

HAWTHORN BOWLING CLUB Inc

PROCEDURES

Adopted April 3, 2023

INTRODUCTION

On a day-to-day basis, the Club is managed by four Standing Committees (Competition; Recreation; Facilities; Marketing), each responsible for a number of portfolios, all ultimately answerable to the Club's Board of Management. The following procedures define the steps, processes, authority and accountability necessary for the Standing Committees and Portfolio Managers/Leaders to undertake their tasks.

The Standing Committees procedures are referred to as 'Terms of Reference' and the Portfolio Managers/Leaders procedures are referred to as 'Job Descriptions'. Together they make up the Club's 'Procedures' and are required to be consistent with the Club's Constitution and Bylaws. If found to be inconsistent, the Constitution and Bylaws will have paramountcy.

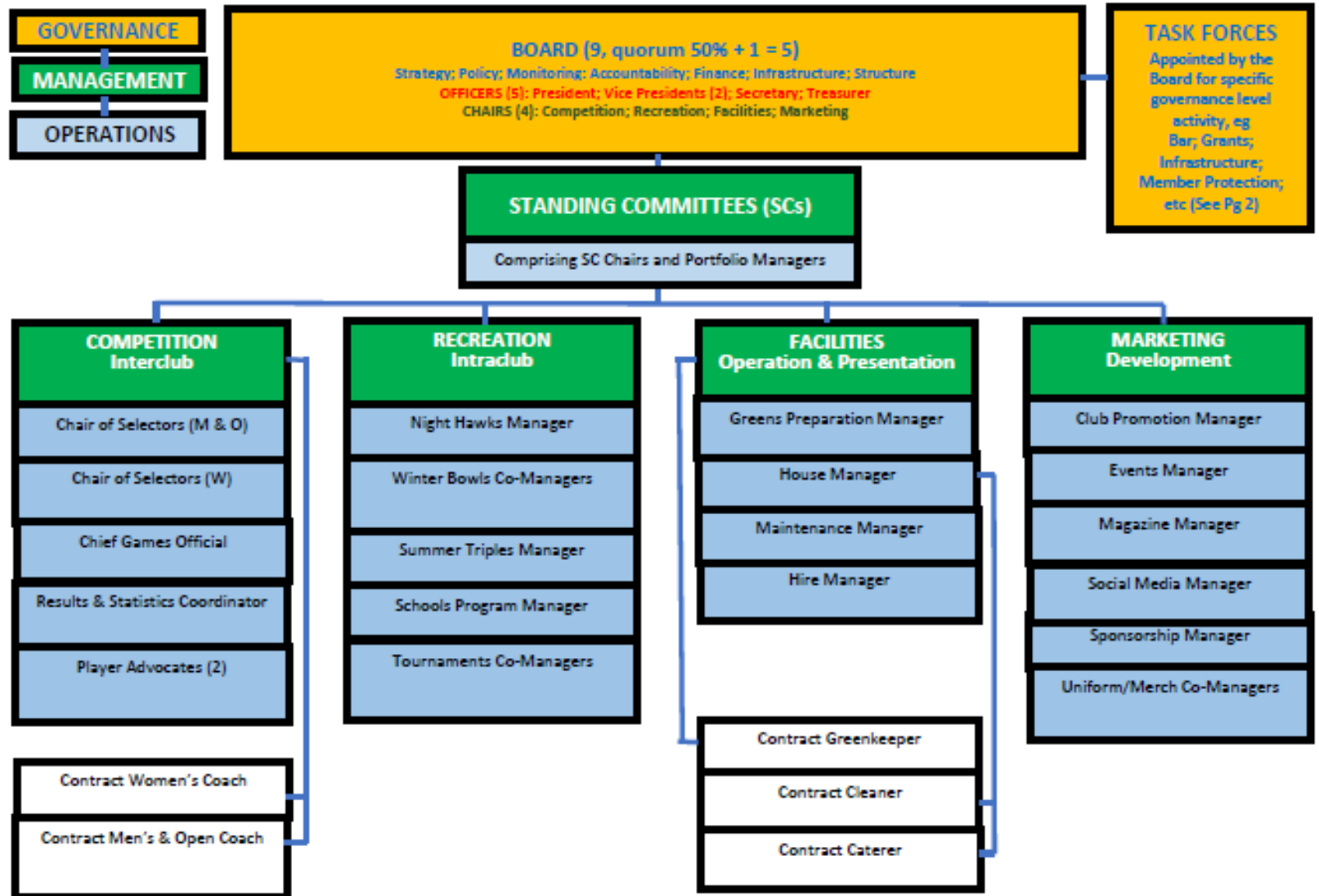
Any alterations to the terms of reference can be proposed by the relevant Standing Committee but must go to the Board for approval. While the Board retains its power of veto, any alteration to the job descriptions can be proposed by the relevant Portfolio Manager/Leader but must go to the Standing Committee for approval.

