

VIEW Clubs of Australia

Councillor Handbook

2024-25

www.thesmithfamily.com.au/view-clubs/





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Emergency Contact Details

All Senior Officers are required to provide their “contact person in case of emergency” details to National Office. This will ensure that the National or Zone Councillor's selected contact person can be readily notified in the event of an emergency.

OATH OF OFFICE

National and Zone Councillors must ensure that the interests of The Smith Family and VIEW Clubs are protected and that no activity is undertaken or abandoned that could negatively impact the organisation.

Adhering to standards of confidentiality, privacy and ethical behaviour are fundamental to achieving success in fulfilling the most important leadership roles of National and Zone Councillor.

National and Zone Councillors are required to sign an Oath of Office. Within the Oath of Office there is a requirement that VIEW leaders will at all times:

- support the values of VIEW and The Smith Family
- observe the confidentiality, privacy, legal and ethical behaviour that is fundamental to achieving success in their roles
- represent all members of VIEW responsibly, in a fair and open manner
- abide by the guidelines governing VIEW

Two copies of the Oath of Office are signed; one copy is held by the incumbent and the other copy is retained at National Office.

VIEW NATIONAL LEADERSHIP TEAM

The following reflects the guiding principles for our day to day interaction as a member of the VIEW National Leadership Team.

Observe confidentiality in relation to matters discussed at National Council meetings (and other discussions where appropriate)	Respect each other and the VIEW organisation by maintaining confidentiality at all times. Observe the agreed communication channels for delivery of information to members Information shared at National Council meetings is to be treated as confidential unless already public knowledge. Offer guidance and Lead by example . Abide by and respect Chain of Command (VIEW Leadership) – refer to Club Handbook.
Focus on common objectives	Using a proactive approach, work together to achieve specific, tangible and quality outcomes for the greater good of the VIEW organisation and The Smith Family
Always treat each other with respect	Act responsibly and demonstrate leadership by acknowledging and respecting the skills, talents and voluntary contribution of all VIEW members at all levels
Communicate in an open and timely manner.	Provide reports and feedback as agreed to ensure commitments are achieved, and deadlines are met
Build trust	Build trust with each other through our actions, behaviour and words

Focus on the wider VIEW membership and our relationship with The Smith Family	Acknowledge that the interests of the VIEW community and our relationship with The Smith Family should guide our strategy and actions
Work together in an open and transparent manner	Collaborate together so that members can be supported to learn and develop and the wider VIEW organisation can progress to greater strength, capability and maturity.

CODE OF CONDUCT & CONFIDENTIALITY

Code of Conduct and Guiding Principles

For more information refer to the **Club Handbook 2024-25**. Follow the VIEW Code of Conduct and live the VIEW's Guiding Principles by respecting everyone and respecting majority decisions.

VIEW LEADERSHIP

LEADERSHIP AND MANAGEMENT:

VIEW is a national member-based organisation, which supports, and is legally part of The Smith Family, a national non-profit organisation. Their relationship is symbiotic and a mutually beneficial one. Both The Smith Family and VIEW have developed separate five-year strategies which support each other. These plans are based on a foundation of external and internal review and data and seek to grow, modernise, and ensure sustainability of the two.

The Leadership, guidance, and support of VIEW is undertaken jointly by VIEW National Executive and VIEW National Manager. The legal status, charter and governance of VIEW is firmly established and in place.

Each year the VIEW National Executive together with the VIEW National Manager develop and agree on a VIEW Functional plan which references the five-year strategy, these plans identify projects and initiatives which are appropriate and affordable to undertake across the year.

The VIEW National Executive are responsible for developing cohesive relationships across a broad range of stakeholders, which includes communicating VIEW and The Smith Family key messages to Councillors (National and Zone), Clubs, media and at The Smith Family and some external events. Supporting agreed change management initiatives nationally throughout VIEW is also a key responsibility.

In collaboration with VIEW National Manager, the VIEW National President is invited to present a retrospective to The Smith Family Board of her two-year term and achievements in alignment with the VIEW Functional Plan.

The Management, operations and day to day management of VIEW is the responsibility of VIEW National Manager who has a direct reporting line and accountability to The Smith Family's Head of State and Territory Operations (HSTO). The HSTO reports directly to The Smith Family's CEO who is accountable to The Smith Family Board.

VIEW National Office provide support and training for executive leadership team (National President and two National Vice Presidents). This includes speech writing, media training and ensuring VIEW brand and communications are aligned to strategy. Other key activities include oversight and management of key projects such as, but not limited to, managing pro-bono support and National Convention.

VIEW NATIONAL MANAGER

The VIEW National Manager is appointed to this position by The Smith Family to manage VIEW Clubs of Australia in consultation with VIEW National Executive and National Council, the National

Leadership team.

VIEW Clubs of Australia is subject to approval and amendment by The Board of The Smith Family which authorises the National Council to maintain a set of guidelines and to manage the affairs of VIEW Clubs of Australia in a manner consistent with the Vision, Belief, Purpose and Values of The Smith Family.

The Smith Family supports the VIEW National Office with a wide range of activities and projects including support in media and communications, finance/accounting, Company Secretary and general legal counsel, links to partner organisations which provide pro-bono support in business projects, access to partner organisations providing in kind donations (eg travel prizes for raffles), IT support with development and maintenance of website and membership database and cyber security, and development and publishing of marketing collateral including VIEW Matters magazine.

NATIONAL EXECUTIVE

The National President and National Vice Presidents hold the most senior leadership and management positions in VIEW Clubs of Australia. In order to be effective, it is imperative that the National Executive works together and collaborates with each other, the National Manager and National Councillors, creating a high-performing national leadership team.

The National President and National Vice Presidents are the face and voice of VIEW to the wider community and represent the VIEW National Council.

Election of VIEW Executive

VIEW Executive are elected for a two year term. Members of the VIEW Executive are elected from the current National Council members. The election process is completed in confidence with the new National Executive announced at National Convention.

Election of National President

To provide continuity and avoid the loss of all experience the current two National Vice Presidents are given the opportunity to nominate for the role of National President for the next term. If both National Vice President's nominate, an election will be held; if one person nominates she will be confirmed as National President.

In the event that neither of the current National Vice Presidents nominate, then current National Councillors will be invited to nominate for:

- (a) the role of National President, as well as
- (b) the two National Vice President roles (as per the usual process).

This practice commenced in 2023.

New appointments to the National Executive are effective from 1 January of every even numbered year.

No person who is currently or has previously been a member of the National Executive, may re-apply for a position on the National Executive.

