



Associations Incorporation Act 2009 (NSW) (Act).

Model Sport Club Constitution

May 2009

Introduction

This model Constitution has been prepared by NSW Sport and Recreation (NSWSR) as a guide for sport Clubs in the community to either become incorporated or, if already incorporated, to update their existing Constitutions.

The template has been designed specifically for sport so it is more detailed than the model rules available on the Office of Fair Trading website. It takes into account issues which a general community organisation might not need to include; for example, Sport must deal with the impact of drugs; Sport is affected by child protection legislation; and Sport operates under a national system where the national body can make rulings and set policy that will flow through the Sport and affect those playing at Club level.

This model Constitution assumes that the Club being formed will either be directly affiliated with the state peak body for that particular sport, or that the Club will participate within a regional sport association, which in turn is affiliated with the state body.

The benefit of such a structure is that all levels of the Sport are working together for the advancement of the Sport and therefore share common purposes, structures, policies and procedures. It also makes

it easy to address issues of joint concern, to share information and to maximise the sport's marketability.

Finally, with the increasing amount of legislation affecting sport, this structure enables organisations to enact consistent and complementary policies and strategies that address areas of common risk and that flow effectively through the organisation.

To enable ease of use, this model contains extensive footnotes and explanations on clauses and highlights sections that can be varied to suit your local situation. As you work through it you should think not just of your current situation, but where you envisage your Club to be in five or ten years. While Constitutions can be changed and should be reviewed from time to time, it would be better to try and get it right now so that the Club can operate effectively and grow with time.

Following the development of your Constitution, you will also develop a set of Regulations that provide more detail on sections of the Constitution. Regulations (sometimes called rules or by-laws) are more easily adjusted and have a more operational tone to them. This is where you can include more detail of the policies and procedures that underpin the Constitution.

Within this template there will be references to sections that would be detailed in the Regulations developed to accompany your Constitution. These are marked by ®.

As you work through the process of developing or updating your Club's Constitution, you should refer to the Australian Sports Commission's 'Governance Principles: A Good Practice Guide'.

You should also check whether your Club has obligations under its affiliation with the state body that may need to be taken into consideration in the development of the Constitution (e.g. obligatory inclusions).

Sections where you need to insert specific information are marked [Sport] and highlighted in red. The gold comments/discussion boxes will need to be deleted from your final version.

As with any legal document, this does not replace obtaining legal advice on your specific requirements.

**DISCLAIMER:
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THE AUTHORS AND THE NSW DEPARTMENT OF THE ARTS, SPORT AND RECREATION
ACCEPT NO RESPONSIBILITY FOR THE ACCURACY OF THE INFORMATION OR YOUR
RELIANCE UPON IT.**

Prepared by:
Lander & Rogers Lawyers

Level 5 123 Pitt Street
Sydney NSW 2000
Tel: (02) 9233 5092
Fax: (02) 9233 5091
E-mail: law@landers.com.au

Level 12 600 Bourke Street
Melbourne Vic 3000
Tel: (03) 9672 9111
Fax: (03) 9670 2723

Acknowledgement

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LIQUOR AND GAMING LICENSES

WHO CAN HOLD A LICENCE

Two types of liquor licences are available to sporting organisations in New South Wales.

A 'club licence' can only be held by a 'registered club' under the *Registered Clubs Act 1976*.

A 'limited licence' can generally only be held by not-for profit sporting clubs that are considered non-proprietary associations under the *Liquor Act 2007*.

Club Licence

In relation to preparing a Constitution that satisfies the required criteria, the applicant must show that the rules of the Club meet the requirements specified in section 10(1) of the *Registered Clubs Act 1976*, and otherwise comply with the requirements of that Act, including, but not limited to:

- the club must be a company within the meaning of the *Corporations Act 2001*;
- the club must be conducted in good faith as a club;
- the club shall be established for social, sporting or athletic purposes, and for the purpose of providing accommodation for its members and guests;
- club membership numbers shall be in accordance with statutorily defined minimum and maximum standards; and
- members of the club cannot derive any profit, benefit or advantage that is not offered equally to all full members;

This template has been prepared for an incorporated association. As a Club Licence requires an organisation to be a company within the meaning of the Corporations Act, this template will not be suitable (as it is a Constitution for an incorporated association) and legal advice should be sought in relation to a Constitution for a company.

There are other factors that may be required to be met. For example, the club must have premises and be the bona fide occupier of these premises for the purpose of the club. These premises must be maintained by way of funds of the club.

These criterion are heavily reliant on satisfying statutory requirements, and as such specific advice may be required.

Limited Licence

In relation to preparing a Constitution that satisfies the required criteria, the applicant must show that its rules allow it to be considered a non-proprietary association under the *Liquor Act 2007*, and provide for:

- the organisation to be an incorporated or unincorporated body or association of people;
- the organisation to apply any profits (if any) or other income to the promotion of its objectives; and
- the organisation to be prohibited from paying dividends, or distributing profits or income to its shareholders, members, local council or public authorities.

This template meets these requirements.

There are other factors that may be required to be met, for example:

- the granting of the licence must not result in the frequent undue disturbance of the quiet and good order of the neighbourhood of the licensed premises; and
- if licensing authority is of the opinion that the sale or supply of liquor under a limited licence would more appropriately be provided under another kind of licence, a limited licence will be refused.

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ASSOCIATIONS INCORPORATION ACT 2009 (NSW)

CONSTITUTION

[INSERT CLUB NAME] INCORPORATED

This is a template Constitution for a New South Wales Sporting Club.

The document complies with the Associations Incorporation Act 2009 (NSW) (“Act”). The document has been also drafted to take into account the Australian Sports Commission’s Best Practice Corporate Governance Principles for Sporting Organisations.

The document has been prepared to show the organisation as a key part of the overall national structure for the Sport and thus there are references to the state governing body for the sport and the national governing body for the sport, as well as the regional body (where applicable).

The document is a template only and has a number of commentary boxes, indicated by a shaded box, such as this, which highlight options for sporting bodies or set out the rationale and/or explanation for the inclusion of particular clauses.

There are also a number of footnotes in the document that cross-reference the relevant sections of the Act or other legislation.

Please note the document should be tailored to the requirements of your organisation and not vice versa.

1. NAME OF CLUB

Within the Act, the term ‘association’ is utilised to refer to the organisation that is incorporated. While that still applies, in a sport setting we are more used to calling them Clubs. Therefore, in this document the term ‘association’ has been replaced by the term ‘Club’.

Any reference to ‘association’ will refer to a regional or district association or the state body and will be duly titled.

The name of the Club can be varied according to what the organisation requires.

The name of the Club is [Sport] Incorporated (**Club**).

