

# **Management Committee Handbook (January 2008)**

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### **3.1 History of FESTURI**

*FESTURI* began in 1999 and has been delivered annually since; progressing from a concert-type program featuring song and dance from many different cultures, to an extremely high quality week long festival which encompasses a broad range of activities featuring local and international performers. The name “*FESTUR*” is not a “real” word. It is a hybrid of common elements of the words for festival or celebration from a number of different languages. The languages used to make this word were those of students from the Sunshine Coast Intensive English Unit in 1999 – the first year this event was staged. It is always written in capital letters.

*FESTURI* event management team has progressed over the years; starting from a community-based committee consisting of members of the NESB (Non English Speaking Background) Parents’ Support Group, teachers from Nambour schools and representatives of a number of different Sunshine Coast multicultural organizations, to an Incorporated Non-Profit Organisation - established in 2004, to reflect the move to combine with another multicultural event, the Multicultural Extravaganza, to stage a weekend long event at the University of the Sunshine Coast. This amalgamation gave rise to *FESTURI 2004 – a multicultural celebration* attended by more than 10,000 people which, under its new name, continues to be a premier multicultural event for the Sunshine Coast and broader south east Queensland region.

In 2006-7, the festival was expanded to include a more comprehensive Workshop Programs with more multicultural games, music and song, art, craft and interactive installations, inviting more visitor participation than in previous years, as well as developing a pilot Storytelling Tent and Sister Cities involvement.

## **3.2 Goals & Strategic Direction of FESTURI**

**The overall Goal of FESTURI - a multicultural celebration .....**  
is to encourage the participation of the whole community in celebrating and valuing the cultural and linguistic diversity of the Sunshine Coast, while offering a practical demonstration of community cooperation, mutual respect and understanding.

**FESTURI also provides an opportunity to .....**  
celebrate and enjoy the cultural diversity of the Sunshine Coast, enhance social cohesion and further strengthen community partnerships, both cultural and educational, through a multicultural community project.

**FESTURI provides .....**  
an outlet for artists and performers to showcase their innovative work and also encourages the public to participate in these forms of artistic expression whilst promoting greater understanding of the different cultures behind certain art forms.

**The objectives of FESTURI - a multicultural celebration project are:**

- Allow artists and performers to showcase innovative and new artistic expressions (booking locally based multicultural artists and performers is a major focus)
- Increased community participation in arts and cultural activities
- Larger and more diverse audiences for community events
- Increased diversity in arts and cultural activities
- Promotion of inclusive and collaborative communities
- Development of partnerships and networks supporting creativity and genuine participation
- Increased pride in cultural values and heritage by young people
- Events conducted within a best practice framework which is evidence based and provides information and documentation which may be utilized for other similar community events.

## **3.3 Underlying Core Aspects of FESTURI**

FESTURI every year engages the services of professional and multicultural performers, artists, writers, providing high quality examples to encourage the aspiring local artistic community. Innovative and excellent quality work in areas such as new artistic expression such as cane sculpting, vegetable sculpting, photography, interactive artwork are showcased and encouraged by FESTURI.

FESTURI employs professional individuals to coordinate and publicise the event for the months leading up to the festival. Within the Management Committee there is a Sub Committee in Finance and Budget involving individuals,

FESTURI requires grants to cover operational expenses for the festival and looks for sustainable funding sources.

## **3.4 Role of the Management Committee**

### **Governance**

It has been suggested that the role of management committees is difficult to define as it is more than just advisory but not really management. It is essentially a role of general oversight and control – usually termed governance. Governance can be defined as ‘the overall guidance, direction and supervision of the organisation’. Therefore the committee is the key agent of strategic management and is responsible for steering the organisation through changing circumstances. This is the case regardless of whether there are paid staff or not.

### **General responsibilities**

The committee has a responsibility to manage the organisation on behalf of the members. The committee should:

- Conduct long-term planning of activities so that the aims and objectives of the organisation are fulfilled
- Develop policy and procedures
- Manage external relations and advocacy issues
- Obtain resources and ensure that all financial and legal matters are properly managed
- Carry out the recommendations of members
- Regularly communicate with, and provide information to members about the running of the organisation
- Evaluate the performance of officials, employees, subcommittees and, importantly, itself
- Ensure that all members of the committee act as leadership role models

In most organisations the management committee will make decisions about a wide range of issues that may include policy, market research, planning, event organisation, staffing (including volunteers), coaching, budgeting and sponsorship. In recent years there have been increasing expectations that committees should be more proactive, particularly with respect to growing awareness of the individual legal responsibilities of committee members.