The outcome of an election becomes null and void if correct procedures are not followed in which case a new election will be held.

Funds management for a Member of the National Executive

As VIEW is part of The Smith Family, all VIEW Clubs funds belong to The Smith Family. VIEW Clubs, Zone Councillors, National Councillors, and National Executive will not make substantial financial commitments without first consulting with the National Manager. The National President, or any person delegated power on behalf of the National Council, will be responsible for consultation with the National Manager on matters requiring a joint policy decision.

All National Executive expenditure must be authorised by a nominated staff member at National

Office. Expenditure within the National Office is authorised by at least one (1) person within their agreed powers of delegation.

NATIONAL COUNCIL – THE LEADERSHIP TEAM OF VIEW

Together with the National Manager, the National Council is the body which is responsible for decision making, growth and wellbeing of the organisation.

National Council consists of three Executive members (National President and two National Vice Presidents), and up to twenty National Councillors, each of whom is responsible for a specific VIEW Area.

They meet (face to face/Microsoft Teams) at least 3 times a year to develop VIEW policies, consider matters of National and/or Club importance, facilitate communication and provide learning opportunities for National/Zone Councillors.

VIEW LEADERSHIP AND GOVERNANCE PROJECT

In 2022 to address the lack of members taking on more senior leadership roles and to secure a sustainable future, the VIEW Leadership and Governance project commenced.

An independent consultant was engaged to conduct, a member survey (online) for all members, as well as focus group surveys with various groups eg Councillors and the Executive.

In February 2023 at the National Council meeting, the independent consultant's report together with recommendations were presented and voted on by the National Council. (the Report was appended to the February 2023 National Minutes).

It was agreed. That a comprehensive review of the geographical boundaries of individual Areas be undertaken and, where appropriate, boundaries re-drawn. The review should also look to ensure equity in the work of Zone Councillors within the individual Areas.

In 2024 Geographic Boundaries review of all Areas will commence.

National Council reserves the right to re-arrange the number and size of Areas and Zones as the need arises.

NATIONAL COUNCIL MEETINGS

Together with the National Manager the National Council meet to -

- Enable the running of VIEW Clubs of Australia
- Consider matters of national or club importance, contributed by VIEW members or The Smith Family
- Formulate national policy for the organisation on matters of national or club importance
- Ensure these policies are implemented and effectively adhered to by members through the use of procedures
- Oversee and guide the national management of VIEW through the Sub-Committee structure
- Actively work to enhance the relationship between VIEW and The Smith Family
- Facilitate communication between National Office, National Councillors, Zone Councillors, Club Committees and members
- Provide learning opportunities that will further develop the capacity of members and the organisation
- Collaborate as part of a team and build capacity to further strengthen the organisation.

National Executive and National Councillors have many opportunities (such as National Council meetings, mentor meetings, sub-committee groups) to learn and develop through personal interaction – to share ideas and obtain feedback on any club or zone issues within their area.

NATIONAL COUNCIL SUB-COMMITTEE AND WORKING GROUP STRUCTURE

To enable National Council to effectively lead the organisation, a number of sub-committees and working groups carry out specific functions. VIEW members and staff from The Smith Family who have specific expertise are invited to join a sub-committee or working group. Each sub-committee or working group provides a report and makes recommendations for consideration prior to National Council meetings. A current National Councillor, who is a member of one or more sub-committees or working groups, acts as a liaison person between each sub-committee and working group and National Council. This will vary depending on the needs of the organisation at any particular time.

The National Council, by resolution, approve the composition of each sub-committee and working group and its Chair.

Sub-Committees and Working Groups may include:

- Resolutions and External Relations - the Voice of VIEW - generate interest for members, Clubs and Zones to present Resolutions, oversee the process and follow through with government departments and other organisations. External Relations includes the federally funded National Women's Alliances.
- Research grant funding opportunities for VIEW - To identify potential community grants in Areas where VIEW Clubs are located (nationally), assist members with drafting, keeping a register of actions completed by the sub-committee, follow through to submission, recording results and reporting.
- VIEW in the Community – Raising awareness including promoting VIEW and The Smith Family- To strengthen internal VIEW communications which will raise the profile of VIEW as well as promote the organisation externally to the wider community. Capture and share VIEW success stories.
- VIEW History - compile archival information to provide an enduring record for future reference and work with other sub-committees and working groups.
- Website & Social Media - To maintain view.org.au website to ensure information is current and correct. It would be good to involve someone willing to learn how to upload information onto the website. Preferably the person should know how to resize pictures –training can be provided.

Members of a sub-committee or working group communicate via email and Zoom/Microsoft teams. It is recommended that the Chairperson of each National Sub-Committee or Working Group prepares an agenda for these meetings, to be circulated to all attendees at least seven days prior to the meeting, so that participants can be ready to report on any work or be familiar with topics to be covered and have any background material ready.

Notice of a National Council Meeting

A written agenda for the National Council meeting is given at least one (1) week before the meeting time (another period may be unanimously agreed on by the National Council).

Notice of unscheduled National Council Meetings may be given by a person with delegated authority from the National Executive and will be in writing.

Quorum at a National Council and National Executive Meeting

A quorum for the transaction of the business of a National Council Meeting is not less than 75% of the current National Councillors and at least one (1) member of the National Executive must be present.

A quorum for the transaction of the business of the National Executive is not less than 50% of the National Executive present.

Adjourned National Council Meetings

No business is to be transacted by the National Council unless a quorum is present. If within half an hour of the time appointed for the meeting a quorum is not present the meeting is to be adjourned to a date, time and place as the National President may specify.

Conduct of National Council Meetings

At a National Council Meeting:

- the National President or, in the National President's absence, one (1) of the National Vice Presidents is to preside; or
- if the National President and National Vice Presidents are unwilling to preside, one (1) of the remaining National Councillors chosen by the National Councillors present at the meeting is to preside; or
- if a chair cannot be agreed from within the National Council, the National Manager will appoint a chair from The Smith Family.

National Council Meeting voting and decisions

Motions arising at a National Council Meeting or a sub-committee appointed by the National Council, are to be determined by a majority of the votes of members of the National Council or sub-committee present at the respective meeting.

Voting entitlements

Each member of National Council present at a meeting (including the Chairperson), is entitled to one (1) vote, however in the event of an equality of votes on any question, the Chairperson will cast a deciding vote to retain the Status Quo, and if there is no Status Quo, cast a discretionary vote.

