club's funds;
 - (iv) ensure that the financial records of the Club are kept in accordance with the Act;
 - (v) coordinate the preparation of the financial statements of the Club and their submission to the Annual General Meeting of the Club;
 - (vi) ensure that at least two Directors have access to the accounts and financial records of the Club; and
 - (vii) keep in their custody or under their control:
 - (A) the financial records for the current financial year; and
 - (B) any other financial records as authorised by the Board.
- (b) The Board may allocate responsibility for the financial duties described at rule 23.3(a) to a portfolio or Director in accordance with rule 17.2(c).

24. MINUTES OF BOARD MEETINGS

- (a) The Board must ensure that minutes are taken and kept of each Board meeting.
- (b) The minutes must record:
 - (i) the business considered at the meeting;
 - (ii) any resolution on which a vote is taken and the result of the vote; and
 - (iii) any interest declared under rules 21.1 or 21.2.

PART V - MISCELLANEOUS

25. LIQUOR LICENCE

25.1 Receipts for the supply of liquor

The Club must not pay any amount to an officer or servant of the Club by way of commission or allowance from the receipts of the Club for the supply of liquor.

25.2 Management of the Club

In accordance with rule 17, the Directors constitute the management committee of the Club and have responsibility for the affairs of the Club.

25.3 Guests

- (a) A visitor to the Club must not be supplied with liquor in the Club premises unless the visitor is a guest in the company of a Member.
- (b) A person can not:
 - (i) be admitted as an honorary member or temporary member of the Club;
or
 - (ii) be exempted from the obligation to pay the ordinary subscription for membership of the Club,

unless the person is of a class specified in the rules and the admission or exemption is in accordance with the rules.

25.4 Register of guests

Where a guest in the company of a Member is admitted to any part of the licensed premises, the Chief Executive shall keep on the Club premises a register of such a guest and such register must contain the:

- (a) name and address of each guest; and
- (b) date on which each guest attended the premises.

26. GRIEVANCE PROCEDURES

- (a) The grievance procedure set out in this rule applies to disputes under this Constitution between:
 - (i) a Member and another Member; or
 - (ii) a Member and the Club.
- (b) The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within fourteen days after the dispute comes to the attention of all of the parties.
- (c) If the parties are unable to resolve the dispute at the meeting, or if a party fails to attend that meeting, then the parties must, within 10 days, hold a meeting in the presence of a mediator.
- (d) The mediator must be:
 - (i) a person chosen by agreement between the parties; or
 - (ii) in the absence of agreement:
 - (A) in the case of a dispute between a Member and another Member, a person appointed by the Board; or
 - (B) in the case of a dispute between a Member and the Club, a person who is a mediator appointed or employed by the Dispute Settlement Centre of Victoria (Department of Justice).

- (e) A Member can be a mediator.
- (f) The mediator cannot be a Member who is a party to the dispute.
- (g) The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- (h) The mediator, in conducting the mediation, must:
 - (i) give the parties to the mediation process every opportunity to be heard; and
 - (ii) allow due consideration by all parties of any written statement submitted by any party; and
 - (iii) ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- (i) The mediator must not determine the dispute.
- (j) If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute in accordance with the Act or otherwise at law.

27. SOURCES OF FUNDS

The funds of the Club shall be derived from Annual Subscriptions, donations and such other sources as the Board determines.

28. MANAGEMENT OF FUNDS

- (a) The Club must open an account with a financial institution from which all expenditure of the Club is made and into which all of the Club's revenue is deposited.
- (b) The Board may authorise one Director to expend funds on behalf of the Club up to a specified limit without requiring approval from the Board for each item on which the funds are expended. This may be as a part of a designated portfolio in accordance with rule 17.2(c).
- (c) All funds of the Club must be deposited into the financial account of the Club no later than seven working days after the receipt.
- (d) With the approval of the Board, one Director may maintain a cash float provided that all money paid from or paid into the float is accurately recorded at the time of the transaction. This may be as a part of a designated portfolio in accordance with rule 17.2(c).

29. APPLICATION OF INCOME

- (a) The income and property of the Club shall be applied solely towards the promotion of the purposes of the Club as set out in this Constitution.
- (b) No portion of the income or property of the Club shall be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise to any Member, but this shall not preclude payment to a Member in good faith for expenses incurred or services rendered.

30. SIGNING OF NEGOTIABLE INSTRUMENTS

All cheques and other negotiable instruments shall be signed by two Directors or in such other manner approved by the Board from time to time.

31. COMMON SEAL

- (a) The Club may have a Seal upon which its corporate name shall appear in legible characters.
- (b) The Seal shall not be used without the express authorisation of the Board. Every use of the Seal shall be recorded in the Club's minute book. Two directors must witness every use of the Seal, unless the Board determines otherwise.

The registered address of the Club is the address to which correspondence from the registrar will be sent. The Club may be the appropriate mailing address for such correspondence, in which case the Board should make such a determination once the constitution is accepted. Alternatively, the address of the secretary, as the person responsible for corresponding with the registrar, is therefore the logical default registered address.

32. REGISTERED ADDRESS

The registered address of the Club is:

- (a) the address determined from time to time by resolution of the Board; or
- (b) if the Board has not determined an address to be the registered address, the postal address of the secretary.

33. ALTERATION OF CONSTITUTION

This Constitution shall not be altered except by Special Resolution in accordance with the Act.

34. DISSOLUTION

- (a) The Club may be wound up voluntarily by special resolution.
- (b) In the event of the Club being wound up, the liability of the Member shall be limited to any outstanding monies due and payable to the Club, including the amount of the Annual Subscription payable in respect of the current Financial Year. No other amount shall be payable by the Member.
- (c) If upon winding up or dissolution of the Club, there remains, after satisfaction of all its debts and liabilities, any property, the same shall not be paid to or distributed amongst the Members, but shall be given or transferred to some other organisation having purposes similar to the purposes of the Club and which prohibits the distribution of its or their income and property among its or their members and which is also not carried on for the profit or gain to its members. Such body or bodies to be determined by the Members at or before the time of dissolution, and in default thereof by such judge of the Supreme Court of Victoria as may have or acquire jurisdiction in the matter.

35. INDEMNITY

- (a) Every Director and employee of the Club shall be indemnified out of the property and assets of the Club against any liability incurred by him/her in his/her capacity as Director or employee in defending any proceedings, whether civil or criminal, in which judgment is given in his or her favour or in which he or she is acquitted or in connection with any application in relation to any such proceedings in which relief is granted to him or her by the Court.
- (b) The Club shall indemnify its Directors and employees against all damages and costs (including legal costs) for which any such Directors or employee may be or become liable to any third party in consequence of any act or omission except wilful misconduct:
 - (i) in the case of a Director, performed or made whilst acting on behalf of and with the authority, express or implied of the Club; and
 - (ii) in the case of an employee, performed or made in the course of, and within the scope of his or her employment by the Club.

36. SERVICE OF NOTICES

- (a) Notices may be given to Members by sending the notice by post or facsimile transmission or where available, by electronic mail, to the Member's address or facsimile number or electronic mail address shown in the Register.
- (b) Where a notice is sent by post, service of the notice shall be deemed to be effected at the time the letter would have been delivered in the ordinary course of post.
- (c) Where a notice is sent by facsimile transmission, service of the notice shall be deemed to be effected upon receipt of a confirmation report confirming the facsimile was sent to the correct facsimile number.
- (d) Where a notice is sent by electronic mail, service of the notice shall be deemed to be effected by properly addressing and upon receipt of a confirmation report confirming the electronic mail message was received at the electronic mail address to which it was sent.

37. CUSTODY OF BOOKS AND OTHER DOCUMENTS

- (a) Except as otherwise provided in this Constitution, the Chief Executive shall keep in his or her custody or control all books, minutes, documents and securities of the Club.
- (b) If requested by a Member, the Board must permit such Member to inspect:
 - (i) the rules of the Club;
 - (ii) the minutes of each General Meeting.
- (c) Upon written request and payment of a fee determined by the Board from time to time, a Member may obtain a copy of the documents listed at rule 37(b).

- (d) If requested by a Member and subject to the Act, the Board must permit such Member to inspect the register of members.
- (e) Subject to the Act and rules 37(b) and 37(d), no Member is entitled to inspect the financial records, accounts, books, securities, minutes of Board meetings or other Relevant Documents of the Club, unless authorised in writing by the Board.

38. REGULATIONS

The Regulations are the key 'delegated legislation' of the Club (sometimes referred to as by-laws). These are key rule and policy documents, which can address a whole range of issues for a Club. The Regulations may include disciplinary regulations, election procedures, policies including member protection and anti-doping, financial management and particular sporting matters.

- (a) The Board may make Regulations and alter, amend or rescind the same as occasions may require, and enforce penalties for their breach. Such Regulations shall have the same force and effect as this Constitution, but shall not be in any way oppose or be in conflict with this Constitution. Such Regulations shall be available for inspection in the Club premises.
- (b) Amendments, alterations, interpretation or other changes to Regulations shall be advised to Members by means of notice approved by the Board. Notices shall be binding upon all Members.

38.1 Election Process

The election process is to be set out in the Regulations. It should be the process which the Club considers is best for it.

- (a) All nominated candidates shall be elected by the Members to each position.

38.2 Board of Management Director Positions & Portfolios

The trend in sporting organisations is not to entrench portfolios or titles in the Constitution. If the Club wishes to allocate portfolios or titles to Directors, it is considered that the discretion simply be retained in the Board so as to maintain flexibility and not require Constitutional change if a portfolio is no longer required. Structure, participation and operation of portfolios can be documented in the Club Regulations if required.

- (a) The Board of Management is made up of seven (7) positions as follows:
 - President
 - Property & Assets Director
 - Administration Director
 - Finance Director
 - Marketing & Sponsorship Director
 - Membership Director
 - Bowls Director

- (b) The position of Vice President will be appointed from within the elected BOM membership and this role would be in addition to their allocated portfolio.
- (c) The Board of Management positions will each hold a specified portfolio as outlined in their Position Description and documented in the Club Regulations.
- (d) The Position Descriptions for each Board of Management Director, Bowls Section Committee and Official Club Officers is documented in the Club Regulations document.

