

CAMS CLUB RESOURCE GUIDE

CHAPTER 2: CAR CLUB COMMITTEES



Australian Government
Australian Sports Commission

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CONFEDERATION OF AUSTRALIAN MOTOR SPORT

MEMBER OF



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1. Types of Committees

1.1 Introduction

Types of Committees in a Club

A club may have:

- a committee (also could be referred to as the Club Management Team or Main Committee)
- an executive committee
- a number of sub-committees

The term 'Committee' is used in this Handbook to refer to the Management Team or Main Committee.

Committee

An effectively run car club is achieved by a structured system of management and administration that relies on a functioning committee structure.

A stable, knowledgeable and well-functioning committee is the key to an effective club.

A committee exists to make decisions and is charged with the overall responsibility for organisational governance of the Club.

The management process is vital to the smooth day-to-day operation and long-term future of a club.

This chapter concentrates on the Club's committee structure, role, and meeting procedures. However, many of the principles will apply to other club committees and sub-committees.

1.1 Introduction – Continued

Executive Committee

The Executive Committee usually consists of the:

- President / Chairman¹
- Vice-President/s
- Secretary
- Treasurer

The Executive Committee is charged with handling the day-to-day affairs of the Club.

Sub-Committees

Sub-Committees are usually appointed by the Committee to carry out detailed investigations into or administer specific matters or aspects of the Club's activities.

There are various types of sub-committees, including:

- standing sub-committees
- short-term sub-committees
- task working groups

More Information

The various types of committees are discussed in more detail in this section of the handbook.

¹ Words importing any gender include the other genders.

1.2 Responsibilities of Committees

Management of Club

The Committee has a responsibility to manage the Club on behalf of and in the best interests of its members.

It should carry out this responsibility by meeting regularly, usually once a month.

Primary Responsibility

The primary responsibility of the Committee is to ensure the effectiveness and future viability of the Club.

Due to this governance role, the Committee is ultimately responsible to the Club (as an entity). Committee Members must be reminded that, regardless of where they come from and why they are on the Committee, their first duty is to the Club.

Factionalism should be avoided. Whilst certain interests need to be represented, these interests must be secondary to those of the Club.

Legal Responsibility and Liability

Committee Members have a legal responsibility and may incur legal liability due to their actions or inactions.

If the Committee does not act in the best interests of the Club, and if negligence is involved, personal legal liability may result.

This situation can be exacerbated if a Committee Member had not attended meetings regularly or not taken a very active interest in his responsibilities. Directors' Liability Insurance is available to cover these situations. Refer to Club Management Handbook Chapter 10 – Legal.

1.3 Summary of Role of Committees

Decisions

Committees are required to make decisions about a wide range of subjects that may include:

- policy
- market research
- planning
- event organisation
- staffing (volunteers)
- training
- budgeting and sponsorship
- legal responsibilities
- risk management

Four Functions

The role of the Committee can be summarised into four main functions:

- planning
- organising
- leading
- controlling

1.3 Summary of Role of Committees – Continued

Planning Function The planning function:

- examines alternatives for action
- decides on appropriate directions according to the purpose, philosophy, culture and budget of the Club
- determines relevant policies to guide the implementation of organisational plans

Organising Functions

The organising function ensures:

- achievable objectives are agreed to
- plans are implemented
- suitable strategies are designed to ensure satisfactory progress
- operational stages are planned, implemented and evaluated
- resources such as people, equipment, and finance needed for these functions to be achieved are provided

1.3 Summary of Role of Committees – Continued

- Leading Function** To lead a club effectively, a committee should:
- be an enthusiastic committee
 - work from an informed and well-researched knowledge base which includes:
 - sub-committees or working groups
 - clear and concise reports
 - a wide representation of stakeholders' opinions
 - regularly communicate both the vision and the detail to members and other relevant stakeholders
 - be united and speak with a united voice
 - be unbiased in its operations
 - declare any potential conflict and / or pecuniary interest and disqualify itself from discussion / decision making on these issues
 - remain strategic in its deliberations
 - be forward looking and not focus on the past and 'here and now'
 - demonstrate leadership
 - be transparent, consultative and inclusive
- Controlling Function** When the Committee executes the controlling function, it is:
- responsible for defining expectations and requirements
 - taking appropriate action to ensure that the desired outcomes are achieved