Page 1 of the following organisation chart shows the relationship between the Board at the governance level, the four Standing Committees at the management level, and the Portfolios at the operations level.

Page 2 shows the Task Forces appointed by the Board to work on governance level matters requiring either specialist short term attention (ad hoc Task Forces) or ongoing attention (permanent Task Forces). All those shown on page 2 are permanent Task Forces.

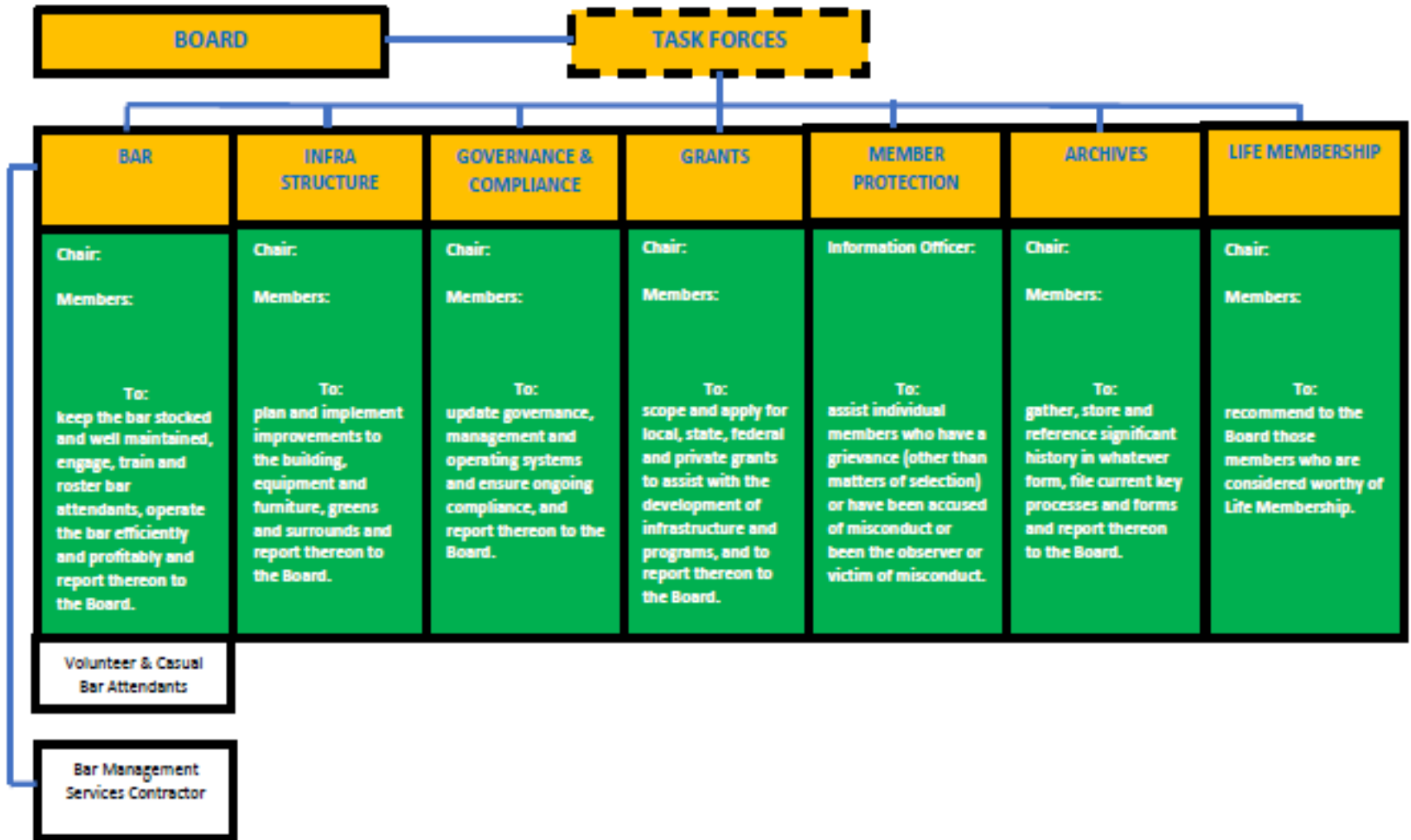
HAWTHORN BOWLING CLUB Inc

Organisation Chart 2023/24



HAWTHORN BOWLING CLUB Inc

Organisation Chart 2023/24 (Pg 2)



Terms of Reference: COMPETITION Standing Committee

Scope & Objectives

To facilitate the smooth function and development of the Club's home-and-away interclub competition activity, with and through its related Portfolio Managers/Leaders, in particular pursuing the following objectives:

- *Club of Choice* - to be recognised as a 'Club of Choice' for competition bowling and to be well recognised as the premier bowling club in the southeastern metropolitan area.
- *Inclusivity* - to participate in and provide interclub competitions that support all members in achieving their personal goals while representing the Club, whether that be at National, State, Pennant or Tournament level.
- *Strength* - continue to attract, retain, develop and grow the number and capability of the Club's competition bowlers.