The Clifton Springs Bowling Club

Club Regulations as per Clause 38 of the Club Constitution

Published January 2014

All Interpretations and Definitions are as defined in the Club Constitution.
The regulations of The Clifton Springs Bowling Club should be read in conjunction with the Club Constitution document published January 2014.

1. Foundation Principle of the Clifton Springs Bowling Club

To maintain and conduct a club of non-political character and to provide a clubhouse, bowling green and other conveniences for the use and recreation of the members at such place or places as decided by the members and in accordance with the Constitution and Rules of the club and Bowls Victoria.

2. Board of Management Role & Position Descriptions

2 (a) Role & Structure of the Board of Management

The Board of Management is responsible for managing the club on behalf of the members and in accordance with the Constitution and Rules of the Club and Bowls Victoria.

These responsibilities include:

- Planning future directions
- Developing policies and procedures
- Carrying out recommendations of members
- Regularly communicating with members and responding to feedback
- Developing and managing external relationships
- Obtaining resources and ensuring that all financial and legal matters are properly managed
- Evaluating the performance of officials, employees, sub-Committees and importantly the Committee itself.
- Planning succession and conducting induction to newly elected Committee members
- Ensuring that all members of the Committee act as leadership role models
- Making decisions that are in the best interest of the club and not for individual gain.
- Having oversight for the implementation of all relevant occupational Health and Safety procedures and guidelines within the club including first aid equipment.
- Maintaining responsible property management practices and procedures in regard to all club assets and facilities.

The success of the Board of Management (BOM) rests on its ability to operate as a team, draw on the skills and talents of each member, and work toward common goals to ensure club success.

Effective BOM members should have:

- a commitment to the club
- sufficient time to devote to the BOM Committee
- an understanding of the role of the BOM Committee and their role within it
- leadership skills and willingness to accept responsibility
- listening skills
- the ability to use the technology the club uses to communicate to its members

The Board of Management is made up of the following elected positions:

• President	Election of BOM positions	
• Property & Assets Director	To conform with Rule 17.3b of constitution.	
• Administration Director	President	Elected in ODD years
• Finance Director	Administrative Director	Elected in EVEN years
• Marketing & Sponsorship Director	Finance Director	Elected in ODD years
• Membership Director	Membership Director	Elected in EVEN years
• Bowls Director	Bowls Director	Elected in ODD years
	Property and Assets Director	Elected in EVEN years
	Marketing & Sponsorship Director	Elected in ODD years

Note: The Role of Vice President is not an elected position but is selected by the Board of Management from within its own number.

Positions Reporting Directly to the Board of Management:

- Greens Manager
- Players Advocate
- Bar Manager
- Purchasing Officer
- Newsletter Officer
- Publicity & Website Officer
- Social Committee

3. President

Charged with providing leadership and direction to the Board of Management, the President is responsible for ensuring that the BOM fulfils its responsibilities for the governance and success of the club. He/she also works to optimize the relationship between the BOM, Committee's, any paid employees, volunteers and other members, and to achieve the club's agreed goals. The President is the lead spokesperson for the club and should work to maintain key relationships within and outside of the club. The President may act (on approval of the Board of Management) as the Club's Secretary under the Act (clause 23.3 of the Constitution).

The key responsibilities of the President are to:

- Provide the principal leadership and responsibility for the Club and the BOM.
- To be a good role model and a positive image for the club in representing the club in other forums.
- Lead the BOM in fulfilling its role as prescribed in the Club Constitution.
- Preside at all Board of Management meetings and functions.
- Regulate and keep order in all proceedings.
- Responsibility for oversight of all tasks allocated to Secretatry under the Associations Incorporation Reform Act 2012 (previously known as the Club Public Officer) and ensure all actions required are fulfilled in a timely manner if approved by the Board.
- Have oversight for the implementation and operation of the clubs Business Plan.
- Liaise with outside bodies and other relevant associations, for example - Bowls

- Victoria, GBR, City of Greater Geelong, Leisure Networks, sponsors, funding bodies, other bowls clubs and other organizations that are relevant to the goals of the club.
- Maintain open and transparent communication with all members and act in their best interests either on a one on one basis if required or in consultation with the Bowls Director.
 - Ensure that all activities and procedures operating within the club are done so in accordance with all relevant legislation and guidelines, seeking advice as appropriate.
 - Ensure that all policies and procedures are followed and that guidance in these matters is provided to all Office Bearers, employees of the club and sub contractors.
 - Coordinate and action any requests/approvals to and by the BOM in regard to the Constitution and or Club policy or procedures.
 - Ensuring that all records (electronic and hardcopy) pertaining to club administration, correspondence and all activities are held and archived in accordance with the club regulations for each BOM term in order for them to be available for review by future club office bearers.
 - Encouraging club members participation through the creation of special project groups as appropriate to help meet the aims and objectives of the club and optimize their contribution.
 - Arrange review on an annual basis of all monetary limits regarding delegations of expenditure and charges set for in house services and supplies.
 - Preparing relevant reports as required for the membership and external parties in partnership with the BOM Administration Director.
 - Act as signatory for the club for legal purposes and financial purposes.
 - Maintain and review on an annual basis a work instruction/regulations document for the club that details the specific activities of all Office Bearers and employed positions within the club to ensure an approved and consistent operational approach is maintained.

Accountability & Extent of Authority

The President is accountable to the members of the club and is authorised to represent them and the club as their spokesperson and in all things as stipulated in the clubs constitution and regulations.

All day to day management and business aspects of the club remain the responsibility of the President however all Bowling matters are delegated to the Bowls Director who is required to keep the President updated on any relevant issues that may need to be escalated to the BOM for action.

General Time Commitment Required by the President

The President will be required to be available and responsive as required to be able to fulfill the duties of the role as nominated in this position description.

The position of President is appointed in accordance with the Club Constitution.

4. Vice President

Appointment & Role of the Vice President

The Vice President will be appointed from within and by the Board of seven elected Directors at the first meeting of the Board of Management after election.

In the official absence of the President the Vice President is delegated to fulfill the role of the Director as detailed in the position description for the same and adopt the responsibility for ensuring that the BOM fulfils its responsibilities for the governance and success of the club in the absence of the President.

The Key Responsibilities of the Vice President in the absence of the President are to:

- Chair and report at all BOM meetings in the absence of the President
- Remain well informed of all club activities and be able to provide continuity and is run efficiently and effectively in the absence of the President.
- Maintain good relationships internally and externally.
- Maintain a good working knowledge of the Club Constitution, rules and duties of office bearers.
- Maintain open and transparent communication with all members and act in their best interests
- Liaise with outside bodies and other relevant associations as required and represent the Club at meetings and forums as agreed by the President.
- Be able to work collaboratively with other BOM members
- Ensure that all activities and procedures operating within the club are done so in accordance with all relevant legislation and guidelines, seeking advice as appropriate.
- Ensure that all policies and procedures are followed and that guidance in these matters is provided to all Office Bearers, employees of the club and sub contractors.
- Be an alternative signatory for the Club for legal and financial purposes.
- Undertake any other duties as nominated from time to time by the BOM.
- Maintain Confidentiality.

Accountability & Extent of Authority

The Vice President as part of the Board of Management is accountable to the members in ensuring that the club is run in accordance with the Club Constitution and all applicable policy and procedures, legislation and regulations.

In the official absence of the President the Vice President will assume all accountabilities and authority usually held by the President to ensure the day to day running of the Club but will where reasonably possible consult with the President on all other matters.

5. Administration Director

Role of the Administration Director - Board of Management

This Director is responsible for the documentation and communication of the activities of the BOM. They are the primary administration officer of the BOM and provide the links between the BOM, Committees, members and outside agencies. The Administration Director should be a good communicator, maintain confidentiality on relevant matters and have the ability to delegate tasks and supervise others. Amongst their tasks is the requirement to prepare agendas, prepare and distribute minutes, receive and disseminate correspondence to and from the club etc.

All Club documents and correspondence prepared by the Administration Director should primarily be prepared and saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded to the Clubs computer as soon as possible after creation.

The Key Responsibilities of the Administration Director are:

- Attendance at all BOM meetings
- Remain well informed of all club activities.
- Maintain good relationships internally and externally.
- Maintain a good working knowledge of the Club Constitution, rules and duties of office bearers.
- Ensure there is open and transparent communication with all members and act in their best interests
- Responsibility for the administration and planning of all tasks associated with the undertaking of Annual General Meetings and General Meeting.
- Liaise with outside bodies and other relevant associations and stakeholders as

- required and represent the Club at meetings and forums as agreed by the Director.
- Be able to work collaboratively with other BOM members
- Ensure that all policies and procedures are followed and that guidance in these matters is provided to all Office Bearers, employees of the club and sub contractors.
- Support the Section Committee's in understanding their role and operating in accordance with the Constitution.
- Undertake any other duties as nominated from time to time by the President of the BOM.
- Maintain confidentiality

Specific Tasks Undertaken by the BOM Administration Director are;

- Maintain BOM and Club records including archives
- Develop meeting agendas for consultation with the President of the BOM and distribute prior to the meetings
- Record and manage the minutes of BOM meetings ensuring that a copy of the final approved minutes is signed off and maintained
- Be familiar with all current Club documents
- Be responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements and is made available upon request of authorised persons. These documents may include founding documents, lists of BOM and Committee members, minutes of all BOM and Committee meetings, financial reports and other official records.
- Update all official Club documentation and make available on request.
- Manage the general correspondence of the Club except for such correspondence assigned to others
- Act as Communications Officer for the Club with the responsibility of opening all mail received including emails and distributing them to the appropriate officer within the Club for action.
- Ensure that open communication and exchange of relevant information takes place with the Section Committees secretary's on a regular basis
- Liaise with the Publicity & Website Officer and Newsletter Officer to ensure updated information is available for publication promptly and reporting to the BOM on all matters relating to the activities.
- Distribute a summary of BOM and Committee minutes for distribution to all Club members via the website and noticeboards.
- Act as nominated person to receive and file relevant Police Check records or Working with Children documentation.
- Prepare all documentation in accordance with the Club Constitution and Regulations for the Annual General Meeting and action all relevant administration of the outcome of Club elections.
- Responsible for maintaining Club stationary supplies, computer, printers and photocopier supplies and arranging appropriate maintenance and repair as required of office equipment.
- Ensure that all club documentation and reporting required to ensure compliance with other bodies or associations is provided within agreed timelines for example, Consumer Affairs, Bowls Victoria and GBA etc.

