



BOARD OFFICE-BEARER POLICY

Policy number	Gov-09	Version	1.0
Drafted by	ARCHERY SA	Approved by Board on	14 April, 2016
Responsible person	Board	Scheduled review date	April, 2018

INTRODUCTION

A Board operates more effectively if the members and office-bearers of the Board know their respective duties and obligations.

PURPOSE

This policy seeks to ensure that members and office-bearers of the Board know their respective duties and obligations.

POLICY

Members and Office-bearers of the Board shall have the duties and obligations set out in Appendix A, below.

AUTHORISATION

Bruce Lang, President
14 April, 2016
ARCHERY SA



BOARD OFFICE-BEARER PROCEDURES

Procedures number	Gpol-02	Version	1.0
Drafted by	ARCHERY SA	Approved by ED on	14 April, 2016
Responsible person	Sue Martin	Scheduled review date	April, 2018

RESPONSIBILITIES

The Executive Director (ED) shall be responsible for including this policy in the induction package provided to new Board members.

The Secretary of the Board shall be responsible for ensuring that a copy of this policy is available for reference in Board meetings.

The Board Chair shall be responsible for making a ruling on any point in dispute in this policy.

PROCEDURES

This policy shall be included in the induction package provided to new Board members.

A copy of this policy shall be available for reference in Board meetings.

Any point in dispute in this policy shall be resolved by the Chair.

RELATED DOCUMENTS

- Board Attendance Policy
- Conflict of Interest Policy (Appendix 37)
- Developing an Effective Induction Process help sheet
- Induction Checklist

AUTHORISATION

Sue Martin, Secretary
ARCHERY SA
14 April, 2016

APPENDIX A

POSITION STATEMENT: BOARD CHAIR

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
Duties applicable to startup organisations only are given in <i>italics</i> Statutory duties (i.e. those specifically required by law) are given in bold type		
Governance	Provide leadership to the organisation	Provide leadership to the organisation
	Ensure [in partnership with the Board] that the organisation's objectives, goals and mission are being followed	Ensure [in partnership with the Board] that the organisation's objectives, goals and mission are being followed
	Ensure [in partnership with the Board] that the organisation develops in the appropriate direction	Work with the ED to ensure [in partnership with the Board] that the organisation develops in the appropriate direction
	Ensure [in partnership with the Board] that the organisation operates in an ethically, environmentally, and socially responsible fashion	Work with the ED to ensure [in partnership with the Board] that the organisation operates in an ethically, environmentally, and socially responsible fashion
Planning	<i>Produce</i> [in partnership with the Board] <i>a Strategic Plan for the organisation</i>	<i>Oversee</i> [in partnership with the Board] <i>the production of a Strategic Plan for the organisation</i>
	Ensure [in partnership with the Board] the regular review and development of the Strategic Plan	Oversee [in partnership with the Board] the regular review and development of the Strategic Plan
Meetings	Ensure that appropriate standing orders are in place	Ensure that appropriate standing orders are in place
	With the Secretary, prepare the agenda in advance of the meeting	With the Secretary and the ED, prepare the agenda in advance of the meeting
	Chair Board meetings according to Standing Orders	Chair Board meetings according to Standing Orders
	Rule on issues of meetings procedure not covered in the Standing Orders	Rule on issues of meetings procedure not covered in the Standing Orders
	Report to the Annual General Meeting on the situation of the organisation	Report to the Annual General Meeting on the situation of the organisation
	Chair General Meetings according to Standing Orders	Chair General Meetings according to Standing Orders
Administrative & Management	Chair the Executive Committee between Board meetings	Chair the Executive Committee between Board meetings