Use of Electronic Process

Sometimes National Council may need to make an urgent decision between National Council meetings. This is accomplished via email or Microsoft Teams where all Executive and National Councillors are provided with relevant information and a motion to vote on (similar to any papers for a National Council meeting). Councillors then provide their vote via email or Microsoft Teams. Results are announced, via email to National Council or via National Minutes as appropriate.

NATIONAL COUNCILLOR

NATIONAL COUNCILLOR – OVERVIEW OF MAIN DUTIES

As the elected member for your VIEW Area, you represent the members and, at the same time, play a role on the National Council.

AS AN ELECTED NATIONAL COUNCILLOR YOU AGREE TO:

- Attend/visit each VIEW club in your Area once per year to provide members with Area-specific VIEW information and updates on National and Area VIEW events, as well as to provide support to members in running their clubs and convey messages to members that will assist the club's well-being e.g. VIEW Area PowerPoint presentation
- Build your skills and confidence by participating in the biennial learning and development sessions, usually in late October/early November.

Demonstrate your leadership by:

- Promoting the role and function of VIEW and The Smith Family
- Participating in National Council meetings (face to face or online) and participating in the formulation of policies and procedures for VIEW
- Promoting attendance at the biennial VIEW National Convention
- Providing mentor support to the Zone Councillors and Club committees in your Area
- Encouraging VIEW members to accept the challenge of leadership at Club, Zone and Area

level

- Demonstrating true VIEW friendship by contributing fully at National Council, liaising with and supporting National Council colleagues
- Organising or delegating the organisation of an Area Gala function (enlisting support from the Zone Councillors), encouraging as wide a representation as possible from your Area. Galas are optional and held after discussion with Zone Councillor and Delegates

Strengthen the VIEW chain of communication by:

- Facilitating the communication of key organisational messages and current relevant information about VIEW and The Smith Family to all VIEW Club members in their Area, Zones and Clubs.
- Preparing reports on current achievements and activities within the Area and sending to your Executive Mentor.
- Attending and contributing at National Council meetings as a representative of their Area – National Councillors are expected to attend National Council meetings fully prepared, with questions and/or comments having pre-read all National Council meeting papers which are emailed by National Office prior to the meeting.
- Meeting with Zone Councillors in their areas (one face to face meeting at the beginning of the year is a claimable expense) to pass on and discuss information and decisions made at National Council (using the National Council minutes as a guide) drawing particular attention to any changes in structure, policies and procedures. Subsequent meetings are held via Zoom/ Microsoft Teams, emails are the most effective and efficient method of communication.
- Emailing template letters of introduction to all local, State and Federal MPs in their Area, to inform them about VIEW and VIEW's connection with The Smith Family, requesting a face to face or Zoom meeting to discuss VIEW and how they, the representatives, can help in profiling VIEW to others in the community.
- Liaising with Development Team in their Area or forming part of the Development Team in their Area (together with the Zone Councillor/s, Past Senior Officers and other interested VIEW Club members) to discuss growth and development of VIEW clubs, including strategies for retention, recruitment and alternative club structure by referring to the Attract and Retain and Develop and Maintain guides.
- Facilitating the exchange of ideas and encouraging inter-club activities at Area, Zone, Club events, functions and activities.
- Liaising with Zone Councillor/s to establish dates and commitments for Area and Zone functions for the year, utilising the travel agenda ensuring that travel expenses are kept to a minimum including arrangements for Past Senior Officers or a President from another local VIEW Club to conduct elections and Annual General Meetings.
- Seeking advice and guidance from your Executive Mentor and working with the Executive Mentor to put forward matters of National and Club importance for the National Council Agenda.

Each National Councillor* assumes office from 1 January and serves for two years until 31 December. Elections are held every two years. **The only exclusion from eligibility is that of having charges of misconduct brought against them by the National Council.*

Procedures for National Councillor elections and ballot

If only one (1) nomination is received for a National Councillor vacancy, the person nominated is taken to be elected with approval of National Council.

If there is more than one (1) nominee for a National Councillor vacancy a ballot is to be held.

All clubs in the Area where the ballot is required must vote.

Voting is usually conducted in June under the advice of National Office by the designated club committee members for those clubs.

Clubs are responsible for returning five (5) individual club committee member votes, each in separately sealed envelopes, to National Office by the nominated date, otherwise the election will be declared null and void and re-conducted. The five (5) votes are to include Club President, Club Vice President, Club Delegate, Club Secretary and Club Treasurer or a nominated committee member. If a club is operating under the Alternative Club Structure up to 5 office bearers may vote.

If any club committee member is unable or unwilling to vote in a postal ballot to elect a new National Councillor, she (or in her absence) the club committee, may appoint another committee member to vote on her behalf provided that committee member has not registered a vote in another capacity.

The votes are counted in a discreet place at National Office and scrutinised by one (1) person independent of VIEW who will assist with the counting. All National Councillor ballot sheets are to be destroyed by National Office within twelve (12) months of the election.

National Office will receive a signed confidential statement from the scrutineer declaring the result(s) and that the counting of the votes has been conducted in a fair and proper manner.

The names of the successful candidates for National Council will be ratified by the standing National Council, announced by the National President or her nominee, and advised to the club membership through the National Council Minutes.

Unsuccessful candidates will receive a letter from National Office advising of the election result.

The outcome of an election for a National Councillor becomes null and void if correct procedures are not followed in which case a new election will be held.

Re-nomination for National Council

Current National Councillors (if they wish) are eligible to re-nominate for a consecutive second two-year term, or alternatively, one-year term with the potential for a second one-year term, with a maximum of four years.

Insufficient National Councillor nominations and casual vacancies on the National Council

If there is a casual vacancy, the National Council will, as soon as possible after such vacancy, notify each Zone Councillor of the vacancy and set a date by which nominations for the relevant position must be received. Any member who has had 2 years of experience as a Zone Councillor (with one of those years in the last 10 years) is eligible to become a National Councillor provided she accepts responsibility and pays annual membership in the Area for which she accepts an appointment. The nomination procedure for National Councillors must be followed in respect of casual vacancies.

No person who is currently or has previously been a member of the National Executive, may re-apply for a position on the National Council, (unless a special appointment to act in the role as National Councillor, for up to two years, is agreed with National Manager).

The term of a mid-term National Councillor appointment does not extend beyond the designated years of office for the current National Council term.

As each National Councillor represents a particular Area, a National Councillor casual vacancy will be a vacancy that relates to the National Councillor position for that Area.

If any position remains unfilled, the National Executive may consider delegating the duties of the unfilled position to one (1) or more members from the Area where the vacancy exists and the National Executive will oversee the operations of that Area.