***The FESTURI Committee should make sure at all times that it is fulfilling its role and responsibilities.***

*The table on the following page is summaries of four main categories of responsibilities.*

<b>The role of the committee can be summarised into four main categories:</b>	
<p><b>Plan</b></p> <p>Examine alternatives for action and decide on appropriate directions according to the purpose, philosophy, culture and budget of the organisation. Determine relevant policies to guide the implementation of organisational plans.</p>	<p><b>Lead</b></p> <p>Be enthusiastic and work from an informed and well-researched knowledge base which includes a subcommittee or working group structure, clear and concise reports and wide representation of stakeholder opinions. Regularly communicate both the vision and the detail to members and other relevant stakeholders.</p>
<p><b>Organise</b></p> <p>Ensure that plans are implemented, achievable objectives are agreed to, suitable strategies are designed to ensure satisfactory progress, and operational stages are implemented and evaluated. Ensure that resources (people, equipment, money) needed for these to be achieved are provided.</p>	<p><b>Control</b></p> <p>Be responsible for defining expectations and requirements, and taking appropriate action to ensure that the outcomes are achieved.</p>

### **Other specific responsibilities of the Committee are:**

#### **Legal Responsibilities**

Make sure that:

- FESTURI operates in line with
  - constitution
  - the Associations Incorporation Act
- staff employment agreements are complied with, proper tax is deducted, and safe working conditions are provided;
- the service has adequate insurance cover;
- the service operates within relevant Federal, State and Local Government laws and regulations.

#### **Policy and Planning**

Make sure that:

- FESTURI has clear goals;
- plans are developed and evaluated on an annual basis;
- high quality and effective planning, deliver and evaluation systems are delivered;
- *this Policy and Procedures Manual is kept up-to-date and is put into practice.*

#### **Financial**

Make sure that:

- FESTURI has an approved budget for the year, and that expenditure is within the budget;
- ensure that FESTURI has sufficient income to meet the budget requirements;
- the conditions of Funding Agreements are followed;
- funds are properly accounted for and that an audit is completed every year.

## **Operational**

Ensure that:

- the day to day and long term activities of FESTURI are consistent with the objectives and mission of the organisation;
- all activities are carried out efficiently and with due regard to managing risks associated with those activities; and
- activities are carried out within the financial and human resource budgets of the organisation.

## **Staff**

- Ensure the recruitment of the best possible staff.
- Provide staff with support, direction and supervision.

## **Other Committee Responsibilities**

- Make sure that FESTURI has a strong membership and community support and is a strong and viable organisation.
- Represent the organisation.

### **3.5 The Roles of Management Committee Members**

Each member of the Management Committee has a particular area of responsibility, but each is expected to work with the other members of the Committee and members of FESTURI, employees and volunteers in a harmonious and productive relationship that furthers the aims and reputation of the organisation.

The role and responsibilities of individual Committee Members is outlined below

#### ***President***

**The President, or if absent, the Vice President shall act as Chairman of the FESTURI Management Committee.**

Together with other members of the Management Committee, the President/Chairman is responsible for:

- meeting the requirements specified in the constitution and the Associations Incorporation Act 1981;
- managing any services provided, including the management of staff;
- meeting any requirements of funding agreements;
- making sure that membership and community support of FESTURI are maintained;
- making sure that the policies and procedures as set down in the *FESTURI Policy and Procedures Manual* are followed.
- ensuring regular Management Committee meetings are held;
- encouraging other Management Committee members to attend meetings;
- drawing up an agenda for the meetings with the assistance of the Secretary;
- prioritising agenda items and if necessary setting time limits;
- leading the meeting through the agenda, keeping discussion relevant and decision making clear and encouraging broad participation;
- signing the minutes after they have been confirmed as an accurate record of the previous meeting;
- Making sure meetings are run in accordance with the constitution;
- acting as a spokesperson for FESTURI;
- staying in touch with day-to-day happenings of the coordination of the festival and associated activities through the Management Committee members, other volunteers and paid staff.