2. DEFINITIONS AND INTERPRETATION

2.1 Definitions

In this Constitution unless the contrary intention appears:

“**Act**” means the *Associations Incorporation Act 2009 (NSW)*.

“**Board**” means the body managing the Club and consisting of the directors.

In the Act, the term “Committee” is used to describe the governing body of an incorporated association. “Board” is a term commonly used in documents on governance and will be used throughout this document.

“**Constitution**” means this Constitution of the Association.

Although the Act refers to Rules the most common and accepted description of this document is "Constitution".

"Director" means a Member of the Board and includes any person acting in that capacity from time to time appointed in accordance with this Constitution but does not include the Executive Director.

This template refers to "Board" and "Directors" instead of committee and committee Members. The reason for this is that an incorporated association is still a corporation and its governors (whatever their title) owe duties to the Members and the Association. The document seeks to use true corporate governance terminology.

There is also no "offices" such as President, Vice-President or Treasurer. These terms despite their cultural weight are not of any Constitutional relevance. There is nothing in the document which precludes such titles being attached to particular Director's offices.

Titles of Director positions and job descriptions can be included in Regulations, if desired.

"General Meeting" means the annual or any special general meeting of the Club.

'Individual Member' means a registered, financial Member of the Club who is at least 18 years of age.

The document seeks to capture as 'Members of the Club' all individual persons who are Members of the Club, and assumes that this Club would normally be the Member of a regional association or the state association.

"Intellectual Property" means all rights subsisting in copyright, business names, names, trade marks (or signs), logos, designs, equipment including computer software, images (including photographs, videos or films) or service marks relating to the Association or any activity of or conducted, promoted or administered by the Association in New South Wales.

It is important for a sporting organisation to recognise and protect its Intellectual Property; thus the inclusion of this definition.

'Junior Member' means a registered Member of the Club who is younger than 18 years of age.

Some documents make Junior Members 16 years and under; however, for consistency with the Children (Care and Protection) Act (NSW) we recommend that you distinguish clearly between adult and children/youth Members. Any recreation and sport organisation that has Junior Members therefore is subject to provisions of the Children (Care and Protection) Act (NSW).

'Life Member' means an Individual appointed as a Life Member of the Club under **clause 5.2**.

'Local area' means the geographical area for which the Club is responsible as recognised by the regional and/or state organisations for [Sport] of which the Club is a Member.

'Member' means a Member of the Club for the time being under **clause 5**.

'NSO' means the National Sporting Organisation being [insert name of NSO].

'Objects' means the Objects of the Club in **clause 3**.

'Public Officer' means the person appointed to be the public officer of the Association in accordance with the Act.

A Director of the Association should perform the role of Public Officer. The Public Officer is the conduit for information flow between the Association and the regulator, therefore it is important that the Public Officer is a Director and informed about the Association's activities. Further, as the Public Officer has numerous responsibilities, it is important that they are a Director and therefore owe a duty to act in the best interests of the Association.

'Register' means a register of Members kept and maintained in accordance with **clause 7**.

'RSO' means the Regional Sporting Organisation being [insert name of RSO].

If no RSO exists in relation your Sport/SSO/Club, delete RSO and all reference to it in this document – the deleted words may need to be replaced with SSO – if you require advice on this issue, contact the NSW Department of Arts, Sport and Recreation.

'Seal' means the common Seal of [insert name of Club] (if any).

'Special Resolution' means a Special Resolution defined in the Act.

'SSO' means the State Sport Organisation being [insert name of SSO].

2.2 Interpretation

In this Constitution:

- (a) a reference to a function includes a reference to a power, authority and duty;
- (b) a reference to the exercise of a function includes, where the function is a power, authority or duty, a reference to the exercise of the power or authority of the performance of the duty;
- (c) words importing the singular include the plural and vice versa;
- (d) words importing any gender include the other genders;
- (e) references to persons include corporations and bodies politic;
- (f) references to a person include the legal personal representatives, successors and permitted assigns of that person;
- (g) a reference to a statute, ordinance, code or other law includes Regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any legislative authority having jurisdiction); and
- (h) a reference to "writing" shall unless the contrary intention appears, be construed as including references to printing, lithography, photography and other modes of representing or reproducing words in a visible form, including messages sent by electronic mail.

2.3 Severance

If any provision of this Constitution or any phrase contained in it is invalid or unenforceable, the phrase or provision is to be read down if possible, so as to be valid and enforceable, and otherwise shall be severed to the extent of the invalidity or unenforceability, without affecting the remaining provisions of this Constitution.

2.4 The Act

Except where the contrary intention appears, in this Constitution, an expression that deals with a matter under the Act has the same meaning as that provision of the Act. Model rules under the Act are expressly displaced by this Constitution.

3. OBJECTS OF THE CLUB

The Objects of the Club are important and must be carefully considered. They are its reasons for existence and although this can be simply stated as 'promotion and encouragement of the Sport' the changes in regulatory and commercial as well as sporting landscapes require a 21st century sporting body to have broad Objects.

The Objects are expressed to apply to a club level organisation.

The Club is established solely for the Objects. The Objects of the Club are established to:

- (a) conduct, encourage, promote, advance and administer [Sport] throughout the local area;
- (b) act, at all times, on behalf of and in the interest of the Members and [Sport] in the local area
- (c) affiliate and otherwise liaise with the RSO, SSO and/or NSO of which the Club is a Member and adopt their rule and policy frameworks to further these Objects
- (d) abide by, promulgate, enforce and secure uniformity in the application of the rules of [Sport] as may be determined from time to time by NSO or IF and as may be necessary for the management and control of [Sport] and related activities in New South Wales;
- (e) advance the operations and activities of the Club throughout the local area;
- (f) have regard to the public interest in its operations; and

Generally, rules made in the 'public interest' are less susceptible to challenge; therefore, this object reminds Club Members of the moral obligation to be mindful of the community when operating the Club.

- (g) undertake and or do all such things or activities which are necessary, incidental or conducive to the advancement of these Objects.

4. POWERS OF THE CLUB

Solely for furthering the Objects, the Club has, in addition to the rights, powers and privileges conferred on it under section 25 of the Act, the legal capacity and powers of a company as set out under section 124 of the *Corporations Act 2001 (Cth)*.

5. MEMBERS ®

The Members of the Club and their rights and responsibilities are set out under this clause. The Member categories and their respective rights and responsibilities may of course vary depending on your Club structure.

Note that this section is linked to clause 27 – Voting at General Meetings as it defines voting rights at meetings of each membership category. It is advisable to cross-reference these two sections.

5.1 Members ®

The Members of the Club shall consist of:

- (a) Life Members, who subject to this Constitution, shall have the right to receive notice of General Meetings and to be present, to debate and to vote at General Meetings;

There is a trend towards making Life Members 'non voting' while still bestowing on them the other rights and privileges of membership.