Accountability & Extent of Authority

This Director is required to work under the direction of and report to the President of the BOM however many of the general administration tasks can be undertaken independently. All correspondence prepared for the BOM on behalf of the Club is to be signed by the President or in his/her absence the Vice President.

Records

The BOM Administration Director is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements and is made available upon request of authorised persons.

These documents may include the following but are not exclusive to:

Founding documents

Pre Existing Archive documents

Lists of Board Of Management and Committee members

Minutes of all BOM and Committee meetings

Financial reports

Record of Incoming and Outgoing correspondence

Archives

Other official records

Any documents prepared off site should be downloaded or copies of handwritten minutes etc scanned to the Clubs computer as soon as possible after creation.

6. Finance Director

Role of the Finance Director

The Finance Director is responsible for the financial supervision of the club to allow the Committee to provide good governance of the club. The Financial Director is the Chief financial management officer whose tasks include the preparation of annual budgets, planning for the organisations financial future and monitoring the organisations revenue and expenditure. It is highly desirable that the Finance Director is well organized and possesses a level of financial expertise, accounting practice skills, computer literacy and competence in the management of MYOB software. The Finance Director is responsible to regularly report on the Club's financial status to both the Board of Management and the Club members.

The Key Responsibilities of the Finance Director are:

- Provide advice to the BOM in their management of the Club finances and investment opportunities
- Administer all financial affairs of the Club
- Lead the annual budget process and ensure an appropriate annual budget is provided to the BOM for approval
- Ensure development of and BOM review of financial policies and procedures in accordance with the Club Constitution and Regulations.
- Support any required auditing processes and arrange the annual audit
- Bank and receipt of all incoming monies
- Pay all accounts
- Maintain accurate records of all income and expenditure and ensure that all receipts and payments concur with bank deposits and withdrawals reconciling accounts on no less than a monthly basis
- Manage and keep current the MYOB accounting software database records in accordance with the requirements of the Australian Tax Office
- Arrange and dispatch invoices for periodical payment
- Issue yearly or half yearly membership fee in consultation with the BOM Membership Director
- Liaise with the Membership Director to ensure the accurate administration of all membership payments
- Administer and keep records of all income received via raffles, green fees and levies.
- Be a signatory on Club bank account
- Prepare the Annual Budget & Monthly Financial Report to the Board. The Financial Report will include a Statement of Performance, a Statement of Financial Position, a Cash Flow Forecast, and Expenses for Approval Report and a Transaction by Account Report.
- Administer a Petty Cash system that is understood by all members in line with Club

Regulations.

- Reconcile any income through external funding in line with any funding agreement
- Attend and report to the Board Meetings.
- Liaise with the Financial Auditor appointed by the Club in accordance with the Club Constitution
- Present a Financial Report to the AGM.
- Maintain up to date financial records in accordance with the Club Constitution and legislation.
- Ensure that adequate numbers of receipt books are issued to Officers of the Club who receive monies on the Clubs behalf and that the issue is registered.
- Ensure all Financial Records are archived in an orderly and secure manner.

Accountability & Extent of Authority

The Finance Director is required to work under the direction of and report to the President of the BOM however many of the general administration tasks can be undertaken independently in line with the Constitution, Regulations and this Position Description.

All correspondence prepared for the BOM by the Finance Director on behalf of the Club is to be signed by the President or in their absence the Vice President. All banking administration for the Club can be signed by the Finance Director as authorised signatory.

Records

The Finance Director is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements as well as any requirements of the Club Constitution or Policy and Procedures and is made available upon request of authorised persons.

These documents may include the following but are not exclusive to:

- Financial reports
- Record of Incoming and Outgoing correspondence re financial matters
- Banking records and administration
- Copies of all receipts and invoices
- Record of all raffle income, Green fees and levies
- Other official records

All Club documents and correspondence prepared by the Finance Director should primarily be prepared and saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded to the Clubs computer as soon as possible after creation.

7. Bowls Director

Role of the Bowls Director

The role of the Bowls Director is to take responsibility for the coordination and administration of all Bowls activities within the Club and report on the same to the Board of Management.

This position is required to work closely with the Match Committee and liaise with the Selection Committee.

Represent the club at all official functions, tournaments, GBR and Bowls Victoria events held at the Club and attend regional meetings etc.

Acting as senior representative of the Club and attending meetings of Bowls Victoria and the Geelong Bowls Region.

All Bowling matters are delegated to the Bowls Director who is required to keep the BOM updated on any relevant issues that may need to be escalated to the BOM for action.

The Key Responsibilities of the Bowls Director are to:

- Attendance and report at all BOM meetings
- Ensure the Board of Management are kept up to date with relevant information published by Bowls Victoria or Geelong Bowls Region.
- Ensure that all club documentation and reporting required to ensure compliance with

other bodies or associations is provided within agreed timelines for example, Consumer Affairs, Bowls Victoria and GBR etc.

- Remain well informed of all club activities and be able to provide oversight.
- Maintain good relationships internally and externally.
- Maintain a good working knowledge of the Club Constitution, rules and duties of office bearers.
- Maintain open and transparent communication with all members and act in their best interests
- Liaise with outside bodies and other relevant associations as required and represent the Club at meetings and forums as agreed by the Board of Management
- Be able to work collaboratively with other BOM members
- Ensure that all activities and procedures operating within the club relevant to the game of bowls are done so in accordance with all relevant legislation and guidelines, seeking advice as appropriate.
- Coordinate the production of the Members handbook on an annual basis.
- Ensure that all policies and procedures are followed and that guidance in these matters is provided to all Office Bearers, employees of the club and sub contractors.
- Coordinate Club planning for annual activities and ensure the Club Event Calendar is current at all times.
- Maintain confidentiality.

Accountability & Extent of Authority

The Bowls Director as part of the Board of Management is accountable to the members in ensuring that the club is run in accordance with the Club Constitution and all applicable policy and procedures, legislation and guidelines.

The Bowls Director is responsible to the President.

8. Marketing & Sponsorship Director

Role of the Marketing & Sponsorship Director

The Marketing & Sponsorship Director is responsible for maximising income from local sponsors and the management of all sponsorship both financial and in kind and any associated activities on behalf of the Club. To ensure that Sponsors are given maximum exposure within the Club and associated publicity and marketing as appropriate.

This Director is required to maintain detailed records of all associated administration, activities, income and expenditure relevant to the role of Marketing & Sponsorship Director. In addition this Director has sole responsibility for marketing the Club within the Geelong Region and beyond if applicable. This position will work closely with the Publicity and Website Officer to extend the marketing opportunities and strategies available to the Club. All documents prepared including correspondence should primarily be saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded or copies of handwritten records etc scanned to the Clubs computer as soon as possible after creation.

The Key Responsibilities of the Marketing & Sponsorship Director are:

- Act as Board of Management/Club Representative in regard to all Marketing & Sponsorship matters
- To seek new sponsors annually
- Maintain good relationships and open communication with all existing sponsors
- Ensure that all financial processes are administered promptly
- Reporting directly to the Board of Management on a regular basis regarding sponsorship activities
- Maintain a Sponsor Register and all other relevant administration
- Develop and implement approved sponsorship strategy
- Aim to increase income through sponsorship by 10% - 15% annually
- Identify and utilize new and current marketing initiatives for the benefit of the Club with the aim of increasing membership.

- Work closely with the Website & Publicity Officer regarding internal and external marketing and promotion of the Club.

Specific Tasks Undertaken by the Marketing & Sponsorship Director are:

- Reporting to the BOM on sponsorship activities and benefits
- Develop and maintain an administration system as approved by the BOM for all Sponsorship matters
- Source and identify appropriate potential sponsors for the Club
- Contact local businesses and or organisations with a view to selling advertising space in the syllabus/handbook or around the greens and venue
- Approach/make contact with and personally meet all prospective sponsors prior to accepting any sponsorship proposal
- Acting as first contact for all enquiries regarding sponsorship matters
- Ensure that sponsors are billed and follow up on all outstanding payments
- Personally deliver certificates of appreciation to sponsors on receipt of payment
- Ensure that all sponsors are appreciated and kept up to date with the Clubs activities
- Arrange for all sponsors to receive a copy of the Clubs newsletter and be aware of the Club website
- Invite sponsors to attend planned social activities of the club or special events as appropriate
- Organize and run a minimum of one Sponsors Day/Night annually
- Ensure that sponsors promotional information is freely available and accessible to all club members and guests c/o signage and internal TV advertising. Any hardcopy publications should be displayed in a leaflet stand within the social room.
- Arrange for the installation and/or updating of any Sponsorship signage both internal and external as appropriate
- Annually (date to be agreed) contact all existing sponsors to confirm whether they are prepared to continue their sponsorship.
- Work closely with the BOM Finance Director regarding all sponsorship payments, invoicing and income checks
- Liaise with the Bowls Director and Match Committee in regard to all Tournament sponsorship
- Provide details of all sponsors to the BOM Bowls Director for inclusion in the Club Handbook
- Source opportunities for new sponsorship initiatives operating within other sporting venues and report to the BOM for consideration
- Provide the Purchasing Officer, Bar Manager and Social Committee with a list of sponsors who should be approached and considered where viable in the first instance when making purchases
- Work closely with the Club Publicity and Website Officer
- Report of all associated expenditure associated with Marketing of the Club to the BOM Finance Director.
- Liaise with the BOM Administration Director regarding all mail out activities and related stationary and postal requirements and costs.