1.3 Summary of Role of Committees – Continued

Legal Responsibilities

Clubs have legal obligations and responsibilities and the following lists some of the more common:

- incorporation – means joining individuals into one legally recognised body and that members of a club are not personally liable for its debts
- duty of care – Committee Members owe a ‘duty of care’ to act in good faith, not gain an advantage by improper use of their position, not to misuse information, act with diligence and care and not to trade while insolvent
- privacy – clubs that collect private information are subject to state-based privacy legislation
- equal opportunity – a person’s opportunity to join or participate in a club is not to be limited on the basis of gender, ethnicity, religious beliefs, disability, age, etc.
- workplace health and safety (WHS) – clubs have a responsibility to provide a safe environment for its competitors, officials, volunteers and spectators
- child protection – the requirements to have working with children (WWC) checks in unsupervised direct contact with children are set down in state-based legislation
- food handling – there are strict guidelines for the handling of food and the Club’s management need to be aware of the requirements for doing so
- financial reporting requirements – clubs have a responsibility to their Members for managing club funds in a correct fashion, and a legal requirement to do so
- liquor licences – under state legislation liquor cannot be supplied or consumed in a club environment without a liquor licence

2. Effective Committees and Members

2.1 Introduction

Group Work

It is an established fact that, where members of a committee work as individuals instead of a group, the Committee will probably cease to function effectively. There is unfortunately much evidence of this within car clubs.

A Committee needs to operate as a team, drawing on the skills and talents of each Committee Member, and work towards common goals that will ensure the Club's success.

Skills

It is important to clarify the types of skills that are required in the Committee in order to identify potential members and to also recognise gaps in skills and competencies that may require further development and training.

Generally, an effective Committee Member should have:

- a commitment to the mission of the Club
- sufficient time to devote to the Committee's business
- an understanding of the role of the Committee
- enthusiasm and an interest in people
- a willingness to accept responsibility
- leadership skills, at least in the role which the Member is serving on the Committee
- tact, judgement, discretion and listening skills
- some degree of strategic vision
- dedication to the role taken on
- good communication skills

2.1 Introduction - Continued

Tasks Required	The specific tasks required of a Committee Member will vary from club to club according to its culture, and to the attributes of volunteers.
Members' Skills	<p>As well as selecting a person to fill a role on the Committee, the Committee should become aware of the various skills that individual members have and allocate tasks according to those skills.</p> <p>Such an approach will require more purposeful recruitment of Club Members, and the targeting of particular individuals due to their ability to contribute to the management of the Club.</p>
Effective Committee Members	<p>Effective Committee Members must take responsibility for committee processes and be actively engaged in the process of committee management. If not, it is better if they are not on the Committee.</p> <p>In meetings, members should ask questions and require satisfactory answers – as awkward as this may be at times – especially in regards to financial management issues.</p> <p>It is unacceptable for a person to take on a role on a committee merely to boost their ego and / or to have an impressive résumé.</p>

2.2 Evaluation of the Committee's Effectiveness

Effectiveness Evaluation

Whilst committees are responsible for overall monitoring and evaluation of the Club, they should also evaluate their own effectiveness.

Following is a checklist for committee self-evaluation:

- Meetings:
 - Is the purpose of each agenda item clear?
 - Are decisions clear and is collective responsibility for them accepted?
 - Are all members clear about the actions to be taken?
- Planning:
 - Is there a clear and agree development plan?
 - Was the plan a cooperative effort amongst all members?
 - Does the plan make clear who is responsible for each action?
 - Does the plan make clear the timeframe for action?
- Finance:
 - Do members understand their powers and responsibilities?
 - Is the budget monitored regularly?
 - Do members receive regular reports on finances?
 - Are the financial reports issued at the last minute so that a detailed study is not possible before decisions are taken?
 - Does the budget reflect organisational priorities?
- Committee Members – does each Member:
 - Understand the mission / aim of the Club?
 - Understand the constitution? Have they indeed read it?
 - Know the Committee's procedures?
 - Understand their role in providing leadership?

3. Election of Committees

3.1 Introduction

Committee Structure

The size and structure of a club committee will vary according to the size, location, function and type of club. The rules – as stated in the Club's constitution – dictate:

- how the Committee will function
- how the Committee is elected (or appointed)
- how often the Committee is to meet
- how long Members will serve
- who is eligible to serve

Suite of Skills on Committee

In order for a committee to function effectively, it is important for the Club to consider the suite of skills necessary on its Committee.