Where members are not identified to take up these duties, a member of the National Executive may be appointed as Caretaker National Councillor.

Vacation of office of a Member of National Executive or National Councillor

The office is to become vacant if she:

- is not financial; or

- is employed by The Smith Family; or
- is directly or indirectly involved in any contract with VIEW or The Smith Family that compromises the integrity of VIEW, The Smith Family or herself; or
- fails to get leave of absence or is unable to complete her required duties for more than one (1) month; or
- resigns; or
- is removed from office; or
- is suspended or expelled as a member.

In the case of a casual National Executive Vacancy, National Office may appoint another eligible member to hold office until the next National Executive election.

Removal of a Member of National Executive or National Councillor from office

With due cause and after following due grievance and disputes process

- a member of the National Executive may, with 75% support of the National Council and agreement from the National Office, be removed, suspended or expelled from office and/or the Membership before the expiration of her term of office.
- the National Executive with the support of the National Manager and The Smith Family Human Resources Manager may remove, suspend or expel a National Councillor before the expiration of the National Councillor's term of office.

All discussions regarding the removal of a member of National Executive or member of the National Council will be handled in confidence.

Representations and Right of Appeal by a Member of National Executive or Member of the National Council

A member of National Executive or a member of the National Council, proposed to be removed, must be given the opportunity to make written representations to the National Executive, before the National Executive, in consultation with The Smith Family, passes a Special Resolution to remove that member from office or from the Membership. The Right of Appeal is set out in the grievance process.

ZONE COUNCILLOR

A Zone being a smaller geographical division within a larger Area:-

ZONE COUNCILLOR – OVERVIEW OF MAIN DUTIES

The Zone Councillor role is an important leadership position in VIEW, carrying responsibilities for certain tasks including communicating, supporting and promoting VIEW and The Smith Family. The role provides opportunities to create energy and enthusiasm in Clubs and help Club Committees offer high-quality programs that meet the needs of their members by providing variety, enjoyment and a sense of achievement.

An extended network of people to provide guidance and support for the Zone Councillor means that advice and help is always at hand.

AS AN ELECTED ZONE COUNCILLOR YOU AGREE TO:

- Build your skills and confidence by participating in the biennial learning and development sessions in late October/early November
- Assist in the cohesion of VIEW by inviting Club Presidents and the National Councillor to the first Delegates' Meeting each year
- Demonstrate your leadership by conducting Delegates' meetings. At least 3 meetings per year are recommended, following the receipt of the National Minutes. Zone Councillors aim to have one face to face meeting at the beginning of the year to create relationships and set the parameters. Zoom/Teams and emails are encouraged as the method of communication for subsequent meetings. The Zone Councillor sets the date and time for meetings; contingent on the availability of the Zone Councillor/Delegates; (refer to the National Schedule of Dates

when planning meetings.)

Present **first (1st) Delegates' Meeting PowerPoint (PPT)** presentation.

- Contribute to the VIEW communication 'chain' by:
 - Compiling regular reports from the information provided by clubs (Club monthly meeting minutes including Treasurers' report, Delegates' report, etc.), for the National Councillor as per the reporting schedule
- Commit to problem solving by consulting with the National Councillor or Executive Mentor on issues requiring further guidance (if necessary, the National Councillor to schedule a Zoom/Teams or be asked to attend a meeting)
- Facilitate the exchange of ideas and encourage inter-club activities at Zone and Club events, functions and activities.
- Liaise with other Zone and National Councillor/s to establish dates and commitments for Area and Zone functions for the year, utilising the travel agenda ensuring that travel expenses are kept to a minimum including arranging for Past Senior Officers to conduct elections and Annual General Meetings.
- Assist members to learn through arranging and chairing a **Zone Conference** in consultation with the National Councillor. The purpose of the Zone Conference is for members to exchange ideas, learn new skills and gain knowledge about VIEW and The Smith Family. Suggested program ideas are –
 - Growth and development of VIEW Clubs
 - Club Committee duties and responsibilities
 - Local club issues and concerns
 - Information about The Smith Family
- Play a part in sharing knowledge and promoting friendship amongst Clubs by planning, in consultation with Clubs, combined Zone functions or activities.
- Collaborate and liaise with other Zone Councillors and support the National Councillor in their Area.
- Provide clear communication and mentor support for all Clubs in their Zone, sharing information, developing skills and knowledge of VIEW Club members by ensuring members are kept up to date with the VIEW resources including VIEW Club Handbook and view.org.au and The Smith Family news at thesmithfamily.com.au.
- Assist in strengthening and growing VIEW in the Zone by consulting with the National Councillor regarding the growth and development of Clubs in the Zone, ensuring clear communication and support exists for new Clubs. Liaise with the Development Team in their area or form part of the Development Team in their area (together with any other Zone and/or the National Councillor, Past Senior Officers and other interested VIEW Club members) to discuss growth and development of VIEW clubs, including strategies for retention, recruitment and alternative club structure by referring to the *Attract and Retain* and *Develop and Maintain* guides (available at <https://www.thesmithfamily.com.au/view-clubs/resources/organisational-information/Handbooks & Guidelines>).
- **NOTE: Zone Councillors are not required to attend Club's AGM/Election meeting, even if invited. Zone Councillors are encouraged to source past senior officers, past Club President, another local Club President, local Councillor or other local identity.**
- Support the National Councillor* and represent Clubs in the Zone by attending Area functions (where possible) and provide a Zone report

**Zone Councillors may be asked to give the National Councillor presentation or speak at a Club, Zone or Gala function to help local VIEW members understand the most up to date information about VIEW and The Smith Family and any other topical issues for National Council.*

- Remain impartial at all times.
- Mentor and encourage VIEW members to take up club committee positions and to step-up to the leadership role of Zone Councillor.

- Promote National events including VIEW National Convention to all VIEW Club members in their zone and encourage attendance.

Serving Zone Councillors are ineligible to -

- nominate for or accept a club committee position
- attend club committee meetings unless invited
- vote at club elections within her Zone excluding the club(s) where she holds membership and
- make decisions for a club or cancel a club meeting without reference to the club membership.

Each Zone Councillor assumes office from 1 January and serves two years until 31 December.

Elections are held every two years. Zone Councillors are able to nominate for a second two year term serving a maximum of four years.

The periods served in Acting Appointments are not to be included as service.

Procedures for Zone Councillor Elections and Ballot

If only one (1) nomination is received for each Zone Councillor vacancy to be filled, the person nominated is taken to be elected with approval of National Council.