Accountability & Extent of Authority

The Marketing & Sponsorship Director is accountable to the Board of Management and Club members in ensuring that all sponsorship actions and administration undertaken on behalf of the club are done so in accordance with the Club Constitution and all applicable policy and procedures.

In the absence of the Marketing & Sponsorship Director all general responsibilities of this role are delegated directly to the BOM President.

9. Membership Director

Role of the Board of Management Membership Director

The Membership Director is responsible for the documentation and communication of the activities associated with Club membership. The Membership Director is the primary administration officer of the BOM in regard to all membership related matters and provides the communication and links between the BOM, Committees and members. The Membership Director should be a good communicator and able to maintain confidentiality on relevant matters.

All Club documents and correspondence prepared by the Director should primarily be prepared and saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded or copies of handwritten minutes etc scanned to the Clubs computer as soon as possible after creation.

This position has the responsibility for ensuring affiliation with Bowls Victoria is maintained and that all members shall observe their rules and By Laws as well as the Constitution and Rules of the Club. The Director shall be required to update the Bowls Director of any relevant changes to external legislation or within the membership.

This Membership Director is also responsible for the maintenance of the Club key register, key allocation and key return and having oversight for the oversight for welfare matters re Club members.

The Key Responsibilities of the Membership Director are:

- Attendance at all BOM meetings
- Remain well informed of all club activities.
- Maintain good relationships internally and externally.
- Be familiar with the Club Constitution and Regulations and relevant Club documents.

- Ensure there is open and transparent communication with all members and act in their best interests
- Be able to work collaboratively with other BOM members
- Ensure that all policies and procedures are followed and that guidance in these matters is provided to all Office Bearers, employees of the club and sub contractors.
- Maintain confidentiality
- Maintain responsibility for all membership matters on behalf of the BOM
- Maintain the key register and ensure its update in line with the admission of new members or on resignation of existing members.

Specific Tasks Undertaken by the BOM Membership Director are;

- Ensure that official records of club members are maintained and available on request
- Process all new applications for membership and authorise acceptance of all new members on behalf of the Board.
- Order appropriate material aimed at new members from the State body and other relevant organisations.
- Maintain the Club Membership Register.
- Advise Section Committee and Selection Committee when Application has been approved and ensure new members are integrated into the Club.
- Add new member details to the Club data base.
- Prepare, distribute and receive all correspondence regarding new membership on behalf of the BOM
- Provide updated membership details for the Club Handbook.
- Receive and receipt subscriptions – and update data base as required. Follow up members who have not paid their subscription.
- Prepare and maintain a Club Welcome and Information pack for distribution to all new members.
- Process transfers in and out of members.
- Be responsible for ensuring that accurate and sufficient documentation exists to meet

legal requirements in regard to Club membership and is made available upon request of authorised persons.

- Ensure that open communication and exchange of relevant information takes place with the Bowls Director and Section Committees secretary's on a regular basis
- Ensure that all club documentation and reporting required to ensure compliance with other bodies or associations is provided within agreed timelines for example, Bowls Victoria and GBR etc including registration of new membership and clearances.
- Maintain responsibility for the Club key Register and ensuring it is up to date at all times. This includes the allocation of keys to members and their retrieval on resignation or change of office bearers position within the Club.
- Ensuring the key register runs concurrently with the Members register maintained by the BOM Secretary
- Issuing to and recording on the key register any members who are provided with security access codes to the Club in accordance with Club policy and procedures.
- Record and maintain the membership register promptly to ensure that the key and security register can be updated and keys distributed or recalled.
- Act as the principal contact person for notification of illness, hospitalisation etc on behalf of the Club
- Make contact, arrange appropriate cards to be sent or identify/approach another appropriate Club member to make contact with family members in times of crisis on behalf of the Club.
- When advice is received that someone is ill, injured, deceased or of funeral details place a notice on the notice board advising members however unless the absent member agrees do not provide details of the illness or injury.
- Arrange for the placement of notices in the newspaper as appropriate for members who have passed away.
- If applicable arrange for the Club flag to be flown at half mast.
- Place all thank you cards on the main notice board for members information.
- Remove cards from the notice board after two months.

Accountability & Extent of Authority

The BOM Membership Director is required to work under the direction of and report to the President of the BOM however many of the general administration tasks can be undertaken independently in line with this position description.

All correspondence prepared for the BOM on behalf of the Club is to be signed by the President or in his/her absence the Vice President.

Records

The BOM Membership Director is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements and is made available upon request of authorised persons.

These documents may include the following but are not exclusive to:

- Membership register detailing date membership started and ended, date fees paid, receipt number, address and contact details
- Type of membership
- Affiliation fees paid
- Pre Existing Archive documents relevant to the position
- Record of Incoming and Outgoing correspondence
- Other official records
- and any other information nominated by either the Constitution or Work Instructions to be prepared in 2014

Any documents prepared off site should be downloaded or copies of handwritten minutes etc scanned to the Clubs computer as soon as possible after creation.

10. Property & Assets Director

Role Definition of the Property & Asset Director

Responsible for addressing and reporting to the Board of Management all matters relating to the upkeep and maintenance of the Clubhouse Facilities and Assets other than those under supervision of the Greens Manager. The position is required to work in consultation with the Greens Manager regarding maintenance of external aspects of the facility where there is a shared interest.

The Property & Asset Director is also required to maintain an understanding of the terms of the lease with the City of Greater Geelong for the facility and ensure that all maintenance and repair is compliant and conducted in accordance with those terms and have open communication with Council to ensure best practice is observed.

This position will be required to take an active part in future planning and applications for improvements for the facility.

The Key Responsibilities of the Property & Asset Director are:

- Liaise with the Greens Manager to ensure that the Club surrounds are maintained to a high standard with particular attention to health and safety
- Have oversight for the general upkeep of the facility with special attention to maintenance issue that impact on health and safety.
- Maintain open communication with Club members and encourage them to report any equipment or facility repair or maintenance required.

Specific Tasks Undertaken by the Property & Asset Director are;

- To arrange for maintenance of mechanical equipment as required and record action in the maintenance register.
- Ensure that all electrical equipment is tested and tagged in line with applicable guidelines
- Address/facilitate essential services checks
- Prepare a budget with the Finance Director for the upcoming year of operation to include all expenditure recommended for building and equipment maintenance and/or replacement
- Source funding opportunities for replacement or purchase of equipment and provide the information to the BOM for consideration and decision making
- Action, administer and have oversight for all approved funded works or service working

alongside the Finance Director in preparing any expenditure summary required by a funding organization.

- Ensure all applicable permits for works or service are obtained and recorded in the Club’s archives by the Administration Director.
- Include relevant Club Sponsors when seeking quotes for services or supplies
- Create and maintain an asset register which details all maintenance history and other relevant details
- Keeping the first aid kits updated and ensuring the items included are within use by dates and easily accessible for all members and visitors to the Club rooms and grounds.
- Responsibility for following up on all notified equipment repair or maintenance needs reported to them in regard to damage or maintenance to items included on the club assets register including but not limited to:

<i>External and internal Seating</i>	<i>Shelters</i>	<i>Water tanks</i>	<i>Water fountains</i>	<i>Paths</i>
<i>Fences</i>	<i>Flagpoles</i>	<i>Gates</i>	<i>Locks</i>	<i>Doors</i>

<i>Windows</i>	<i>Signage</i>	<i>Physical structures including walkways</i>	<i>Garden equipment - general</i>	<i>Refrigerators</i>
<i>Dishwashers</i>	<i>Ovens</i>	<i>Heaters</i>	<i>Air conditioners</i>	<i>Alarm and Security system</i>
<i>Essential services such as gas, water, power and drainage</i>	<i>Emergency lighting and equipment</i>	<i>Fire Extinguishers</i>	<i>Smoke Detectors</i>	<i>Internal Bathrooms & External WC</i>

- Creating and maintaining a log for all Club equipment to record maintenance, service, repair, condition/replacement history, notes and relevant warranty arrangements to ensure an ongoing knowledge for current and future Board of Management and aid the annual budgeting process.
- Responsible for the oversight and supervision of the contracted cleaning service for general cleaning of the facility.
- Remain current in knowledge of relevant OH&S requirements and advise the BOM on all relevant matters including issues in relation to the safety of members and visitors to the Club.

Accountability & Extent of Authority

The Property & Asset Director is accountable to the President. All urgent matters requiring attention should be dealt with promptly or unsafe arrears cordoned off until such time as a qualified contractor can attend and repair. For any works that are assessed as none urgent three quotes for the works or repair should be sought and provided to the Board of Management for approval to take appropriate action.

Records

The Property & Asset Director is responsible for ensuring that accurate and sufficient information is recorded to document their activities in regard to their role. They will be required to keep the following records:

- Asset register
- Maintenance register
- Record of incidents in regard to health and safety and actions taken
- Record of all matters forwarded to the BOM for action or approval
- Essential Services Register

11. Holding of Additional Roles within the Club by Board of Management Directors

The Board of Management Directors shall be allowed to hold any additional club office bearers positions during their term

12. Match Committee

- (a) A single Match Committee to represent both Midweek and Saturday activities comprising eight (8) financial members shall be elected by the members at the Annual General Meeting. The Committee Chairperson shall be elected from within the Committee.
- (b) The duties of the Match Committee shall be:-
 - a. to arrange the bowls programme for the season;

- b. to make the draw and determine handicaps for bowls competitions.
- (c) Each member of the Committee shall hold office for not less than 12 months and until a successor is elected but is eligible for re-election.
- (d) In the event of any member or members of the Match Committee vacating their position for any reason whatsoever, then such vacancy or vacancies shall be filled by another financial member or members to be appointed by the Board.
- (e) The Match Committee shall have power to co-opt any financial member to assist in conducting tournaments, but a final decision on any matter within its duties shall rest entirely with the Match Committee.

