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## **NDBA ADVISORY COMMITTEE PAMPHLET NO.16**

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### **DUTIES OF A CLUB SECRETARY**

#### **The Secretary**

No person can be an approved Secretary unless they have been approved by the Licensing Court of NSW.

A person who is not an approved Secretary of the club can act as the Secretary if within seven days of being appointed as the Secretary the name of that person is given by the club or by that person to the principal registrar of the Licensing Court of NSW. This person is entitled to act as the Secretary of the club for a period not exceeding two months or for such period as the principal registrar of the Licensing Court of NSW may on application of that person or the club allow.

If a person ceases to be the Secretary of a club, then notification in writing of that fact must be given to the Authority within seven days.

Under the Registered Clubs Act there can be only one Secretary of a registered club.

A Secretary is responsible to the board of the club for the management of the business and affairs of the club or is otherwise responsible for the exercise of the functions of Chief Executive Officer of the club.

The Secretary must be appointed by the board of the club and is therefore not elected by the members. There can be only one Secretary Manager/Honorary Secretary at any time. Sometimes the Constitution of a club may provide for a Secretary to be elected along with other Directors (sometimes referring to this person as the “Honorary Secretary”) and then the board appoints another person, often a senior employee, to be the approved Secretary Manager. This can cause confusion. The elected Secretary in such circumstances is not the Secretary Manager/Honorary Secretary of the club and should not act as the Secretary Manager/Honorary Secretary. It follows that the position of an elected Secretary should be eliminated from all Constitutions.

The obligations and exposure to the penalties under the Registered Clubs Act which can be imposed on Secretaries apply, notwithstanding that the person holding that office may be an unpaid volunteer and not an employee of the club.

Any person who is proposing to take on the role of Secretary should take the time to become familiar with all of the duties and responsibilities of that office. In addition to courses for Responsible Service of Alcohol (mandatory for all registered clubs) and Responsible Conduct of Gambling (mandatory for registered clubs with gaming machines), it is recommended that other training be undertaken before accepting appointment to office.

It should be noted that the Registered Clubs Act does not refer to the terms “Secretary Manager” or “Honorary Secretary” that are commonly used as industry terminology for the “Secretary” of a registered club. Industry terminology for Secretary Manager (and Honorary Secretary) has been generally adopted throughout this pamphlet.

The Liquor Act 2007 came into effect on 1 July, 2008. Over time it will have a significant impact on registered clubs.

The following is a summary of some of the principal changes which will impact on clubs.

- From 1 July 2008 clubs will no longer hold Certificates of Registration but will be issued with licenses under the Liquor Act 2007. These licenses will be called club licences.
- The club licence will not be held or owned by an individual.
- Clubs will continue to have Secretaries who must be approved to hold that position. They will not own or hold the club's licence.
- The approved Secretary, whether they are a Secretary Manager or an Honorary Secretary, or an approved Manager, cannot acquire or hold any proprietary interest in a club licence.
- Each of the separate premises of a club will be issued with a separate club licence.
- The Licensing Court and the Liquor Administration Board which for many decades have been the bodies responsible for the grant of Certificates of Registration to new clubs, the granting of applications in relation to clubs and their premises and the hearing of complaints and offences under the Registered Clubs Act are abolished. In their place will be a new administrative body called the Casino, Liquor and Gaming Control Authority ("the Authority").
- There will continue to be a position known as the Director of Liquor and Gaming. This is a statutory position. This office has substantial powers of investigation and control of all licensed premises including clubs.
- An Honorary Secretary has the same exposure to Penalties under legislation as a full-time employed Secretary Manager.

The Companies Act requires a register of Directors, Managers and Secretaries to be kept showing, with respect to each Director, his consent in writing to appointment as such and shall specify:-

- a) In the case of an individual, his present Christian or other name and Surname, any former Christian or other name or Surname, his usual residential address, and his business occupation (if any).
- b) The register shall be open to the inspection of any member of the company without charge and of any other person on payment of Fifty cents, or such less sum as the company requires, for each inspection.

It further requires that:-

The Company shall lodge with the Registrar:-

- a) Within one month after incorporation, a return in the prescribed form containing the particulars required to be specified in the register.
- b) Within one month after a person ceases to be, or becomes, a Director of the company, a return in the prescribed form notifying the Registrar of the change and containing with respect to each then Director of the company, the particulars required to be specified in the register.
- c) Within one month after a person becomes a Manager or Secretary of the company, a return in the prescribed form notifying the Registrar of that fact and specifying the full name, address and other occupation (if any) of that person; and
- d) Within one month after a person ceases to be a Manager or Secretary of the company, a return in the prescribed form notifying the Registrar of the fact.