#### **Attendance at Meetings**

The President / Chairman should attend all scheduled and extraordinary Management Committee meetings. If unable to attend a meeting he/she should give the maximum notice possible.

#### **Resignation of President**

In the event that the President resigns, one month's notice in writing is required and the retiring President will make every effort to find a replacement person for the Management Committee.

#### ***Treasurer***

The Treasurer of FESTURI must:

- a) collect and receive all monies due to FESTURI and make all payments authorised by FESTURI; and

- b) Keep correct accounts and books showing the financial affairs of FESTURI with full details of all receipts and expenditure connected with the activities of FESTURI.

All payments made are to be authorised by two (2) signatories appointed by the Committee with at least one (1) *signatory member being the Treasurer or President*.

**The Treasurer has responsibility along with other members of the Management Committee for:**

- meeting the requirements specified in the constitution and the Associations Incorporation Act 1987;
- managing any services provided, including the management of staff;
- meeting any requirements of funding agreements;
- ensuring that membership and community support of FESTURI are maintained;
- ensuring that the policies and procedures as set down in the FESTURI Policy and Procedures Manual are followed.
- ensuring that proper books of account are properly maintained and kept safe;
- ensuring monthly and quarterly financial reports are produced, and present these at monthly Management Committee meetings;
- ensuring the financial requirements of funding bodies are met;
- ensuring the Management Committee members understand the financial reports;
- ensuring an audit of the books is prepared each year and that the accounts of the Association, showing the financial position at the end of the preceding financial year, is submitted to members at the Annual General Meeting;
- ensuring funds are not being mismanaged.

**Attendance at Meetings**

The Treasurer should attend all scheduled and extraordinary Management Committee meetings, and if unable to attend a meeting give the maximum notice possible.

**Resignation of Treasurer**

In the event of resignation of the Treasurer, one month's notice in writing must be given and the retiring Treasurer will make every effort to find a replacement person for the Management Committee.

***Secretary***

The Secretary observes the Model Rules, keeps record of Committee meetings and corresponds on behalf of the Committee. The Secretary, in association with the President, shall call meetings and distribute agendas. Minutes must be presented in a typed format, and distributed to Committee members no later than fourteen (14) days following the minuted meeting.

**The Secretary has responsibility, with other members of the Management Committee, for:**

- meeting the requirements specified in the constitution and the Associations Incorporation Act 1987;
- managing any services provided, including the management of staff;

- meeting any requirements of funding agreements;
- making sure that membership and community support of Volunteering Sunshine Coast are maintained;
- making sure that the policies and procedures as set down in the Volunteering Sunshine Coast Policy and Procedures Manual are followed.
- taking accurate minutes of all meetings and making sure these are properly filed;
- compiling a correspondence list including letters received and sent, and bring to the attention of the meeting any correspondence that requires immediate attention;
- making sure that correspondence is properly filed and up-to-date and is available for any member to examine;
- making sure that copies of the minutes are distributed to Committee members before the next meeting;
- keeping a Register of members and Management Committee Members. See the Section on the Constitution for copies of the Register forms;
- maintaining the Management Committee orientation kit and provide a copy to all new Committee members on appointment;
- making sure the Policy and Procedures Manual is kept up-to-date and is followed.

### **Attendance at Meetings**

The Secretary should attend all scheduled and extraordinary Management Committee meetings, and if unable to attend a meeting, give the maximum notice possible.

### **Resignation of Secretary**

In the event of a resignation, one month's notice in writing must be given and the retiring Secretary will make every effort to find a replacement person for the Management Committee.

### ***Management Committee Members***

**Management Committee Members, along with other members of the Management Committee have responsibility for:**

- meeting the requirements specified in the constitution and the Associations Incorporation Act 1987;
- managing any services provided, including the management of staff;
- meeting any requirements of funding agreements;
- making sure that membership and community support of FESTURI are maintained;
- making sure that the policies and procedures as set down in the FESTURI Policy and Procedures Manual are followed.
- assisting the Chairperson, Secretary, Treasurer in undertaking their duties;
- acting as a spokesperson when requested by the Committee;
- managing and supporting staff when requested by the Committee;
- being a member of and/or chairing sub-committees/task groups as required;
- signing letters or documents on behalf of the Association as required;
- doing any other tasks which may arise.

