



CAMS CLUB RESOURCE GUIDE

CHAPTER 3: CONDUCTING MEETINGS



Australian Government
Australian Sports Commission

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MEMBER OF



CONFEDERATION OF AUSTRALIAN MOTOR SPORT

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1. Conducting a Meeting

1.1 Introduction

Different Types of Meetings	<p>There are several types of meetings that a club may conduct. These are normally outlined in the Club's constitution. It is impossible to run a club smoothly without holding these meetings.</p> <p>There is no need for all members to attend all the meetings. Usually the bulk of the members attend the Annual General Meeting to elect a Committee¹ to look after their interests for the coming year.</p>
Committee	<p>The constitutions of most clubs require the establishment of a committee to provide a governance role and be accountable to the members of the Club. The membership and make-up of this committee may vary from club to club.</p>
Committee Limitations	<p>Being aware of the limitations of committees may allow more effective problem solving and decision making to occur.</p>

¹ Committee refers to the Management Team or Main Committee.

1.1 Introduction – Continued

Committee Meetings

Committee meetings can be an extremely useful type of meeting but they can also reduce initiative and ideas if not properly managed.

Meetings can be effective for a wide range of tasks, ranging from organisational policy and fixing major problems to making changes in daily routines.

Effective Committee Meetings

Committee meetings are at their best when:

- a wide collection or coverage of information is considered before a sound decision is made
- the judgement of a group of qualified people is needed for important decisions
- regular and continuing coordination is required with different groups
- problems are discussed and solutions found
- specialist decisions have been delegated to experts, and coordination is required to produce a balanced result

Less Effective Committee Meetings

Committees are least effective if there are:

- not the necessary qualifications or technical skills within the Club to make adequate decisions
- no specific job for it to do, or no clear goals
- time constraints

Terms and Phrases

Refer to the Glossary at the end of this chapter for a list of terms and phrases used in meetings.

1.2 Meeting Types

Meeting Types

There are a wide range of meeting types, including:

- General Meetings
- Annual General Meetings (AGM)
- Special, or Extraordinary Meetings
- Committee Meetings
- Executive Committee Meetings
- Sub-Committee Meetings

General Meetings

General meetings are open to all members. They may be conducted on monthly, bi-monthly, quarterly or any other frequency that suits the business of the Club.

They are often combined with social activities, such as video nights, presentation of awards and guest speakers.

Annual General Meetings

The constitution will:

- specify how, when and why an AGM is to be held; and
- other conditions such as those associated with items of business

The AGM provides the opportunity to present annual reports and statements (including financial statements). The purpose of these reports is to indicate activities for the previous 12 months or some other suitable timeframe.

Election of Office Bearers and changes to the constitution are also carried out at the AGM.

1.2 Meeting Types – Continued

Special Meetings A special, or extraordinary meeting, may be called for all members to discuss a serious or pressing issue.

The constitution will specify how, when and why a special meeting can be called and other conditions such as those associated with items of business.

Committee Meetings

Most clubs hold monthly meetings of the Committee. The meetings only involve elected and / or appointed members, plus any persons explicitly invited to attend, usually for a particular subject or issue.

The Committee has a responsibility to manage the Club on behalf of Members. It should carry out this responsibility by:

- developing policies and procedures;
- conducting long-term planning of activities so that the aims and objectives of the Club are fulfilled
- managing external relations and advocacy issues
- obtaining resources and ensuring that all financial and legal matters are properly managed
- carrying out the recommendations of members, if these are of benefit to the Club
- regularly communicating with, and providing information to, members about the running of the Club
- evaluating the performance of officials, employees (if applicable), sub-committees, and importantly, itself
- providing detailed written records and role and job descriptions for a newly elected Committee or Committee Member(s) to facilitate transition into their role(s)
- ensuring that all Members of the Committee act as leadership role models

1.2 Meeting Types – Continued

Executive Committee Meetings

Not-for-profit organisations are authorised by their constitution to form a smaller Executive Committee to function on behalf of the Committee. The Executive Committee will always be a Standing Committee (*i.e. a permanent committee appointed to deal with the Club's day-to-day affairs*):

Some of the tasks of the Executive Committee may include:

- reviewing or preparing committee meeting agendas to ensure all matters coming before that committee are relevant and appropriate
- interpreting committee policies and other policy implementation

The Executive Committee reports on its activities to each committee meeting.

The Executive Committee usually comprises the:

- President
- Vice President/s
- Secretary
- Treasurer

The Executive Committee is not necessarily limited to these members.

Sub-Committee Meetings

Sub-Committee meetings are held to focus on a specific problem or task.

The sub-committee should regularly present a report of its activities to the Committee.

Sub-Committees do not normally have decision making power. The Committee takes decisions, based on the findings and recommendations of the sub-committee.

1.3 Meeting Procedures

Introduction The following applies mostly to general meetings but generally can also be applied / modified to all types of meetings where considered necessary or desirable.

Standing Orders There is a relatively standard set of procedures that occur within any formal meeting. These procedures are often called 'Standing Orders'. Standing Orders will set down the procedures for:

- motions
- voting
- taking minutes

This level of structure and formality is useful as it:

- provides a framework within which to conduct the meeting
- helps people overcome uncertainties by knowing the basic format of the meeting
- helps ensure democracy
- can minimise argument and division

Meeting Procedures Meeting procedures are set up to:

- improve efficiency in the conduct of the business of the meeting whilst protecting the rights of members present
- enable every person at the meeting to have an equal right to be heard and have their viewpoint considered
- enable every person present to have an equal right to vote on the issues and help make decisions

1.3 Meeting Procedure – Continued

Responsibility The responsibility for successful meetings lies with all participants, not just the President / Chairman² and other Office Bearers.

Participants should be aware of meeting procedures, ensuring those attending, and the Club, are benefiting from the meeting.