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
		Serve on Board committees as required
		Liaise with Board committee chairs and report to the Board where appropriate
	Assign [in partnership with the Board] administrative duties to Board members and volunteers	
	Personally carry out administrative duties as assigned	
		<i>Ensure that appropriate recruitment policies and procedures are in place for ED and other staff</i>
		<i>Oversee the recruitment of the ED</i>
		Ensure that appropriate personnel policies and procedures are in place for ED and other staff
		Oversee the annual performance review of the ED
		Oversee the succession of the ED
	Manage the business of the Board	Oversee the management of the business of the Board
	Manage the recruitment, induction, and training of Board members [in partnership with the Board]	Oversee the management of the recruitment, induction, and training of Board members [in partnership with the Board]
	Manage [in partnership with the Board] the assessment, review and renewal of the Board	Oversee the management [in partnership with the Board] of the assessment, review and renewal of the Board
	Manage the organisation's grievance procedures	Oversee the management of the organisation's grievance procedures
	Ensure the harmony of Board deliberations	Ensure the harmony of Board deliberations
	Manage [in partnership with the Board] the succession of the position of Chair	Manage [in partnership with the Board] the succession of the position of Chair
		Serve as liaison with the ED and, through them, to the staff
		In consultation with the ED, report to the Board on staff management issues

Policies can be established or altered only by the Board: **Procedures** may be altered by the ED

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
		In consultation with the ED, draw up ED succession policy
Media	Under the organisation's Media Policy, serve as spokesperson for the organisation as appropriate	Under the organisation's Media Policy, serve as spokesperson for the organisation as appropriate
Promotion	Promote the organisation in the community as opportunities arise	Promote the organisation in the community as opportunities arise
Negotiation	Serve [as nominated by the Board] in negotiation with other organisations	Work with the ED in negotiation with other organisations; report to the Board
Legal	Ensure that <ul style="list-style-type: none"> • the modes of performance of all legal requirements are featured in the procedures manual • the performance of all legal requirements is reported to the Board • the performance of all legal requirements is fully documented. 	Oversee staff to ensure that <ul style="list-style-type: none"> • the modes of performance of all legal requirements are featured in the procedures manual • the performance of all legal requirements is reported to the Board • the performance of all legal requirements is fully documented.
	Ensure that all legal requirements are met	Ensure that all legal requirements are met
Finance	With the Treasurer, ensure the organisation's financial control procedures are adequate and that risk management strategies are in place	With the Treasurer, oversee the ED to ensure that the organisation's financial control procedures are adequate and that risk management strategies are in place
Other duties	As for Board members (below)	As for Board members (below)

APPENDIX B

POSITION STATEMENT: BOARD TREASURER

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
Duties applicable to startup organisations only are given in <i>italics</i> Statutory duties (i.e. those specifically required by law) are given in bold type		
Governance	Ensure that the Board maintains the degree of financial literacy necessary to conduct the business of the organisation	Ensure that the Board maintains the degree of financial literacy necessary to conduct the business of the organisation
	Advise the Board on matters of finance	Advise the Board on matters of finance
	Advise the Board on fundraising	Advise the Board on fundraising
	<i>Ensure that appropriate financial policies and procedures are in place and fully documented</i>	<i>Oversee the production of appropriate fully documented financial policies and procedures</i>
Planning	<i>Produce [in partnership with the Board] a Business Plan for the organisation</i>	<i>With the ED, oversee [in partnership with the Board] the production of a Business Plan for the organisation</i>
	Ensure [in partnership with the Board] the regular review and development of the Business Plan	With the ED, oversee [in partnership with the Board] the regular review and development of the Business Plan
Meetings	Report to the Board at each meeting on the financial situation of the organisation	Report to the Board at each meeting on the financial situation of the organisation
	Report to the Board at each meeting on variances from the approved budget	Report to the Board at each meeting on variances from the approved budget
	With the Secretary, place any necessary financial items on the Board agenda in advance of the meeting	With the Secretary, place any necessary financial items on the Board agenda in advance of the meeting
	Report to the Annual General Meeting on the financial situation of the organisation	Report to the Annual General Meeting on the financial situation of the organisation
Administrative & Management	Serve on the Executive Committee between Board meetings	Serve on the Executive Committee between Board meetings
		Chair the Finance Committee
		Serve on Board committees as required