- (b) Individual Members, who subject to this Constitution, shall have the right to receive notice of General Meetings and to be present, to debate and to vote at General Meetings; and
- (c) Junior Members, who subject to this Constitution, shall have no right to receive notice of General Meetings and no right to be present or debate or vote at General Meetings.

Your Club may choose to refine your definition of 'juniors' to allow Junior Members who are aged 16 years and older to attend and vote at the annual general meeting (annual general meeting).

If your Club is primarily a junior competition Club or you have a high proportion of Junior Members, you may need to consider membership categories that ensure that your membership has representation in decision-making. One possibility is to make a parent/guardian of any junior Member a Member in his or her own right with the right to attend, participate and vote at the annual general meeting. This ensures the Club has adequate adult Members to maximise the potential for volunteer recruitment and the requirement that Board directors are also Members of the Club.

This has the added benefit of making those parents/guardians subject to the Club's code of behaviour and therefore able to be disciplined for breaching those codes, e.g. dealing with sideline rage issues.

5.2 Life Members

- (a) The Board may recommend to the annual general meeting that any natural person who has rendered distinguished service to the Club be appointed as a Life Member.
- (b) A resolution of the annual general meeting to confer life membership (subject to **clause 5.2(c)**) on the recommendation of the Board must be a Special Resolution.
- (c) A person must accept or reject the Club's resolution to confer life membership in writing. Upon written acceptance, the person's details shall be entered upon the Register, and from the time of entry on the Register the person shall be a Life Member.

6. MEMBERSHIP APPLICATION ®

6.1 Application for Membership

An application for membership must be:

- (a) in writing on the form prescribed from time to time by the Board (if any), from the applicant or its nominated representative and lodged with the Club; and
- (b) accompanied by the appropriate fee (if any).

6.2 Discretion to Accept or Reject Application

- (a) The Club may accept or reject an application whether the applicant has complied with the requirements in **clause 6.1** or not. The Club shall not be required or compelled to provide any reason for such acceptance or rejection.
- (b) Where the Club accepts an application, the applicant shall become a Member. membership shall be deemed to commence upon acceptance of the application by the Club. The Register shall be amended accordingly as soon as practicable.
- (c) Where the Club rejects an application, it shall refund any fees forwarded with the application and the application shall be deemed rejected by the Club.

6.3 Renewal

Members (other than Life Members) must renew their membership annually in accordance with the procedures set down by the Club in Regulations from time to time.

6.4 Deemed Membership

- (a) All persons who are, prior to the approval of this Constitution under the Act, Members of the Club shall be deemed Members from the time of approval of this Constitution under the Act.
- (b) Any Members of the Club, prior to approval of this Constitution under the Act, who are not deemed Members under **clause 6.4(a)** shall be entitled to carry on such functions analogous to their previous functions as are provided for under this Constitution.

7. REGISTER OF MEMBERS ®

7.1 Club to Keep Register

The Club shall keep and maintain a Register in which shall be entered (as a minimum):

- (a) the full name, address and date of entry of each Member; and
- (b) where applicable, the date of termination of membership of any Member.

Members shall provide notice of any change and required details to the Club within one month of such change.

Although it is unlikely that your Club will be required to abide by the Commonwealth Privacy Act (2000), it is good practice to inform your Members of the process of collection and security of personal data.

This is especially important if you are passing on personal information to a third party, such as the regional and/or state association, and in some cases, the NSO.

The Australian Sports Commission has developed National Privacy Principles to assist organisations with handling this. This is available on the website: www.ausport.gov.au

Details of your Club Privacy Policy and Procedures for handling and securing personal details of Members can be outlined in the Club Regulations. Your regional and/or state association may have information that will assist you in developing this.

7.2 Inspection of Register

Having regard to the Act, confidentiality considerations and privacy laws, an extract of the Register, excluding the address or other direct contact details of any Member, shall be available for inspection (but not copying) by Members, upon reasonable request.

7.3 Use of Register

Subject to the Act, confidentiality considerations and privacy laws, the Register may be used to further the Objects, in such manner as the Board considers appropriate.

8. EFFECT OF MEMBERSHIP

This clause reconfirms the requirements of the Act and that the Constitution is a contract between the Association and its Members.

Members acknowledge and agree that:

- (a) This Constitution forms a contract between each of them and the Club and that they are bound by this Constitution and the Regulations.
- (b) they shall comply with and observe this Constitution and the Regulations and any determination, resolution or policy which may be made or passed by the Board or other entity with delegated authority;
- (c) by submitting to this Constitution and Regulations they are subject to the jurisdiction of the Club, RSO, SSO and NSO.
- (d) the Constitution and Regulations are necessary and reasonable for promoting the Objects and particularly the advancement and protection of [Sport]; and
- (e) they are entitled to all benefits, advantages, privileges and services of Club membership.

9. DISCONTINUANCE OF MEMBERSHIP

9.1 Notice of Resignation

- (a) A Member who has paid all arrears of fees payable to the Club may resign or withdraw from membership of the Club by giving one month's notice in writing to the Club.
- (b) Once the Club receives a notice of resignation of membership given under **clause 9.1(a)**, it must make an entry in the Register that records the date on which the Member ceased to be a Member.

9.2 Discontinuance for Breach

- (a) Membership of the Club may be discontinued by the Board upon breach of any clause of this Constitution or the Regulations, including, but not limited to, the failure to pay any monies owed to the Club, failure to comply with the Regulations or any resolutions or determinations made or passed by the Board or any duly authorised committee.
- (b) Membership shall not be discontinued by the Board under **clause 9.2(a)** without the Board first giving the accused Member the opportunity to explain the breach and/or remedy the breach.

- (c) Where a Member fails, in the Board's view to adequately explain the breach, that Member's membership shall be discontinued under **clause 9.2(a)** by the Club giving written notice of the discontinuance to the Member. The Register shall be amended to reflect any discontinuance of membership under this **clause 9.2** as soon as practicable.

9.3 Member to Re-Apply

A Member whose membership has been discontinued under **clauses 9.1 or 9.2**:

- (a) must seek renewal or re-apply for membership in accordance with this Constitution; and
- (b) may be re-admitted at the discretion of the Board.

9.4 Forfeiture of Rights

A Member who ceases to be a Member, for whatever reason, shall forfeit all rights in and claims upon the Club and its property and shall not use any property of the Club including Intellectual Property. Any Club documents, records or other property in the possession, custody or control of that Member shall be returned to the Club immediately.

9.5 Membership may be Reinstated

Membership which has been discontinued under this **clause 9** may be reinstated at the discretion of the Board, with such conditions as it deems appropriate.