If there are two (2) or more nominations for a Zone Councillor in a particular Zone, a ballot of club committee members eligible to vote as set out below must be conducted by National Office.

Clubs are responsible for returning five (5) individual club committee member votes, each in separately sealed envelopes, to National Office by the nominated date otherwise the election will be declared null and void and re-conducted. The five (5) votes are to include Club President, Club Vice President, Club Delegate, Club Secretary and Club Treasurer or a nominated Committee member. If a club is operating under the Alternative Club Structure up to 5 office bearers may vote.

If any club committee member is unable or unwilling to vote in a postal ballot to elect a new Zone Councillor, she (or in her absence) the club committee, may appoint another committee member to vote on her behalf provided that committee member has not registered a vote in another capacity.

The votes are counted in a discreet place at National Office and scrutinised by one (1) person independent of VIEW who will assist with the counting. All Zone Councillor ballot sheets are to be destroyed by National Office within twelve (12) months of the election.

National Office will receive a signed confidential statement from the scrutineer declaring the result(s) and that the counting of the votes has been conducted in a fair and proper manner.

In the case of a tied result for a Zone Councillor position National Office will advise the relevant clubs and their committee of the tied result and immediately re-conduct the ballot for only those candidates tied in the election in order to get a conclusive outcome.

If the re-conducted ballot does not provide a definite outcome, the National Councillor will make a casting vote.

Name(s) of the successful candidate(s) is/are ratified by National Council, announced to the candidate(s) by the National President or her nominee and advised to the membership through the National Council Minutes.

Unsuccessful candidates will receive a letter from National Office advising of the election result.

The National President or her nominee will induct incoming Zone Councillors.

The outcome of an election for a Zone Councillor becomes null and void if correct procedures are not followed and a new election will be held.

Insufficient Zone Councillor nominations and Casual Vacancies

In the case of an unfilled Zone Councillor vacancy, the National Council may appoint to the position a member who has completed a 2-year term on the Club Committee.

The term of a mid-term Zone Councillor appointment does not extend beyond the two (2) calendar years' appointment.

Where two (2) or more members jointly hold a position of office, agreement must be reached on the duties to be conducted by each party.

Vacation of office of a Zone Councillor

The office of a Zone Councillor is to become vacant if she:

- is not financial; or
- is employed by The Smith Family; or
- is directly or indirectly involved in any contract with VIEW or The Smith Family that compromises the integrity of VIEW, The Smith Family or herself; or
- fails to get leave of absence or is unable to complete her required duties for more than one (1) month; or
- resigns; or
- is removed from office; or
- is suspended or expelled as a member.

In the case of a casual vacancy for Zone Councillor, the National Councillor, with the support of the National Executive and National Office, may appoint another eligible member to hold office until the next Zone Councillor election.

Removal and Right of Appeal of a Zone Councillor

With due cause and after following due process, the National Executive with the support of the National Manager and the relevant National Councillor, may remove, suspend or expel a Zone Councillor before the expiration of the Zone Councillor's term of office. The Right of Appeal is set out in the grievance process.

Working together

Key activities	National Councillor	Zone Councillor
Communicate key organisational messages about VIEW and The Smith Family	to VIEW members and throughout the community	to VIEW members and throughout the community.
Provide mentor support	to Zone Councillors and Club committees	to all Clubs in Zone
Organise event/function	Area Gala	Zone Conference
Meet to pass on and discuss information and decisions made at National Council	with Zone Councillors	with Presidents and Delegates
Promote VIEW resources available at view.org.au	to Zone Councillors, Club committees and Clubs	to Club committees and all Clubs in Zone
Encourage VIEW members to accept the challenge of leadership at Club, Zone or Area level	VIEW Club members	VIEW Club members
Liaise with Development Team in your Area or form part of the Development Team		

It is very important that National and Zone Councillor work together as a team. Each Area will be allocated an Executive Mentor, who will regularly liaise with National/Zone Councillor.

Councillor Meetings

National Councillors meet with Zone Councillors in their Areas to pass on and discuss information and

decisions made at National Council (using the National Council Minutes as a guide) and provide leadership and guidance.

National Councillors aim to have one face to face meeting at the beginning of the year to create relationships and set the parameters. Zoom/Microsoft Team meetings and emails are encouraged as the method of communication for subsequent meetings.

The National Councillor sets the date and time for meetings, contingent on the availability of the Zone Councillors.

Meetings can include:

- Discussion of items in the National Council minutes, drawing particular attention to any changes in structure, policies and procedures
- Calendar events, such as Area Gala functions, Zone Conferences, Area, Zone, Club functions and activities
- News of The Smith Family
- Discussion of arrangements for Elections and Annual General Meetings
- VIEW growth and development in the Area, including strategies for retention, recruitment and alternative Club formats such as Supper or Breakfast Clubs
- Sharing of Club activities, special successes, good ideas
- Discussing questions, problems and solutions.

The role of the National Councillor as a Senior Officer of VIEW is to demonstrate her loyalty and leadership by communicating support and promotion of VIEW and The Smith Family. Any concerns at the meeting should be deferred for discussion with your Area Executive Mentor.

Communication - A Two-Way Process

The Zone Councillor plays a pivotal role in the communication process within VIEW. It is crucial that information provided by the National Councillor at her meeting with the Zone Councillors, is relayed by the Zone Councillor to Club Delegates. Similarly, information provided by Clubs needs to be conveyed to the National Councillor through the same communication channel.

This system ensures that important knowledge can be shared with Club members. Communication is aided through Zone Councillor emails/Zoom/ Microsoft Teams meetings.

APPOINTMENTS OF SENIOR OFFICERS

Accepting an Acting Appointment

An acting appointment for a National or Zone Councillor position must be ratified by National Council. During the acting period, the Acting National or Zone Councillor should be actively seeking an eligible replacement. There should always be close consultation with the National Executive mentor.

Any person accepting a National or Zone Councillor position mid-term must ensure that National Office is advised in writing; this will enable contact details to be added to the database and details noted in the National Council Minutes, ensure that the outgoing National or Zone Councillor passes on any pertinent material, including the Councillor's Handbook and Cashbook and arrange for the signatories on the bank account to be transferred or a new account opened as appropriate.

Completion of Term

National Council encourages all Office Bearers to find a suitable replacement when they are nearing the end of their term of office. The same applies if a National or Zone Councillor finds it necessary to resign before their term is completed. The National and Zone Councillor should be well informed of a pending situation in order to provide any necessary support and assistance.

Resignation from the Position

A Senior Officer intending to resign is requested to advise National Office in writing of any planned resignation, advising the date that the resignation becomes effective and the name of her replacement

(if applicable).