² Words importing any gender include the other genders.

1.4 Preparing for a Meeting

Club Meetings are Important

One of the biggest complaints about club meetings is:

- 'they waste too much time'
- they are a talkfest
- 'nothing comes out of them'

This is not good news for a club. Meetings are important because of the Club's culture. If boring, time-consuming meetings take place then members start to think of the Club as boring and they will drift away. Likewise, great meetings can stimulate members, making them think that they are associated with a great club.

Planning is Essential

Why are there so many bad meetings?

Bad meetings are often due to:

- no planning by the meeting's organisers
- lack of structure and control of discussion / debate
- if there is any planning it is poor

The Chairman (usually the President) is invested with the authority and power to direct the conduct of a meeting. The Secretary and Vice President are the two key officials who should be assisting the President / Chairman.

1.4 Preparing for a Meeting – Continued

Guidelines for Effective Meetings

Listed below are some guidelines for conducting effective meetings:

- Know the constitution and standing orders for the conduct of meetings.
- Determine if a different activity could be used instead of a 'meeting'. A lot of meetings are called when a couple of telephone calls, emails, or one-on-one discussions would work better and be more time-efficient.
- Define the objectives and desired outcomes of the meeting; know what should be achieved by having a meeting.
- Prior to the meeting the Chairman should always discuss agenda items with the Secretary. The agenda items must be circulated before the meeting. Determine the best format for discussing each agenda item.
- Estimate the length of time of the meeting; attendees need to know how long to plan for the meeting.
- Start on time; state an intended finish time and do not overrun. If it looks like the meeting will continue beyond the intended finish time, make some comment to test the reaction of the members.
- In order to finish by the stated time arrange the agenda in order of importance. If something has to be omitted or rushed to complete the meeting on time, the important items are not omitted or skimped over.
- Do not repeat what's been covered if someone comes in late. Doing so can send a message that it is acceptable to be late. Repeating also wastes everybody's time.

1.5 Conducting Meetings: The President / Chairman's Guide

Formality at Meetings

Meetings do not have to be run formally all the time. It is up to the President / Chairman to decide how formally a meeting will be run.

There are times, however, when the President / Chairman must know the essential rules for conducting a meeting, otherwise it can fall into chaos and nothing constructive or worthwhile is achieved.

There are times when formality may be needed (not so much at committee and like meetings, but certainly at club general, special and annual general meetings). This is to:

- give everyone a fair go in presenting their point of view
- cut out the 'waffle'
- reach decisions in a structured manner and within an acceptable time limit

President / Chairman's Guide

Even a well planned meeting requires attention to detail to stay on course and accomplish its objectives. Here are some basic points to consider:

- Do not sit in the 'chair' until ready to start the meeting or resume after a recess. This will ensure the President / Chairman's authority is asserted.
- Set the ground rules for the meeting. This may include:
 - when recesses will be held
 - when the meeting will end
 - how members will be heard
 - what is expected
 - clarification of the type of participation and interaction desired from the members

1.5 Conducting Meetings: The President / Chairman's Guide – Continued

Chairman's Guide (continued)

- Follow the agenda strictly and do not be distracted:
 - communicate the purpose and desired outcomes of each agenda item
 - ensure that the minute taker records the relevant matters related to each agenda item
- Keep the meeting moving in the desired direction:
 - be firm but tactful when members deviate from the matters under discussion
 - let the members carry the content
 - the President / Chairman should guide the process
 - vary the pace – speed up, slow down, take breaks
 - try to be impartial – be there for the benefit of the meeting
 - listen attentively (and be seen to be doing so)
 - keep members aware of where they are in the process if the debate is a lengthy one
 - periodically summarise key points and ask for agreement up to that point
- Attempt to get all members to contribute.
- Ensure there is a fair discussion on each matter and that all viewpoints are expressed before closing the debate.
- Direct the order of speaking. During formal debates make sure the mover of the motion starts, followed by the seconder, then others alternating between speakers for and against a motion.
- Summarise the discussion and the recommendations at the end of each logical section.
- Rule fairly and quickly on points of order.
- Be enthusiastic, it rubs off onto members. Make people feel glad that they attended the meeting.
- Arise and leave the 'chair' at the end of any meeting, or at the beginning of any recess.

1.6 Agenda

What is an Agenda?

The agenda is the program for the meeting, drawn up by the Secretary. It shows the order in which it is proposed that each item of business will be raised at the meeting.

An agenda is necessary to:

- bring the business which requires attention before the meeting
- give every member notice of the matters to be discussed and the order in which they will be considered

Sample agendas are listed elsewhere in this document.

Role of Agenda

The agenda is the basis of any meeting. It gives direction, structure and purpose to the meeting. It ensures meetings are better planned and conducted, and also helps with recording the minutes.

An agenda should be prioritised to ensure that important / pertinent issues are covered early in the agenda.

1.6 Agenda – Continued

Arriving at an Agenda

There are several ways of arriving at an agenda:

- The President / Chairman and Secretary (usually) identify matters to discuss. These matters are listed and circulated to Members, providing them with time to prepare their thoughts and arguments in advance,
- Members may notify the Chairman or Secretary in advance of items they would like to be included on the agenda. A disadvantage with this system is that a few members tend to dominate the agenda.
- Members raise items at the start of the meeting and the agenda is compiled from nominations. Whilst this may encourage more participation it does not allow time to prepare for arguments. Also, some frivolous items can be raised and much time can be lost debating whether they should be accepted on the agenda or not.

Members at meetings need to be aware of 'agenda stacking'. This means that the agenda is manipulated so that the more controversial issues are placed at the end of the agenda in an attempt to reduce time for discussion.

Usually the most important items should be addressed earlier in the meeting to ensure there is sufficient time to deal with them.