If default is made in complying with any provision of this section the company and every officer of the company who is in default shall be guilty of an offence against this Act.

Penalty: As prescribed. Default penalty.

For the purpose of the Act any register, index, minute book or book of account may be kept either by making entries in a bound book or by recording the matters in question in any other manner, where any register, index, minute book or book of account required by the Act to be kept is not kept by making entries in a bound book, but by some other means, reasonable precautions shall be taken for guarding against falsification and for facilitating its discovery, and where default is made in complying with this subsection the company and every officer of the company who is in default shall be guilty of an offence against the Act.

Penalty: As prescribed. Default penalty.

## SECTION 1: MEMBERSHIP

### 1) Registers

The following Registers shall be maintained on Club premises.

- i) The Secretary shall maintain a register of members in which he shall enter the name in full, occupation and address of every member of the society, together with the date of the latest payment of his/her subscriptions.
- ii) The Secretary shall maintain a register of honorary and temporary members showing the full name and address of each honorary or temporary membership and where that person has been admitted to membership for a limited period, the dates of commencement and completion of membership.
- iii) The Secretary shall maintain a register showing the amount of shares allotted to each members and the date of such allotment
- iv) Where the club's rules so provide a register of visitors shall be maintained in which shall be entered the name in full or the surname and initials and the address of any person who enters the club as a guest of a member, the date and signature of the member who is taking the guest into the club. This system may vary from Club to Club.

The Co-operations Act states that the board shall, in accordance with Section 75 of the Act, cause to be kept at the registered office of the company, and open at all reasonable hours to inspection by any member or creditor, without fee:-

- a) A copy of the Act and regulations.
- b) A copy of the Rules of the company.
- c) A copy of the latest balance sheet and profit and loss account for the time being, together with the auditor's report.
- d) The prescribed register of directors, members and shares.

NOTE: This can be incorporated with the register mentioned in 1 i) above.

- e) The prescribed register of loans raised, securities given and bonds issued by the Club.
- f) The prescribed register of stock.

The Act States that:-

1. Every company shall keep a register of its members and enter therein:-

- a) The names and addresses of the members, and in the case of a company having a share capital a statement of the shares held by each member, distinguishing each share by its

number (if any) or by the number (if any) of the certificate evidencing the member's holding and of the amount paid or agreed to be considered as paid on the shares of each member.

- b) The date at which the name of each person was entered in the register as a member.
  - c) The date at which any person who ceased to be a member during the previous seven years so ceased to be a member, and
  - d) In the case of a company having share capital, the date of every allotment of shares to members and the number of shares comprised in each allotment.
2. Notwithstanding anything in subsection (1) of this section a company may keep the names and particulars relating to persons who have ceased to be members of the company separately and the names and particulars relating to former members need not be supplied to any person who applies for a copy of the register unless he/she specifically requests the names and particulars of former members.
  3. The register of members shall be prima facie evidence of any matters inserted therein as required or authorized by this Act.
  4. Every company having more than fifty members shall, unless the register of members is in such form as to constitute in itself an index, keep an index in convenient form of the names of the members and shall, within fourteen days after the date on which any alteration is made in the register of members, make any necessary alteration in the index.
  5. The index shall in respect of each member contain a sufficient indication to enable the account of that member in the register to be readily found.
  6. If default is made in complying with this section the company and every officer of the company who is in default shall be guilty of an offence against this Act.

Penalty: As prescribed. Default penalty.

## 2) Subscriptions

Annual subscriptions, fixed by the members at the club's Annual General Meeting, or a Special Meeting called for that purpose, should be paid within one month following the end of the financial year. The subscription should be paid to the Secretary or Treasurer or someone authorized by them to collect the subscriptions, and a receipt issued to the member.

The particulars of the receipt must be entered in the register of members. The amount paid within the statutory period of one month, need not necessarily be the whole of the subscription, as laid down by law, and in accordance with the Rules or Constitution of the Club.

## 3) NEW MEMBERS

Refer to Club Directors Guide.