13. Midweek & Saturday Selection Committee

- (a) A Selection Committee for both the Midweek and Saturday Pennant comprising seven (7) financial members shall be elected by the members at the Annual General Meeting. The Committee Chairperson shall be elected from within the Committee.
- (b) The duties of the Selection Committee shall be:-
 - to select teams and sides to represent the Club in the Pennant fixture; and
 - to select or recommend other playing representatives of the Club.
- (c) Each member of the Committee shall hold office for not less than 12 months and until a successor is elected but is eligible for re-election.
- (d) In the event of a casual vacancy occurring on the Selection Committee, the Board may appoint a financial member to fill such vacancy.
- (e) The Selection Committee shall have power to co-opt any financial member to assist in its administrative duties but a final decision on any matter within its duties shall rest entirely with the Selection Committee.
- (f) The selection committee is autonomous in its selection decisions.
- (g) Quorum for any regular meeting shall be 60% or 4 members
- (h) The Selection Committee does not have any direct responsibility to the Board other than liaison via the Bowls Director.
- (i) The Selection Committee recommends to the Board of Management the number of teams to be entered in Midweek and Saturday Pennant.

14. Election of Board of Management Committees & Officers

To be read in conjunction with the Club Constitution Document.

- (a) Nominations of candidates for election as officers of the Board of Management, or as ordinary members of the Committees and for the Match and Selection Committee:-
 - shall be made in writing, signed by two members and accompanied by the written consent of the candidate (which may be endorsed on the form of nomination); and
 - shall be delivered to the Secretary of the by the required date.

- (b) If insufficient nominations are received to fill all vacancies on the Committee, the candidates nominated shall be deemed to be elected and further nominations shall be received at the Annual General Meeting.
- (c) If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated shall be deemed to be elected.
- (d) If the number of nominations exceeds the number of vacancies to be filled, a ballot shall be held.
- (e) The ballot for the election of officers and ordinary members of the Committee's shall be conducted prior to the Annual General Meeting. The annual election of office bearers will be under the control of the Board of Management and held at the same time and be subject to the same requirements as applying to elections for the Board of Management.
 - 1. The method of voting shall be by recording a cross against the preferred candidate up to the number of vacancies to be filled. The election shall be determined by the counting of votes on a "first past the post" basis according to the number of vacancies to be filled.
 - 2. Ballot papers containing a greater or lesser number of persons to be elected shall be informal.
 - 3. If two or more candidates receive an equal number of votes the Chairman shall, in such case, have a second or casting vote.
 - 4. Results shall be announced at the Annual General Meeting.
 - 5. A returning officer shall be appointed.
- (f) There shall be no restrictions on any member holding office on more than one Committee.

15. Vacancies

- (a) For the purpose of these rules, the office of an of an ordinary member of the Committee becomes vacant if the officer or member:-
 - a. ceases to be a member of the Club;
 - b. becomes an insolvent under administration within the meaning of the Companies (Victoria) Code;
 - c. resigns his office by notice in writing given to the Section Secretary; or
 - d. fails to attend for three consecutive Committee Meetings without leave or apology delivered at or prior to the meetings.
- (b) An officer or ordinary member of the Committee shall not be held to have resigned until his resignation has been accepted by the Board.

16. Position Descriptions Committees & Others

16.1. The Selection Committee

The Midweek & Saturday Selection Committee of the Clifton Springs Bowling Club is made up of seven (7) elected members who are affiliated with Bowls Victoria.

The Chairperson of the Committee is elected from within the Committee.

The Selection Committee has prime responsibility for the following:

- Selection of teams and sides to represent the Club in the Pennant fixture
- To select or recommend other playing representatives of the Club.

The Selection Committee has the power to co-opt any financial member to assist in its administrative duties but a final decision on any matter within its duties shall rest entirely with the Selection Committee. The Selection Committee is however ultimately accountable to the BOM Bowls Director.

The Committee is autonomous however they are required to liaise with the Bowls Director in line with the Club Constitution and Regulations.

The Key Responsibilities of the Selection Committee Members are:

- To make a commitment to attend all Selection Committee meetings
- To ensure that all effort is made to ensure selection on ability and equality for all exists in all decisions
- For each member to ensure they create an opportunity to observe team players on a regular basis in order for them to make informed decisions
- To recognize talent, improved form or promise within the players
- Try to build teams that are compatible, respectful and supportive of one another

- To apply fair and reasonable measures when making selection without bias or prejudice
- Educate the membership in all matters regarding the selection process and model/encourage a Club/Team spirit and focus
- Be approachable and practice sound communication skills
- Be understanding of players disappointment when not selected or not playing to capacity and provide support and encouragement
- Accept feedback from Club members and follow up as required and/or appropriate
- Reporting back to the Committee on all issues raised directly with them by members
- Strive to provide all bowlers with the opportunity to experience Pennant on some level where requested
- Provide support and encouragement to bowlers who are not chosen for games and if applicable provide feedback regarding the decision in order for them to address any aspects such as coaching requirements.
- Be available to make decisions regarding changes to teams when necessary post selection
- Ensure confidentiality is observed on all relevant matters regarding information shared with the Committee
- Recommend the number of sides to be entered into the pennant competitions for the ensuing pennant season
- Posting team selections on the Pennant notice boards and ensuring that this information is also conveyed to the Publicity and Website Officer promptly for them to arrange publication in the media
- Maintaining Pennant records

The Key Responsibilities of the Selection Committee Chairperson are:

- To ensure that at regular meetings there is a quorum of 60% or 4 members.
- To convey information regarding changes in teams post selection to players

- Ensure all members of the Committee apply a consistent selection criteria that ensures selection on ability and equal opportunity
- Update the Selection Committee and Club members on relevant information received from Bowls Victoria and the GBR.
- Holds the casting vote in the event of an equality of votes on any question.

Specific Tasks Undertaken by the Selection Committee Chairperson are;

- Place the names of the selected teams on the board in the clubrooms with name of opposing team, Home or Away, Date and Round Number.
- Nominate who will be Duty Rinks on a rotational basis
- Source the updated information re the Division Ladders for each Club from GBR Bowlslink and update the board in the clubroom with both the division ladder positions and points
- Ensure GBR Bowlslink procedures and records are maintained.

Accountability & Extent of Authority

The Selection Committee is autonomous however while not accountable to the Board of Management they are required to liaise with them

Records

The Committee Chairperson and Committee Members are responsible for ensuring that accurate and sufficient information is recorded to document their activities. This includes:

- List of all selected teams/players
- Record the results of all matches played
- Record all games played and in what division for each player
- Providing all information to and exchanging with the GBR Bowlslink system

Prerequisite for Nomination for all Positions on the Selection Committee

Any member nominating for a position on the Selection Committee normally would be required to meet the following criteria:

- Hold a minimum of five (5) years experience as a Pennant player
- Have a minimum of two (2) years membership with the Clifton Springs Bowling Club in order to have knowledge and appreciation of the players and their ability
- Board of Management may use its discretion in particular circumstances

16.2. Match & Tournament Committee

The role of the Match & Tournament Committee is to have overall responsibility for all bowls events conducted by the Club in consultation with the BOM Bowls Director. The Committee is required to ensure that Club championships are run in a professional and timely manner and under the guidelines of Bowls Victoria and the GBR conditions and create optimal opportunity for winning members to proceed to State events. The Committee is also responsible for undertaking all administration and planning of tournaments and ensuring all events run smoothly.

This Committee is made up of eight (8) elected members including a Tournament Coordinator. The Chairperson of this Committee will be elected from within its number at the first meeting.

The Key Responsibilities of the Match & Tournament Committee are:

- To arrange the bowls fixture program for the season
- To arrange teams for and control all bowls fixtures
- To make the draw and determine handicaps for bowls competitions

- Responsibility for seeking appropriate resources from and to follow guidance of Bowls Victoria and the GBR in all defined Match Committee tasks.

Specific Tasks Undertaken by the Match & Tournament Committee are;

- Working as a team to ensure that there are adequate members available to cover all nominated or social events
- To operate and maintain the documented procedures for all activities undertaken by the Match Committee
- Prepare conditions of play for all championship events and social bowling
- Provision of Markers when required and to ensure Markers are aware of their role
- To prepare handicaps for competing members and maintain history record
- Determine starting times and any other requirements to ensure success of events
- Oversee entry forms, tournament draws and score cards for championship events
- Review and recommend entry fees to be applied
- Collect entry fees and pass to the BOM Finance Director
- Liaise with the Greens Manager for each event
- Liaise with the responsible officer regarding the syllabus regarding dates of events for club championships, social bowls and special event days
- Liaise with the Social Committee
- Arrange and advertise social bowling events on a twice weekly and monthly basis

Summer and Winter periods in consultation with the Marketing & Sponsorship Director and Publicity and Website Officer

- Arrange draw and entry fees for social bowling
- Arrange special event days including draw and entry fees as listed in the syllabus
- Ensure competition results for championship and all social events are provided promptly to the Publicity and Website Officer for publication
- Provision of information to members re changes to rules of play
- Update Club notice boards with relevant match information and liaise with the Publicity and Website Officer

The Key Responsibilities of the Match & Tournament Committee Chairperson are:

- Chair all meetings of the Match Committee
- Provide regular updates to the Bowls Director on all activities of the Match Committee
- Accountable for ensuring championship events are completed professionally and timely to comply with Bowls Victoria and GBR events
- Accountable for ensuring all Tournament activities are put into operation on time

The Key Responsibilities of the Tournament Coordinators are:

- Call all meetings with members of the Tournament/Match Committee to discuss the years program
- Arrange all associated administration for Tournaments Get confirmation of Names of Sponsors and prize money
- Agree the list of invitees
- Draft, finalise and circulate all invitations to Tournaments with acceptance forms to all Club Administration Directors/Secretary's and GBR social media
- Undertake all required administration on receipt of acceptance forms
- Confirm the method for determining the winner of each tournament
- Confirm the availability of Umpires and other officials as maybe required

Accountability & Extent of Authority

The Match & Tournament Committee is accountable to the Bowls Director for its activities. The responsibility for and authority to amend or change dates of events when necessary however should a conflict occur, would be taken to the Bowls Director for guidance.