1.6 Agenda – Continued

**General
Committee
Meeting Agenda**

Below is an example of an agenda for a General / Committee Meeting:

Heading	<ul style="list-style-type: none"> ▪ Name of Club; venue of meeting ▪ Meeting of [xxx] Committee ▪ Date and time of meeting
Agenda Item	What To Do
Attendance	List those present
Apologies	List those who have apologised for not attending the meeting
Minutes of Previous Meeting	Move that the minutes of the meeting held on [date] be confirmed as a correct record
Matters Arising from the Minutes	<p>For example:</p> <ul style="list-style-type: none"> ▪ tasks that should have been completed; and ▪ progress report on matters listed
Correspondence	Inwards / Outwards.
Reports – Committee	<ul style="list-style-type: none"> ▪ President, ▪ Vice President, ▪ Secretary, ▪ Treasurer, ▪ Publicity Officer, ▪ Club Captain, ▪ Social Organiser, ▪ CAMS Delegate.
Reports – Other	
Motions of Which Notice has Been Given	Process motions presented
General Business	Matters of concern to Members
Next Meeting	Date, time and venue of next meeting
Closure	

1.6 Agenda – Continued

AGM Agenda

Below is an example of an agenda for an Annual General Meeting.

Heading	<ul style="list-style-type: none"> ▪ Name of Club; venue of meeting ▪ Annual General Meeting ▪ Date and time of meeting
Agenda Item	What To Do
Attendance	List those present
Apologies	List those who have apologised for not attending the meeting
Minutes of Previous Meeting	Moved that the minutes of the Annual General Meeting held on [date] be confirmed as a correct record
Matters Arising from the Minutes	<p>For example;</p> <ul style="list-style-type: none"> ▪ tasks that should have been completed; and ▪ progress report on matters listed
Presentation of Annual Reports	President, Vice President, Secretary, Treasurer, Publicity Officer, Club Captain, Social Organiser, CAMS Delegate.
Reports – Other	
Motions of Which Notice has Been Given	Process motions presented
Elections	<ul style="list-style-type: none"> ▪ President stands down, another person takes over as Chairman ▪ Office Bearers' positions declared vacant; nominations sought; voting ▪ Elected President takes over
Appointments	Appointment of Auditor, Public Officer (often President)
General Business	Matters of concern to members
Next Meeting	Date, time and venue of next meeting
Closure	

1.6 Agenda – Continued

Order of Business During a Meeting The Chairman should follow the basic order of business set out below:

- call meeting to order
- opening
- attendance and apologies
- minutes
- matters arising from the minutes
- correspondence
- reports
- motions
- general business
- next meeting(s)
- closure

Call Meeting to Order

- Call the meeting to order several minutes before the opening time.
- Check on the validity, i.e. the legality, of the meeting in fact taking place. This is mostly the case with ‘formal’ committee meetings.
- Check that a quorum is present.

It is important that the President / Chairman understands the Club’s requirements for a quorum at a meeting.

- A meeting can be declared invalid if incorrect notice is given or if a quorum is not present. A quorum is the minimum number of people required to be present at a meeting (and throughout the meeting) to make decisions valid. The number required is usually set out in the constitution.
- If the numbers at the meeting fall below the quorum at any stage no further decisions can be made.
- Club rules may allow partial attendance and therefore the meeting can continue.

1.6 Agenda – Continued

Opening

- Open the meeting at the arranged time.
- Declare the meeting officially open. This is important as the business of the meeting is recorded from this time.
- Ask the meeting if there is any general business to be raised and list any on the agenda. It could be stated that only general business items could be listed at this time and will not be accepted during the meeting.

Attendance and Apologies

- Record all members present
- Call for any apologies and ask for a formal motion that apologies be accepted
- Introduce any visitors or special guests and formally welcome them to the meeting
- Introduce and warmly welcome any new members

Minutes

- Ask for any corrections to the minutes of the previous meeting and amend if necessary
- Call for a motion for the acceptance of the (amended) previous minutes to the 'a true and accurate record of the previous meeting' and sign the document
- A mover of a motion to accept the minutes should have attended the previous meeting and the motion should have a seconder

The sole purpose of this procedure is to confirm the accuracy of the minutes; reading lengthy minutes in detail is boring and destructive to a meeting

1.6 Agenda – Continued

Matters Arising from the Minutes

- List any matters to be decided on the agenda for the current meeting. This should be done in preparing the agenda.
- Discussion on any issue in the minutes should be confined strictly to matters which will not be covered in reports.
- Matters arising are usually confined to specific questions or actions someone was appointed to take.

Correspondence

- The Secretary should put forward (verbally) a list of inward and outward correspondence, in chronological order. The President / Chairman should then request a formal motion that 'the inward correspondence be received and outward correspondence be approved'. No discussion should be allowed until the motion is presented.
- The Secretary can then read meaningful contents of any correspondence, if considered valid to do so.
- Any member may request that the whole text of any correspondence be read.

Reports From Treasurer

Reports from the Treasurer:

- The Treasurer presents a regular financial report.
- The President / Chairman asks for any discussion from the report.
- A formal motion is needed to approve a list of accounts for payment. This is a legal requirement for audit.
- A formal motion is needed to adopt the report.

1.6 Agenda – Continued

Reports From Committees

Reports from committees:

- reports are then made by various committee members as called upon by the President / Chairman
- reports should be prepared in writing and submitted to the Secretary beforehand so they form part of the minutes of the meeting
- a simple formula for reports are:
 - What? Why? Who? Where? When? How? How Much?
 - Recommendations should be prepared (where appropriate) in the form of a 'motion' to provide something definite to discuss.
- discussion and action may take place after each report

Each report must be adopted after presentation.

Motions

The President / Chairman should then present any motions listed on the agenda.

General Business

The President / Chairman should present any general business items.

Debate and motions should follow normal procedure.