GETTING STARTED AS A NATIONAL COUNCILLOR OR ZONE COUNCILLOR

AREA/ZONE BANK ACCOUNT/S

The VIEW financial year runs from 1 January until 31 December. All VIEW Clubs and Councillors accounts are audited annually. The previous National or Zone Councillor may already have a bank account which can be updated by registering the new signatures of the incoming National or Zone Councillor (see next section). If there is no account in your Area/Zone, a bank account in the name of "VIEW Clubs of Australia Area/Zone XX" is to be opened so that all monies are banked and accounts paid.

Before proceeding provide the bank's name and address to National Office to arrange for you to receive a letter of introduction which will demonstrate that VIEW Clubs of Australia is a valued part of The Smith Family; this ensures exemption from providing a tax file number. For accountability and audit purposes, a minimum of two signatories are required on any bank account. The second signatory must be a VIEW member, although not necessarily a Senior Officer. When considering who will be the second signatory to the account, consider distance and availability. Any queries should be referred to National Office.

HANDING OVER AT THE END OF THE TERM

To avoid opening and closing of bank accounts at the time of changeover from one National or Zone Councillor to the next, update the signatories where possible.

Request a "[Bank Letter Request](#)" from National Office to change any/all signatories. National Office will then send a letter notifying the bank about changing signatories to the account. A copy of the letter will be sent to all incoming and outgoing signatories.

When attending the Bank, the Councillors will need the letter from National Office and a copy of National Council Minutes showing the ratified name change of Councillor.

Please note: new signatories are required to provide ID to the bank. Check with the bank, before attending, to ensure all required documents, identification and signatories are available.

After submitting documents for the annual audit, all financial documents, including VIEW Cashbooks, are handed to the incoming Councillor. All financial documents must be kept for 7 years. Apart from \$100 to keep the account open, all remaining funds in the account should be forwarded to National Office at the conclusion of the term of office. Please send this donation via EFT/cheque. **NOTE: do not send any payments with the annual audit.**

If continuing in the role surplus funds are to be sent to National Office.

VIEW COUNCILLOR CASHBOOK

All National and Zone Councillors must maintain a VIEW Councillor Cashbook. National and Zone Councillors are provided with a VIEW Councillor Cashbook (printed or electronic version) each year to keep records of income and expenditure for the Area or Zone. Clubs also receive a VIEW Cashbook each year, and the same procedure is followed for all VIEW Clubs.

A VIEW Councillor Cashbook records all the Councillor financial transactions and reconciles the Area/Zone bank account and must be maintained with appropriate supporting documentation such as invoices, receipts, cheques book butts, etc.

All Councillors are encouraged to use the Electronic VIEW Councillor Cashbook for recording income and expenditure.

Area/Zone Annual Audit

The Councillor **must submit** their Councillor Cashbook for an annual audit, if the Councillor has at least one financial transaction in a calendar year, other than bank interest.

The VIEW audit purpose is to provide an objective independent examination of VIEW Clubs of Australia financial records for inclusion in the Annual Financial Statements of The Smith Family.

The financial books of each Area/Zone VIEW Councillor Cashbook (electronic or hard copy), together with the monthly/quarterly bank statements and all supporting documentation such as invoices and receipts are audited by The Smith Family finance team at the beginning of each year and reviewed by their external auditor. The same procedure applies to the financial books of all VIEW Clubs. National Office sends every Councillor a "Cashbook request for audit" letter each year in January to remind Councillors to prepare financial documents for audit.

After receiving the final bank statement as at 31 December, the Councillor completes the Income and Expenditure statement for the year (January-December) by adding together the total monthly receipts and payments for the year. Once completed, the VIEW Councillor Cashbook, together with the monthly/quarterly bank statements, invoices, receipts, cheque butts and all other supporting documentation are forwarded by Express or Registered Post to VIEW National Office, GPO Box 5348, Sydney, NSW 2001 for audit.

The Electronic Cashbook is emailed to National Office view@thesmithfamily.com.au and all supporting documentation is mailed as above.

If a Councillor is unable to send financial books by the due date the Councillor needs to submit a "Late Notification Form" by the end of February informing National Office of the reasons for the delay and when we can expect to receive Area/Zone financial books so we can notify the auditors.

NOTE: If December Bank Statement is not provided, the auditor will not be able to reconcile the Councillors Cashbook and finalise the audit.

A photocopy of the December Bank Statement should be kept by the Councillor. Councillor's books are processed in order of receipt; however, it may take up to 6 months for the audited books to be returned to the National or Zone Councillor who prepared them.

If assistance is required in connection with this process, advice can be sought from VIEW National Office or an 'outside' source, such as the local Service Club Bookkeeper or Accountant.

Audit Check List for submission to National Office

- VIEW Councillor Cashbook (hard copy)
- VIEW Councillor Electronic Cashbook - email Excel file to view@thesmithfamily.com.au
- Completed and reconciled Income and Expenditure Statement (retain copy)
- Bank Statements from 01 January to 31 December.
- All donation receipts from The Smith Family
- All Tax Invoices
- Deposit books (butts only)
- Cheque Books (butts only)
- VIEW Receipt books (butts only)
- Petty Cash Recording Form together with receipts/invoices (if required)
- Any other supporting documents

NOTE: Each National and Zone Councillor is responsible for overseeing the bookkeeping and funds management in her Area/Zone ensuring all documentation prepared by the Clubs in her

Area/Zone is in accordance with policy and procedures advised by the National Office.

The Zone Councillor, in consultation with the National Councillor, provides assistance to Club Treasurers as required.

Each Councillor provides the Bank Statement as at 30th June

As part of the audit for the period ending 30 June, auditors request that each Councillor provides a copy of the bank statement for 30 June each year in order to satisfy The Smith Family financial reporting obligations.

Councillors will be requested to provide a copy of their bank statement as at 30th June by the first Friday of July each year.

Taxation Matters

VIEW Clubs are individually exempt from income tax. VIEW Clubs are not required to apply for an Australian Business Number, nor are Clubs required to register or account for Goods and Services Tax (GST).

VIEW cannot offer tax-deductibility to organisations who may wish to donate money or gifts in kind, nor are VIEW Clubs able to offer tax receipts for any donations. Only donations made directly to The Smith Family attract tax deductions.

EXPENSE CLAIMS

The Smith Family meets reasonable expenses of the Senior Officers of VIEW so that VIEW members can carry out their responsibilities.