The Match & Tournament Committee can co-opt any financial member to assist in conducting tournaments, but a final decision on any matter within its duties shall rest entirely with the Match Committee.

The Committee is required to abide by the Match Committee Procedures Manual.

Records

The Match & Tournament Committee is responsible for ensuring that accurate and sufficient information is recorded to document their activities in regard to their role. They are required to keep the following records:

- Handicaps history records
- Winners and runners up of championship events
- Winter and summer social day attendances
- Saturday social day attendances
- Lists of members and participants from other Clubs
- Record of all matters forwarded to the Bowls Director for action or approval
- Copies of all documents created in regard to the Annual Tournament calendar and as nominated in the Club's Policy, Procedures and Regulations.

17. Advocate

This position description is to be read and deployed in conjunction with the Bowls Victoria Member Protection Policy (1 December 2003) since the role of Club Advocate has a direct relationship with the role as defined in this policy of Member Protection Officer.

Foundation Principles of The Position of Advocate

The Member Protection Policy seeks to address the following:

1. Bowls Victoria are committed to fostering a harassment free environment for all their participants in the sport of Lawn Bowls in Victoria. The Association does not condone or otherwise tolerate any general or specific types of harassment against any of their participants as defined within the code of conduct.
2. The Association's participants include individuals who participate as athletes, coaches, umpires, administrators, officials, parents or volunteers. Every Association participant in the sport of Lawn Bowls, in whatever role, has the right to participate in an environment that is fun, safe, healthy and to be treated with respect, dignity and fairness.
3. The Code of Conduct adopted by Bowls Victoria provides Lawn Bowls participants with both general and specific definitions of harassment. The policy also clearly defines both a formal and informal complaints procedure that all lawn Bowls participants have easy access to.

Role Definition of Club Advocate

The definition of Advocate is:

"An Advocate is one who speaks on behalf of another person".

Therefore the role of Advocate for the Clifton Springs Bowling Club is to be available to all members of the Club to support them in finding a resolution in circumstances where they may feel that their right to participate in the game of Lawn Bowls in an environment that is fun, safe, healthy and where they are treated with respect, dignity or fairness has been impaired.

Key Responsibilities

The role of Club Advocate is to be enacted as a complimentary role to and shall not conflict with the Member Protection Policy.

The Club Advocate shall be required to maintain the informal complaints process which has been established to help members deal with any complaints in line with the recommendation in Part 111/13.3 of the Policy.

Part 111/13.3 states:

“It is recommended that complaints are handled, as far as possible, at an informal level. A commonsense, low key approach is often far more satisfactory to the complainant and to the person complained about.”

Informal Complaints Process:

Complaint Made to Either the Board of Management or Section Office Bearers

Where a complaint is made directly to either of the above then they will advise the complainant of the role of the Advocate and invite the member to approach them directly for help in the first instance.

Should the Member not wish to seek the help of the Advocate to resolve the issue on a local level then they will be provided with information on the formal complaints procedure.

Complaint Made Directly to the Advocate

The Advocate will on request arrange to meet with the complainant at a mutually convenient time and venue to discuss the concerns. This should be at a mutually agreed venue where confidentiality can be ensured and is appropriate to gender.

Role of the Advocate

On request of a member the Advocate will speak on behalf of and assist the member as a support person during the handling of a complaint. The Advocate will:

Listen to the complainant in an empathetic, supportive manner;

Inform the complainant about their possible options and ways forward in seeking a resolution; and /or

Act as a support person for the complainant, including supporting them through any mediation process undertaken to resolve the complaint, if the complainant wishes;

Ensure that the member understands that the role of the Advocate is only to aid them in finding a resolution and that the position carries no authority to make changes on their behalf;

Advise the complainant that he/she may have any other person assist them as a support person during the handling of a complaint;

If required to speak to or take part in a group discussion with the person being complained about ensure that the same values and level of respect and confidentiality are extended to them;

Ensure the details regarding the complaint are kept confidential and only discuss it with those people whom the complainant has authorised the Advocate in writing to speak to;

Seek additional information on behalf of the complainant if applicable to aid the resolution process;

Where an individuals complaint cannot be addressed in full encourage the complainant to consider an acceptable compromise to resolve the matter;

Should the Complainant decide that they are unable to resolve the matter informally and wish to escalate the complaint to a Formal Resolution status the Advocate shall advise the complainant to put their complaint in writing to the Board of Management and/or provide the member with a copy of the Formal Complaint Resolution procedure and list of the Member Protection Officer's as per Part 111/15.2a. Flow Diagram (Attachment C of Member Protection Policy)

Role of the Board of Management

The Board of Management shall ensure that:

The Advocate is advised of any relevant amendments to the Member Protection Policy that may impact on the role.

Address any complaints in regard to the activities of the Advocate.

Accountability & Extent of Authority

The Advocate shall not make any decisions or take any action on behalf of the complainant without their written consent.

Records

The Advocate shall be required to keep a confidential diary of the actions taken to help resolve the complaint for reference should the complainant escalate the complaint to a formal level. This

diary will remain the confidential property of the Clifton Springs Bowling Club and will be surrendered to the Director of the Board of Management immediately at the end of appointment as Club Advocate.

Where an issue is noted as a repetitive complaint within the membership the Advocate shall bring this to the attention of the Director of the Board of Management.

Information to Be Available

The Board of Management shall remain responsible of ensuring that the name and contact phone number/s of the Advocate are made available to all club members through applicable member information publications on an annual basis as a minimum following appointment.

During Appointment to the Role of Advocate

Any club member while appointed to the role of Advocate shall not be allowed to be nominated nor accept any other Office Bearers role within the Clifton Springs Bowling Club.

Appointment of Advocate

The position as Advocate to the Clifton Springs Bowling Club shall be made on an annual basis in response to an invitation by the Board of Management to lodge expressions of interest to undertake the role.

18. Role of the Bar Manager

The Bar Manager is responsible for managing the day to day activities of the bar and ensuring a high standard of friendly customer service for Club members and visitors while meeting all requirements of the licence to supply liquor.

The Bar Manager reports to the Board of Management (BOM) care of the Finance Director on any issues regarding the activities of the role or management of the bar.

The Key Responsibilities of the Bar Manager are:

- Act as Nominee in regard to all matters regarding the Clubs obligations under the licence to serve liquor, currently a "Full Club Licence" at February 2013.
- To hold and maintain a current certificate for the Responsible Serving of Alcohol and to ensure any volunteer bar staff nominated to and approved by the BOM are aware of their responsibilities.
- Responsible to the BOM for all activities of the bar operation and oversight of the Club's observance of the requirements in respect of its licence to serve liquor.
- Responsibility for updating the "Our Club" Resource folder with updates as published on the website for "Victorian Commission for Gambling & Liquor Regulation (VCGLR)" and informing the BOM and other bar staff and volunteers where changes impact on the Club and require action
- Ensure all bar staff and volunteers have access to the "Our Club" Resource Manual and familiarise themselves with it's contents
- Provide all bar staff volunteers with an induction prior to commencement
- To ensure that the payment is made for the licence to be renewed annually on time in accordance with State Government requirements by the 31 December each year.
- The Bar Manager is responsible to ensure timely purchase of and maintenance of necessary supplies for the bar in a cost effective manner
- Purchases shall include but not be limited to, beer - light and heavy, bottled wine, spirits, soft drink, ginger beer, coca cola, lemon lime & bitters and food items such as chips and nuts.
- Stock from appropriate Club sponsors such as local wineries should be purchased for resale as a show of good will whenever viable and in accordance with the terms of the sponsor for example the \$ value of resale at the bar.
- Coordinate with the Purchasing Officer for the purchase of all general supplies such as cleaning items.
- To ensure that adequate quantities of products for resale and all suitable cleaning items and products for bar use are available for bar staff at all times.
- To put forward to the BOM the names of proposed volunteer bar staff for approval prior to them being added to the roster.
- To prepare a roster for volunteer bar staff and themselves as Bar Manager to ensure that the bar is staffed on all agreed opening times within the terms of and in accordance with the licence.

Specific Tasks Undertaken by the Bar Manager are:

- Reporting to the Board of Management on all matters regarding the management and running of the Club bar.
- Make recommendation to the BOM regarding any changes to agreed opening hours of the bar, special events, "Happy Hours" etc for their consideration and approval.
- Ensuring open communication is maintained and information is shared with the Club
- members regarding bar services
- To report any physical repairs or maintenance required to bar equipment, furniture and fittings or white goods to the Property & Asset Director for action
- Ensure that the bar and lounge area is maintained to a high standard with particular attention to cleanliness and safety
- Arrange with the Property & Asset Director for maintenance of all equipment as

- required and record action in the maintenance register
- Ensure that all electrical equipment is tested and tagged in line with applicable guidelines
- Arrange for volunteer bar staff to be rostered as required to ensure that the bar is open in
- accordance with Club requirements and for all events as requested and approved by the Social Committee and BOM. Prepare rosters one month in advance to provide volunteers with a realistic notice period.
- Train all bar staff including volunteers in good customer service practices.
- Keep the fridge stocked
- Daily, ensure all bar staff count all monies and reconcile register , complete necessary paperwork, place money in appropriate bag and place in the safe.
- Daily ensure that the till contains a float of \$200 and that an adequate supply of coins to the value of \$200 is also available in the safe at all times.
- Manage, document/record all reimbursements made from the Petty Cash held behind the bar and reconcile the balance with receipts for the Treasurer
- Close Club and lock up all doors and gates and set alarm at times nominated by the BOM
- Weekly, usually on Monday mornings - lift the floor mats if supplied, sweep and mop the bar area, clean all benches and check that the bottle shoot is working correctly, in good repair and the external bin lined up to it correctly
- Two weekly duties, clean the refrigerators
- Keep a record of all free drinks issued to members on pennant days etc for stock take purposes
- Monthly duties, stock take the bar on the last day of each month.
- Draw to the attention of the Finance Director details of any matters which should be changed to ensure the Club continues to meet its obligations under the license.
- Advise the Board of Management of any changes which are made to the Club's licence arrangements
- Arrange for all bar staff and volunteers who will be required to lock up the club after closing are issued with keys and lock up/security details by the Assistant Director.
- As applicable arrange for new bar staff to obtain a Responsible Serving of Alcohol Certificate, and ensure that Responsible Serving of Alcohol approved personnel update their certificate as required by the Director of Liquor Licensing (currently every 3 years)
- To ensure that all volunteers serving behind the bar are aware of the requirements in regard to the responsible serving of alcohol
- Ensure all relevant certification is provided to the Club Secretary of RSA certification for them to maintain a register of certified Responsible Serving of Alcohol personnel
- Maintain records of all purchasing for the bar, Till records and Stock Record.
- The Bar Manager will need to be flexible in availability to fulfill the duties of the position within the opening hours designated in the VCGLR Licence.