Next Meeting(s)

The details of the next meeting(s) should be announced.

Closure

The President / Chairman closes the meeting and thanks those who attended, with a special mention of guests and new members.

1.6 Agenda – Continued

Guest Speaker

At any time within the agenda a guest speaker could be asked to make a presentation; or the speaker talks after the meeting is concluded.

As a matter of courtesy to a guest speaker, the President / Chairman might propose that standing orders be suspended so that the guest can make his presentation early in the meeting. This avoids him having to wait through a mass of general business, etc.

1.7 Reaching a Decision

- Decision Making** Decision making is one of the key purposes of conducting meetings.
- There is a range of decision making methods, with some methods being better than others in particular situations.
- Two of the most commonly used methods are:
- voting
 - resolution (or consensus)
- Voting** Voting assumes that:
- there is a division in arriving at a decision
 - the views of the majority should prevail
- Advantages of Voting** Voting has the advantage:
- of being quick
 - allowing everyone to participate
 - reducing the likelihood of decisions being held up
- Disadvantages of Voting** The disadvantages of voting are:
- that some members may feel ignored
 - creative solutions may be missed
 - some members may not be committed to the decision

1.7 Reaching a Decision – Continued

Ways to Vote

There are a variety of ways to vote:

- A simple vote is where general agreement is sought amongst the meeting participants. Voting for or against a matter can be either via:
 - the verbal expression of ‘aye’ or ‘no’
 - by a show of hands

This method is used when the matter is not that important or of great relevance to those present, or when it appears that a clear majority will be evident.

- A more formal type of decision making method may be required for some matters.

Secret ballot voting allows for these more formal decisions to be made. It may include more complex forms of voting such as proxy and postal voting.

The aim of this type of voting is to ensure relevant people (who may not be at the meeting) are included in the decision making process. Obviously, this type of voting takes a great deal more time than a ‘simple’ vote.

Resolution

Decision making by resolution requires cooperation between members. The consensus approach assumes that decision can be agreed or consented to by all members. Some debate should be allowed with the matters clearly stated and no one should be blocked from speaking. After some time the President / Chairman makes the suggestion: “Do we agree on?”.

- Where there is agreement then the matter is finalised.
- Where there is not agreement those who disagree should be asked to offer alternatives and so the debate continues until consensus is reached.
- If consensus cannot be reached then the matter will need to be voted upon.

1.7 Reaching a Decision – Continued

Motions and Amendments

Items of business requiring a decision must come before a meeting by way of a motion. If the motion is passed, it becomes a resolution.

A motion should be proposed and seconded before the President / Chairman allows any debate or discussion on the topic. This promotes an orderly discussion by increasing formality and provides more structure to meetings.

Once the motion has been moved and seconded the discussion must not depart from the point under discussion.

A common method is to introduce a topic and allow some debate to sort out matters and give guidance as to the direction the members wish to take. A motion is then presented and the formal meeting procedure adopted.

Motions

Generally, there are three main types of motions that may arise:

- main or regular motions
- secondary or subsidiary motions
- privilege motions

1.7 Reaching a Decision – Continued

Main or Regular Motions

Main or regular motions introduce a new item of business.

Only one main motion can be considered at a time and they cannot be made when there is any other motion before the meeting. Main or regular motions are the lowest ranking of motions and may be replaced by higher ranking motions such as the secondary, and privileged motions. All items of business should start with a motion unless the President / Chairman intends to deliver information, answer questions, etc. The motion is intended to put business items forward and keep the meeting progressing toward accomplishing what is on the agenda. The President / Chairman can use his discretion whether an item should start with a motion.

The President / Chairman may refuse to accept a main or regular motion for any reason or for none at all. Any member may then make a motion under 'privilege', seeking to have the decision overruled. The President / Chairman must then accept this. If the motion is seconded and passes, the decision of the President / Chairman is reversed and the original motion, that is the one that the President / Chairman refused to accept, must be heard.

Secondary or Subsidiary Motions

Secondary or subsidiary motions apply to other motions that help the members dispose of main or regular motions. These motions can:

- lay a main or regular motion on the table – temporarily lay a motion aside without setting the time for resuming its consideration but can be taken up when a majority decides
- postpone main or regular motions to a certain time
- commit the main or regular motion, or refer to a committee for further study before the general membership considers it further
- amend the main or regular motion
- postpone the main or regular motion to a set time or indefinitely

1.7 Reaching a Decision – Continued

Privileged Motions

Privileged motions do not deal with business before the meeting.

They have to do with special matters of pressing importance. Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business. They can stop the proceedings no matter what is going on and must be dealt with immediately. These motions may be for:

- fixing the time to adjourn the meeting
- adjourning the meeting
- questions of privilege; for example, the comfort of the members present, the fact that the order of business is not being followed, and for an adjournment or recess
- overruling the President / Chairman

If the President / Chairman is not certain on how to handle a motion, he may ask that the main motion be delayed and then have a brief recess to consult with someone who is knowledgeable on motion procedures; or consult a reference that may be available.

The meeting can then be resumed by dealing with the privileged motion.

Moving Motions

The Mover

The mover of the motion addresses the President / Chairman and introduces the motion by saying “I move that ...”. This introduces an item of business for the meeting’s scrutiny. The mover has the floor when there is no other motion before the meeting.

- The mover must state the case to the meeting only on the motion.
- The mover must not be interrupted by the President / Chairman unless the motion is frivolous, ridiculous or is unlikely to be seconded.
- The motion should be clear, concise and unambiguous. It should not be introduced to the meeting to consider until it is clear.
- The mover is granted right of reply at the end of the debate.

1.7 Reaching a Decision – Continued

The Seconder

A seconder implies there is support for the motion and, following the mover's presentation, introduces his support with: "I second the motion".

If there is no seconder the motion lapses.

The seconder has no right of reply and may speak when seconding the motion, or may reserve a speech until after further debate.

