

# **Chair Pakenham Bowls Club**

The Chairman of Pakenham Bowls Club shares the management and governance with the Club President.

The Chair is accountable for management of all assets including financial control while the President is accountable for all bowling activities.

## **Knowledge**

To successfully undertake the role of Chairman the roles requires the person.

- To be well informed of the financial operation of the club and to ensure that the club is always solvent.
- To be well informed of all the roles within the club and to conduct reviews of these roles.
- To be well informed of all club activities, especially those of all sub committees
- Have a good working knowledge of the constitution, club rules and by laws, policies and procedures as well as the duties of all office holders
- Strong understanding of the legal and compliance obligations of running the club

## **The Chairman leads the Board.**

- reports to the major stakeholders in the company the bowlers and represents the Bowls Club in the public arena (and is often the face of the Bowls Club).
- meets company objectives.
- develops skills through Director education.
- works efficiently/effectively.
- discharges its corporate governance responsibilities.
- understands the Bowls Club performance and financial reports.

## **The role of the Chairman.**

- Maximizing opportunities and effort to achieve the Bowling Club performance goals.
- Be a primary link between the company and the community.
- Providing coherent and definitive leadership of the Board and the Bowling Club overall.
- Establishing an induction and continuing development program for directors and utilizing change to build an effective and complementary Board.
- Establishing a succession program for directors and all other committees.
- Promoting the highest standards of corporate Governance.
- Provide effective leadership and communication within the Board and with Bowling Club.
- Ensuring effective communication with bowlers and promoting Board understanding of the views of bowlers.
- Ensuring clear policies are developed and adopted by the Board.
- Ensuring a clear structure for and the effective running of Board committees.
- Ensuring effective time management for the Board to consider complex or contentious issues.
- Encouraging active engagement and participation by all Board members.

- Running the Board and setting its agenda, style and tone to promote effective decision-making and constructive debate; g.
- Ensuring the Board receives accurate, timely and clear information to enable effective monitoring of the club's performance and sound decision making.
- Ensuring effective implementation of Board decisions.
- Ensuring annual performance reviews of the Board, its committees and its individuals.
- Set the strategic direction for the Company.
- Develop and monitor a Skills Matrix for Board Members.

**The Chair ensures that the board meets effectively and regularly.**

**The effective Board meeting.**

**How often should the board meet?**

- Boards normally meet 10 to 11 times per year.
- Board meetings are usually held monthly.
- Extraordinary meetings can be called to address urgent issues before next scheduled Board meeting.
- An effective Board Committee usually meets monthly (but this depends on the committee charter).
- A well planned and organized Board meeting should not normally exceed two hours in length.

**Expectations: an effective Board meeting requires.**

- A capable Chairman.
- Informed, well prepared Directors.
- Proper planning in terms of venue, agenda, preparation and delivery of papers.
- Timely attendance of management for specific agenda items.
- Clear and concise reports.
- Clear and timely decision making.

**Preparation for Board Meetings.**

- Chairman & Secretary communicate to issue agenda in advance.
- Structure agenda to cover all relevant items.
- Chairman aware of all agenda items, to anticipate issues.
- Board meeting documents distributed and read prior to the meeting.
- Wherever possible, written reports should be standard practice.

**Agenda.**

- Determined by the Chairman and Secretary.
- Directors are entitled to request the Chairman include an item on the agenda.
- Has a standard format and is sequenced logically, therefore meeting should proceed in that order?
- The agenda should focus on.
  - Reviewing strategic issues and financial results.
  - Ensuring compliance issues addressed.
  - Improving the performance of the Board.

- Discuss and establish immediate and future initiatives and actions.
- Allocate time in advance to agenda planning - use the club calendar — key dates register.

### **Minute taking.**

- Minutes must be kept, signed and preserved as an objective account of issues discussed, decisions made and actions arising from the meeting.
- Minutes record status of tasks required to be completed in line with the Club calendar.
- Minutes are to be an accurate summary of the meeting (a letter to a potential future judge).
- Company Secretary drafts minutes, Chairman reviews,
- before circulation to other Directors.
- Directors must review, raise concerns prior to minutes being accepted at next Board meeting.

### **Contribution of Board Committees.**

- Meet between Board meetings, discuss issues relevant to their committee, formalize recommendations (a written report) to the Board.
- This ensures Board meetings are streamlined and group discussion on each issue is not required.
- If recommendations are not generally adopted, the committee structure is not operating effectively.
- Effectiveness of these Board committees should be regularly reviewed i.e. ensure people with the appropriate skills are on appropriate Committees).

### **Post meeting requirements.**

- Circulate minutes within 3-5 days of the meeting.
- Document action items separately, including the task, responsibility and due date.
- Liaise with Directors, particularly Board committee chairs, one-on-one between meetings as required.
- Once a Board is capably managing its agenda, consider inviting guest speakers that could be of benefit to the Board.
- Visit/attend other Board meetings for ideas and Director suggestions.

### **Key governance responsibilities include ensuring the club.**

- Defines and documents its club culture and behaviors and continually communicates them to members, players, coaches, supporters and volunteers.
- Ensures the club has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved.
- Implements strong financial controls to protect the cash and assets of the clubs as well as the volunteers handling the cash.
- Ensures the committee receive regular and accurate financial reporting, budgets and cash flow projections.
- Ensure compliance and legislative obligations are met.
- Ensure the health and safety of all club participants.
- Ensure all complaints and disputes are immediately investigated and responded to according to club policies and procedures.

- All club positions, roles and sub committees have regularly reviewed position descriptions or terms of references.
- All club activities are documented in operations manuals, policies and procedures.
- Volunteers are trained and supported throughout the year to undertake their roles successfully.