Whilst this will vary according to the size, complexity and functions of the Club some considerations follow:

- finance
- legal
- commercial
- marketing
- sporting
- stakeholder relations
- governance

3.2 Committee Election

Election Timing	Most clubs' Committees are elected at the Annual General Meeting (AGM).
Nominations	<p>Nominations should be called for and made in writing well in advance of the AGM. 'Head hunting' a number of nominees is worth consideration so as to:</p> <ul style="list-style-type: none">○ get the right mix of motivations, skills and experiences represented on the Committee○ balance the Committee's composition in terms of age, gender, and ethnic and cultural background
Planning the Election	Elections just do not happen. If the Club is serious about smooth transitions, effective committee functioning and the best long-term outcomes for members, the election process needs to be carefully planned and documented.

3.2 Committee Election - Continued

Benefits of Planning Elections

Planning the election has a number of benefits:

- It makes members aware on the importance of the election well in advance. Send out a newsletter outlining the positions available and the responsibilities each involves.
- It is possible to target ('head hunt') and contact individual members who seem suitable for the positions.
- Members who show interest in standing for Office can be invited to attend open committee meetings so they can see how the organisation operates.
- It allows members to nominate themselves; this gives everyone a chance to stand regardless of whether they have been asked or not.
- Nominations can be tracked in case it is necessary to approach suitable people who have not nominated.

Frequency of Change

How the Committee is structured will determine how often it changes and the nature of that change, which usually occur through the annual election cycle and resignations.

3.2 Committee Election - Continued

'Rolling Committee'

Some clubs operate a 'rolling committee' structure in order to facilitate smooth transitions from election to election and to maintain continuity on the Committee.

This process involves staggered terms applying to each position on the Committee which results in a designated number of members standing down after a set period of time to enable new input of members while the Committee Members maintain corporate experience and memory.

A club must be careful about the sequence and timing of the process.

The following table illustrates a 'rolling committee' (with a two year serving period):

Position	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6
President	A	A	B	B	C	C
Vice President	A	B	B	C	C	D
Secretary	A	A	B	B	C	C
Treasurer	A	B	B	C	C	D
Member 1	A	A	B	B	C	C
Member 2	A	B	B	C	C	D
Member 3	A	A	B	B	C	C

In the above example, A is the incumbent, B, C & D are the successors, be it a person serving in a different capacity on the committee or coming back into a role they held before they were rotated off the committee or into another position.

3.3 Changeover of Committees

Exchange of Knowledge

It is important for outgoing Committee Members to pass on as much knowledge as possible to the people replacing them.

Via this process new Committee Members can learn from past experiences, gain an understanding of how past successes were achieved and, importantly, how to avoid potential problems.

New Members can also use previous Minutes in order to become informed about past decisions of the Committee – one reason for accurate and comprehensive records being kept at all times.

Improved Changeover

The changeover process from an old to new committee can be better managed by including training and recruitment of potential members within the overall business plan.

Handover Procedures / Induction Program

As part of the handover procedures:

- Each new Committee Member should be informed through written job descriptions about their roles and responsibilities. Briefings from the previous Office Holder are important to clarify matters
- A long-standing official who knows the background to the Committee and the Club should brief the new committee about the Club, its history and its plans for the future. This should be backed up by a written development plan
- New Committee Members should be welcomed and encouraged to contribute. They need to know where club documents are filed and should have ready access to them
- Mentoring of new members by long-standing and / or experienced members or individuals

Forms

The following pages contain examples of:

- Committee Election Nomination Form
- Proxy Form

Club Name and Logo

Committee Election Nomination Form

for Annual General Meeting of [date]

I, [full name] _____ of

Address: _____

State: _____ Postcode _____

being a financial member of the [club name] _____

[Club Membership Number:] _____ nominate:

▪ myself, or

▪ [full name] _____ of

Address: _____

State: _____ Postcode _____

also being a financial member of the [club name] _____

[Club Membership Number:] _____

for the position of:

- | | | |
|---|------------------------------------|---|
| <input type="checkbox"/> President | <input type="checkbox"/> Treasurer | <input type="checkbox"/> Social Secretary |
| <input type="checkbox"/> Vice President | <input type="checkbox"/> Secretary | <input type="checkbox"/> Club Captain |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Note: one nomination form per position

Nomination proposed by: _____ [Club Membership Number] _____

Nomination seconded by: _____ [Club Membership Number] _____

Signed: [nominee] _____ Date: . ____ / ____ / ____

Note: Where a nominee is nominating a member other than himself, the written consent must be obtained from the member nominated, as below:

I, [full name] _____ hereby accept the nomination above and declare that I consent to my name being put forward for election to the position nominated above.