Composition

- The Standing Committee (SC) shall comprise the Manager/Leader of each Portfolio under its care (1 vote each) and a Chair (1 vote), all of whom shall be appointed by the Board.
- From time to time, the SC may appoint 'Added-Task' volunteers to help with its activities for a specified period and may invite all or some to be SC voting members (1 vote each).

Accountability & Authority

- The SC is accountable to the Board through its Board appointed Chair.
- Portfolio Managers/Leaders are accountable to their SC, through its Board appointed Chair.
- The SC may spend up to an amount specified by the Board, before requesting reimbursement along with appropriate receipts.
- The SC shall seek Board approval for the appointment of any person who will or may be paid for their services.
- Each SC and/or its portfolios has the authority to recruit, support and recognize volunteers for each portfolio.
- The SC and each Portfolio Manager/Leader will develop, adopt and implement appropriate guidelines, rules and record keeping for their respective areas, subject to these being consistent with the Club's paramount governance documentation.
- The SC may develop and recommend related Club policy and by-laws to the Board.
- The SC may develop and recommend to the Board related changes to its Terms of Reference or Portfolio Managers/Leaders' Job Descriptions.

Process

- The SC Chair will meet with each Portfolio Manager/Leader as needed and convene a meeting of the full SC at least once a year. The quorum for that meeting will be 50% plus 1.
- A record of actions and decisions will be kept which the Chair will use to prepare her/his SC Board Reports.
- Prior to the commencement of each year, the SC will prepare a '1-page' recommended business plan for its area for the coming 12 months (Year 1), specifically addressing its Objectives and setting out the way/s it will measure and strive to meet its goals for the year. A brief list of any ideas and goals for Years 2 and 3 may also be included.

Portfolio Managers/Leaders' Job Descriptions (JD): Competition SC:

Note: The following Chair of Selectors (Open, Women and Men) can be separate or combined portfolios.

Portfolio: Chair of Selectors (Open)

The role of the Chair of Selectors (Open) is to manage the smooth running of the selection process for the Saturday Open Gender pennant competition. Key requirements include:

- organising a Selection Panel comprising selectors for each Division, in conjunction with the Chair of the Competition Standing Committee (SC);
- nominating sides to the MBA for Saturday pennants competition in conjunction with Chair of the Competition SC;
- arranging pre-season external and internal trials;
- providing advice or intervening with selections to help produce a fair selection result;
- maintaining records relevant to the role;
- communicating with the club coaches as necessary;
- ensuring all selectors comply with the Club and MBA selection guidelines;
- assist with the development and execution of the annual Competition SC business plan;
- prior to the season commencement participate in the annual review and update of the Selection Guidelines;
- work collaboratively with the Coaching Panel members.
- produce an end of year report providing a summary of the years successes, lessons learnt and recommendations for improvement;

Note: (a) The Chair of Selectors: Open, Women's and Men's pennant competitions, can be separate or combined portfolios; (b) For guidelines, rules, record-keeping & further information related to this Portfolio, see: URL

Portfolio: Chair of Selectors (Men)

The role of the Chair of Selectors (Men) is to manage the smooth running of the selection process for the Men's Wednesday pennant competition pennant competition. Key requirements include:

- organising a Selection Panel comprising selectors for each Division, in conjunction with the Chair of the Competition Standing Committee (SC);
- nominating sides to the MBA for the Wednesday pennants competition in conjunction with Chair of the Competition SC;
- arranging pre-season external and internal trials;
- providing advice or intervening with selections to help produce a fair selection result;
- maintaining records relevant to the role;
- communicating with the club coaches as necessary;
- ensuring all selectors comply with the Club and MBA selection guidelines;
- assist with the development and execution of the annual Competition SC business plan;
- prior to the season commencement participate in the annual review and update of the Selection Guidelines;
- work collaboratively with the Coaching Panel members.
- produce an end of year report providing a summary of the years successes, lessons learnt and recommendations for improvement.

Note: (a) The Chair of Selectors: Open, Women's and Men's pennant competitions, can be separate or combined portfolios; (b) For guidelines, rules, record-keeping & further information related to this Portfolio, see: URL

Portfolio: Chair of Selectors (Women)

The role of the Chair of Selectors (Women) is to manage the smooth running of the selection process for the Thursday Women's Pennant competition. Key requirements include:

- organising a Selection Panel for each division, in conjunction with the Chair of the Competition Standing Committee (SC);
- nominating sides to the MBA for the Thursday pennant competition in conjunction with Chair of the Competition SC;
- arranging pre-season external and internal trials;
- providing advice or intervening with selections to help produce a fair selection result;
- maintaining records relevant to the role;
- communicating with club coaches as necessary;
- ensuring all selectors comply with the Club and MBA selection guidelines;
- assist with the development and execution of the annual Competition SC business plan;
- prior to the season commencement participate in the annual review and update of the Selection Guidelines;
- work collaboratively with the Coaching Panel members;
- produce an end of year report providing a summary of the years successes, lessons learnt and recommendations for improvement.