The admission of new members to an organization presents a great responsibility to the Secretary. Not only are there certain formalities which must be complied with, but also, the manner in which the member is introduced to his/her new club creates a lasting impression, either favorable or unfavorable. The following are suggestions:-

- a) Display of Nomination Form:  
The R.N.S.W.B.A. Application for Membership Form or Club Membership Nomination Form must be displayed on the club's notice board for a period of at least one week.
- b) Clearance Certificate:

Applicants for membership who are members of other Bowling Clubs must produce a NSW Player's Club Clearance Application Form.  
**As per R.N.S.W.B.A. By-Laws.**

c) Results of Application:

Once the application has been approved, the Secretary may then inform the new member in the following terms:-

SPECIMEN LETTER OF ACCEPTANCE

Dear Sir,

Application for Membership

Please be advised that your application for membership of .....Bowling Club ( ..... ) has been accepted and on behalf of the President and Management Committee ( or Board ), I extend to you a warm welcome to the club and at the same time express the hope that your membership will be a long and happy one.

The fees, in the case of new members, must be paid within thirty (30) days from receipt of this letter; and are:-

Nomination Fee (generally paid with Nomination Form)	\$ .....
Annual Subscription ( proportion to date )	\$ .....
TOTAL	\$ .....

Yours Faithfully,  
 ( J. Blow )  
Secretary/Honorary Secretary

d) R.N.S.W.B.A / N.D.B.A. Registration:

All admissions, deletions and changes of status and address of members must be notified to the Royal NSW Bowling Association (R.N.S.W.B.A.) and Newcastle District Bowling Association (N.D.B.A.) on the "New Members", "Deletions", "Change of Address" and Status Change" forms, which are obtainable at Association Headquarters and are to be forwarded monthly, white copy to the R.N.S.W.B.A. and pink copy to the N.D.B.A. It is most important that this be done, particularly if the new member has joined after Pennant Registrations have been lodged with the Association.

e) Membership Additions and Removals Register:

In view of the importance of the foregoing formalities to the Association, Club and New member, a check list in the form of a register is recommended. Secretaries would find this register of great assistance when compiling details of membership changes for the Annual Report.

SECTION 2: MEETINGS

1 Annual General Meetings

a) Notice: The notice of the holding of an Annual General Meeting to which a member is entitled, and the method of notification, should be laid down in the Club's Constitution, Co-operative Rules or Company Articles. The Notice, forwarded to all

members, should state the dates for the opening and closing of nominations for officers and also for Notices of Motion. This is a most important matter and if the rules in this regard are not adhered to, the business transacted at the meeting could subsequently be declared null and void.

b) Election of Officers:

The election is often held in conjunction with the Annual General Meeting, but the trend nowadays is to conduct the actual poll prior to this and announce the result of the election at the Meeting.

I. Calling for Nominations

There should be a nomination form for this purpose, with the closing date clearly indicated. Each nomination form must provide for the signatures of the nominee, proposer and seconder or as required by the company and should also contain a statement of the effect that the candidate will carry out the duties of the office if elected.

NOTE:

Club Directors Guide recommends Pre Nomination Training.

II. Ballot Papers

If a ballot is to be held prior to the Annual General Meeting the nominations must close in sufficient time to enable the BALLOT PAPERS TO BE PRINTED. The position on the ballot paper may be drawn or in alphabetical order (The Club Rules, Articles, Constitution may state which is to apply). There is no special layout for a ballot paper, but the method of how the voter is to express his choice must be definite and clearly indicated. On receipt, the ballot papers must be handed to the Returning Officer for his attention and safe keeping. The method of disposal of the papers is usually determined after the announcement of the election results at the Annual General Meeting. Refer to retention of materials for Companies Club Directors Guide & Co-operatives.

III. Election Procedure

Refer to Advisory Committee Pamphlet No. 2

c) The Agenda

The Agenda should be precisely in accordance with either the Constitution, the Co-operative Rules or the Company Articles, whichever is applicable, In that only such business so permitted, may be dealt with. Sufficient copies should be printed for distribution to all present at the meeting. As a matter of courtesy it would be expected of the Secretary to confer with the Club President prior to finalizing the Agenda.

Example of an Agenda: Refer to Advisory Committee Pamphlet No. 1.

d) Notices of Motion:

If there is no provision in the Constitution, Co-operative Rules or the Company Articles for the manner in which the notice of an intention to introduce a motion at the Annual General Meeting is to be made, it may take the following form:-

“I.....hereby give notice that I intend to move at the Annual General Meeting to be held on ..... That (quote motion) .....  
.....  
.....  
.....  
Signature.....”