9.6 Refund of Membership Fees

Membership fees or subscriptions paid by the discontinued Member may be refunded on a pro-rata basis to the Member upon discontinuance.

10. DISCIPLINE ®

- (a) The Board may commence or cause to be commenced disciplinary proceedings against a Member who has allegedly:
- (i) breached, failed, refused or neglected to comply with a provision of this Constitution, the Regulations or any resolution or determination of the Board or any duly authorised committee
 - (ii) acted in a manner unbecoming of a Member, or prejudicial to the purposes and interests of the Club and/or [Sport]; or
 - (iii) brought the Club, any other Member or [Sport] into disrepute.

That Member will be subject to and will submit unreservedly to the jurisdiction, procedures, penalties and the appeal mechanisms of the Club set out in the Regulations.

- (b) The Board may appoint a Judiciary Committee to deal with any disciplinary matter referred to it. Such a Judiciary Committee shall operate in accordance with the procedures expressed in the Regulations but is subject always to the Act.

11. SUBSCRIPTIONS AND FEES ®

The fees of the Club are the sole province of the Board NOT the membership. Should the Members seek to interfere or assume responsibility for the setting of fees and/or budgets, they risk potential liability.

The annual membership subscription (if any) and any fees or other levies payable by Members to the Club and the time for and manner of payment shall be as determined by the Board.

12. EXISTING DIRECTORS

The Members of the administrative or governing body (by whatever name called) of the Club in office immediately prior to approval of this Constitution under the Act shall continue in those positions until the next annual general meeting following such adoption of this Constitution. After this General Meeting the positions of Directors shall be filled, vacated and otherwise dealt with in accordance with this Constitution.

13. POWERS OF THE BOARD

Taken from the Australian Sports Commission's Principles of Good Governance document:

The Board's primary responsibility is one of trusteeship on behalf of its stakeholders, ensuring that the legal entity, the Club, remains viable and effective in the present and for the future. The Board's role includes determining the Club's strategic direction, core values and ethical framework, as well as key objectives and performance measures. A key critical component of this role is the Board's ultimate authority and responsibility for financial operations and budgeting to ensure the achievement of strategic objectives.

Subject to the Act and this Constitution, the business of the Club shall be managed and the powers of the Club shall be exercised by the Board. . In particular, the Board shall act in accordance with the Objects and shall operate for the benefit of the Members and the community throughout the local area.

14. COMPOSITION OF THE BOARD

The numbers on the Board will vary. This template has seven elected directors and up to two 'external' appointed directors who may be appointed by the elected directors.

The Club needs to ensure it has a Board size and composition that meets its needs.

14.1 Composition of the Board

The Board shall comprise:

- (a) seven elected directors who must all be Members and who shall be elected under **clause 15**; and
- (b) up to two appointed directors who need not be Members and who may be appointed by the Directors in accordance with **clause 16**.

14.2 Election and Appointment of Directors ®

The process for electing and appointing Directors is not entrenched in the Constitution. It is set out in the Regulations and can be by such process as the Club deems appropriate.

- (a) The elected Directors shall be elected under **clause 15**.
- (b) The appointed Directors may be appointed under **clause 16**.

14.3 Portfolios ®

The trend in sporting organisations is not to entrench portfolios or titles in the Constitution. If it is determined to allocate portfolios or titles to Directors, it is considered that the discretion

simply be retained in the Board so as to maintain flexibility and not require Constitutional change if a portfolio is no longer required. Structure, participation and operation of portfolios can be documented in the Club Regulations.

The Board may allocate portfolios to directors.

15. ELECTED DIRECTORS

15.1 Nomination for Board ®

- (a) Nominations for elected Director positions shall be called for forty-eight (48) days prior to the annual general meeting. When calling for nominations, details of the necessary qualifications and job descriptions for the positions shall also be provided. Qualifications and job descriptions shall be determined by the Board from time to time.
- (b) Nominees for elected Director positions must declare any position they hold in an NSO, SSO or RSO.

15.2 Form of Nomination

Nominations must be:

- (a) in writing;
- (b) on the prescribed form (if any) provided for that purpose;
- (c) signed by two Individual Members;
- (d) certified by the nominee (who must be a Member) expressing his willingness to accept the position for which he is nominated; and
- (e) delivered to the Club not less than thirty-five (35) days before the date fixed for the annual general meeting.

15.3 Elections ®

The election process is to be set out in the Regulations. It should be the process which the Club considers is best for it.

- (a) If the number of nominations received is equal to the number of vacancies to be filled or if there are insufficient nominations received to fill all vacancies on the Board, then those nominated shall be declared elected only if approved by the majority of Members entitled to vote.
- (b) If there are insufficient nominations received to fill all vacancies on the Board, or if a person is not approved by the majority of Members under **clause 15.3(a)**, the positions will be deemed casual vacancies under **clause 17.1**.
- (c) If the number of nominations exceeds the number of vacancies to be filled, voting papers shall be prepared containing the names of the candidates in alphabetical order for each vacancy on the Board.
- (d) Voting shall be conducted in such a manner and by such a method as determined by the Board from time to time.

15.4 Term of Appointment for Elected Directors

Under this template Directors' terms are for two years, although this can be changed. It is recommended that the Club consider the introduction of a staggered rotation system for Board Members, with half of the directors' positions becoming vacant each year as suggested in this clause.

- (a) Directors elected under **clause 15** shall be elected for a term of two years. Subject to provisions in this Constitution relating to early retirement or removal of Directors, elected Directors shall remain in office from the conclusion of the annual general meeting at which the election occurred until the conclusion of the second annual general meeting following.
- (b) Four (4) elected Directors shall retire in each odd year and four (4) elected Directors shall retire in each even year until, after two (2) years the eight (8) original elected Directors have retired after which those elected Directors (or their replacements) who first retired, shall retire and so on.
- (c) The sequence of retirements under **clause 15.4(b)** to ensure rotational terms shall be determined by the Board. If the Board can not agree it will be determined by lot.
- (d) Following the adoption of this Constitution, no person who has served as an elected Director for a period of four (4) consecutive full terms shall be eligible for election as an elected Director until the next annual general meeting following the date of conclusion of his last term as an elected Director.

Under this template a Director can only serve four, two year terms but again this can be changed.

16. APPOINTED DIRECTORS

Appointed Directors need not be appointed every year. The principle behind them is to provide to the Elected Directors with additional skills that may facilitate or assist the Board with a particular issue with time. For example, a Club may require marketing or lobbying skills. It can then approach and invite an appropriately skilled person to join the Board as an Appointed Director.

16.1 Appointment of Directors

The elected Directors may appoint up to two (2) appointed Directors.

16.2 Qualifications for Appointed Directors

The appointed Directors may have specific skills in commerce, finance, marketing, law or business generally or such other skills which complement the Board composition. They do not need to be Members.