Policies can be established or altered only by the Board: Procedures may be altered by the ED

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
		Liaise with Board committee chairs on financial issues and report to the Board where appropriate
	Personally carry out financial duties as assigned	
	Keep the books of the organisation	Oversee the organisation's bookkeeping
	Ensure the organisation's financial records are adequate, protected, backed up, and accessible.	With the Chair, oversee the ED in ensuring that the organisation's financial records are adequate, protected, backed up, and accessible.
	Manage the organisation's banking	Oversee the organisation's banking
	Maintain the organisation's asset register	Oversee the maintenance of the organisation's asset register
Finance	Ensure the organisation's financial control procedures are adequate and that appropriate safeguards against fraud are in place	Oversee the ED to ensure that the organisation's financial control procedures are adequate and that appropriate safeguards against fraud are in place
	Ensure that risk management strategies (including appropriate insurances) are in place	Oversee the ED to ensure that risk management strategies (including appropriate insurances) are in place
	Collect and receive all money due to the organisation and make all payments authorised by the organisation	Oversee the collection and reception of all money due to the organisation and the making of all payments authorised by the organisation
	Oversee the organisation's investment strategy and report to the Board	With the ED, oversee the organisation's investment strategy and report to the Board
	Prepare the Budget for the coming year	Oversee the preparation of the Budget for the coming year
	Review income and expenditure against the budget on a continuous basis	Oversee the review of income and expenditure against the budget on a continuous basis
Legal	Ensure the organisation's compliance with all applicable tax arrangements	With the ED, ensure the organisation's compliance with all applicable tax arrangements
Other duties	As for Board members (below)	As for Board members (below)

Policies can be established or altered only by the Board: Procedures may be altered by the ED

APPENDIX C

POSITION STATEMENT: BOARD SECRETARY

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
Duties applicable to startup organisations only are given in <i>italics</i> Statutory duties (i.e. those specifically required by law) are given in bold type		
Governance	<i>Ensure the preparation and adoption of appropriate Board policies</i>	<i>Ensure the preparation and adoption of appropriate Board policies</i>
Planning	<i>Produce [in partnership with the Board] a Marketing Plan for the organisation</i>	<i>Oversee [in partnership with the Board] the production of a Marketing Plan for the organisation</i>
	Ensure [in partnership with the Board] the regular review and development of the Marketing Plan	Oversee [in partnership with the Board] the regular review and development of the Marketing Plan
	Ensure that appropriate standing orders are in place	Ensure that appropriate standing orders are in place
Meetings	Organise the venue for Board meetings	
	With the Chair, prepare the agenda in advance of each Board meeting	With the Chair and the ED, prepare the agenda in advance of each Board meeting
	Organise meeting papers for distribution before the meeting	Oversee the distribution of meeting papers before the meeting
	Take minutes at each Board meeting and circulate to Board members	Take minutes at each Board meeting and circulate to Board members
	Take minutes at each General Meeting and circulate to members of the organisation	Take minutes at each General Meeting and circulate to members of the organisation
Administrative & Management	Serve on the Executive Committee between Board meetings	Serve on the Executive Committee between Board meetings
	Serve on Board committees as required	Serve on Board committees as required
	Maintain a register of members	Oversee the maintenance of a register of members
	Handle the procedures for the admission of new members	Oversee the procedures for the admission of new members
	Handle the procedures for the resignation of members	Oversee the procedures for the resignation of members
	Handle the procedures for the discipline, suspension and expulsion of members	Oversee the procedures for the discipline, suspension and expulsion of members

Policies can be established or altered only by the Board: **Procedures** may be altered by the ED