It should also be made known that the notice should be lodged with the Secretary to give sufficient time for the club members to receive notice of such an intention as laid down in the Constitution, Co-operative Rules or Company Articles.

e) The Annual Report:

The Annual Report is the history of the Club's activities during the past twelve months. It is a very important document and many clubs fall short in the preparation of this record.

A concise report should be forwarded to all members prior to the Annual General Meeting, if a member requires a full report he/she can apply to the club management for a copy.

All licensed clubs registered as Limited Companies or Co-operatives are compelled to lodge their report as part of the Annual Return under the Companies or the Co-operative Act. In view of this, and of the importance of this record in the eyes of the Association, the following points are suggested as minimum requirements of the standard form of Annual Report of which one must be forwarded to the Association.

- (i) List of Committee/Board, Office-Bearers and Life Members.
- (ii) President's Foreword.
- (iii) Membership Statistics.
- (iv) Obituaries.
- (v) Committee/Board Activity-Record attendance at meetings.
- (vi) Sub-committee activity.
- (vii) Bowls Performances.
  - (a) District Championships.
  - (b) Club Championships.
- (viii) Financial Statements and Balance Sheet.

The minimum requirements here are:-

- (a) Trading account.
- (b) Poker Machine account.
- (c) Income & Expenditure account.
- (d) Balance Sheet.

- (ix) Club Championship Records.

Reference to Meetings & Minutes can be found in the Club Directors Guide.

## 2. Minutes.

- (a) Importance – Whilst all minutes are important, those recording the proceedings of the Annual General Meeting are particularly so and should be safeguarded accordingly.
- (b) Audit – They should be made available for audit purposes to verify such items as Out-of-pocket expenses, Subscriptions, Audit Fees, etc.
- (c) Confirmation – The confirming of the minutes is carried out at the next Annual General Meeting. However, they must be perused at the next meeting of the Management Committee/Board and matters needing attention dealt with.

3. Management Committee/Board and Sub – Committees

(a) Regular Meetings of Management Committee/Board.

(i) Agenda: It is essential for the orderly conduct of the meeting that the President is provided with an agenda by the Secretary so that he can study it prior to the meeting.

The contents of a specimen agenda may be obtained by perusing Advisory Committee Pamphlet No. 1.

(ii) Minutes: As referred to previously, all minutes recording committee/board proceedings are important. Decisions affecting club policy should immediately be included in the Club's By-Laws before they are forgotten. Decisions authorizing payment of accounts and other expenditure should be noted by the club's Auditors. Reading and confirmation is carried out at the next meeting. A précis of the proceedings of the Committee or Board meeting may be displayed on the club notice board.

(b) Sub – Committees:

As soon as possible after the Annual General Meeting, the various sub – committees should be formed. Concentrated sub – committee activity is essential to club progress.

(i) Types of Sub-committees: Sub – committees are formed usually under the following headings:

Finance – Games – Social – House – Judicial – Beautification – Membership – Community Service – Investigation – Greens etc.

(ii) Personnel: Membership of sub-committee is usually made up of members of the Management Committee/Board augmented by co-opted members who are often specialists in their field such as accountants for Finance Committee or Builders for the House Committee. Each committee should appoint its own chairman and Secretary and meet regularly after giving each member proper notice. Minutes must be kept and written reports submitted to each regular meeting of the Management Committee/Board.

SECTION 3: ASSOCIATION REQUIREMENTS

1. R.N.S.W.B.A.

All correspondence to the State Association from clubs MUST go through your affiliated Association. Nothing must be sent direct to Sydney thus bypassing the Newcastle Association.

2. N.D.B.A.

(a) Delegates: Delegates to Association Management Committee meetings are usually elected at club annual meetings. Sometimes, however, the committee or board appoints them. The ideal is for both delegates to be members of the Club Management Committee or Board so that they can report to their Club Management Committee or Board on proceedings at Association Management Committee meetings. The Association requires that at least one delegate must be a member of the Club Management Board. Delegates must be regular in their attendance otherwise their club is not properly represented. Absence for three regular consecutive meetings, without being represented by a proxy, will mean disqualification as a delegate. This is laid down in the Association Constitution and is automatic. An apology is not accepted as attendance. Delegates who are absent from two consecutive meetings will usually be warned by the Association. Association matters should always be discussed by your Management Committee or

Board and, where applicable, your delegate should be instructed how to vote on them. All too often important matters, like the Season's Programme, are not discussed and the delegates are left to vote as they wish and not as the club feels.