Portfolio: Chief Games Official

The role of the Chief Games Official is to manage the recruitment, training, retention and use of games officials. Key requirements include:

- drafting an annual 1-page Games Officials Development Plan (the 'Plan') and, subject to endorsement by the Competition Standing Committee (SC) or its Chair, implement the Plan and, modify it where necessary;
- supervising the selection and maintenance of an Umpires' Panel;
- organising for the Club's umpires and measurers to be registered, rostered and further trained within the Club;
- Liaising with the Coaching Panel and Chair/s of Selectors about the drafting, implementation and continuous improvement of the Plan and the Umpires' Panel;
- monitoring the implementation of the Plan and Umpires' Panel and regularly report progress or otherwise to the Chair of the Competition SC;
- immediately following selection, appointing an Umpire and the required number of Measurers to each home pennant game and notify the appointees accordingly;
- arranging Umpire(s) and Measurer(s) for special events at the Club when necessary;
- assisting with the development and execution of the yearly Competition business plan;
- produce an end of year report providing a summary of the years' successes, lessons learnt and recommendations for improvement.

Portfolio: Results and Statistics Coordinator

The role of the Results & Statistics Coordinator is to ensure that all weekly Pennant results are promptly and accurately submitted to Bowls Link. Key requirements include:

- ensuring there is at all times a results entry person(s) and backup for all pennant competitions;
- providing or arranging for any necessary briefing or training for the results entry persons;
- monitoring the activities of the results entry persons and assisting where necessary;
- at the completion of each home and away game, ensuring that the results for all games have been entered with Bowls Link and all HBC scorecards are filed at the Club;
- ensure all team member changes are recorded in Bowls link, before Finalising the results;
- assisting with the development and execution of the yearly Competition business plan;
- produce an end of year report providing a summary of the years successes, lessons learnt and recommendations for improvement.

Portfolio: Player Advocates

The role of the Player Advocates is to listen to complaints by any player who feels that she/he has been unfairly treated by the selection committee, investigate the complaint, and report the findings to the selection committee and to the player. Key requirements include:

- ensuring that all players are aware of who the player advocates are and their role;
- listening to a player's complaint;
- investigating a complaint, including discussions with the relevant selector(s);
- gaining any other relevant information outside of the selection panel, always ensuring that the identity of the player is not revealed;
- sharing with the player any information and insights gained as a result of the investigation;
- writing a report which describes the complaint, the stance of the player and the selector(s), and the conclusion of the player advocate with recommendations;
- forwarding the report to the player, and to the Chairman of Selectors who will distribute it to the relevant selector(s)

Guidelines, Rules and Record-Keeping for Portfolios

Each Portfolio Manager/Leader must ensure that sufficient records and documentation about its activities are developed and retained to enable a smooth transition in the event of a change of Portfolio Manager/Leader or personnel. The documentation will include guidelines and rules which outline the approach taken by the portfolio in a specific year, as well as appropriate and relevant records. These guidelines, rules and record keeping can be changed by the portfolio - and endorsed by the Standing Committee - at any time, without the need for Board approval.

Terms of Reference: RECREATION Standing Committee

Scope & Objectives

To facilitate the smooth function and development of the Club's intracub activities, with and through its related Portfolio Managers/Leaders, in particular pursuing the following objectives:

- *Community participation* – to promote and develop bowling activities that attract the widest possible community participation, primarily because of their sense of informality, fun, friendship, and all-round enjoyment.
- *Sense of belonging* - to build a sense of belonging among our Recreation members by inviting them to be involved in as many Club activities as possible, including events, volunteering and joining our pennant program.

Composition

- The Standing Committee (SC) shall comprise the Manager/Leader of each Portfolio under its care (1 vote each) and a Chair (1 vote), all of whom shall be appointed by the Board.
- From time to time, the SC may appoint 'Added-Task' volunteers to help with its activities for a specified period and may invite all or some to be SC voting members (1 vote each).

Accountability & Authority

- The SC is accountable to the Board through its Board appointed Chair.
- Portfolio Managers/Leaders are accountable to their SC, through its Board appointed Chair.
- The SC may spend up to an amount specified by the Board, before requesting reimbursement along with appropriate receipts.
- The SC shall seek Board approval for the appointment of any person who will or may be paid for their services.
- Each SC and/or its portfolios has the authority to recruit, support and recognize volunteers for each portfolio.
- The SC and each Portfolio Manager/Leader will develop, adopt and implement appropriate guidelines, rules and record keeping for their respective areas, subject to these being consistent with the Club's paramount governance documentation.
- The SC may develop and recommend related Club policy and by-laws to the Board.
- The SC may develop and recommend to the Board related changes to its Terms of Reference or Portfolio Managers/Leaders' Job Descriptions.