In unusual circumstances, a member may second a motion 'for the sake of debate'. This indicates that he does not necessarily support the motion but agrees that the matter should be discussed and dealt with formally.

Amendments

Amendments are introduced by addressing the President / Chairman with: "I would like to make an amendment that"

An amendment (which can only be considered after the original motion is passed):

- amendments can only be considered after the original motion has been passed
- cannot be moved or seconded by the original motion mover or seconder
- must be placed before the meeting one at a time (taken in the order in which they affect the terms of the original motion)
- may be spoken to by all that have previously spoken
- must not negate the motion
- must be clear and concise and relevant
- may:
 - add to the motion
 - subtract from the motion
 - substitute words within the motion
 - alter wording of the motion

1.7 Reaching a Decision – Continued

Amendments (continued)

Amendments to the amendment should not be accepted to avoid confusion.

When an amendment to a motion is:

- carried, it is incorporated in the motion, which can then be further discussed or amended
- lost, the original or previously amended motion again has the floor and the 'lost' amendment is not incorporated into the motion

Before any vote is taken, the President / Chairman should make sure that the meeting clearly understands the points for and against and the actual wording of the amendment.

If an amendment is carried, the President / Chairman might ask the Secretary to read back the amended motion before it is put to the vote.

Closure of Debate

The President / Chairman decides when the vote is to be put or not, prior to which the mover of the original motion is to be offered the final right of reply.

The motion (or amendment) is to be clearly read out to the meeting and the President / Chairman could also summarise the arguments for and against.

Once a motion has been moved and seconded, a President / Chairman can save time by asking "Does anyone want to speak against the motion?"

If nobody wishes to speak, the motion is put to the vote.

If somebody wishes to speak, the order of debate should be:

- speaker against the motion, then
- speaker for the motions

No speaker is permitted to speak more than once.

1.7 Reaching a Decision – Continued

Voting

At the end of a debate the President / Chairman puts the motion to the vote, which can be by:

- voices ('aye', 'no')
- show of hands
- members standing
- secret ballot
- division

The Club's constitution should nominate the necessary majority to ensure motions are resolved.

Unless someone demands a ballot or division immediately after the voice or show of hands vote has been declared, the decision of the President / Chairman is binding. If there is an equal number of votes for and against after a show of hands or a ballot, the proposal is rejected.

The constitution should provide for the voting power of the President / Chairman who may have:

- a deliberative vote only – they can vote in the same way as any other member
- a casting vote only – they only vote when votes are equal
- A deliberative and a casting vote – they can vote like everyone else and have a further vote when votes are tied
- no vote at all

1.7 Reaching a Decision – Continued

Points of Order During any debate a member may turn to the President / Chairman and state: “I rise to a point of order ...”.

A point of order:

- covers a breach of rules or decorum (good manners or behaviour)
- must be made when the breach occurs
- does not require a seconder
- may be made whilst a member is speaking
- is not open to debate nor subject to amendment
- is subject only to the President / Chairman’s ruling

1.8 Principal Rules of Debate

Debate Rules The principal rules for debate are summarised in the following table:

Title of Motion	Seconder Needed	Words Used by Mover	When Motion Can be Moved	Limits on Discussion	Motion Moved Again *	Effect of Motion
Amendment	Yes	'That the motion be amended ...' (add to, delete, replace)	When an appropriate motion has been passed	No limits other than discussion must have relevance	No	To modify a motion before the meeting, but not reverse it
Adjournment of the Question	Yes	'That the debate be adjourned ...' (either indefinitely or details are specified)	During debate, but a speaker cannot be interrupted	May be debated and / or amended only as to date, time and place	Yes	If carried, the debate ceases; if not the debate continues
Adjournment of the Meeting	Yes	'That the meeting be adjourned ...' (either indefinitely or details are specified)	During debate, but a speaker cannot be interrupted	May be debated and/or amended only as to date, time and place	Yes	If carried the meeting adjourns; if not the debate continues.

1.8 Principal Rules of Debate – Continued

Title of Motion	Seconder Needed	Words Used by Mover	When Motion can be Moved	Limits on Discussion	Motion Moved Again *	Effect of Motion
Disagreement with Chairman's Ruling	Yes	"That the Chairman's ruling be disagreed with"	Immediately after the Chairman has made the ruling	May be debated but not amended	Yes	If carried, speaker must say no more; if defeated he / she may continue
Motion	Yes	"That ... (statement made)..."	When invited by the Chair; when no other business is before the meeting	No limits other than that on relevance	No	To decide some question or substance
Next Business	Yes	"That the meeting proceed to the next item of business"	During debate but not to interrupt a speaker	No debate is permissible	Yes	If carried, debate on original question ceases; if defeated debate continues
Question Lie on the Table	Yes	"That the question (motion) lie on the table"	During debate but without interrupting speaker	May be debated but not amended	Yes	If carried, debate on original question ceases but a later motion could take the question from the table

1.8 Principal Rules of Debate – Continued

Title of Motion	Secunder Needed	Words Used by Mover	When Motion can be Moved	Limits on Discussion	Motion Moved Again *	Effect of Motion
Speaker No Longer Be Heard	Yes	“That the speaker be not heard”	By interruption of the speaker	May be debated but not amended	Yes	If carried, the speaker must say no more; if defeated the speaker may continue
The Previous Question	Yes	“That the question be not put now”	During debate on motion but not on an amendment	No limit on this or the original question, but, it cannot be amended.	Yes	If carried, debate ceases, but may be taken up at a subsequent meeting
To Commit	No	“That the matter be referred to the Committee (or Sub-Committee, or whatever)	During debate but not interrupting speaker	Debate and amendment only as to when a report is to be made, or as to personnel	No	If carried, the question is committed; if defeated, the discussion continues

1.8 Principal Rules of Debate – Continued

Title of Motion	Seconder Needed	Words Used by Mover	When Motion can be Moved	Limits on Discussion	Motion Moved Again *	Effect of Motion
The Closure	No, the original question must be voted on immediately	“That the question now be put”	During debate even interrupting speaker	No debate is permitted	No, the original question must be voted on immediately	If carried, the original question must be put immediately, if defeated debate continues.
Withdraw a Motion	No	“That the motion be withdrawn”	Anytime with interrupting a speaker	Not debatable	No	If the mover of the motion withdraws it the discussion does not proceed.