- (b) FEES: Annual subscriptions are due and payable to the Association within 30 days after the end of the Club's Financial or Membership Year, whichever is the later, otherwise the club is unfinancial and participation in all Association activities can be rejected. At the moment the fees are payable for:
1. Affiliation fee to R.N.S.W.B.A. (which includes Bowls Australia fee)
  2. Capitation fee to N.D.B.A.
- Fees are payable direct to each Association.

- (c) Membership Lists.  
An alphabetical list of members showing their address and membership classification is required to be forwarded to N.D.B.A. In practice a computerized list of members is supplied by the R.N.S.W.B.A.

AFTER THE INITIAL RETURN ANY CHANGES OF MEMBERSHIP, EITHER NEW MEMBERS, DELETIONS, CHANGES OF ADDRESS OR CHANGES OF STATUS ARE REQUIRED TO BE FORWARDED MONTHLY.

This is amended and brought up to date by completing "New Members", "Deletions", "Change of Address" and "Change of Status" forms, the forms are printed by the R.N.S.W.B.A. in triplicate, with the white copy forwarded to the Royal, pink to the District & the yellow retained by the club.

- (d) Association Returns.  
All Association correspondence should be attended to promptly and where returns are required they must be forwarded by the specified time. Championship entries generally close on a Wednesday at the N.D.B.A, so that club entries should close no later than the Sunday before to enable them to reach the Association by the Wednesday. Pennant results must be at the N.D.B.A. by no later than 12.00 midday on Tuesdays following Saturday pennants and 12.00 midday on Friday following mid-week pennants. This is a MUST.

Three Threes Competition results are required to be phoned to Association Headquarters as soon as the games are finished and the result slips posted or faxed that night. When Association championship matches are played on your greens ensure that a responsible official is left in charge and that results are phoned as indicated on the draw sheet. A phone away from the noises of the bar is A MUST FOR ALL CLUBS.

Forms for all returns are obtainable from the Association Web Site and Headquarters that is monthly returns, clearance and conformity certificates, application for membership forms and suchlike. Also obtainable are current editions of the Laws of the Game of Bowls. Accounts are forwarded monthly to all clubs and these should be settled promptly.

- (e) Sub-Committees
1. Advisory Committee: The Advisory Committee has prepared a number of pamphlets on matters relating to club administration. They are:-
    - 001 Advisory Pamphlet - Conduct of AGM Guidelines.
    - 002 Advisory Pamphlet - Voting Procedures for Conduct of Board Elections.

- 003 Advisory Pamphlet - Duties & Responsibilities Club President-Chairman.
- 004 Advisory Pamphlet - Unfurling a Pennant.
- 005 Advisory Pamphlet - Rules of Debate.
- 006 Advisory Pamphlet - Staging a District Fixture.
- 007 Advisory Pamphlet - Association Delegates.
- 008 Advisory Pamphlet - Do's & Don'ts for Club Secretaries in their Relationship with the Association.
- 009 Advisory Pamphlet - Duties of Club Treasurer.
- 010 Advisory Pamphlet - Duties of the Controlling Body.
- 011 Advisory Pamphlet - Duties of the Umpire of the Day.
- 012 Advisory Pamphlet - Procedural Structure for Judicial Committee.
- 013 Advisory Pamphlet - Procedural Structure for Appeal Hearing.
- 014 Advisory Pamphlet - Procedural Fairness.
- 015 Advisory Pamphlet - Function of the Games Secretary.
- 016 Advisory Pamphlet – Duties of a Club Secretary
- 017 Advisory Pamphlet - Guide For Club Selectors - 2010.
- 018 Advisory Pamphlet - Information Required for an Office of Liquor, Gaming & Racing Audit.
- 026 Advisory Pamphlet - Duties of a Pennant Side Manager.

A model Memorandum and Articles of Association of a Limited Company and Model Rules for a Co-operative Society are also available. If you are revising your Constitution, Rules or Articles, a member of the Advisory Committee will attend your meeting and assist you. When finally revised you are requested to submit it to the Association for final perusal before taking it to the Licencing Court and the Registrar of Companies or Co-operative Societies in the case of Licenced Clubs. Two printed copies must be forwarded to the Association when completed. If required Members of the Advisory Committee will attend your meetings and assist your committee or board in any of its problems.