Signed:[nominated person] _____ Date: . ____ / ____ / ____

This nomination form must be lodged with the Club's Secretary before the commencement of the Annual General Meeting to be held on (date), or by:

Email to [email address] _____

Mail to [postal address] _____

*Club Name and Logo***Committee Election Proxy Form****For Annual General Meeting of [date]**

I, [full name] _____ of

Address: _____

State: _____ Postcode _____

being a financial member of the [club name] _____

[Club Membership Number:] _____ appoint:

[full name] _____ of

Address: _____

State: _____ Postcode _____

also being a financial member of the [club name] _____

[Club Membership Number:] _____

as my proxy vote for the Annual General Meeting as listed above, and is authorised by me to vote on the Committee Elections and any Motions that may be put before the meeting.

Signature:..... Date:...../...../.....

This nomination form must be lodged with the Club's Secretary before the commencement of the Annual General Meeting to be held on (date), or by:

Email to [email address] _____

Mail to [postal address] _____

4. The Committee

4.1 Introduction

President / Chairman

The strength of any club depends on the effectiveness of its committee. Ideally, the Committee should be large enough to reflect the various interests within the Club, but not so large as to be unwieldy.

Much of the effectiveness of a committee depends on the President / Chairman. The President should be the person driving the Club forward along clearly thought out lines and ideally within a three, or even five, year plan. The President can be likened to the Managing Director or Chief Executive Officer of a company, whose prime function is coordinating all the activities of the organisation and leading and guiding other officials in carrying out their duties. The President is often the 'keystone' on which the success or otherwise of the Club depends.

Other key officials, as well as the President, will be needed of course, not least an efficient Secretary and a competent Treasurer, as well as a Vice President. These officials often form an 'Executive Committee' of the Committee and deal with day-to-day matters.

4.2 Basic Structure of a Committee

Committee Members

The following official roles are standard for a committee:

- President / Chairman
- Vice President/s
- Secretary (who may be appointed by the Committee)
- Treasurer
- Publicity Officer and / or Magazine / Website Editor
- Social Secretary
- Club Captain
- CAMS Delegate
- Public Officer (for an incorporated association) – this position can be combined with one of the above

The Club's Members elect the Committee Members.

Additional Committee Members

An expansion on the standard committee can include Committee Members representing various sporting disciplines, depending on the degree of activity of the Club. These positions may include:

- Sporting Captain
- Motorkhana Captain
- Rally Captain
- Hillclimb Captain
- Sprint Event Captain
- Equipment Manager

4.2 Basic Structure of a Committee – Continued

Large Club Committee Structure

A more involved structure (for a club with chapters, registers, etc.), or a larger and more active club could include the additional following Committee Members:

- Membership Secretary
- Register Captain
- Register Secretary

4.3 Committee Roles

Committee Roles Vary	The structure of Committees, and therefore the roles within Committees, varies.
Traditional Committee Roles	<p>The traditional basic car club management structure includes the formalised roles and tasks of the:</p> <ul style="list-style-type: none"> ○ President / Chairman (usually the Committee's Chairman) ○ Vice President ○ Treasurer ○ Secretary <p>Each of these roles has defined and distinctive roles.</p>
Flexible Committee Structure	<p>There is no reason why a sufficiently flexible approach cannot be adopted so that the Committee is structured around the plans of the organisation and skills of its members.</p> <p>Internet-based clubs may not require the formal structure that has been adopted for the past century or more.</p>
Key Roles	<p>The roles of President, Treasurer and Secretary can be described as the 'key' roles in the functioning of any club.</p> <p>However, depending on the size and structure of the Club and Committee, there is a numbers of other leadership roles that are represented on the Committee.</p> <p>The various Committee roles are described in detail on the following pages.</p>

4.3 Committee Roles – Continued

President

The President is an elected Committee member and is the ‘leader’ and generally Chief Executive Officer (CEO) of the Club and its Members. In larger clubs where staff may be appointed, the CEO function (responsible for the day-to-day operations of the club as distinct from governance / policy making) will be separate to that of President / Chairman.