**Attendance at Meetings**

Committee Members should attend all scheduled and extraordinary Management Committee meetings, and if unable to attend a meeting, give the maximum notice possible.

**Resignation of Member**

In the event of a resignation, one month's notice in writing should be given, and the retiring member will make every effort to find a replacement person for the Management Committee.

## **3.6 Orientation for New Committee Members**

REFERENCE NO 3.3

DATE OF EFFECT 30 January 2008 AUTHORISED BY Management Committee

**POLICY TITLE:**

Orientation for new Committee Members

**POLICY STATEMENT:**

An orientation kit for Committee members will be maintained by the Secretary, with assistance from the Manager and be given to all new members.

**PROCEDURE:**

The **Committee Orientation Kit** will include copies of:

- the Constitution;
- Committee roles and responsibilities;
- budget;
- information about funding sources;
- organisation chart;
- purpose, philosophy and objectives;
- the annual agency plan;
- information about management meetings.

### **3.7 Code of Behaviour for Management Committee Members**

**REFERENCE NO** 3.4

**DATE OF EFFECT** 1 January 2008

**AUTHORISED BY:** Management Committee

**POLICY TITLE:**

Code of Behaviour for Management Committee Members

**POLICY STATEMENT:**

Management Committees operate most effectively if everyone is aware of the expectations of them. To clarify expectations, the following code of behaviour for Management Committee members has been developed.

**PROCEDURE:**

**Committee members agree to:**

- abide by the philosophy of FESTURI;
- observe all the rules of FESTURI including those specified in the constitution, the Associations Incorporation Act 1987 and any others set by the Management Committee or the membership of FESTURI;
- follow any policies and procedures set down in the *FESTURI Policy and Procedures Manual*;
- attend monthly Committee meetings whenever possible, and if unable to attend, to send apologies;
- not act on FESTURI matters without the consent of the Committee, including not interfering in the day-to-day operations of FESTURI;
- adhere to all the accounting procedures of FESTURI;
- represent FESTURI in a positive way;
- not discuss confidential issues with people outside of FESTURI or with staff or members of FESTURI without the consent of the Committee;
- follow any grievance procedures set down by the Management Committee to try to resolve any conflicts with staff, clients or members of FESTURI
- not abuse, physically or verbally, staff, clients or members of FESTURI

**If a member of the Committee fails to abide by the above rules they may be liable to expulsion from the Committee.**

## **3.8 Management Committee Meetings**

### **PROCEEDINGS OF COMMITTEE**

#### **As stated in the Constitution –**

23. 23.1 The Committee shall meet at least eight (8) times in each year at such place and time as the Committee may determine.
- 23.2 Special meetings of the Committee may be convened by the President or any three (3) of the members of the Committee.
- 23.3 Notice shall be given to members of the Committee of any special meeting specifying the general nature of the business to be transacted and no other business shall be transacted at such a meeting.
- 23.4 Any four (4) members of the Committee constitute a quorum for the transaction of the business of a meeting of the Committee, including the Manager (ex-officio).
- 23.5 No business of FESTURI 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, unless the meeting was a special meeting in which case it lapses.
- 23.6 At meetings of the Committee:
- (a) the President, or, in his/her absence, the Vice-President shall preside; or
  - (b) if the President and Vice-President are absent, one of the remaining members of the Committee, as may be chosen by the members, shall preside.
- 23.7 Questions arising at a meeting of the Committee, or at a meeting of any sub-committee appointed by the Committee, shall be determined on a show of hands or, if demanded by a member, by a poll taken in such manner as the person presiding at the meeting may determine.
- 23.8 Each member present at a meeting of the Committee, or at a meeting of any sub-committee appointed by the Committee (including the person presiding at the meeting) is entitled to one vote and, in the event of an equality of votes on any question, the person presiding may exercise a second or casting vote.
- 23.9 Written notice of each Committee meeting shall be served to each member of the Committee a reasonable time before the meeting.