16.3 Term of Appointment

- (a) Appointed directors may be appointed by the elected directors under this Constitution for a term of two years, which shall commence from the first Board meeting after the annual general meeting until after the conclusion of the second annual general meeting that follows.
- (b) Appointed Directors may be appointed to ensure rotational terms that coincide with the elected Directors' rotational terms.

- (c) Any adjustment to the term of appointed Directors appointed under this Constitution necessary to ensure rotational terms under this Constitution shall be determined by the Board.
- (d) Following the adoption of this Constitution, no person who has served as an appointed Director for a period of four (4) consecutive full terms shall be eligible for appointment as an appointed Director until the next annual general meeting following the date of conclusion of his last term as an appointed Director.

17. VACANCIES ON THE BOARD

17.1 Casual Vacancies

Any casual vacancy occurring in the position of Director may be filled by the remaining Directors from among appropriately qualified persons. Any casual vacancy may only be filled for the remainder of the Director's term under this Constitution.

17.2 Grounds for Termination of Director

In addition to the circumstances in which the office of a Director becomes vacant by virtue of the Act, the office of a Director becomes vacant if the Director:

- (a) dies
- (b) becomes bankrupt or makes any arrangement or composition with his creditors generally
- (c) becomes of unsound mind or a person whose person or estate is liable to be dealt with in anyway under the law relating to mental health
- (d) resigns his office in writing to the Club
- (e) is absent without the consent of the Board from meetings of the Board held during a period of six months
- (f) holds any office of employment with the Club without the approval of the Board
- (g) is directly or indirectly interested in any contract or proposed contract with the Club and fails to declare the nature of that interest
- (h) in the opinion of the Board (but subject always to this Constitution):
 - (i) has acted in a manner unbecoming or prejudicial to the Objects and interests of the Club
 - (i) has brought the Club into disrepute
- (i) is removed by Special Resolution; or
- (j) would otherwise be prohibited from being a director of a corporation under the *Corporations Act 2001 (Cth.)*.

17.3 Board May Act

In the event of a casual vacancy or vacancies in the office of a Director or Directors, the remaining Directors may act. However, if the number of remaining Directors is not sufficient to constitute a quorum at a meeting of the Board, they may act only for the purpose of increasing the number of Director to a number sufficient to constitute a quorum.

18. MEETINGS OF THE BOARD

These clauses of the template have been drafted so that they comply with the law, but also to provide the Board maximum flexibility in terms of how it meets the Australian Sport Commission's 'Governance Principles: A good practice guide'. The principles recommend that a Board meet no less than six times per year and as often as monthly. A small Club may only need to meet bi-monthly to properly conduct its business. In alternate months it may meet not as a Board, but as a committee to address operational issues thereby keeping separate the strategic and operational dimensions of running a Club.

18.1 Board to Meet

The Board shall meet as often as is deemed necessary in every calendar year for the dispatch of business (and shall be at least as often as is required under the Act). Subject to this Constitution, it may adjourn and otherwise regulate its meetings as it thinks fit. A director may at any time convene a meeting of the Board within reasonable time.

18.2 Decisions of Board

Subject to this Constitution, questions arising at any meeting of the Board shall be decided by a majority of votes and a determination of a majority of directors shall for all purposes be deemed a determination of the Board. All directors shall have one vote on any question. Where voting is equal, the chairperson may exercise a casting vote. If the chairperson does not exercise a casting vote, the motion will be lost.

This template gives the chairperson a discretionary casting vote. This is optional.

The Australian Sport Commission's 'Governance Principles: A good practice guide' recommends that 'votes taken at Board or General Meetings should be passed by a majority of director/Members and not be subject to a casting vote. The principle is based on the premise that if a majority cannot agree on an issue then the issued should be forfeited'.

18.3 Resolutions Not in Meeting

This clause provides for electronic meetings of the Board.

- (a) A resolution in writing that has been signed or assented to by telegram, cablegram, radiogram, facsimile, telex or other form of visible or other electronic communication by all the directors for the time being present in Australia shall be as valid and effectual as if it had been passed at a meeting of directors duly convened and held. Any such resolution may consist of several documents in like form each signed by one or more of the directors.
- (b) Without limiting the power of the Board to regulate its meetings as it thinks fit, a meeting of the Board may be held where one or more of the directors is not physically present at the meeting, provided that:
 - (i) All persons participating in the meeting are able to communicate with each other effectively, simultaneously and instantaneously whether by means of telephone or other form of communication.
 - (ii) Notice of the meeting is given to all the directors entitled to notice in accordance with the usual procedures agreed upon or laid down from time to time by the Board or this Constitution. The notice will specify that directors are not required to be present in person.
 - (iii) If a failure in communications prevents **clause 18.3(b)(i)** from being satisfied by the number of directors which constitutes a quorum, and none of such directors are present at the place where the meeting is

deemed by virtue of the further provisions of this rule to be held, then the meeting shall be suspended until **clause 18.3(b)(i)** is satisfied again. If such condition is not satisfied within fifteen minutes from the interruption, the meeting shall be deemed to have been terminated or adjourned.

- (iv) Any meeting held where one or more of the directors is not physically present shall be deemed to be held at the place specified in the notice of the meeting, provided a director is there present. If no director is there present, the meeting shall be deemed to be held at the place where the chairperson of the meeting is located.

18.4 Quorum

The quorum for a Board meeting can be varied. It should, at least, be more than ½ of the Directors in office. For example, if there are 6 Directors the quorum should be 4. If there are 7 Directors the quorum should also be 4. If there are 10 Directors the quorum should be 6 and so on.

At meetings of the Board the number of Directors whose presence is required to constitute a quorum is six (6).

18.5 Notice of Board Meetings

Unless all Directors agree to hold a meeting at shorter notice (which agreement shall be sufficiently evidenced by their apology or presence) not less than fourteen (14) days written notice of the meeting of the Board shall be given to each Director. The agenda shall be forwarded to each Director not less than four (4) days prior to such meeting.

18.6 Chairperson

The Board shall appoint a chairperson from among its number. The chairperson shall be the nominal head of the Club and will act as chair of any Board meeting or General Meeting at which he is present. If the chairperson is not present, or is unwilling or unable to preside at a Board meeting the remaining Directors shall appoint another Director to preside as chair for that meeting only.

The chairperson can be any Board director that the Board regards as sufficiently skilled to undertake the role. Traditionally, many Clubs have allocated the role of chairperson to a position such as the president. This is not required, and it is up to the Club to decide how this will be handled. The Club may choose to have both with the president having a leadership role as the nominal head of the Club and person as the chairperson who is the business leader of the Club.