The President plans, organises and carries out a diverse list of responsibilities. To be successful, these need to be clearly defined.

President’s Duties and Responsibilities

The President’s duties / responsibilities include the following:

- Preside over meetings. These can include Executive, Committee, and Annual General Meeting, making sure that each meeting:
 - is well planned and organised
 - has an agenda prepared and issued
 - starts and ends on time
 - flows smoothly

He should also make certain the Vice President/s is / are prepared to take over if the President cannot attend the meeting for any reason.

Specific responsibility is to chair General, Committee and Extraordinary meetings.

- Attend meetings. As an ex-officio (by right of Office) member of all committees, he should attend as many meetings as possible. However, he should allow the various committee chairs to run their own meetings.

As the leader of the Club, the President is an important role model. Attendance at regular club meetings, committee meetings and club activities is crucial. A good working knowledge of a club’s constitution and rules is important to enable him to give guidance.

4.3 Committee Roles – Continued

President's Duties and Responsibilities
(continued)

- Set goals. Be aware of the future direction and plans of members. He leads the Committee in establishing and prioritising goals for the Club, making them clear and attainable. He keeps the Committee on track to achieve the goals set.
- Evaluate and monitor. Maintain an ongoing analysis of what is happening around the Club and continuously monitor progress towards accomplishment of the Club's goals. Watch for signs that the Club might be stalling or falling backwards.
- Motivate. Be a supportive leader for all Committee Members. Provide a climate of enthusiasm, openness, and care. Follow up, congratulate, listen. Personally meet and discuss issues with delinquent members.
- Solve problems. Be accessible for comments. Review all the information and explore alternatives before making important decisions.
- Appoint / Delegate. Be well informed on all the Club's activities. Take care that the appointments to the various positions within the Club are well thought through. When delegating tasks think through the capability to carry out the task of the person to whom it is delegated.
- Recruit / Retain. New membership is the lifeblood of a club, as is the level of service the Club offers its members. Establish and maintain a year-round new membership campaign with regular reports on progress.
- Training. Ensure that all Committee Members, and other relevant appointments, clearly understand their role and responsibilities and that they carry these out. Arrange for individuals to receive coaching or training if they need it.
- Succession. Prepare the next President for his role for when he takes over.
- Representation. Represent the Club where appropriate. When at meetings with authorities and relevant organisations establish rapport and agreement on issues.

4.3 Committee Roles – Continued

Vice President

The Vice President/s is an elected Committee Member.

The Vice President/s relieves the President in all aspects of the Club when the President is unavailable, including:

- chairing meetings
- representing the Club

Vice President's Duties and Responsibilities

It is important that the role of the Vice President be clearly determined and understood in the Club. Of real importance is that the office of Vice President is found in the word 'service' – service to the President, service to other club Officer Bearers and service to the general membership of the Club.

The Vice President is the 'right hand' of the President, and can and should, assist the President in his duties. To be able to do this effectively, he must be in constant touch with the activities and the policies of the Club. The Vice President must learn what the duties are of each Office Bearer and all aspects of running the Club. This will enable the Vice President to take over as President in a seamless manner when the time arrives.

The Vice President should also be the 'eyes-and-ears' of the President, and his greatest protection against any emergent difficulties in the Club. The Vice President is as responsible as the President to make sure that the President's functions are executed properly. The Vice President may be allocated specific responsibilities. These allocations must not prevent the Vice President from carrying out the main role of such an appointment – being groomed to take over as President.

4.3 Committee Roles – Continued

Secretary

The Secretary is an elected Committee Member, although the Club's constitution could provide for the Secretary to be appointed by the Committee.

Secretary's Duties and Responsibilities

The Secretary will be required to perform, or delegate and supervise, most of the tasks set down by the *Associations Incorporation Act* and club's constitution (if the organisation is an Incorporated Association). If the club is registered as a company, the Secretary will be required to comply with the duties & responsibilities set down in *the Corporations Act*.