Accountability & Extent of Authority

The Bar Manager is accountable to the members in ensuring that the club is run in accordance with the Club Constitution and all applicable Club Policy and Procedures and the Victorian Commission for Gambling & Liquor Regulation Licence.

This position holds day to day responsibility for the management of the Club bar and services and reports directly to the Board of Management via the Finance Director.

In the absence of the Bar Manager all general responsibilities of this role are delegated directly to the BOM Finance Director.

19. Greens Manager

The primary role of the Greens Manager is to work in partnership with the Greenkeeper to ensure that the Club greens are maintained in optimal condition and are available for use as required by the Match Committees and Club members. This role holds the sole responsibility of deciding which greens and rinks shall be open at any time for play. The position reports directly to the Board of Management.

The Key Responsibilities of the Greens Manager are:

- To have full control and supervision of the playing area and power to prevent play at any time when it is considered that the area may be damaged or unsafe.
- When making the determination that a green is unsuitable for use to ensure a notice is posted on the applicable green advising of this.
- Allocation of greens and rinks for all events in consultation with the Greenkeeper.
- To ensure that all club members and other players are informed of the requirement to wear approved smooth soled and heel-less bowling shoes and address any issues with the Section Committee.
- Following direction from the BOM Bowls Director in all matters as applicable in regard to the bowling greens.

Specific Tasks Undertaken by the Greens Manager are:

- Reporting to the BOM Bowls Director on all matters regarding the Club greens
- Ensuring open communication is maintained and information is shared with the Greenkeeper and Club members
- To report any observed physical repairs or maintenance required to Club assets or the building to the BOM Property & Assets Director for action
- Liaise with the BOM Bowls Director to arrange for annual inspections to ensure that all greens meet minimum playing standards and requirements.
- In consultation with the Property & Asset Director ensure that the Club surrounds are maintained to a high standard with particular attention to cleanliness and safety
- Regularly liaise with the Greens Keeper on all matters relating to the preparation and maintenance of the greens, including winter renovations, and any requirements for equipment maintenance.
- Have oversight for all records held by the Greenkeeper.
- Ensure that all pre season duties have been undertaken in regard to the greens prior to play
- Arrange for volunteer members to conduct maintenance of greenside equipment such as boundary pegs, rink markers, scoreboards and shelters as required.
- In consultation with the Board of Management prepare a budget for the upcoming year of operation. This will include all expenditure recommended for green maintenance and grounds.
- Recruitment of volunteers to maintain the gardening and physical surrounds having general oversight for garden beds, hedges and lawns, while checking and reporting to the Property & Asset Director of any damage or maintenance needs in the Club grounds including fixtures or equipment if observed.

Accountability & Extent of Authority

The Greens Manager is accountable to the members in ensuring that they operate in accordance with the Club Constitution and all applicable Policy and Procedures.

This position holds day to day responsibility for the management of the Club greens and reports directly to the Board of Management Bowls Director.

In the absence of the Greens Manager all general responsibilities of this role are delegated directly to the BOM Bowls Director however all decisions regarding the power to prevent play at any time are delegated to any two members of the BOM.

General Time Commitment Required by the Greens Manager

It is anticipated that estimated time commitment the Greens Manager will need to be available to fulfill the duties of the position are four (4) hours a week throughout the year.

20. Club Coach

Responsible for the provision of coaching opportunities to all members of the Clifton Springs Bowling Club.

Coaching plays an important role in assisting new bowlers to commence their involvement in the game by providing the basic mechanics (grip, stance, delivery) and in assisting bowlers at all levels in refining their technique, improving mental skills and game strategies. It also assists in developing leadership skills, goal setting and other genuine "life skills".

While the Coach undertakes their role independent of a Committee they are required to work in consultation with the Bowls Director, Section Committee and Match Committee to ensure that all members requiring a coaching opportunity can be facilitated. All Coaches are required to have

undertaken and passed an approved Accredited coaching course applicable to the game of bowls and to provide coaching sessions in accordance with their training.

The Key Responsibilities of the Coach are:

- To aid and encourage members in achieving their full potential in the game of bowls
- Ensuring members are taught responsible playing practices to keep them safe on the greens
- Providing positive encouragement on and off the green
- Be observant of Club members style of play and nip issues in the bud before they become problems
- Running coaching sessions on a weekly basis for all members
- Providing flexible coaching opportunities/times whenever reasonably possible
- To ensure that they maintain and keep current their National Accreditation as a coach and provide evidence of this to the BOM Secretary

Specific Tasks Undertaken by the Coach are;

- Teaching new bowlers the "basics" of the game
- Recognising when experienced bowlers require help and support and responding in kind with coaching sessions
- Facilitate requests for coaching sessions by individual members
- Providing advice and information to members regarding health and safety aspects of the sport
- Publishing information regarding the availability of coaching sessions
- Liaising with the Newsletter and Publicity and Website Officer regarding the inclusion of relevant coaching information, hints and tips and training notes in Club media
- Providing flexibility regarding days and times to ensure all members are given a coaching opportunity
- Keeping up to date with coaching styles
- Keeping abreast of all relevant information published by Bowls Victoria
- Resource and distribute information relevant to the game of bowls, skills and techniques
- Ensuring open communication and work with other Club members operating as Club Coaches and the regional coaching panel
- Operating coaching sessions which are skill specific
- As required providing coaching at Community Bowls days, Barefoot bowls and Roll - A - Bowl sessions etc
- Facilitate, encourage and provide support to other "competent" members in being involved and providing basic knowledge of the game at Community Bowls sessions
- Advising the relevant Section Committee when a new bowler has reached competency for play

- Liaising with the Section Committee's and Selectors as required
- Make recommendations to the BOM and Section Committees regarding opportunities to advance the role or services of Club Coaching
- Request the Purchasing Officer to obtain any equipment etc required for Coaching purposes

Accountability & Extent of Authority

The Coach is accountable to:

- The Club member receiving coaching
- The Board of Management
- The Regional Coaches Panel

Records

The Coach is responsible for ensuring that accurate and sufficient information is recorded to document their activities in regard to their role. They will be required to keep the following records:

- Written notes of all coaching sessions provided in accordance with the requirements of the Regional Coaching Panel.

21. Newsletter Editor

The Newsletter Editor is a significant club position responsible for preparing and publishing the Club Newsletter for the membership on a monthly basis ensuring that all information contained is current, includes news and views, remains entertaining, provides information relevant to the game of bowls and above all seeks to foster club spirit and promote Club values.

The newsletter also promotes and tells the story of the Club and it's culture to any new or potential member and therefore is critical to the Club's image.

An important requirement of the role is for the incumbent to be able to ensure open communication with the Board of Management (BOM), Club Committee's, Publicity and Website Officer and the general Club membership to be confident that all articles etc included are of purpose, current, of interest and remain entertaining.

While this position reports to the BOM they are authorised to publish the Newsletter without the need for the BOM to first approve the content of each publication since this could delay publication and impact on the relevance of information being provided. They are however obligated to prepare all Newsletters with the best interests of the Club in mind. Some knowledge of web publishing and general computer skills is of benefit for this position. Generally the Editor will work independently in meeting the requirements of the role as detailed in the key responsibilities however for all other issues they are required to seek approval of the BOM.

Key Responsibilities of the Newsletter Editor

- Act as the Club representative and first contact for all matters regarding the newsletter
- To prepare and publish the monthly newsletter in accordance with Club Policy and Procedures and promote the Clubs values
- Remain impartial while respecting others views and opinions
- Disseminate news and views for interest within the Club membership
- Ensure that through the newsletter the membership is provided with a positive and uplifting experience providing items of interest and general entertainment
- Provide news and views of the Club, Committees and the members on request
- Respond to requests from the membership regarding ideas for or comment on the

- newsletter as required
- Provide information to help members in the game of bowls
- Proof all articles provided by disgruntled members to ensure that while views are shared they reflect positive criticism and remain inoffensive to any other party
- Retain editorial rights to refuse publication of articles seen to be inappropriate and seek advice from the BOM if a compromise cannot be reached
- Ensure that adequate copies of the newsletter are printed and made freely available for members to collect from the Club rooms
- Ensure that an arrangement is in place for printing the newsletter either via a sponsorship agreement or paid service
- Ensure a copy of all published newsletters are provided to the BOM Administration Director for Club records
- Prepare and work within an agreed template/layout for the newsletter
- Keep an electronic history of all documents prepared for publishing on behalf of the Club
- Providing reports to the BOM regarding activities associated with the role and attending BOM meetings on request
- Reporting any issues such as defamation immediately to the BOM
- Maintain regular communication with the Publicity and Website Officer regarding any shared information
- Attend meetings of the Section Committee's as required

22. Publicity & Website Officer

The Publicity & Website Officer is a significant Club position responsible for publishing, editing and maintaining the Club website ensuring that all information contained is current and promotes the Club in a positive manner. The website is often the first point of contact for interested parties

in today's world and therefore critical to the Club's image. An important requirement of the role is for the incumbent to be able to ensure open communication with all Board of Management (BOM) and Club Committee members to be confident that the information published on the website and in the Press is meaningful and up to date. In addition this position is responsible for Club publicity through various medias including the website.