18.7 Conflict of Interest ®

A Director shall declare his interest in any contractual, selection, disciplinary, or financial matter in which a conflict of interest arises or may arise. He shall, unless otherwise determined by the Board, absent himself from discussions of such matters and shall not be entitled to vote in respect of such matters. If the director casts a vote, the vote shall not be counted. In the event of any uncertainty as to whether it is necessary for a Director to absent himself from discussions and refrain from voting, the issue should be immediately determined by vote of the Board. If this is not possible, the matter shall be adjourned or deferred.

18.8 Disclosure of Interests

- (a) The nature of the interest of a director must be declared at the meeting of the Board at which the relevant matter is first taken into consideration, if the interest then exists. In any other case, the interest should be revealed to the Board at the

next meeting of the Board. If a director becomes interested in a matter after it is made or entered into, the declaration of the interest must be made at the first meeting of the Board held after the director becomes interested.

- (b) All disclosed interests must also be disclosed to each annual general meeting in accordance with the Act.

18.9 General Disclosure

A general notice stating that a director is a Member of any specified firm or company and that he is 'interested' in all transactions with that firm or company is sufficient declaration under **clause 18.8**. After the distribution of the general notice, it is not necessary for the director to give a special notice regarding any particular transaction with that firm or company.

18.10 Recording Disclosures ®

Any declaration made, any disclosure or any general notice given by a director in accordance with **clauses 18.7, 18.8** and/or **18.9** must be recorded in the minutes of the relevant meeting.

Should the Club be large enough to engage an Executive Officer, the duties of the Executive Officer would be set out here as a new clause and also in any employment contract that he or she may have with the Association. Wording for this section of the template can be obtained by contacting the NSW Department of the Arts, Sport and Recreation.

19. DELEGATIONS ®

The delegations clause recognises that the Board has to delegate functions and tasks to special committees or individuals. In sport, these are common. For example, rules and technical committees, selection committees and judicial committees. This clause sets out how such delegations should be made and how they operate.

This clause also allows that roles can be delegated to people who are not on the Board except those roles defined by clause 19.2, with such people being accountable to the Board.

This clause sets out how such delegations should be made and how they operate; clause 19.1 refers to an 'instrument in writing' that outlines delegations. The standard practice is that the instrument is a list/register of delegations, which is subject to a formal resolution of the Board. In addition to the register of delegations, the resolution to approve the delegations is to be clearly recorded in the Board minutes.

Delegations can and should in some cases include the authority to spend the Clubs funds in accordance with the agreed budget.

19.1 Board May Delegate Functions

The Board may, by instrument in writing, create, establish or appoint special committees, Individual officers and consultants to carry out specific duties and functions.

It will determine what powers these committees are given. In exercising its power under this clause, the Board must take into account broad stakeholder involvement.

19.2 Delegation by Instrument

In the establishing instrument, the Board may delegate such functions as are specified in the instrument, other than:

- (a) this power of delegation; and

- (b) a function imposed on the Board or the executive officer by the Act, any other law, this Constitution, or by resolution of the Club in a General Meeting.

19.3 Delegated Function Exercised in Accordance with Terms

A function, the exercise of which has been delegated under this clause, may, while the delegation remains unrevoked, be exercised from time to time in accordance with the terms of the delegation.

19.4 Procedure of Delegated Entity

The procedures for any entity exercising delegated power shall, subject to this Constitution and with any necessary or incidental amendment, be the same as that applicable to meetings of the Board under **clause 18**. The entity exercising delegated powers shall make decisions in accordance with the Objects, and it shall promptly provide the Board with details of all material decisions. The entity shall also provide any other reports, minutes and information required by the Board.

19.5 Delegation May Be Conditional

A delegation under this clause may be made subject to certain conditions or limitations regarding the exercise of any function. These may be specified in the delegation.

19.6 Revocation of Delegation

At any time the Board may, by instrument in writing, revoke wholly or in part any delegation made under this clause. It may amend or repeal any decision made by a body or person under this clause.

20. SEAL

- (a) The Club may have a Seal upon which its corporate name shall appear in legible characters.
- (b) The Seal shall not be used without the express authorisation of the Board. Every use of the Seal shall be recorded in the Club's minute book. Two directors must witness every use of the Seal, unless the Board determines otherwise.

In addition to recording the use of the Seal in the Board minutes, the Club may like to consider establishing a Register for the use of the Seal.

21. ANNUAL GENERAL MEETING

- (a) The Club's annual general meeting shall be held in accordance with the Act and this Constitution. It should be held on a date and at a venue determined by the Board.
- (b) All General Meetings other than the annual general meeting shall be special General Meetings and shall be held in accordance with this Constitution.

22. SPECIAL GENERAL MEETINGS

22.1 Special General Meetings May be Held

The Board may, whenever it thinks fit, convene a special general meeting. When, but for this clause, more than fifteen months elapses between annual general meetings, the Board shall convene a special general meeting before the expiration of that period.

22.2 Requisition of Special General Meetings

- (a) The secretary will convene a special general meeting when five per cent of Members (no less) submit a requisition in writing.

The number or percentage of Members who can requisition a special general meeting can be varied.

- (b) The requisition for a special general meeting shall state the object(s) of the meeting, be signed by the Members making the requisition and be sent to the Club. The requisition may consist of several documents in a like form, each signed by one or more of the Members making the requisition.
- (c) If the Board does not cause a special general meeting to be held one month after the date in which the requisition is sent to the Club, the Members making the requisition, or any of them, may convene a special general meeting to be held no later than three months after that date.
- (d) A special general meeting convened by Members under this Constitution shall be convened in the same manner, or as close as possible, as those convened by the Board.

23. NOTICE OF GENERAL MEETING

- (a) Notice of every General Meeting shall be given to every Life Member and Individual Member entitled to receive notice. Notices shall be sent to the addresses appearing in the Club's Register. The auditor and Directors shall also be entitled to receive notice of every General Meeting. This will be sent to the auditor's last known address. No other person shall be entitled, as of right, to receive notices of General Meetings.
- (b) A notice of a General Meeting shall specify the place, day and hour of the meeting and shall state the business to be transacted at the meeting.
- (c) At least twenty-one (21) days' notice of a General Meeting shall be given to those Members entitled to receive notice, together with:
- (i) the agenda for the meeting; and
 - (ii) any notice of motion received from Members entitled to vote.
- (d) Notice of every general meeting shall be given in the manner authorised in **clause 37**.

Proxy voting has not been provided for in this template. It is optional and does not need to be provided for under the Act. See also clause 27.3.

Should you choose to allow proxy voting we recommend that you adopt the following clause as 23(c)(iii): "forms of authority in blank for proxy votes" and the word "and" should be moved to after the word "vote" in clause 23(c)(ii) See also 27.3.