#### **Time**

Management Committee meetings are held monthly on the 2nd Wednesday? of the month from 5 pm at ?, or other location as decided from time to time. Other meetings may be arranged by the Committee as required.

#### **Attendance**

Committee meetings should be attended by all Committee members and the Manager. Guests may be invited to attend meetings (by the Chairperson) for a specific purpose.

### ***Agenda for Management Committee Meetings***

Meetings will be conducted in accordance with the Constitution. The agenda for the meetings will be:

1. Open meeting
2. Apologies
3. Review of agenda
4. Acceptance of minutes from previous meeting
5. Business arising from previous minutes
6. Correspondence
7. Reports
  - Coordinator's report
  - Treasurer's report
  - Sub Committee reports
8. General business
9. Next meeting
10. Close meeting

The agenda will be drawn up by the President/ Chairperson, in consultation with the Festival Coordinator, and circulated to all Committee members at least three days before the Committee meeting.

### ***Quorum***

The quorum for Management Committee meetings is 4 Management Committee members, one of whom must be the President / Chairman, Secretary or the Treasurer.

### ***Role of Paid Positions (ie. Festival Coordinator) at Management Committee Meetings***

The Manager attends Committee meetings to provide advice and information to the Committee to assist it in its deliberations and will provide a report on the operations of the service including outcomes achieved, future plans and any issues which need to be considered by the Committee.

### ***Festival Coordinators Report***

The Manager should prepare a monthly report to the Management Committee which includes the following information:

- Staffing information including:
  - any changes to staff/volunteers;
  - staff training;
  - any disputes or grievances
- Major Activities in the Last Month (including Outcomes Achieved)
- Plans/Major Activities for the Next month
  - present plans for the forthcoming month and notice of any special events
- Issues for Consideration by Management Committee
  - present any issues which have arisen during the month including problems, new ideas and suggestions.

### **3.9 Minutes of Management Committee meetings**

**REFERENCE NO 3.9.1**

**DATE OF EFFECT** 30 January 2008 **AUTHORISED BY:** MANAGEMENT COMMITTEE

**POLICY TITLE: - Minutes of Management Committee Meetings**

**POLICY STATEMENT:**

Minutes of any meetings must be recorded as per an agreed Format.

**PROCEDURE:**

Whoever is taking the minutes should be sure to record accurate information of the meeting and ensure that, whenever action is agreed to by the Committee, a person and time to complete is identified.

Minutes should be typed within seven days after the meeting and posted to each member of the Management Committee within two weeks of the meeting.

A copy of the minutes, signed by the President as a true record after acceptance at the meeting following when the minutes were taken, must be filed in the Minutes File.

The Secretary is responsible for making sure that procedures for minutes are followed.

### **3.10 Sub - Committees**

**Sub- Committee Responsibilities**

### **3.11 Communication & Decision-Making Processes**

### 3.12 Planning for the Annual General Meeting

#### Planning the election

- Make members aware of the importance of the election well in advance. Send out a newsletter outlining the positions available and the responsibilities each involves. Follow this up the week before the election if possible, to ensure maximum attendance.
- Target and contact individuals that seem suitable for the position in question.
- Invite members interested in standing for office to attend open committee meetings so they can see how the organisation operates.
- Allow members to nominate themselves. This gives everyone a chance to stand regardless of whether they are asked.
- Keep track of the numbers of nominations in case it is necessary to approach suitable people who have, for whatever reason, not put their names forward.
- Set aside time for all candidates to talk for two to three minutes at the AGM. The talk should cover past experience and the candidate's vision for the organisation and any special skills/experience they might offer. If there is a postal ballot, written statements may be more suitable.

#### Changing committees

How the committee is structured will determine how often it changes and the nature of that change. Such changes usually occur through the annual election cycle and resignations. Whatever the reason however, the resultant loss of management experience can be disruptive, although there are also positive aspects of alterations to committee personnel. For example, new committee members may inject the organisation with fresh enthusiasm, increased expertise and new ideas.

Some organisations operate a rolling committee structure in order to facilitate smooth transitions from election to election. In this approach, a designated number of committee members stand down after a set period to enable fresh input from newly elected members. Even in these situations, there is the potential for corporate experience and memory to be lost unless the organisation is careful about the sequence and timing of the process.

