

# CLUB LEADERSHIP FRAMEWORK

## CHAIR, DIRECTOR & MANAGER RESPONSIBILITIES



	PERSONAL CULTURE	TEAMS & COMMUNICATION	PERFORMANCE	MEMBER RELATIONS	KNOWLEDGE WAREHOUSE	CHANGE MANAGEMENT	PLANNING	REPORTING	TECHNOLOGY	COMPLIANCE	STRATEGIC PLANNING
CHAIR	<b>C1</b> Encourages new and potential directors	<b>C2</b> Builds quality relationships with manager and stakeholders (members, staff, community and government)	<b>C3</b> Performance manages board and manager	<b>C4.1</b> Represents clubs in the community <b>C4.2</b> Promotes a unified voice of board and management	<b>C5</b> Nurtures and retains knowledge as an asset for the club	<b>C6</b> Encourages the development of systems that support ongoing change and innovation	<b>C7</b> Aligns club mission, vision and values with action	<b>C8</b> Reports club performance	<b>C9</b> Encourages the strategic use of technology	<b>C10.1</b> Ensures director knowledge and compliance with legislation and best practices <b>C10.2</b> Ensures transparent and rigorous decision-making processes	<b>C11</b> Ensures development and review of strategic plan
DIRECTOR	<b>D1.1</b> Committed to club <b>D1.2</b> Defines agreed club culture and accepted behaviours	<b>D2.1</b> Supports teamwork, diversity and cooperation <b>D2.2</b> Works within agreed process for communication with management	<b>D3</b> Ensures HR best practice is implemented and practiced	<b>D4.1</b> Identifies and responds to member and customer service needs through agreed procedures <b>D4.2</b> Provides accurate and timely information to members <b>D4.3</b> Sells club policy and decisions to all members	<b>D5</b> Ensures systems and resources are available for professional development within the board and throughout the club	<b>D6.1</b> Acts as an ambassador for the club <b>D6.2</b> Defines agreed club brand, values and reason for being	<b>D7.1</b> Ensures the efficient and effective use of resources <b>D7.2</b> Questions and demonstrates an understanding of management thinking and activity <b>D7.3</b> Reviews the club risk management plan	<b>D8.1</b> Sets and measures club and board performance <b>D8.2</b> Analyses and endorses annual operational plan and budget based on business case models <b>D8.3</b> Understands and analyses management reports	<b>D9.1</b> Evaluates the need for new technology <b>D9.2</b> Supports the use of technology improvement that delivers on a clear business case	<b>D10.1</b> Ensures compliance throughout the club <b>D10.2</b> Knowledge of and adheres to compliance requirements with legislation and best practices	<b>D11.1</b> Contributes to the development of the strategic plan <b>D11.2</b> Monitors the implementation of business plans in line with the strategic plan <b>D11.3</b> Scans and researches the business and social environment to plan strategically
FUTURE DIRECTOR*	<b>F1</b> Personal commitment	<b>F2</b> Demonstrates strong personal skills	<b>F3</b> Works with a positive attitude	<b>F4</b> Aware of the needs of club members to help represent them	<b>F5</b> Aware of external pressures on the club industry	<b>F6</b> Networks within the local community	<b>F7</b> Is an active member and aware of club policies	<b>F8</b> Supports the success of the club	<b>F9</b> Supports the use of technology	<b>F10</b> Is aware of legal frameworks and best practices	<b>F11</b> Thinks strategically

\*A club member who is nominating to stand for election to the club board

MANAGER	<b>M1.1</b> Coaches individuals, teams and managers <b>M1.2</b> Develops and measures club culture and agreed behaviours <b>M1.3</b> Builds a change responsive culture	<b>M2</b> Works within agreed process for communication with directors	<b>M3.1</b> Implements, manages and improves HR policy and procedures <b>M3.2</b> Implements, maintains and reviews a performance management system for all staff <b>M3.3</b> Contributes to their own performance agreement and regular reviews with the chair	<b>M4.1</b> Takes responsible action to meet the service needs of members and customers <b>M4.2</b> Measures and reports on service delivery <b>M4.3</b> Ensures members have access to club performance information <b>M4.4</b> Manages external stakeholder relationships	<b>M5.1</b> Ensures professional development gaps for staff are addressed <b>M5.2</b> Ensures agreed learning plans are in place and implemented	<b>M6.1</b> Personally leads the development of club brand, image and reputation <b>M6.2</b> Plans, implements and measures marketing, communication, media and publicity <b>M6.3</b> Advocates change and innovation to continuously improve	<b>M7.1</b> Develops business cases for all new initiatives <b>M7.2</b> Uses budgeted resources to deliver essential strategic actions <b>M7.3</b> Ensures effective asset master planning and facilities management aligns with strategic direction <b>M7.4</b> Ensures risk identification and risk management occurs	<b>M8.1</b> Manages the agreed operational planning cycle <b>M8.2</b> Develops operational plans in consultation with staff using business case models <b>M8.3</b> Constructs agreed reporting framework to board, members and community <b>M8.4</b> Regularly provides performance, financial and risk reports to the board	<b>M9</b> Proposes recommendations for and uses new technology based on a clear business case	<b>M10.1</b> Establishes systems that monitors and reports on compliance throughout the club <b>M10.2</b> Adheres to compliance requirements with legislation and best practices <b>M10.3</b> Manages board archives, minutes, agendas and meeting scheduling	<b>M11.1</b> Researches the business and social environment to identify market trends and best practice in order to review current practices <b>M11.2</b> Develops and gains agreement for strategic planning processes
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