This position reports to the BOM via the BOM Administration Director however from time to time they will be required to attend and report to the BOM directly. The position is also required to liaise with the Marketing & Sponsorship Director.

All club documents and correspondence prepared and published by this position should primarily be prepared and saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded or copies of handwritten minutes etc scanned to the Clubs computer as soon as possible after creation.

Key Responsibilities of the Website & Publicity Officer

- Act as the Club representative and first contact for all matters regarding the media, advertising, publicity and promotion
- To publish and keep current all items published on either the Web site, in the Press or on physical in house information and sites
- Provide regular reports to the Geelong Advertiser, Geelong Bowls Region and other publications as required regarding competition results and coming events
- Providing reports to the Press on a weekly basis regarding team selections
- Respond to requests from the Press for Club information and news
- Arrange to place adverts in the Press and other local venues as required
- Place public notices and acknowledgments on behalf of the club in Local papers as required by the BOM

- Maintain an updated knowledge of the deadlines for going to press by the differing local publications the Club has a relationship with
- Ensure a copy of all club reports, results report or other publications published in the Press is posted on the Club Notice Board for members
- Compose, print and publish the “Wots On” table top information flyers on a monthly turn around basis in the Club and social room
- Preparing templates and documents for Club leaflets, flyers, special score cards etc including the layout of the same
- Keeping an electronic history of all documents prepared for publishing on behalf of the Club
- Providing reports to the BOM on request regarding activities associated with the role
- Maintaining regular communication with the BOM Administration Director regarding information sharing and publicity needs
- Attend meetings of the Section Committee’s as required to engage and exchange information regarding information and publicity activities
- Report any changes to the published information in the Club syllabus book on the Website as soon as reasonable after being advised
- Liaise with the Newsletter Editor, Social Committee and other Club Committees as required

Accountability & Extent of Authority

The Website & Publicity Officer is accountable to the Board of Management and members in ensuring that tasks fulfilled on behalf of the club are undertaken in accordance with the Club Constitution and all applicable policy and procedures, legislation and guidelines.

Generally the Officer will work independently in meeting the requirements of the role as detailed in the key responsibilities however for all other issues they are required to seek approval of the BOM.

In the absence of the Publicity & Website Officer all general responsibilities of this role are delegated directly to the BOM Administration Director.

23. Role of the Purchasing Officer

The Purchasing Officer is responsible for the purchase of all perishable, non perishable food items, housekeeping items and any other items to ensure the smooth running and activities of the Club. Generally this does not include responsibility for the purchase of bar stock however from time to time where there is a value added benefit to the Club the Board of Management (BOM) may request that the Purchasing Officer coordinates the supply of some or all purchases for the bar with the Bar Manager.

The Key Responsibilities of the Purchasing Officer are:

- To purchase goods for use by members in the daily operation of and activities in the Club
- Be able to work collaboratively with other Club BOM and Nominated/Elected Position holders in responding to requests for purchases
- Report to the BOM as required on any issues regarding the activities of the role
- Source suppliers who can provide the Club with best value
- Keep a record of all stock purchased including date, item, quantity and cost as a record of utilization making it available to the BOM on request. This record should be held on the club computer in a spreadsheet format
- Ensuring the stock record is available to all members in hardcopy format in order for them to sign out all items used
- Maintain a record of all purchases and provide a reconciliation of all expenses for cash purchases to the BOM Treasurer with receipts

- Have responsibility for the administration and reconciliation of all purchases they undertake care of accounts held with suppliers and provide full details to the Treasurer in order for them to arrange payment of the same
- To check existing stocks to ensure that no perishable items are stored beyond their use by date prior to adding new stock

Specific Tasks Undertaken by the Purchasing Officer

- The purchase/ordering and collection of kitchen supplies as listed on the kitchen notice board and/or requested by the Social Committee (mainly from Campbells Cash & Carry) which will include but not be limited to:
Sweet and savoury biscuits, Sugar, Non sugar sweeteners, Tea Bags, Coffee, Milk, Cheese, Mayonnaise, Tomato sauce, Cooking oil, Serviettes Paper doily's.
- The purchase/ordering and collection of some bar supplies in consultation with the Bar Manager which will include but not be limited to:
 - * Packet chips
 - * Soft drink
- The purchase/ordering and collection of Club uniforms, hats, badges etc
- On request of the BOM Membership Director seek pricing, purchasing economies etc from manufacturers for Club uniforms
- Ensure that any purchasing agreement that includes the design/branding of Club uniforms stipulates the screen print remains the property of the Club.
- Submit any issues regarding Club uniforms to the BOM Membership Director for action
- Distribute Club uniforms to members and collect and receipt all monies received from members prior to releasing their uniform to them
- Pass all monies received to the Finance Director with a copy of the receipt number
- Maintain contact with the appropriate state body to ensure that any change to the Club uniform does not conflict with other Clubs uniform
- The purchase/ordering and collection of awards and trophies
- Order Coaches manuals, Rule books and other relevant information leaflets as required by the Section Committees
- Order "8" badges on behalf of Section Committees for presentation to rinks who are eligible
- The purchase/ordering and collection of all cleaning/housekeeping supplies which will include but not be limited to: Toilet rolls, Cleaning agents, Mops, Buckets, Office and stationary items as requested by the BOM Secretary or other office bearers.
- Ensuring that all perishable items are stored in refrigerated storage ready for use under the direction of the Club Food Safety officer
- Ensuring that all non perishable items are stored in the appropriate areas within the club
- Ensuring that all items are recorded in the stock list
- Oversight for stock in the first aid kit and purchase of supplies are required
- Purchasing all items required for events and requested by the Social Committee (to be requested no later than one week in advance of an event)
- Reporting any unresolved discrepancy in the stock utilization to the BOM
- Keeping records of purchases made, stock record and utilization record.

Accountability & Extent of Authority

The Purchasing Officer is accountable to the members in ensuring that purchases on behalf of the club are undertaken in accordance with the Club Constitution and all applicable policy and procedures, legislation and guidelines.

This position holds day to day responsibility for the management of all purchases within their authorised limit and reports directly to the BOM Finance Director on a day to day basis.

In the absence of the Purchasing Officer all general responsibilities of this role are delegated directly to the BOM Finance Director.

24. Appointment of Positions by Board of Management by Expression of Interest

The positions of Advocate, Purchasing Officer, Bar Manager, Newsletter Editor and Publicity & Website Officer to the Clifton Springs Bowling Club shall be made on an annual basis in response to an invitation by the Board of Management to lodge expressions of interest to undertake the role and in accordance with the Club Constitution and Regulations.

25. Payments & Refunds for Purchases by Directors and Committee Members

Office holders will from time to time need to make approved purchases that will be refunded by the Finance Director.

Prior to making any purchase Directors or Committee members are required to check with the Purchasing Officer to confirm if the items are held in stock or if an ongoing or multiple requirement there may be benefit in making a bulk purchase.

Refunds for all purchases on behalf of the Club will only be made in line with the following guideline:

Purchases to the value of \$100 can be made without prior approval of the Finance Director or BOM

All purchases above this value can only be made with the approval prior to the purchase of the Finance Director and the BOM.

Refunds will only be made on the presentation of a receipt itemising the goods purchased

26. Record Keeping & Archiving

All Club documents and correspondence prepared by the Board of Management, Committees or Sub Committees should primarily be prepared and saved to the Clubs computer hard drive. Any documents prepared off site should be downloaded or copies of handwritten minutes etc scanned to the Clubs computer as soon as possible after creation. This information remains the property of the Club.

27. On Appointment of Directors or Committee Members

The outgoing Office Bearers will ensure that the new position holder is provided with an induction to the role by them which will include an opportunity to view previous minutes of meetings and other relevant documents in order to aid a smooth transition for both the new incumbent without undue impact on the Club. The membership Director shall be responsible for issuing all new Office Bearers of the Club with keys and security details on appointment to their position.

28. Colours of the Club

The colours of the Club shall be as the Board from time to time may determine, subject to the approval or rejection by Bowls Victoria.

29. Availability of copies of Constitution and Regulations

There shall be ten (10) copies of the Constitution and these regulations which will be maintained by the Administration Director and distributed as follows:

Copy 1	President	Copy 7	Sponsorship & Marketing Dir
Copy 2	Vice President	Copy 8	Property & Assets Director

Copy 3 Administration Director
Copy 4 Bowls Director
Copy 5 Membership Director
Copy 6 Finance Director

Copy 9 Available for Loan to Members
Copy 10 General Notice Board

THE CLIFTON SPRINGS BOWLING CLUB Inc

To The Administration Director
Clifton Springs Bowling Club Inc.
Address Springs Street, Clifton Springs Vic 3222
PO Box 175, Drysdale Vic 3222

I.....
of.....
..... Post Code
Telephone Number..... Mobile
Email
Occupation (or former occupation).....

Date of Birth.....

- I desire to become a) Full Member
b) Junior Member
c) Social Member

of the **Clifton Springs Bowling Club Inc**

In the event of my admission as such a member, I agree to be bound by the Rules of the Club for the time being in force.

I have not previously been a member of a Bowls Club/I have previously been a member of the following Bowls Club(s):-

.....
Date last affiliated

Signature of applicant

Date

We

and

members of the Club, nominate/second the nomination of the Applicant who is personally know to us, for membership of the Club.

Signature of Proposer Date

Signature of Seconder Date

Date of lodgement of application

Date of electionResult

Date of payment of annual subscription amount \$

Do you agree to the Clifton Springs Bowling Club publishing your telephone number in the "new Member" section of the Clubs website. If so please reconfirm your telephone number below:

Telephone Number: Applicants Signature:

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APPENDIX 1

- *Application for Membership of the Clifton Springs Bowling Club*

Additional Club Documents Referenced in these and to be read in conjunction with these Regulations:

- Match Committee Procedures Manual

Revised Document 11 March 2015 ES/AB

Further revision 16 April 2015

Revised and Amended 9 March 2020

Revised and Amended 14 March 2022