Process

- The SC Chair will meet with each Portfolio Manager/Leader as needed and convene a meeting of the full SC at least once a year. The quorum for that meeting will be 50% plus 1.
- A record of actions and decisions will be kept which the Chair will use to prepare her/his SC Board Reports.
- Prior to the commencement of each year, the SC will prepare a '1-page' recommended business plan for its area for the coming 12 months (Year 1), specifically addressing its Objectives and setting out the way/s it will measure and strive to meet its goals for the year. A brief list of any ideas and goals for Years 2 and 3 may also be included.

Portfolio Managers/Leaders' Job Descriptions (JD): Recreation SC

Portfolio: Nighthawks

The role of the Nighthawks portfolio is to plan and run the Nighthawks competition during the summer bowls season. Key requirements include:

- drafting an annual 1-page Nighthawks Competition plan and, subject to endorsement by the Recreation Standing Committee (SC) or its Chair, implement the Plan and modify it where necessary;
- maintaining a record of players and teams;
- organising and implementing the nightly program;
- organising and monitoring volunteer involvement such as BBQ, after match nibbles, games manager and money coordinators;
- developing, implementing and monitoring all fundraising aspects of Nighthawks, such as registration and green fees and money-raising activities (e.g., raffles);
- preparing and maintaining financial records;
- ensuring the safety and wellbeing of all involved;
- liaising with relevant Portfolio Managers/Leaders about the use of club facilities (eg., bar, greens) and attracting and maintaining Nighthawks sponsors;
- maintaining regular communication with all Nighthawks players, and promoting Nighthawks through club channels (eg., Magazine, Facebook);
- assisting with the update of the annual Recreation SC business plan.

Portfolio: Summer Triples

The role of the Summer Triples portfolio is to develop and implement a Saturday afternoon program during summer which offers an alternative to pennant bowls. Key requirements include:

- drafting an annual 1-page Summer Triples Competition plan and, subject to endorsement by the Recreation Standing Committee (SC) or its Chair, implement the Plan and modify it where necessary;
- organising and implementing a social bowls program which caters for:
 - existing members who through injury, selection or preference wish to play a competitive game of bowls at the Club on any given Saturday afternoon/s,
 - Associate and Social members,
 - members of the public, both experienced and new to the game;
- coaching newcomers and any other players wanting assistance with their game;
- creating incentives to play on a regular basis while making no player feel obligated to play (i.e., preserving 'casual attendance' as a point of difference for the program);
- continuing to develop and promote the Summer Triples program and brand as a unique and popular HBC program;
- ensuring the safety and wellbeing of all involved;
- preparing and maintaining financial records;
- recognising the program as a key entry point for new pennant players, and enabling the transition where appropriate;
- assisting with the update of the annual Recreation SC business plan.

Portfolio: Winter Bowls

The role of the Winter Bowls portfolio is to operate a social competition during winter to ensure all who participate enjoy a friendly but competitive game of bowls. Key requirements include:

- drafting an annual 1-page Winter Bowls Competition plan and, subject to endorsement by the Recreation Standing Committee (SC) or its Chair, implement the Plan and modify it where necessary;
- introducing and encouraging new bowlers to the sport of lawn bowls and providing coaching where appropriate;
- communicating regularly with all club members about the program;
- liaising with relevant Portfolio Managers/Leaders about the use of club facilities (eg., bar, greens);
- establishing and maintaining a system to enable regular and casual entries;
- organising team and match schedules;
- developing, implementing and monitoring all financial aspects of Winter Bowls, such as collecting fees, fundraising activities (eg raffles), and prizes;
- liaising where appropriate with the relevant Portfolio Managers/Leaders, such as Events (e.g., for appropriate food and sponsorship);
- ensuring the safety and wellbeing of all involved;
- preparing and maintaining financial records;
- assisting with the update of the annual Recreation SC business plan.

Portfolio: Tournaments

The role of the Tournaments portfolio is to conduct annual Club Championship events for both men and women members. These include Men and Women's singles, Men and Women's pairs, Open Gender – singles and 2 Bowl singles and mixed pairs. Key requirements each year include:

- drafting an annual 1-page Tournament plan and, subject to endorsement by the Recreation Standing Committee (SC) or its Chair, implement the Plan and modify it where necessary;
- deciding on which championships to run, and the rules and regulations for each;
- promoting the championships to club members and seeking nominations;
- organising and implementing the program for each, including recording nominations, devising the draw, keeping records of progress as championships progress, and ensuring all players are aware of schedules and deadlines;
- recognising winners through such means as ensuring their names are publicized through the club Newsletter, and organising names on the championship boards in the club;
- arranging trophies and prize money for winners and arranging their presentation at an appropriate club event;
- preparing and maintaining financial records;
- ensuring the safety and wellbeing of all involved;
- assisting with the update of the annual Recreation SC business plan.