## 2. Greens Committee.

A member of the Association Greens Committee will inspect your greens each Quarter and submit a written report to the Greens Committee. By this means a fairly accurate picture can be made of the condition of all greens in the District.

Members of the Greens Committee, on request, will visit your club and advise you on your greens. If the condition of a green is doubtful for play at least two members of the Committee will inspect it after the club has been advised. If a green is declared unfit for pennant play, a club must make its own arrangements about an alternate green, and then advise the Association, or else forfeit the match.

The number or naming of greens with the figures large enough to be seen from one end of the green to the other is essential. The services of the grass research bureau are always available as well.

## 3. Match Committee.

The Match Committee is responsible for conducting the Association championships and pennant competitions. All queries on these matters should be directed to them through Association Headquarters. A copy of the Association's Season's Programme and Conditions of Play should always be readily available in your Secretary's office and details of dates of play written in the club diary.

Always appoint a responsible person to be in charge of Association Championship matches on your green, if your Games Secretary is unavailable.

4. Selection Committee.

The five member Selection Committee meets as required to select players for Association representative games. It is important that your club's nominations of members for consideration for representative honors be forwarded to Association Headquarters without delay when called for.

5. Umpires Committee.

Members of the Umpires Committee will conduct classes of instruction on the Laws of the Game at clubs for those members who are interested in the subject. They need not become umpires. A National Umpires Certificate is available to those who pass the examination. This is forwarded from Bowls Australia and there could be some delay between the examination and the receipt of the certificate. A properly prepared board listing the club's official umpires and showing the one on duty should be in every club.

6. Junior Committee.

The five member Junior Committee meets as required to conduct and control all junior bowls tournaments, plus liaise with local clubs and schools on all aspects of Junior Bowls.

7. Coaching Committee.

8. Membership Committee.

9. General

The Association has a library of bowls books and other subjects concerning bowls and its administration and these are available on request.

Remember that your Annual Report is the history of your club for that twelve months and from it a précis should be written and included in the club's overall history file. If you have a query on any matter affecting your club refer it to Association Headquarters for advice and assistance. Headquarters is staffed from approximately 9.00am to 5.00pm from Monday to Friday. If urgent information is required outside these hours contact the appropriate Sub-Committee Chairman whose phone number is listed in the Season's Programme Booklet.

#### SECTION 4: ADMINISTRATION

1. Correspondence.

The Honorary Secretary/Chief Executive Officer is required to answer and deal with all correspondence addressed to the club. Quite a large portion of this work will be routine, and the Secretary will deal with it within the general policy of the committee or as laid down in the Constitution, Rules or Articles.

(a) Management Committee or Board.

All correspondence should be submitted to a meeting of the Committee or Board and the Secretary must, in answering that correspondence, follow the direction of the Committee or Board. Prior to

the meeting the Secretary should prepare all correspondence in an orderly fashion and submit it to the meeting in précis or summarized form.

(b) Urgent Correspondence.

In the case of urgent correspondence which cannot wait for a decision of the Committee or Board, the Secretary should confer with the other executive officers of the club, take action according to their directions and, at the next meeting of the Management Committee or Board, seek confirmation of the action taken.

(c) Filing.

All correspondence directed to the club and addressed to the Secretary, in fact, belongs to the members of the club. Whether the Secretary handles these letters as routine or not, he should establish a filing system so that he can produce any correspondence required at any time.

2. Accounts.

The certification of accounts, authorization and subsequent payment is a matter of vital concern to the Secretary. It should be noted that irrespective of which officer is responsible for actual disbursement of club funds, the Secretary is the one looked upon to be in charge of the systems generally controlling the administrative procedures. All accounts should be presented to the Management Committee or Board for approval to pay and then be retained for audit purposes.

(a) Certification.

It is usual for each invoice to carry some form of certification that the goods have been received in good order and condition and that the prices and extensions have been arithmetically checked. It is customary to use a rubber stamp for this purpose and entered on the club's computer.

(b) Submission to Committee.

No account should be paid without the approval of the Management Committee or Board. However, at times, urgent payments, such as brewery accounts, must be made prior to the meeting. In these cases, the payment should be subsequently confirmed by the Committee or Board.

(c) Drawing of Cheques.

No account other than those covered under Petty Cash should be paid unless a cheque is drawn or payment is made by Direct Deposit. The cheque number or Direct Deposit details should be entered on the club's computer.