National and Zone Councillors can seek reimbursement of costs for official duties, such as petrol on a per kilometre basis or actual petrol costs with receipt, reasonable stationery, postage, photocopying/printing and essential telephone.

National and Zone Councillors are able to claim the cost of their printer cartridge up to \$20 per year as part of their claimable expenses or claim 10 cents per single sided A4 page printed from a home computer/printer to print essential documents and forms (in lieu of photocopying).

As it is the usual practice for National and Zone Councillors to be offered home stay with another VIEW member, prior approval must be gained from the National Manager for reimbursement of accommodation costs.

The Smith Family does not reimburse members for internet connection charges.

Reimbursement of costs is via an Expense Claim form submitted to National Office, with receipts/tax invoices attached, within three months of the dates of the items being claimed.

NOTE: Ensure that the Expense Claim form you complete is for the current year.

Allow 3-4 weeks for your claim to be processed. If this arrangement causes hardship, please refer to National Office and staff can be relied upon to discreetly manage the situation to ensure support is available.

So that all Expense Claims can be processed at the same time and reimbursed in a timely manner, we ask that Councillors send them on a quarterly basis:

- 1 Jan - 31 March - Submit expense claim form by 31 March
- 1 April - 30 June - Submit expense claim form by 24 June
- 1 July - 30 Sept - Submit expense claim form by 30 September
- 1 October - 31 December - Submit expense claim form by 15 December.

NOTE: claims after 15 December are to be submitted in the first quarter of the following year.

NOTE: Any Expense Claim received later than three months (without prior notification) will not be reimbursed.

Accommodation - Prior Approval

Prior approval from National Office is required for essential overnight stays required in association with National Council meetings, Area Gala functions, Zone Conferences and for the establishment of new Clubs. If prior approval has not been gained prior to travel, claims will not be accepted. Please note that all accommodation requests must be submitted for approval at least one month prior to travel.

NOTE: Home Stays – are the preferred option for Councillors needing overnight accommodation.

Travel - Prior Approval

Before booking any travel by train, bus or air, National and Zone Councillors must complete an **Approval to Travel Form and submit to National Office no later than one week before travel;** otherwise approval may not be given. For car use, it is recommended that you have comprehensive car insurance, and your provider is advised of its use for volunteer activities supporting The Smith Family and VIEW. The Smith Family's insurance does not cover private vehicle usage. Full details of allowed travel and approval requirements are provided in the VIEW Travel Policy on your USB.

Reimbursement of Petrol

The expense of using a private vehicle whilst acting in an official capacity will be reimbursed by The Smith Family. This is for pre-determined official VIEW functions.

Two options are available to claim petrol expenses:

- Claim petrol expenses (on presentation of a receipt and explanation of trip)
- Claim an allowance per kilometre (currently 30c per kilometre) against the essential mileage travelled

Stationery

Emailing of documents, including invitations to events, club newsletters, etc. is the preferred method of delivery.

Electronic/Digital VIEW letterhead templates are provided on Councillor's USB. Reimbursement for envelopes and postage for VIEW business should be kept to a minimum.

Other - e.g. photocopying, postage

Costs for essential expenditure will be reimbursed on presentation of receipts. Some services such as photocopying forms and templates can be provided by staff at National Office; make contact to discuss your needs. Use standard mail for posting items to National Office, except when specifically requested e.g. Audit.

NOTE: A number of forms are available on the www.view.org.au website, for emailing, reducing the need to print.

Any item of expenditure falling outside the above listing, or in excess of \$20, must be discussed with the National Manager prior to incurring the expense.

The manner in which you conduct your VIEW business as an elected Senior Officer will require diligence and care. Your honesty and integrity are of high importance.

NOTE: GST is not calculated on allowances (e.g. mileage travelled), however a paid tax invoice or receipt should accompany all other expenses incurred (i.e. petrol, accommodation etc.). A tax invoice can simply be a register docket or it may be an official company invoice.

EXPENSE CLAIMS AT A GLANCE

Reimbursement for National Councillors

- Car/bus/train travel for one visit per club per year
- Travel to and from the first Delegates' meeting in each Zone in your Area
- Travel to and from each Zone Conference in your area (if applicable)
- Travel to and from your Area /Gala function (if applicable)
- Travel to and from first Zone Councillor face to face meeting.

Zoom/Microsoft Teams and emails encouraged as method of communication for subsequent meetings

- Travel associated with National Council meetings
- Reasonable postage and photocopying for Zone Councillor meetings/Area Gala functions. Email is preferred communication option.

Reimbursement for Zone Councillors

- Car/bus/train travel for up to one visit per club per year
- Travel to and from your Zone Conference (if applicable)
- Travel to and from Area Gala function (if applicable)
- Travel to and from first meeting with your National Councillor
- Travel to and from first Delegates' face to face meeting at beginning of year.

Zoom/ Microsoft Teams and emails encouraged as method of communication for subsequent meetings

- Reasonable postage and photocopying for Delegates' meetings/Zone Conference. Email is preferred communication option.

NOTE: Additional travel claims will be assessed on a case by case basis and only for visits deemed as necessary to fulfill your role e.g. dispute resolution at a club/committee meeting, meeting with TSF, IWD Event, etc. Please seek approval from National Office for this travel prior to the occasion.

COMMUNICATION

Research shows that most difficulties arise from poor communication. Communication includes active listening, clear writing and speaking, and being alert to the receiver's understanding. Save time and energy and minimise misunderstandings and frustrations by following these simple steps.

TAKE RESPONSIBILITY FOR THE COMMUNICATION

It is very easy to blame someone else for not understanding us. When we take responsibility for getting a message across to others, it encourages us to do whatever it takes to achieve that result.

Check for non-verbal feedback

People give us clues that they do not understand what we are saying. Watch their body language or their non-verbal response - they may look confused or be unusually quiet. Ask for feedback and change your communication style until your message gets through. This may require the messages to be written down - or phrased in another way.

Be flexible

Recognise that people understand and absorb information in different ways; some people understand things better when they see them, others when they hear them and others when they do something.