Very often the Secretary holds the role over a number of years. On the other hand the President may only hold that position for a year or two, and therefore may not be fully acquainted with the requirements of the *Associations Incorporation Act / Corporations Act* and Club's Constitution.

The Office of the Secretary is one of the most important roles in the Club. The Club's records, files and details important for the smooth operation of the Club are in the hands of the Secretary. A Secretary is the chief administration officer of the Club and is the coordinating link between members, committee and outside agencies.

A Secretary needs to:

- be prompt
- be precise
- be neat and efficient
- communicate effectively
- organise and delegate tasks and manage and supervise others in relation to secretarial duties
- maintain confidentiality on relevant matters

4.3 Committee Roles – Continued

Secretary: Some Specific Tasks

Following are some specific tasks of the Secretary.

- Correspondence – handle all official club correspondence. This can be difficult to control due to the wide use of the email system. Protocols for controlling official correspondence by the Secretary should be established by the Committee. Any relevant information is to be passed onto the relevant person within the Club. For example, news items for the club magazine, change or new regulations for the Club Captain.
- Meetings – in conjunction with the President, issue meeting notices and prepare meeting agendas. Convene and organise the details to conduct the meeting. Attend meetings and prepare minutes or summaries of those meetings. Assist the President at meetings. Collect and distribute reports, summaries, and / or minutes as appropriate for other committee meetings such as the social committee, the competition committee, and the finance committee.
- Records – maintain official club records. Produce a club membership list, reporting regularly to the relevant committee, and the President on its status.
- Reports – prepare and distribute any reports required by the President or committee(s). Chasing up reports required for meetings.
- Planning – if not the responsibility of the Secretary, ensure that planning of various activities such as event and meetings calendar, are carried out.
- CAMS – communicate information between CAMS and members.
- Follow Up – those who have been allocated tasks at committee meetings, in an effort to get the tasks carried out in the allotted time.
- Volunteer – the Secretary should not volunteer at meetings to carry out all or many of the tasks as a result of the meeting; many can be delegated to Committee Members.

4.3 Committee Roles – Continued

Secretary: Some Specific Tasks
(continued)

- Overload – if the Secretary is overloaded then an Assistant Secretary should be appointed and allocated a specific role. Alternatively, a new committee position be created, for example, Membership Secretary or Magazine Editor.
- Public Officer – it is not unusual for the Secretary to hold the position of Public Officer for the Club.

4.3 Committee Roles – Continued

Treasurer The Treasurer is an elected Committee Member and a member of the Club's Committee.

Treasurer's Tasks The Treasurer is the chief financial officer for the Club.

Tasks include:

- the preparation of budgets
- planning the Club's financial future
- regularly monitoring revenue and expenditure

Larger clubs may have a financial sub-committee to assist the Treasurer.

The Treasurer needs to:

- be well organised
- be able to allocate regular time periods to maintain the financial records
- have the ability to keep good records
- be aware of the information needed to be kept for the annual audit of the books, and for any statutory reporting obligations

4.3 Committee Roles – Continued

Treasurer's Duties and Responsibilities

The Treasurer's responsibilities include:

- Bank Accounts – controlling and operating the Club's bank account(s).
- Financial Transactions – establish credible financial transaction procedures for all club members to follow when dealing with the Club's finances. Record transactions and keep a folder of all financial documents submitted and receipts received. Records should be easy to understand, well organised and well presented.
- Budgets – ensure budgets are set for the Club's coming year of operation and for any event that the Club may conduct. Prepare and present financial statements on the completion of events.
- Financial Reports and Issues – present regular financial reports and advise and present recommendations to the Committee on the Club's financial issues.
- Financial Compliance – ensure that the Club complies with legal, statutory and other financial requirements.
- Specific Financial Role – in detail, the Treasurer is required to:
 - prepare a budget and monitor it carefully
 - keep the Club's books up-to-date
 - send out accounts and pay accounts received
 - keep a proper record of all payments and monies received and make sure financial reports are available and understood at all committee meetings
 - show evidence that money received is banked and documentation provided for all money paid out
 - give the Treasurer's report at committee meetings, and when required
 - produce an audited annual financial report
 - any other duties or responsibilities imposed by either:
 - the Club's constitution or requested by the Committee
 - statutory reporting obligations

4.3 Committee Roles – Continued

- Treasurer's Duties and Responsibilities** (continued)
- Ethical responsibilities of the Club Treasurer include the following:
- Do not lend club money to anyone – ever.
 - Do not use club funds for personal gain – ever.
 - Do not let the Club fall into debt. Be a part of the planning process, minimise financial risks and read the fine print in contracts regarding the Club's financial obligations.
 - Do not let expenditure exceed income.
 - Always obtain an invoice and receipt as evidence of expenditure.
 - Keep the records up to date. It's easy to fall behind and difficult to catch up. Clubs should always know how much money they have available at any moment in time.