(d) Audit.

The filing of the invoices in accordance with the foregoing procedure enables the accounts to be retained in the order of the Committee or Board authorization. This facilitates the audit of the respective Cash Book entries and enables the easy location of vouchers necessitated by such enquiries as insurance schedules or claims.

3. Cash Receipts.

Fundamentally, the Treasurer is responsible for the actual recording and banking of the cash, but the system involved is generally laid down by the Secretary, Finance Committee or Auditor.

(a) Bar Receipts.

The volume of trade dictates the frequency in which cash registers are checked and cleared. This may be daily, bi-weekly or weekly. In any case, the basic procedure is the same. At the close of the period, the steward should count the till and declare the contents. In so doing, the various denominations of cash have to be listed to arrive at a total. This may well be done on a form as the

basic record. The Secretary, or some other officer delegated to supervise the bar, such as the Honorary Bar Manager, must check this amount, issue some form of receipt and hand it to the Treasurer for banking. Following this, the change should be made up ready to commence the next period's trading. Special attention must be given to the manner in which the cash register is cleared. In particular, the detail roll should start with the date of commencement and finish with the date of the next period at the end of the list of transactions.

(b) Competition Fees.

Any monies collected as entry fees for carnivals, open competitions, etc. and the amount of the fee is usually fixed by the Committee, Board or Games Committee. It is collected by the Games Secretary and handed to the Secretary for inclusion in the general funds. It is essential to have some basic record, such as a diary or Nomination Sheet. The latter presents better security, provided the sheets are machine numbered and subsequently bound in date and numerical order.

When instituting systems in a club, it is always well to remember that the least number is desirable and the simpler the better. The money so collected by the Secretary through these channels is ultimately handed to the Treasurer for banking and inclusion in the club's financial records.

(c) Poker Machines.

The operation of poker machines, together with the receipt, recording and banking of cash received has been covered in great detail in "Club Directors Guide". There are, however, various statutory duties laid down by Law, which are the responsibility of the Secretary of a Licenced Club, namely the submission of returns and the payment of the various taxes. Forms for these are forwarded by the Chief Secretary's Department at the appropriate time.

(d) Sundry Receipts.

Monies received from various source, such as:

1. Telephone Calls.
2. Sale of Badges.
3. Sale of Trophies.

Are best processed regularly and appropriate receipts issued in favour of the Bar Manager or Games Secretary, as the case may be.

(e) Cash Receipts - Handing to Treasurer.

Without exception, all cash received must be receipted, listed in an orderly fashion and handed to the Treasurer.

4. Cash Payments.

Only payments of a minor nature should be made by cash. It is customary to limit such payments for such items as postage stamps, stationary, fares, cartage etc.

Petty Cash payments are recorded in the Petty Cash Book which is kept in accordance with the Petty Cash Imprest System.

5. Bank Accounts.

The Club's Bankers are appointed by the Management Committee or Board from time to time. However, the signatures which operate the Account are generally any two of the President, Secretary and Treasurer. If there is any change to either of these offices, an amended form of authority should be lodged with the bank as soon as possible after the Annual General Meeting.

6. “Constitutional Matters”

(a) Name:

Both the Companies and the Co-operation Acts require that the club name shall appear on its seal and all business letters, statements of account, invoices, official notices, publications, cheques, orders, receipts, advertisements and other documents required in the business of the club. They also require that the name shall be painted or affixed, and kept painted or affixed, on the outside of the office in a conspicuous place in letters which are clearly legible and, in the case of a company the words “Registered Office” plus, in the case of a co-operative society, a statement that the society is registered under the Act, shall be included.

(i) Amendments.

(a) Co-operation Act.

The rules of a club incorporated as a Co-operative Society & Company Limited, shall not be altered unless the alteration has been approved by a special resolution passed by 75% (seventy-five percent) of the members present and entitled to vote. A copy of the special resolution, signed by the chairman of the meeting and countersigned by the Secretary, shall be sent to the registrar and until the copy is registered by him it shall not take effect.

(b) Returns.

Any change in membership of the Board must be forwarded to the registrar within fourteen days of the change. Within three months of the close of the financial year returns must be forwarded to the registrar showing:-

1. A list of the Directors for the year then current.
2. A statement of the assets and liabilities of the Club for the past year.
3. A copy of any report by the auditor on such accounts.

(ii) Amendments.

(a) Companies Act.