#### An example of a rolling committee could be:

<i>Position</i>	<i>In</i>	<i>Out</i>	<i>In</i>	<i>Out</i>
President	2000	2002	2003	2005
Secretary	2001	2003	2004	2006
Volunteer Coordinator	2002	2004	2005	2007
Treasurer	2003	2005	2006	2008

It is important for outgoing committee members to pass on as much knowledge as possible to the person replacing them. Via this process, new members can learn from past experiences, gain an understanding of how past successes were achieved and how to avoid potential problems. Such an approach emphasises the importance of keeping accurate and current records of all information relevant to particular roles. In more general terms, new members can also use previous minutes in order to become informed about past decisions of the committee. The change process can be better managed by including the training and recruitment of potential committee members within the overall business plan. Including these issues in the planning cycle also sends a message about their importance to the organisation.

<b>Handover procedures</b>	
<ul style="list-style-type: none"> <li>• All new committee members should be informed through written job descriptions about their roles and responsibilities. Briefings from the previous office holder are important to clarify these issues.</li> <li>• A senior official should brief the new committee about the club. Its history and its plans for the future. This should be backed up with a written development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• New committee members should be welcomed and encouraged to contribute. They need access to a past official who can answer any questions on how the organisation works.</li> <li>• New committee members need to know where all of the club's documents are filed and should have ready access to them.</li> </ul>

### **3.13 Useful Notes for Executive Positions**

#### **The Chairperson/President**

The Chairperson (usually the President of the organisation) is the principal leader and has overall responsibility for the organisation's administration. From a strategic perspective, the Chairperson should set the overall annual committee 'agenda' (consistent with the views of members), help the committee prioritise its goals and then try to keep the committee on track by working within that overall framework. The committee members should have a sense of what they are trying to achieve throughout the year rather than just 'muddling through' from one committee meeting to the next. At the operational level, the major function of the Chairperson is to facilitate effective management committee meetings.

The Chairperson/President should:

- Be well informed of all organisation activities
- Be aware of the future directions and plans of members
- Have a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
- Manage committee and/or executive meetings
- Manage the annual general meeting
- Represent the organisation at local, regional and national levels

- Be a supportive leader for all organisation members
- Act as a facilitator for organisation activities
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members

### **Secretary**

The secretary is the chief administration officer of the organisation. This person provides the coordinating link between members, the management committee and outside agencies.

Ideally an effective Secretary is someone who can:

- Communicate effectively
- Think clearly and positively
- Maintain confidentiality on relevant matters
- Manage and supervise others (in relation to secretarial duties)
- Organise and delegate tasks

### **Treasurer**

The Treasurer is the chief financial management officer for the organisation. The Treasurer's tasks include preparing the annual budget, planning for the organisation's financial future, regularly monitoring revenue and expenditure and helping other committee functional areas with financial matters. Members assisting in the area of financial management should have the necessary skills to complete the tasks. If not, the organisation must ensure that they are provided with training relevant to their area of responsibility. The volume and nature of the work will depend on the size of the organisation, the activities in which the organisation is involved and whether the organisation owns facilities and/or employees staff. Generally larger organisations have a finance subcommittee to assist the Treasurer.

An effective Treasurer needs to be:

- Well organised
- Able to allocate regular time periods to maintain the books
- Able to keep good records
- Able to work in a logical orderly manner
- Aware of information needing to be kept for the annual audit.

The three areas mentioned above can be described as 'key' areas in the functioning of any sport and recreation organisation. However, depending on the size and structure of the organisation and committee, there are a number of other administrative and leadership roles that may be represented on the committee. These may include:

- Coordinator of coaching
- Publicity/promotions
- Fundraising
- Volunteer coordinator
- Club captain
- Registrar

### **3.14 Useful Notes for Sub-Committees**

Subcommittees are usually appointed by the management committee to do detailed investigations into specific topics. There are various types:

- **Standing committees** have permanent responsibilities. Examples include finance, fundraising, public relations, volunteer coordination, uniforms, selection panels, medical, coaching.
- **Short-term subcommittees** have the ability to make decisions over a pre-determined period, although they must report to the management committee. A short-term subcommittee could be appointed to organise fundraising for a special event.
- **Task groups** have no authority to make decisions. They gather and assess information in regard to a specific issue over a relatively short time frame, then report recommendations back to the main committee. This subcommittee might, for example, consider the advantages and disadvantages of building a new clubhouse or expanding the playing fields.