4.3 Committee Roles – Continued

Publicity Officer

Publicity is an important part of any successful club's activities. Good publicity attracts potential members and ensures that current Members are aware of the Club's activities. It also raises the profile of the Club.

The role of the Publicity Officer, who will often be an elected member of the Committee, will vary according to the size of Club, the degree of activity of the Club, and the personal skills of the Publicity Officer.

Publicity can be obtained through:

- newsletters
- magazines
- websites
- meetings
- functions / events within the community
- noticeboards
- media (print, radio and television)

Some clubs may have a Publicity Officer who is in charge of the above, or may appoint a separate Editor and Webmaster, who may act independently of the Publicity Officer.

4.3 Committee Roles – Continued

**Publicity Officer's
Duties and
Responsibilities**

The Publicity Officer's specific duties should include:

- Advising the Committee on the methods to promote the objectives and activities of the Club.
- Developing and implementing a publicity plan using appropriate channels. This should include communicating with members on committee decisions and discussions.
- Building a list of media contacts appropriate to the Club and its activities.
- Producing media releases in accordance with the publicity plan on club activities and achievements, personalities, and other matters that promote the Club.
- Acting as the media liaison officer for the Club and, where appropriate, its events.

4.3 Committee Roles – Continued

**Social Organiser
(Secretary)**

In a busy club, a Social Organiser, or Secretary, may be appointed to coordinate the Club's social activities. This person would be responsible for:

- ensuring that a social event calendar is established and that it reflects the desires of all cross-sections of the membership
- finding and appointing people to conduct the social activities
- ensuring that venues are selected
- ensuring that notices are issued to members (and others) well in advance of the activity
- budgeting for activities in conjunction with the Club Treasurer and ensuring that the budget is met

4.3 Committee Roles – Continued

Club Captain

The term 'Club Captain' covers a variety of alternative titles. These may include:

- Sports Captain
- Events Coordinator
- Competition Manager

The Club Captain is normally elected onto the Committee.

The Club Captain is responsible for overseeing the planning of club activities, although they may not be directly involved in the organisation of the activities.

In some clubs, a Social Secretary will oversee social activities and the same principles for a Club Captain apply to this position.

Club Captain's Duties and Responsibilities

The role and responsibilities of the Club Captain include:

- Preparing competition and / or social programs for ratification by the Committee.
- Overseeing the scheduling, planning and conducting of all club activities. This could be delegated to an event organising team.
- Coordinating key staff for activities.
- Obtaining, maintaining and storing club equipment.
- Conducting an evaluation after each competition and reporting to the Committee.
- Being familiar with CAMS' regulations for the activities to be organised.

4.3 Committee Roles – Continued

CAMS Delegate

The CAMS Delegate may be an elected Member of the Committee, or the position could be combined with another Committee Member's role; for example, President or Vice President.

Note: The State Council voting rights² are quotes below.

When clubs first join CAMS and become affiliated, they are not eligible to vote at State Council meetings.

After at least a year of continuous operation, Clubs may apply for voting rights. CAMS is not obliged to grant such rights, or to affiliate a club, or to give reasons for not doing so.

The requirements for voting status are:

- (i) the constitution of the applicant club must be acceptable to CAMS;*
- (ii) a prior period of active continuous operation as an affiliated club:*
 - *for clubs with 100 or more members at time of application – 12 months*
 - *for clubs with 40 or more members at time of application – 24 months*
- (iii) completion by the designated officer of the application for affiliation, and payment of the relevant fee*

In the event of an affiliated club's membership falling below 40 and remaining below that level for two consecutive years, the club shall revert to non-voting status for such time as the membership remains below 40 in total.