24. BUSINESS

- (a) The business to be transacted at the annual general meeting includes the consideration of accounts and the reports of the Board and auditors, the election of directors under this Constitution and the appointment of the auditors.

- (b) All business that is transacted at a general meeting and at an annual general meeting, with the exception of those matters set down in **clause 24(a)**, shall be special business.
- (c) No business other than that stated on the notice for a general meeting shall be transacted at that meeting.

25. NOTICES OF MOTION

Members entitled to vote may submit notices of motion for inclusion as special business at a general meeting. All notices of motion must be submitted in writing to the Club no less than thirty-five days (excluding receiving date and meeting date) prior to the general meeting.

Timelines: This Constitution contains several timelines around General Meetings, these are linked so changing one can affect others:

The call for nominations for Board Members is 48 days (see clause 15.1). This allows people 12 days to nominate.

The close of nominations for Board Members is 35 days as is the call for notices of motion (see clause 15.2(e)). This allows 14 days to prepare the agenda and notices of the meeting.

The notice of the meeting is to be sent out 21 days in advance (see clause 23(c)), allowing Members 3 weeks to consider the motions and nominees.

In a Club run by volunteers sufficient time needs to be allowed for each step to be completed. For example, some Clubs may require Board Members to undertake criminal history checks. If your Club requires more time to complete each step, the timeframes set out in this Constitution should be increased.

26. PROCEEDINGS AT GENERAL MEETINGS

26.1 Quorum

No business shall be transacted at any general meeting unless a quorum is present at the time when the meeting proceeds to business. A quorum for General Meetings of the Club shall be **[insert number or percentage]** of Members.

Again, the quorum for a general meeting will vary. The number or percentage of present and voting Members required must be realistic so that a meeting can proceed.

26.2 Chairperson to Preside

The chairperson of the Board shall, subject to this Constitution, preside as chair at every general meeting except:

- (a) in relation to any election for which the chairperson is a nominee; or
- (b) where a conflict of interest exists.

If the chairperson is not present, or is unwilling or unable to preside, the delegates present shall appoint another director to preside as chairperson for that meeting only.

26.3 Adjournment of Meeting

- (a) If within half an hour from the time appointed for the meeting a quorum is not present, the meeting shall be adjourned until the same day in the next week at the same time and place or to a date, time or place determined by the chairperson. If

at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the meeting will lapse.

- (b) The chairperson may, with the consent of any meeting at which a quorum is present, and shall, if so directed by the meeting, adjourn the meeting from time to time and from place to place. No business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.
- (c) When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of an original meeting.
- (d) Except as provided in **clause 26.3(c)** it shall not be necessary to give any notice of an adjournment or the business to be transacted at any adjourned meeting.

26.4 Voting Procedure

At any meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded by:

- (a) the chairperson; or
- (b) a simple majority of the Members.

26.5 Recording of Determinations

Unless a poll is demanded under **clause 26.4**, the chairperson's declaration shall be conclusive evidence of the result of a resolution decided by a show of hands. The declaration does not need to record the number of votes in favour of or against the resolution; the result of the resolution must be recorded in the Club's book of proceedings.

26.6 Where Poll Demanded

If a poll is duly demanded under **clause 26.4** it shall be taken in such a manner and either at once or after an interval or adjournment or otherwise as the chairperson directs. The result of the poll shall be the resolution of the meeting.

27. VOTING AT GENERAL MEETINGS ®

Voting at General Meetings will depend on which Members have voting rights. It may vary where Members have different rights or, for example, where a Member is not financial.

27.1 Members Entitled to Vote

Each Individual Member shall be entitled to one vote at General Meetings. No other Member shall be entitled to vote but shall, subject to this Constitution, have and be entitled to exercise those rights set out in **clause 5.1**.

27.2 Chairperson May Exercise Casting Vote

Where voting at General Meetings is equal, the chairperson may exercise a casting vote. If the chairperson does not exercise a casting vote the motion will be lost.

This template gives the chairperson a discretionary casting vote. This is optional.

The Australian Sport Commission's 'Governance Principles: A good practice guide' recommends that "votes taken at Board or General Meetings should be passed by a majority of director/Members and not be subject to a casting vote. The principle is based on the premise that if a majority cannot agree on an issue then the issued should be forfeited".

27.3 Proxy Voting

Proxy voting has not been provided for in this template. It is optional and does not need to be provided for under the Act. See also section 23(c). Should you choose to allow proxy voting we recommend that you adopt the following clause as 27.3. "A Member shall be entitled to appoint in writing a natural person who is also a Member of the Club to be their proxy, and attend and vote at any General Meeting of the Club."

Proxy voting shall not be permitted at all General Meetings.

27.4 Postal Voting

No motion shall be determined by a postal ballot unless determined by the Board. If the Board so determines, the postal ballot shall be conducted under the procedures set by the Board from time to time.

28. GRIEVANCE PROCEDURE ®

- (a) The grievance procedure set out in this rule applies to disputes under these rules between a Member and:
 - (i) another Member; or
 - (ii) the Club.
- (b) The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within fourteen days after the dispute comes to the attention of all parties.
- (c) If the parties are unable to resolve the dispute at the meeting or if a party fails to attend that meeting, then the parties must, within ten (10) days, refer the dispute for resolution to an independent tribunal established by the SSO in accordance with the procedures determined by the SSO from time to time.
- (d) The Board may prescribe additional grievance procedures in the Regulations consistent with this **clause 27.4**.

This template assumes the SSO will establish an independent tribunal which can be used by RSOs and members to resolve a dispute. These procedures can be varied.

29. RECORDS AND ACCOUNTS

29.1 Records

The Club shall establish and maintain proper records and minutes concerning all of its transactions, business, meetings and dealings (including those of the Club and the Board). It shall produce these as appropriate at each Board or general meeting.

29.2 Records Kept in Accordance with the Act

Proper accounting and other records shall be kept in accordance with the Act. The books of account shall be kept in the care and control of the Secretary.

29.3 Board to Submit Accounts

The Board shall submit the Club's statements of account to the Members at the annual general meeting in accordance with this Constitution and the Act.

29.4 Accounts Conclusive

The statements of account, when approved or adopted by an annual general meeting, shall be conclusive except when errors have been discovered within three months after such approval or adoption.

29.5 Accounts to be Sent to Members

The Secretary shall cause to be sent to all persons entitled to receive notice of annual general meetings in accordance with this Constitution, a copy of the statements of account, the Board's report, the auditor's report and every other document required under the Act (if any).

29.6 Negotiable Instruments

All cheques, promissory notes, bankers, drafts, bills of exchange and other negotiable instruments, and all receipts for money paid to the Club, shall be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, by any two duly authorised directors or in such other manner as the Board determines.