A Company may by Special Resolution add to or alter its memorandum and articles of association. A Special Resolution must be passed by three fourths of the members at a general meeting of which not less than twenty-one day's notice has been given.

(b) Returns.

(1) A Company not having a share capital shall, within one month after each annual general meeting of the Company, lodge with the Registrar a return in the prescribed form containing the particulars referred to in sub-section (2) of this section and made up to the date of the annual general meeting or a date not later than the fourteenth day after the date of the annual general meeting.

(2) The return shall contain:-

- (a) The address of the registered office of the Company.
- (b) Particulars of the total amount of the indebtedness of the Company in respect of all charges which are required to be registered with the Registrar.
- (c) All such particulars with respect to the persons who on the day to which the return is made up are the Directors, Managers or Secretaries of the company as are required to be contained in the register of Directors, Managers and Secretaries.
- (d) The name and address of the auditor of the company, and

- (e) Such other matters relating to the accounts of the company and to the unclaimed moneys held by the company as are prescribed.
- (3) If a company fails to comply with this section, the company and every officer of the company who is in default shall be guilty of an offence against the Act.

Penalty:           As Prescribed Default penalty.

A charge to secure any issue of debentures shall be lodged with the Registrar for registration within thirty days after the creation of the charge. The company shall cause to be endorsed on every debenture, forming one of a series of debentures, a statement that the registration has been effected and the date of registration. In fact, any loan, which is a charge over the club's assets, must be registered.

(c) By – Laws.

By – Laws are the club's own rules and policies for internal management. They do not form part of the Constitution, rules or articles, but the members are bound by them as if they did. They should be revised and brought up to date from time to time.

Model By – Laws can be obtained from N.D.B.A. Headquarters.

SECTION 5: REGISTERED CLUBS ACT.

1 The Secretary should make him/her self familiar with the requirements of the Registered Clubs Act. (As well as the applicable Co-operation or Companies Act.)

- (a) The Secretary is responsible to the Committee or Board and, like the President, is not a law unto himself, but carries out club policy as laid down by the Committee or Board. In the eyes of the law he is the Club Manager and is responsible for any misdemeanors which might occur regarding the Registered Clubs Act.
- (b) All persons employed in, or on, the premises of a registered club are deemed to be employees and agents of the Secretary/Manager.

NOTE:

Your attention is drawn to the fact that employees are not permitted to be members of the Management Committee nor are they allowed to vote at any meeting. This includes members who are employed on a casual basis.

- (c) The following statement should be noted:  
“The Registered Clubs Association policy is that Women's Auxiliaries and Lady Bowlers continue in their time honored practice of catering provided no permanent staff are displaced because of the Ladies activities.”
- (d) Where the rules of a registered club are amended, copies of the rules and copies of the amendments, certified as correct under the hand of the Secretary, shall be forwarded to the clerk of the Licensing Court and to the District Inspector within the required time after the amendments have been made.

SECTION 6: EMPLOYEES.

1. SERVICE.

Records in respect of employees' service and wages are just as essential in a bowling club as in any other business and should be prepared and safeguarded accordingly. Costly litigation has been the result of incorrect and incomplete details, or the inability of the club to produce such records in the event of an industrial dispute.

Therefore, it behoves every Secretary to keep under the utmost security a full history of the clubs employees.

(a) Supervision and Discipline

All the employees should know to whom they are directly responsible for the performance of their duties and their conduct. It is customary for the lines of authority to develop as follows:-

<u>Employees</u>	<u>Responsible Officer</u>
Greenkeeper/Staff Director	Chairman Greens Committee or Greens
Bar Staff	Honorary Bar Manager or Secretary Manager
Cleaner – Kitchen Staff	Secretary Manager
Entertainers Manager	Chairman of Social Committee or Secretary

Notwithstanding the foregoing there should be avenues of appeal to a higher authority.

The attention of members is to be drawn to the fact that they have no direct contact with any employee.

2. Wages

Payment – is made on a specified day and is usually weekly.

Awards

Awards covering the various callings encountered in Bowling Clubs are published in various journals or may be obtained on application from the Department of Industrial Relations.

Up to date copies must be readily available on the Club premises.

Amendments are supplied regularly by the Department of Industrial Relations on payment of a nominal fee. The wages paid should be strictly in accordance with the award and if it is found necessary to depart from these provisions by bonus or other such over-the - award payment, the agreement between management and staff must be recorded in the minutes and confirmed with the employee concerned in writing.