Through their delegates to the State Council, Clubs with voting rights may exercise, at the rate of one per club, their vote on that body, irrespective of the number of members. Delegates from non-voting clubs may debate issues at State Council and may move or second motions, but may not vote.

² CAMS Manual of Motor Sport Section 2, page 1: General Regulations of CAMS, Affiliation of Clubs

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4.3 Committee Roles – Continued

CAMS Delegate's Duties and Responsibilities

The CAMS Delegate's duties and responsibilities including:

- attending each meeting of the CAMS State Council and representing the Club at these meetings
- raising and discussing any issues of importance for the Club
- hearing and taking part in debate on business conducted at State Council meetings
- reporting to the Club's committee and general meetings on the transactions of the State Council
- developing good working relationships with other delegates at the State Council
- if appropriate, nominating for and seek election to positions at the State and National levels of CAMS

4.3 Committee Roles – Continued

Webmaster

The Webmaster is appointed by, and reports to, the Committee.

There is often no time limit to this appointment due to the expertise required for the role, but it is reviewed annually.

Webmaster's Duties and Responsibilities

The Webmaster's responsibilities include the following:

- The homepage must be truthful and not liable to legal challenge on matters of fact or copyright.
- For privacy reasons, personal details of club members such as their name and contact details, and details of vehicles owned, must not appear on any material accessible via the internet. This means that any reports must be edited prior to posting to remove any specific personal references, but the text must be left such that the reader can understand the report in context.

The Webmaster's duties include:

- updating the homepage as required
- updating the Club's calendar at least monthly
- uploading relevant reports on the Club's activities as set down by the Committee; for example, meeting minutes and social and competition reports
- removing and archiving old or outdated material
- providing regular reports to the Committee, and / or its Executive, on the status of the homepage
- downloading items of interest to the Club from the internet and, depending on the nature of the item, reporting them to the Committee, general meetings or to the Magazine Editor.

Other Appointments

Role descriptions should be prepared for any other appointments made to committees, sub-committees, and working groups.

5. Sub-Committees

5.1 Types of Sub-Committees

Types of Sub-Committees

There are various types of sub-committees, including:

- standing committees
- short-term sub-committees
- working groups

Standing Committees

Standing committees have permanent responsibilities. Examples of such committees could include:

- executive
- finance
- fundraising
- volunteer coordination;
- track (property) development
- membership development (existing and new)
- club sport

Short-Term Sub-Committees

Short-term sub-committees have the ability to make decisions over a pre-determined period, although they must report to the Committee.

An example of such a sub-committee could be to organise a special function.

5.1 Types of Sub-Committees – Continued

Working Groups Working groups have no authority to make decisions. They gather and assess information in regard to a specific issue over a relatively short timeframe, then report recommendations back to the Committee.

Working groups may, for example, consider the advantages and disadvantages of building a new clubhouse, or developing an extension to an existing dirt circuit, or investigate the availability of venues for sports activities such as Motorkhanas and Khanacross.

5.2 Use of Sub-Committees

Use of Sub-Committees

It is important that sub-committees are used in appropriate situations and should not be established if an individual member can handle the matter. To use sub-committees effectively, the Committee should:

- Provide a written brief outlining the tasks, responsibilities and reporting procedures to ensure the sub-committee members clearly understand their brief.
- Maintain the decision making power at committee level.
- Not appoint a sub-committee that has too many members, as this will slow progress. Three or four members is usually appropriate.
- Ensure that the sub-committee 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, whilst ensuring that the discussion remains focused on the issue.
- Monitor the sub-committee's progress through regular reports or meetings.

5.3 Advantages and Disadvantages of Sub-Committees Versus An Individual

Advantages and Disadvantages

There are advantages and disadvantages to selecting a sub-committee rather than an individual. Some of these are summarised in the following table:

Advantages	Disadvantages
More ideas and alternatives generated	Difficulty of getting everybody together and longer time
More complete information from different sources	Potential for conflict
More people to do the same work	Minority domination
Increased legitimacy	Pressures to conform
Increased acceptance of the solution	Ambiguous responsibility



851 DANDENONG RD
MALVERN EAST, VIC 3145
PH 1300 883 959
FAX (03) 9593 7700
EMAIL [INFO@CAMS.COM.AU](mailto:info@cams.com.au)



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