Note: The Tournaments portfolio also takes responsibility for the organisation of club members' involvement in external tournaments such as the Taylors Cup and any other tournaments the Club introduces. This includes advertising the competition and seeking nominations, collecting fees, communicating with members involved about such matters as dates, venues and team selections, and publicising results through the Club Newsletter, Facebook and the Club website.

Portfolio: School's Program

The role of the School's Program portfolio is to promote interest in the sport of bowls with local Primary and Secondary school students. Key Requirements include:

- drafting an annual 1-page School's Program plan and, subject to endorsement by the Recreation Standing Committee (SC) or its Chair, implement the Plan and modify it where necessary
Establishing connections with local schools and inviting involvement in a regular program which introduces students to the sport of bowls;
- developing and implementing a coaching program for students, and coordinating coaches and volunteers;
- liaising with relevant Portfolio Managers/Leaders from the Facilities Standing committee for the use of greens and equipment (e.g., bowls, kitties, hiring and mats);
- ensuring the safety and wellbeing of all involved, including the completion of Working With Children Checks for all volunteers involved;
- assisting with the update of the annual Recreation SC business plan.

Guidelines, Rules and Record-Keeping for Portfolios

Each Portfolio Manager/Leader must ensure that sufficient records and documentation about its activities are developed and retained to enable a smooth transition in the event of a change of Portfolio Manager/Leader or personnel. The documentation will include guidelines and rules which outline the approach taken by the portfolio in a specific year, as well as appropriate and relevant records. These guidelines, rules and record keeping can be changed by the portfolio - and endorsed by the Standing Committee - at any time, without the need for Board approval.

Terms of Reference: FACILITIES Standing Committee

Scope & Objectives

To facilitate the smooth operation and presentation of the Club's Facilities, with and through its related Portfolio Managers/Leaders, in particular pursuing the following objectives:

- *Greens, fittings and surrounds* – to present all four greens as the best greens in the State, accurate, well-marked, consistent, well-maintained, safe and immaculate all year round, complemented by effective and efficient lighting, clean shelters and pathways, and attractive trees and gardens.
- *Clubhouse* – to present a clean, safe, efficient and well-maintained clubhouse with a welcoming and friendly ambience for members, visitors and hirers alike.
- *Equipment* – to have a comprehensive and comfortable, safe, up-to-date efficient and well-maintained range of furniture and equipment for both the competitive and social activities of the Club.
- *Security of facilities* – when not in use, to ensure that the entire facility is secure and protected against intruders, theft and/or damage.

Composition

- The Standing Committee (SC) shall comprise the Manager/Leader of each Portfolio under its care (1 vote each) and a Chair (1 vote), all of whom shall be appointed by the Board.
- From time to time, the SC may appoint 'Added-Task' volunteers to help with its activities for a specified period and may invite all or some to be SC voting members (1 vote each).

Accountability & Authority

- The SC is accountable to the Board through its Board appointed Chair.
- Portfolio Managers/Leaders are accountable to their SC, through its Board appointed Chair.
- The SC may spend up to an amount specified by the Board, before requesting reimbursement along with appropriate receipts.
- The SC shall seek Board approval for the appointment of any person who will or may be paid for their services.
- Each SC and/or its Portfolio Managers/Leaders have the authority to recruit, support and recognize volunteers for each portfolio.
- The SC and each Portfolio Manager/Leader will develop, adopt and implement appropriate guidelines, rules and record keeping for their respective areas, subject to these being consistent with the Club's paramount governance documentation.
- The SC may develop and recommend related Club policy and by-laws to the Board.
- The SC may develop and recommend to the Board related changes to its Terms of Reference or Portfolio Managers/Leaders' Job Descriptions.

Process

- The SC Chair will meet with each Portfolio Manager/Leader as needed and convene a meeting of the full SC at least once a year. The quorum for that meeting will be 50% plus 1.
- A record of actions and decisions will be kept which the Chair will use to prepare her/his SC Board Reports.
- Prior to the commencement of each year, the SC will prepare a '1-page' recommended business plan for its area for the coming 12 months (Year 1), specifically addressing its Objectives and setting out the way/s it will measure and strive to meet its goals for the year. A brief list of any ideas and goals for Years 2 and 3 may also be included.

Portfolio Managers/Leaders' Job Descriptions (JD): FACILITIES SC

Portfolio: Greens Preparation

The role of the Greens portfolio is to ensure that all greens scheduled for competition and events are recently rolled, well presented and ready on time. Key requirements include:

- liaising with the Club contractor/s to help ensure that the greens are as accurate, well-marked, consistent, well-maintained, safe and immaculate as possible;
- obtaining information and feedback about specific usage and requirements from appropriate Club officials, including selectors and coaches, and ensuring that this information is communicated to the Club contractor/s;
- providing regular reports on progress, issues and plans relating to the Greens to the Facilities SC;
- assisting with the development and execution of the annual Facilities SC business plan.