30. AUDITOR

Under the Act, certain incorporated associations are required to undertake an audit. The Act divides large ("Tier 1") and small ("Tier 2") associations and requires Tier 1 organisations to conduct an audit.

The threshold of gross annual receipts for an association to qualify as a Tier 1 association is still to be confirmed. It is anticipated that it will be \$200,000 however associations will need to confirm this when the regulations are released later in 2009.

Whilst there is no obligation for Tier 2 associations to undertake an audit, it is good corporate governance and sound risk and financial management and thus it has been included in this template.

- (a) A properly qualified auditor or auditors shall be appointed by the Club in a general meeting. The auditor's duties shall be regulated in accordance with the Act. If no relevant provisions exist under the Act the duties shall be regulated in accordance with the *Corporations Act 2001 (Cth.)* and generally accepted principles and/or any applicable code of conduct. The auditor may be removed by the Club in a general meeting.
- (b) The accounts of the Club shall be examined and the correctness of the profit and loss accounts and balance sheets ascertained by an auditor or auditors at the conclusion of each financial year.

31. INCOME

- 31.1** Income and property of the Association shall be derived from such sources as the Board determines from time to time.
- 31.2** The income and property of the Club shall be applied solely towards the promotion of the Objects.
- 31.3** Except as prescribed in this Constitution or the Act:
- (a) no portion of the income or property of the Club shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise to any Member
 - (b) no remuneration or other benefit in money or money's worth shall be paid or given by the Club to any Member who holds any office of the Club.
- 31.4** Payment in good faith of or to any Member can be made for:
- (a) any services actually rendered to the Club whether as an employee, director or otherwise
 - (b) goods supplied to the Club in the ordinary and usual course of operation
 - (c) interest on money borrowed from any Member
 - (d) rent for premises demised or let by any Member to the Club; or
 - (e) any out-of-pocket expenses incurred by a Member on behalf of the Club.

Nothing in **clauses 31.2 or 31.3** preclude such payments provided they do not exceed the amount ordinarily payable between ordinary commercial parties dealing at arm's length in a similar transaction.

32. WINDING UP

- (a) Subject to this Constitution the Club may be wound up in accordance with the Act.
- (b) The liability of the Members of the Club is limited.
- (c) Every Member undertakes to contribute to the assets of the Club in the event of it being wound up while a Member, or within one year after ceasing to be a Member, for payment of the debts and liabilities of the Club contracted before the time at which they ceased to be a Member and towards the costs, charges and expenses of winding up the Club, such an amount not exceeding one dollar (\$1.00).

33. DISTRIBUTION OF PROPERTY ON WINDING UP

If upon winding up or dissolution of the Club there remains, after satisfaction of all its debts and liabilities, any assets or property, they shall not be paid to or distributed among the Members. Instead, the assets or property shall be given or transferred to another organisation(s) that has Objects similar to those of the Club. The organisation(s) must prohibit the distribution of its income and property among its Members to an extent at least as great as that imposed on the Club by this Constitution. The organisation(s) is to be determined by the Members in a general meeting at or before the time of dissolution. If this does not occur, the decision is to be made by a judge of the Supreme Court of New South Wales or other court as may have or acquire jurisdiction in the matter.

34. ALTERATION OF CONSTITUTION

This Constitution shall not be altered except by Special Resolution.

35. REGULATIONS

The Regulations are the key 'delegated legislation' of the Club (sometimes referred to as by-laws). These are key rule and policy documents, which can address a whole range of issues for a Club. These include disciplinary regulations, election procedures, policies including Member protection and anti-doping (subject to SSO and NSO requirements), financial management and particular sporting matters.

35.1 Board to Formulate Regulations

The Board may formulate, issue, adopt, interpret and amend Regulations for the proper advancement, management and administration of the Club, the advancement of the purposes of the Club and [Sport] in the local area. Such Regulations must be consistent with the Constitution and any policy directives of the Board.

35.2 Regulations Binding

All Regulations are binding on the Club and all Members.

35.3 Regulations Deemed Applicable

All clauses, rules, by-laws and regulations of the Club in force at the date of the approval of this Constitution (as long as such clauses, rules, by-laws and regulations are not inconsistent with or have been replaced by, this Constitution) shall be deemed to be Regulations and shall continue to apply.

35.4 Bulletins Binding on Members

Amendments, alterations, interpretations or other changes to Regulations shall be advised to Members by means of bulletins approved by the Board and prepared and issued by the Club. The Club shall take reasonable steps to distribute information in the bulletins to Members. The matters in the bulletins are binding on all Members.

36. STATUS AND COMPLIANCE OF CLUB

This section entrenches and strengthens the relationship between the Club and the RSO/SSO/NSO.

36.1 Recognition of Club

The Club is a Member of the regional and/or state bodies for [Sport] and is recognised by those bodies as the entity responsible for the delivery of [Sport] in the local area and is subject to compliance with this Constitution. The regional and/or state bodies' Constitutions shall continue to be so recognised and shall administer [Sport] in the local area in accordance with the Objects.

36.2 Constitution of the Club

This Constitution will clearly reflect the Objects of the region and state bodies for [Sport] and will conform to the Constitutions of those bodies, subject always to the Act.

36.3 Region and SSO

The Club may not resign, disaffiliate or otherwise seek to withdraw from its regional and/or state body without approval by Special Resolution.

37. NOTICE

- (a) Notices may be given by the Club to any person entitled under this Constitution to receive any notice. The notice can be sent by pre-paid post or facsimile transmission or, where available, by electronic mail to the Member's registered address or facsimile number or electronic mail address. In the case of a delegate, the notice can be sent to the last recorded address, facsimile number or electronic mail address.
- (b) Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying and posting the notice. Service of the notice is deemed to have been effected three days after posting.
- (c) Where a notice is sent by facsimile transmission, service of the notice shall be deemed to be effected upon receipt of a confirmation report confirming the facsimile was sent to/or received at the facsimile number to which it was sent.
- (d) Where a notice is sent by electronic mail, service of the notice shall be deemed to be effected the next business day after it was sent.

38. INDEMNITY

- (a) Every director and employee of the Club will be indemnified out of the property and assets of the Club against any liability incurred by them in their capacity as director or employee in defending any proceedings, civil or criminal, in which judgement is given in their favour or in which they are acquitted or connected with any application in relation to any such proceedings in which relief is granted by the Court.
- (b) The Club shall indemnify its directors and employees against all damages and losses (including legal costs) for which any such director or employee may be or become liable to any third party in consequence of any act or omission, except wilful misconduct:
 - (ii) in the case of a director, performed or made while acting on behalf of and with the authority, express or implied, of the Club; or
 - (iii) in the case of an employee, performed or made in the course of, and within the scope of, their employment by the Club.