* Full heading - If defeated, can motion be moved again after an interval on the same question?

1.9 Secretary's Role at Meetings

Notice of Meeting The notice of a meeting must be advised to members in accordance with the Club's rules. Where there are no specific rules, meetings must be called in such a way as to bring it to the attention of every member.

Failure to give proper notice to all who are entitled will invalidate the meeting. Even a person who states they cannot attend the meeting is entitled to its notice in writing.

Contents of Notice

The contents of the Notice of Meeting must include:

- the date, time and place of the meeting
- whether it is an ordinary, annual general meeting, or a special (or extraordinary) meeting
- the nature of business to be transacted

If the Club rules state that Notice of Motions must be given, this needs to be stated.

Period of Notice

Club rules relating to the length of time that a notice is to be given must be observed.

If there is no rule on length, then 'reasonable' notice must be given. 'Reasonable' notice may depend on the time of the year, for example, a busy period leading up to, say, Christmas, or the geographic spread of the membership.

If the Club rules state that "X clear days notice" must be given this means exclusive of the day of the notice and the day of the meeting (and "at least" means "clear").

1.10 Minutes

Purpose of Minutes

The purpose of writing minutes, which can also be called 'notes' or a 'summary', is to confirm what was agreed to at the meeting.

Minutes

Minutes record the:

- time and place of the meeting
- attendance and apologies
- decisions of the meeting
- actions agreed

They provide a record of the meeting and, importantly, they provide a review document for use at the next meeting so that progress can be measured.

The style of the minutes depends on the circumstances. In situations of critical importance where the record is important, detailed minutes are required to be recorded. Where this is not the case, minutes can be simple lists of decisions made and of actions to be taken, with the responsible person identified.

Generally, minutes should be as short as possible provided the key information is recorded. This will make minutes easy to prepare, and easy for the reader to digest.

Ineffective Minutes

When meeting minutes are not effective, time will be wasted in meetings trying to remember or recognise what was:

- in fact decided at the previous meeting(s)
- accomplished at the meeting(s)
- agreed to in terms of the next steps (actions)

When it cannot be remembered what was decided at a meeting, members at the next meeting(s) end up going in all directions debating just what was decided.

1.10 Minutes - Continued

- What to Record** The information that should be recorded in minutes includes:
- When the meeting was held
 - Who attended
 - Who did not attend. Include this if it matters; it is not important for some type of meetings, such as publicity meetings, where attendance is not a criterion for holding positions on the Committee
 - What topics were discussed, usually in order of the agenda
 - What was decided
 - Who is to complete the action, and by when
 - If any documents or materials were issued at the meeting
 - Anything special that the reader of the minutes should know about
 - Next meeting details

- Attract Attention** Most people 'skim' through minutes so techniques need to be adopted to attract attention. This can be carried out by:
- formatting important matters by highlighting:
 - with bold font
 - with italic font
 - underlining
 - placing in a box
 - place peoples' names or initials in bold font to attract their attention to read whatever is against their name

1.10 Minutes – Continued

The “Do’s” of Writing Minutes

Keep the following points in mind when writing minutes:

- Write minutes soon after the meeting – preferably within 48 hours. That way those who attended can be reminded of action items and those who did not attend will know what happened. It also means the writer has a clearer memory of what transpired and so does the President / Chairman if reference has to be made to him / her.
- Use positive language. Rather than describing the discussion as ‘heated or angry’ use ‘passionate’, ‘lively’ or even ‘energetic’ – all of which are just as true but do not convey negativism.
- Record the names of the attendees at the meeting.
- Record the date, time and place of the meeting.
- Make a notation that a quorum exists or does not exist at the meeting. If the meeting did not achieve a quorum, it cannot have any valid decisions.
- Record a clear and concise summary of actions taken at the meeting.
- Record the names of the persons making and seconding motions.
- Make a notation indicating when motions are adopted by unanimous votes or a record of the ‘yeas’ and ‘nays’ and abstentions.
- Record a notation of any handouts, documents, and other materials that were introduced at the meeting.
- Record a summary of discussion points by using concise statements of matters and concerns during the discussion.
- Record a summary of key actions and follow-up items.
- Identify the person responsible for taking the minutes.
- Reference each item and / or decision with a minute number for ease of later reference. The logic of minute numbering needs careful consideration.
- Reference each item and / or decision with a minute number for ease of later reference. The logic of minute numbering needs careful consideration.

1.10 Minutes – Continued

The “Do Not’s” of Writing Minutes

When writing minutes, do not:

- Describe all the “he said, she said” details unless those details are very important. Record topics discussed, the theme of the discussion, decisions made, and action items.
- Include any information that will embarrass anyone – there is no point in doing this.
- Skip writing minutes because everyone attended the meeting and knows what happened. Meeting notes or minutes serve as a record of the meeting long after people have forgotten.
- Make the minutes a verbatim documentation of everything that is said at the meeting.
- Make the minutes so lengthy that it would take more than 10 minutes to read them. The minutes are to be clear and concise.
- Forget to proof read the minutes before they are distributed.
- Delay the distribution of the minutes once they are completed.

1.10 Minutes – Continued

Content

Minutes need to be written in clear, accurate and simple language. Minutes must not contain any ambiguity.