Portfolio: House

The role of the House portfolio is to present a clean, safe, efficient and well-maintained clubhouse with a welcoming and friendly ambience for members, visitors and hirers alike. Key requirements include:

- organising and supervising cleaning staff for all aspects of the clubhouse;
- purchasing cleaning products for the cleaning staff;
- ordering all paper products and condiments required for use by club members;
- maintaining safety data sheets for cleaning products;
- maintaining service on house equipment such as drinking fountains and dishwasher;
- liaising with other Facilities SC Portfolio Managers/Leaders as required to ensure the clubhouse is clean, well-presented and maintained;
- assisting with the development and execution of the annual Facilities SC business plan.

Portfolio: Maintenance

The role of the Maintenance portfolio is to ensure that the Clubhouse is available for use by all members and guests in a safe and well-presented state. Key requirements include:

- disposing of rubbish from Clubhouse, including recyclables and green waste, on a weekly basis;
- routinely checking and maintaining all infrastructure including doors/locks, fire equipment, lighting/heating/cooling system, defibrillators;
- overseeing the maintenance of all Clubhouse fixtures, furniture and equipment, and undertaking repairs where required;
- assigning appropriate house keys and alarm codes to authorised officers;
- distributing gate and kitty shed keys to members as required, and maintaining a security register;
- develop, implement and maintain a reliable lock-up system;
- acting as the club contact for the Chubb Monitoring for security breaches;
- organising volunteers as needed to undertake specific maintenance and repair projects;
- assisting with the development and execution of the annual Facilities SC business plan.

Portfolio: Hire

The role of the Hire portfolio is to arrange and supervise the hiring out of club facilities for use by external individuals and groups. Key requirements include:

- developing and implementing criteria for hiring out club facilities, keeping an up-to-date hiring charges schedule, and maintaining the documentation and process for all applications for hire;
- deciding on applications for hire after consulting relevant club officials, pennant calendars and taking into account events in the club's diary;
- communicating with other club officials to arrange the services to be provided as part of the hire (eg presentation of the club, bar service, use of greens and bowls equipment and cleaning);
- advising club members in advance about hiring events;
- managing the hire event and the hire guests including providing coaching and supervision if the greens are being used;
- arranging for delegates to undertake the management of the hire if unable to complete that role;
- at the conclusion of the hire event, ensuring that the facilities have not been damaged or left in an undesirable state;
- providing the Treasurer with a copy of the final booking form so that an invoice for the hire can be issued;
- conducting both ongoing review and an annual evaluation of hire documentation and processes and making adjustments as needed;
- providing regular reports on hiring matters to the Facilities SC and, through the Chair, to the Board;
- assisting with the development and execution of the annual Facilities SC business plan.

Guidelines, Rules and Record-Keeping for Portfolios

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Terms of Reference: MARKETING Standing Committee

Scope & Objectives

To facilitate the smooth conduct and presentation of the Club's Marketing activities, with and through its related Portfolio Managers/Leaders, in particular, pursuing the following objectives:

- *Recruitment and Retention* - to attract new members (competition, recreation and social) and retain existing members.
- *Public Relations* - to know our 'Publics' ⁽¹⁾ and their particular interest and/or investment in our Club, so that we can meet and, where appropriate, exceed their expectations.
- *Brand Awareness* - To continue to raise the recognition of our name and logo among our target audiences, representing us as a well-organised range of bowling, recreation and social activity.

Composition

- The Standing Committee (SC) shall comprise the Manager/Leader of each Portfolio under its care (1 vote each) and a Chair (1 vote), all of whom shall be appointed by the Board.
- From time to time, the SC may appoint 'Added-Task' volunteers to help with its activities for a specified period and may invite all or some to be SC voting members (1 vote each).

Accountability & Authority

- The SC is accountable to the Board through its Board appointed Chair.
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Process

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- A record of actions and decisions will be kept which the Chair will use to prepare her/his SC Board Reports.
- Prior to the commencement of each year, the SC will prepare a '1-page' recommended business plan for its area for the coming 12 months (Year 1), specifically addressing its Objectives and setting out the way/s it will measure and strive to meet its goals for the year. A brief list of any ideas and goals for Years 2 and 3 may also be included.

⁽¹⁾ Our 'Publics' include the local community (city and citizens), members (competition, recreation and social), prospective new members, volunteers, sponsors, schools, hirers, the state and federal governments, suppliers and our neighbours.