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
	Organise General Meetings and notify members in advance	Oversee the organisation of General Meetings
	Receive nominations for positions on the Board	Receive nominations for positions on the Board
	Keep in their custody all books, documents and securities, and make them available to members as requested	Keep under their control all books, documents and securities, and make them available to members as requested
	Liaise with relevant regulators (Consumer & Business Affairs/Australian Charities and Not-for-Profits Commission)	Liaise with relevant regulators (Consumer & Business Affairs/Australian Charities and Not-for-Profits Commission)
	Personally carry out administrative duties as assigned by the Chair	
Media	<i>Ensure preparation and adoption of a Media policy</i>	<i>Ensure preparation and adoption of a Media policy</i>
Promotion	Promote the organisation in the community as opportunities arise	Promote the organisation in the community as opportunities arise
Negotiation	Serve [as nominated by the Board] in negotiation with other organisations	Serve [as nominated by the Board] in negotiation with other organisations
Legal	Keep the Common Seal of the organisation	Keep the Common Seal of the organisation
Other duties	As for Board members (below)	As for Board members (below)

APPENDIX D

POSITION STATEMENT: ORDINARY BOARD MEMBER

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
General	On being elected to the Board, undertake induction and training procedures as provided by the Board	On being elected to the Board, undertake induction and training procedures as provided by the Board
Governance	Consider, debate, and vote on issues before the Board on the basis of the best interests of the organisation only	Consider, debate, and vote on issues before the Board on the basis of the best interests of the organisation only
	Comply with the rules, policies, and standing orders of the organisation	Comply with the rules, policies, and standing orders of the organisation
Planning	Review and approve the organisation's Strategic Plan, and other consequential arrangements (Business Plan, Marketing Plan, etc)	Review and approve the organisation's Strategic Plan, and other consequential arrangements (Business Plan, Marketing Plan, etc)
Meetings	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence
	Where Board papers are circulated in advance of the meeting, read papers and consider issues before the meeting	Where Board papers are circulated in advance of the Board meeting, read papers and consider issues before the meeting
	Contribute to the discussion and resolution of issues at meetings and otherwise as appropriate	Contribute to the discussion and resolution of issues at meetings and otherwise as appropriate
Administrative & Management		Approach employees of the organisation (paid or unpaid) only through the ED
	Serve on Board committees as required	Serve on Board committees as required
	Review and approve the organisation's systems for financial control and risk management	Review and approve the organisation's systems for financial control and risk management
	Undertake administrative duties as required	
	Understand the organisation's finances (including solvency)	Understand the organisation's finances (including solvency)
Media	Make comments to the media only as provided in the organisation's Media Policy	Make comments to the media only as provided in the organisation's Media Policy
Promotion	Promote the organisation in the community as opportunities arise	Promote the organisation in the community as opportunities arise

	Small Organisations (all-volunteer workforce and no paid staff)	Larger Organisations (When, regardless of membership numbers, there is paid staff)
Fundraising	Participate enthusiastically in any fundraising approved by the Board	Participate enthusiastically in any fundraising approved by the Board
Legal & Ethical	Avoid making any improper use of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation	Avoid making any improper use of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	Avoid making any improper use of any information acquired by virtue of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation	Avoid making any improper use of any information acquired by virtue of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	If they have any direct or indirect material personal interest in any contract with the organisation, inform the Board immediately	If they have any direct or indirect material personal interest in any contract with the organisation, inform the Board immediately
	If they have any direct or indirect material personal interest in any contract with the organisation, not vote in the Board on that issue	If they have any direct or indirect material personal interest in any contract with the organisation, not vote in the Board on that issue
	If they have any non-material personal conflict of interest in any matter before the Board, or believe that the perception of such a conflict might arise, inform the Board immediately and follow the Board's rulings as to proper procedure	If they have any non-material personal conflict of interest in any matter before the Board, or believe that the perception of such a conflict might arise, inform the Board immediately and follow the Board's rulings as to proper procedure
	At all times conduct Board business politely and with consideration for others, without ill-feeling, improper bias, or personal animus	At all times conduct Board business politely and with consideration for others, without ill-feeling, improper bias, or personal animus