They should be written in such a way as to inform others of the rationale and reasoning behind decisions, but at the same time not be too verbose or lengthy.

- The fullness of the content depends on the type of meeting and the nature of each business item. The President / Chairman should be consulted as to the degree of reporting they require.
- Points of agreement need to be stressed.
- Points of disagreement need to be included if these are likely to influence future discussions.
- Points worth recording about a matter should be arranged in logical order.
- The general thrust of a discussion should be recorded without the names of the participants.
- Each motion should include the names of mover and seconder, otherwise a simple statement should be used. These statements may include:
 - “It was resolved that ...”
 - “It was agreed that ...”
 - “The Committee resolved that ...”
 - “After voting, the Committee agreed to ...”
 - “The minutes of xxxxx were taken as read and confirmed.”

1.10 Minutes – Continued

Taking Notes at the Meeting

The following is a guide on the task of taking notes to be written up as minutes:

- Ensure that all of the essential information is noted:
 - type of meeting
 - date
 - venue
 - time started
 - time concluded
 - President / Chairman's name
- Prepare an outline based on the agenda ahead of time and leave plenty of space for writing. By having the topics written down, the recorder can move to the next topic quickly.
- Prepare a list of expected attendees and check off the names; or pass around an attendance sheet for attendees to complete. Note any apologies.
- To be sure of who said what, make a sketch of the seating arrangement and make sure to ask for introductions of unfamiliar people.
- Do not record every single comment. Concentrate on getting the gist of the discussion and taking enough notes to summarise later. Think in terms of the matters discussed, the major points raised and the decisions taken.
- When a vote is taken it is not always necessary to record the vote tally (numbers for and against), particularly if the meeting is of a large number of people. The Chairman should indicate what he / she requires.
- Use whatever recording method is comfortable – notepad, laptop computer, tape recorder (with the permission of those present and / or certainly with the Chairman making a statement that taping will take place).

1.10 Minutes – Continued

Taking Notes at the Meeting (continued)

- If the minute taker is an active participant at the meeting, prepare statements and questions beforehand; it is very difficult to participate and take effective notes at the same time.
- Note down decisions on the details of the next meeting.

Minute Decisions

Use a standard style of reporting decisions in the minutes using an appropriate word to suit the circumstances:

- *Agreed* – indicates a strong consensus to support a particular course of action.
- *Recommended* – indicates a proposal to another committee or organisation.
- *Noted* – indicates that a matter was reported, but no decision was necessary, nor made.
- *Received* – indicates that a report was presented and received.
- *Approved* – indicates that a recommendation has been endorsed.
- *Recognised* – indicates that information was accepted, but no decision was taken.
- *Resolved* – indicates that a motion was formally proposed, voted upon and passed.

General Advice

- Retain the original notes taken at the meeting until the minutes have been confirmed at the next meeting. In the event of a dispute the notes may be invaluable to sort out the issues.
- Write up the minutes as soon as possible (suggestion is within 48 hours).
- Be consistent with terms (generally past tense is preferable), and written as an ‘impersonal’ record.
- Avoid recording expressions of a general nature that will bind later meetings.
- Make sure that motions are clearly understood – and that it is clearly understood what has been resolved.

1.10 Minutes – Continued

Issue of Minutes The minutes may be presented to the members in one of four ways:

- copies issued as soon as they are produced
- copies issued when the agenda is issued for the next meeting
- copies issued at the next meeting (not satisfactory)
- copy read aloud at the next meeting

In the first two instances listed above the minutes can be “taken as read” at the next meeting. In all instances, they must be confirmed at the next meeting and signed by the President / Chairman after acceptance.

If the members at the meeting agree that the minutes reflect what happened at the meeting, then they are approved. This fact is to be noted in the new meeting’s minutes.

If there are minor errors or omissions then the minutes can be changed immediately and the amended minutes may be approved “as amended”.

If there are major changes required, they should be rewritten and submitted at a later time.

2. Main Committee Records

- Records** In order for a club to run efficiently, it must keep records. Most records will be generated through the activities and decisions of the Committee.
- All records should be accurate, current and readily accessible. It is generally the Secretary who is charged with maintaining records.
- Record Retention Period** It is recommended that a club retains records for seven years, as some legislation requires that records be kept for a minimum period.
- Types of Records** A wide range of computer packages are available to help keep records. If a club does not have access to a computer or the appropriate programs, the following will be required:
- A book or set of cards for the registration of members.
 - A book to record assets and liabilities.
 - Accounting records (for the Treasurer).
 - A manual of procedures. This can be the Club's most valuable asset. Tasks that have to be completed at the same time each year should be recorded in standard form for successors.

3. Delegation by Committee Members

3.1 Introduction

When to Delegate Committee Members are often heard saying:

- “I have too much on my plate, I can’t get around to that”
- “I’m too busy”
- “I’m snowed under”
- “I simply don’t have the time”
- “Everything is happening around me at the same time”

Maybe they are too busy but it is more probable that they have not learnt to delegate!

Many people hesitate to delegate for any of the following reasons:

- “If you want something done properly, do it yourself”
- “There are too many problems in getting others to do it – might as well do it myself”
- “I don’t like palming off dirty work to others”
- “I don’t want to appear bossy”
- “I like doing some things myself”
- “It takes too long to explain how to do it. By the time I do, I might as well do it myself”
- “I’ve been too busy to get around doing that”

3.1 Introduction – Continued

When to Delegate (continued) One thing is for certain, no one is indispensable – as is often quoted “The cemeteries are full of people who thought they were indispensable”.

Without delegation, when it is needed, all that a ‘too busy’ member of a committee does is generate inaction and often delays progress, at least at the desired rate.

Often at a meeting does someone state, when their turn comes to report on some matters they volunteered to take on, “Oh, I haven’t got around to that yet, been a bit busy you know!”. This may well be the third meeting in a row the same statement has been made.