Portfolio Managers/Leaders' Job Descriptions (JD): MARKETING SC

Portfolio: Club Promotion

The role of the Club Promotion portfolio is to devise and implement general Club promotion, both internal and external, making sure not to overlap, usurp or conflict with specific promotions for events, competitions and the like. Key requirements include:

- keeping in touch with members and how they're feeling about the Club (Competition, Recreation and Social);
- conducting an annual satisfaction survey;
- providing the Competition SC, Recreation SC and the Board with feedback.
- ensuring consistent use of the logo and taglines;
- ensuring that the Club is effectively communicating with all its 'Publics' (as in 'Public Relations'), eg Members, Volunteers, Council, Sponsors, Contractors, Neighbours, Bowls SA, Clubs SA, etc;
- ensuring that the stated and informal values, beliefs, ethics and attitudes that characterise the Club are positive, contemporary and inclusive, and are widely perceived as being so.

Portfolio: Events

The role of the Events portfolio is to plan and conduct a suitable array of social activities for members, their families and their friends, designed to raise funds for the Club as well as promote camaraderie and membership. Key requirements include:

- devising, planning and conducting suitable events conveniently staged throughout each year, planning at least 6 to 12 months ahead to facilitate adequate promotion;
- liaising with the Bar Manager to ensure supplies and staffing are adequate for planned events;
- liaising with the House Manager to ensure that the facilities are adequately prepared for each event and returned to proper operating standard;
- liaising with the Sponsorship Manager to maximise Sponsor participation at events, eg, naming rights, prizes and presentations;
- assisting with the development of the annual Marketing SC Business Plan.

Portfolio: Magazine

The role of the magazine portfolio is to produce a magazine to highlight or feature, club events, successes and articles of interest to members. Key requirements are:

- producing a magazine at least very two months during the Pennant Season and as required during the off-season;
- contacting relevant Portfolio Managers/Leaders to ask for articles and photographs;
- contacting event organisers to ensure that a person is appointed to take photos and write a report;
- sending out a note to members asking for brief articles with photos when success in state competitions or tournaments has been achieved.

Portfolio: Social Media

The role of the Social Media portfolio is to maintain and improve the club's presence on the Internet in order to improve awareness about the club's activities. Key requirements are:

- increasing public awareness about the club's activities on Facebook and the club's website;
- increasing traffic to the club's Facebook and web page from both club members and people from outside the club;
- organising regular posts to the Club's Facebook page;
- ensuring that the Club's web site is kept up to date, including new posts to ensure that the website receives regular updates;
- ensuring that club events are advertised on both Facebook and the web site;
- monitoring traffic to the club's Facebook page and website.

Portfolio: Sponsorship

The role of the Sponsorship portfolio is to raise funds by attracting and retaining Club Sponsors. Key requirements are:

- creating sponsorship packages that benefit both the Club and the individual Sponsors;
- approaching potential sponsors (local and then more widely), to outline the mutual benefits of becoming a Club Sponsor;
- when an agreement is reached, defining in writing the amount of the sponsorship, the start date, expiry date and what the Club will do to deliver benefits for the Sponsor;
- organising such matters as invoicing and signage once a Sponsor agreement has been reached;
- building a strong working relationship with each Sponsor and ensuring that all Sponsors are welcome at the Club at any time and invited to relevant Club activities to interact with members;
- raising money and seeking free or discounted products and services for the Club by way of mutually rewarding agreements with businesses and organisations (including discounts and special offers for Club members);
- keeping a detailed and current spreadsheet of all sponsorship arrangements;
- maintaining a digital promotional booklet setting out the range of sponsorship levels and benefits for potential and existing Sponsors;
- maximising the exposure of Sponsors to Club members through Sponsor visits, attendance at events, special offers, naming rights, emails, vouchers, Club magazine features etc;
- negotiating sponsorship renewals;
- encouraging Club members to introduce Sponsors from their network of family, friends, associates and businesses;
- encouraging Club members and their families and friends to purchase the products and/or services of Club Sponsors, making them aware of any discounts or special offers for members.

Portfolio: Uniform & Merchandise

The role of the Uniform & Merchandise portfolio is to provide members with appropriate club uniform and merchandise. Key requirements include:

- during the off-season, seeking members requirements for the upcoming season;
- arranging a "sizing" session;
- keeping a record of items ordered by members;
- completing a stock take of existing uniform stock;

- placing orders with suppliers;
- retrieving stock when ready, sorting orders and preparing to distribute;
- conducting a stock-take as requested by the Treasurer for final financial reports.

Guidelines, Rules and Record-Keeping for Portfolios

Each Portfolio Manager/Leader must ensure that sufficient records and documentation about its activities are developed and retained to enable a smooth transition in the event of a change of Portfolio Manager/Leader or personnel. The documentation will include guidelines and rules which outline the approach taken by the portfolio in a specific year, as well as appropriate and relevant records. These guidelines, rules and record keeping can be changed by the portfolio - and endorsed by the Standing Committee - at any time, without the need for Board approval.