It is important that subcommittees are used in appropriate situations. They should not necessarily be established if an individual could handle the issue. To use subcommittees effectively the management committee should:

- Provide a written brief outlining the tasks, responsibilities and reporting procedures to ensure subcommittee members understand their tasks and how long they have to perform them
- Maintain the decision-making power at management committee level
- Not appoint a subcommittee that has too many members as this will slow progress (3-4 is usually appropriate)
- Ensure that the subcommittee consists of people with the necessary skills and who are capable of working together
- Choose a leader who can get the best out of everyone while ensuring the discussion remains focused on the issue
- Monitor the progress of the subcommittee through regular reports or meetings

### **3.15 Useful Notes for Evaluation of Meetings**

	Yes	No	Action	Who	Date
<p><b>Meetings</b></p> <p>Is the purpose of each agenda item clear?</p> <p>Are decisions clear and collective responsibility accepted?</p> <p>Is everyone clear about the actions to be taken?</p>					
<p><b>Planning</b></p> <p>Is there a clear and agreed development plan?</p> <p>Was the plan a cooperative effort?</p> <p>Does the plan make clear who is responsible for each action?</p> <p>Does the plan make clear the start and finish dates for action?</p>					
<p><b>Finance</b></p> <p>Do members understand their powers and responsibilities?</p> <p>Is the budget monitored regularly?</p> <p>Do members receive regular reports on finances?</p> <p>Does the budget reflect organisational priorities?</p>					
<p><b>Employment</b></p> <p>Does the committee follow an organised appointment procedure?</p> <p>Do all staff and volunteers have current job descriptions?</p> <p>Are all staff inducted into the organisation?</p> <p>Is there an appraisal system?</p>					
<p><b>Members and participants</b></p> <p>Is a complaints procedure communicated to all members and participants?</p> <p>Is there a clear health and safety policy?</p> <p>Is all documentation produced in clear and accessible language?</p>					
<p><b>Committee members</b></p> <p>Do all members understand the mission/aims of the organisation?</p> <p>Do all members understand the constitution?</p> <p>Do all members know the committee's procedures?</p> <p>Do all members understand their role in providing leadership?</p>					

### **3.16 Useful Notes for Managing External Relations & Working with Stakeholders**

Managing external relations and working with stakeholders is a major responsibility of the committee. Such functions are recognised as an essential component of the sport and recreation administrator's repertoire of skills. As the influence of government is so important in sport and recreation development, the nature and extent of lobbying and public relations behaviour by sport organisations is vital to influencing future resource allocation and public policy developments. Organisations, through the actions of their Management Committee members, need to establish themselves as organisations that are seen by decision makers as reliable and expert sources of advice on policy and funding matters.

It is critical that the management committee takes a strategic approach to this responsibility. Such an approach may include:

- Developing and maintaining contacts in media and government
- Documenting and disseminating information to key decision makers
- Positioning and aligning the organisation with other similar organisations
- Developing a good working knowledge of media and government

The traditional view of lobbying presents it as a process dealing directly with the elite level of decision makers. However, an alternative view which may be more appropriate for organisations, is that it is a much broader community influence process. The assumption underlying this approach is that community views and opinions will gradually filter up to decision makers. Such a process recognises that there are many lobbying and public relations opportunities in the everyday activities in which committee and general members engage. These may include, for example:

- Service club involvement
- Social and official functions
- Other community group involvement
- Personal and professional contacts

Recognising these opportunities allows the organisation to use more of the skills, knowledge and resources available within the membership itself. However, there is a need to coordinate these efforts to ensure that there is a consistent message communicated. Furthermore, it is important to encourage all members to see that lobbying and public relations on behalf of the organisation are every member's responsibility. Unity is important as large memberships are of no value if they are not actively committed to the issue. All major stakeholders need to be treated as if they are sponsors of the organisation.