3.2 Steps for Delegation

Steps for Delegation

To delegate requires proper preparation.

The following steps are presented as a guide to follow to ensure preparation before delegating:

Step	Action
1	What precise job, or part of it is to be done; clearly define it; write it down to give clarity of thought
2	What outcome(s) or results are expected. Accurately define them. Write them down.
3	<p>Pick the right person to whom to delegate. In making a choice consider the following questions:</p> <ul style="list-style-type: none"> ▪ Has the person got the time? Do not select someone just because they may have time! ▪ Has the person got the ability? Study the job description and see what skills and knowledge are needed. ▪ In approaching the person can an appeal be made to their self-interest? ▪ Can a challenge be identified for the person being approached? ▪ Can the person work with the rest of the team? Some people are enthusiastic, even very capable, but if they antagonise others on the team they can be a menace.

3.2 Steps for Delegation – Continued

Steps for Delegation
(continued)

Step	Action
4	Having selected the 'right' person: <ul style="list-style-type: none"> ▪ Explain the job clearly ▪ Don't underestimate the size of the job or, even worse, give the impression that it is not important ▪ Check that the person has understood what is being presented
5	Wrap up the agreement. <ul style="list-style-type: none"> ▪ Agree on the time for finishing all and / or each part of a job ▪ Discuss and agree on the outcomes of the job ▪ Find out what resources the person will / may need
6	Keep your eyes open! <ul style="list-style-type: none"> ▪ Do not be a nag, but take a keen interest in progress ▪ Ask precise questions, not just "is it going well?"
7	Review and reward! <ul style="list-style-type: none"> ▪ Look at the successes and shortfalls ▪ Identify the causes of the shortfalls (perhaps the delegation was not defined properly) ▪ Try to give some recognition – no matter how small

4. Glossary of Terms

Glossary

Adjourn	Postponing or breaking off a meeting for later resumption
Adopt Minutes	Minutes are 'adopted' when accepted by members and signed by the Chairman
Advisory	Providing advice or suggestion; not taking action
Agenda	A schedule of items drawn up for discussion at a meeting
AGM	Annual General Meeting; all members are usually eligible to attend
Amendment	An alteration or proposed alteration to the terms of the motion, to improve the motion without contradicting it
Articles of Association	Rules required by Company Law which govern a Company's (Club's) activities
By Laws	Rules regulating a Club's activities
Casting Vote	Under some Constitutions a Committee Chairman may use a 'casting vote' to reach a decision, if votes are equally divided
Chairman	Known also as 'Chair'; leader or person given authority to conduct a meeting
Circular Motion	Where it is not possible for a Committee to meet and majority of Members agree, a Committee may consider a resolution by electronic documentation, where a motion and supporting documents are issued and Members given time to respond
Committee	A group of people elected (appointed) who meet to conduct business and report to a senior body
Consensus	Agreement by general consent; no formal vote being taken
Constitution	Set of rules governing a Club's activities
Convene	To call a meeting
Co-Opted member	Members additional to a Committee if terms of reference permit; has same rights and responsibilities as other committee members
Executive	Having the power to act upon taken decision
Extraordinary Meeting	A meeting called for all Members to discuss a serious issue affecting all; can be a non-routine meeting called for a specific purpose
Ex Officio	Given powers or rights by reason of Office (position)
In Camera	A decision made by Committee to deal with matters confidentially. Non-Committee members are asked to leave the meeting and no record of discussion is kept

Glossary (continued)

Intra Vires	Within the power of the Committee or meeting to discuss; to carry out
Lie on the Table	Leave an item to be considered later in the meeting; or at the next meeting
Lobbying	The practice of seeking Members' support before a meeting
Minutes	Written record of a meeting; resolution minutes record only the decision reached whilst narrative minutes provide a record of the decision making process
Motion	The name given to a 'proposal' when it is being discussed at a meeting
Mover	One who speaks on behalf of a motion
Notice of Motion	Members may give notice of intention to move certain issues at the next meeting
Opposer	One who speaks against a motion
Other Business	Either items left over from a previous meeting; or items discussed after the main business of a meeting
Point of Order	Proceedings may be interrupted on a 'point of order' if procedures or rules are not being kept to in a meeting
Procedural Matters	These are matters included in the agenda that deal with the operation of the meeting itself (e.g.: apologies, confirmation of previous minutes, etc.)
Procedural Motion	Deals with the conduct of the meeting itself (e.g.: 'that the meeting be adjourned')
Proposal	The name given to a submitted item for discussion before a meeting takes place
Proxy	A proxy vote – literally, 'on behalf of another person'
Quorum	The number of people needed to be in attendance for a meeting to be legitimate and to commence
Resolution	The name given to a 'motion' which has been passed or carried; used after the decision has been reached
Right of Reply	After discussion and before the meeting votes on a motion, the original proposer who moved the motion is often given the right of reply to say a few final words about the motion
Secunder	One who supports the 'proposer' of a motion or proposal by 'seconding' it
Secret ballot	A system of voting in secret
Shelve	To drop a motion which has no support
Special / Extraordinary Meeting	Such a meeting held to discuss a specific topic(s) outside the normal meeting schedule
Standing Committee	A committee which has an indefinite term of office (e.g.: 'Executive Committee')
Standing Orders	Rules of procedure governing meetings; the rules of order and debate

Glossary (continued)

Table/d	To introduce a paper or schedule for noting ('The sporting calendar for next year was tabled')
Taken as Read	To save time, it is assumed Members of a Committee have already read the minutes
Teleconference	Meetings with simultaneous telephone connections allowing a group to hear and speak to each other
Terms of Reference	Outlines the powers, duties and responsibilities of the Committee and can only be altered by the appointing body
Ultra Vires	Beyond the authority of the meeting to consider
Unanimous	All Members being in favour