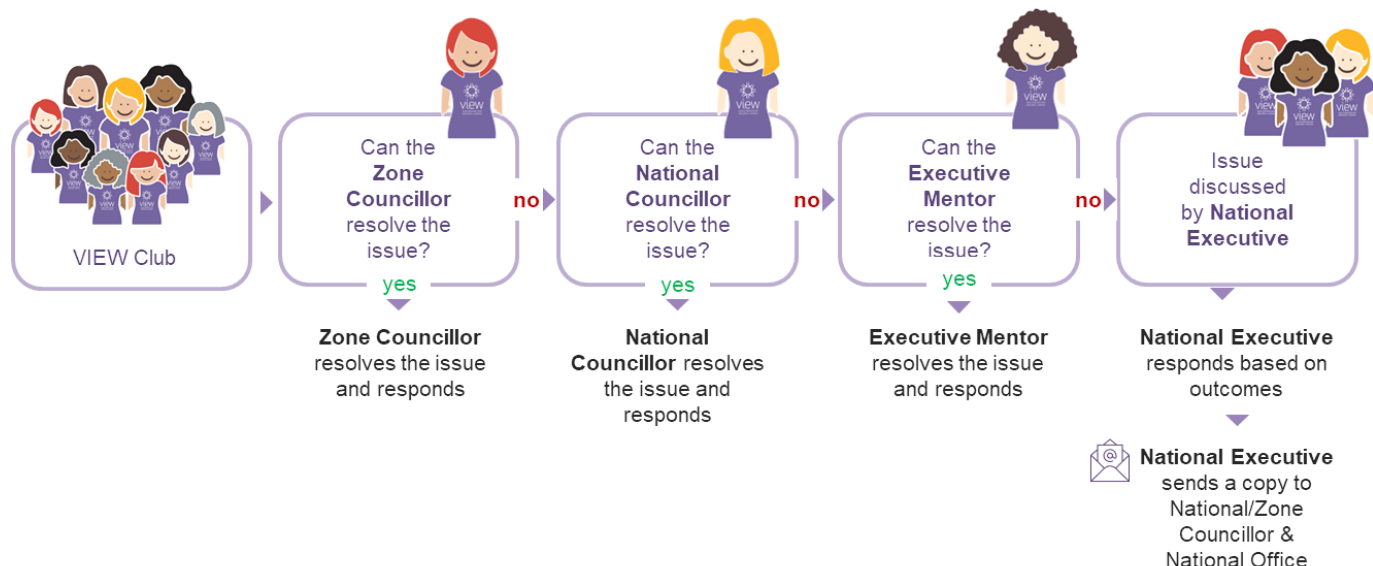
Change the way that you are communicating and keep changing until you find a style that works with that person or people. You may need to speak more slowly - or ask another person to pass on the message using different language.

Look for common ground. Just because people have opinions that are different from yours, does not

make them wrong. Find common ground and focus on the things that you agree on.

Communications and flow of information

As a Senior Officer, it is important to follow and encourage others to follow the correct procedure for the flow of information regarding resolving any Club issues.



EMAIL COMMUNICATION

Email is the preferred method of communication as it allows for the same message to easily be sent to multiple recipients, it is quick and inexpensive to use.

Remember to:

- Respond to emails politely, showing respect for yourself and the recipient. A quick response of “Received, thank you” indicates that you have seen the email. We need to encourage clubs to do this as well to emails they receive from National Office.
- Check your message for completeness, accuracy and tone. Don't reply immediately to a message that has affected you emotionally in anyway (happy, sad, angry). If needed draft a reply but don't send until sometime has gone past. If necessary, contact your Mentor to discuss.
- Ensure that any attachments have been included.
- When responding to a group email ask yourself - Do you need to “Reply All” or just “Reply” to the sender?
- Ask yourself does this message need to be sent – especially if a number of messages have already been sent.
- Use an appropriate Email signature at the bottom – let people know who you are and how they can contact you (refer to sample). This is especially important when communicating with non-VIEW members.

Distribution

- Ensure that the correct/all email addresses have been added to the email.
- When sending emails to a group of recipients, address it to yourself and then put the group contacts in the Bcc, the “blind carbon copy”. **This means that other recipients are unable to see the email addresses of others, protecting everyone's privacy and if they reply it will only come to you and not everyone else.**

Sharing

- It is important that information sent by National Office **to you as a Councillor** is shared within a short time frame with clubs. A reasonable time would be within the week.

Queries

- If you are not sure of the answer and need to find information a reply of “I’ll get back to you on that one” lets the sender know their issues has been heard and is being addressed.

Reponses should be done in a timely manner and use the formats requested.

Email Signature Sample

[Name]

Zone/National Councillor [area description e.g. Brisbane and Surrounds] ([zone/area abbrev e.g. QA01 or QA02])

VIEW Clubs of Australia

A valued part of The Smith Family

Email:

Mobile:

REPORTING PROCEDURE

National and Zone Councillors are required to write a report at least three times per year. These reports are used in the following way:

- The National Councillor receives the Zone Councillor's Report containing a summary of Zone development opportunities, club issues, major activities and any queries that need attention by the National Councillor.
- National Councillor shares information with her Executive Mentor and/or National Council providing updates on her Area.

MENTORING

A mentoring relationship is one where a more experienced person assists another person to grow and learn. This is the way that most of our general learning has taken place. It is one of the most effective ways to learn and pass on valuable VIEW information. Mentoring relationships can occur in any age group and between any age groups.

Benefits of Mentoring

The mentee gains:

- Positive and immediate reinforcement and feedback
- Recognition
- New skills and knowledge
- Introduction to new resources and networks
- Personal support

The mentor gains:

- Improved coaching and counselling skills
- A sense of being needed
- Revitalisation
- Renewed challenge
- An extension of networks
- Personal support

A mentor is knowledgeable with a wide range of skills to pass on, a good motivator, usually very patient and willing to take risks. The most important element of a successful mentoring relationship is trust. The mentor relationship should let both parties develop and grow in an environment that fosters

support and positive reinforcement.

Help is always at hand - Mentoring and Coaching

The mentoring system provides an important support network to all Senior Officers in VIEW. A member of the VIEW Executive will confidentially coach and guide the National Councillor through any issues that may arise. National Councillors are encouraged to direct questions or concerns to their Mentor in the first instance.

In turn, National Councillors are responsible for mentoring and coaching the Zone Councillors in their area. Mentoring is not to be interpreted as controlling or guiding behaviour. As previously mentioned, the most important element of a successful mentoring relationship is TRUST. Confidences must be respected at all times.

Representing VIEW in the Community

People will look to a National or Zone Councillor to be a role model and demonstrate her leadership as a Senior Officer of VIEW. Everything that a National/Zone Councillor says, writes and does reflects the organisation and you should be aware of the image you project. Whether you are at a community or Smith Family event, a Club or Zone event, attending National Convention or working with The Smith Family team, please ensure that:

- Your behaviour reflects the values of both VIEW and The Smith Family, particularly in portraying a positive attitude to your role and VIEW, enthusiasm for the way VIEW is connecting women and our contribution to building stronger communities. Become a good listener so that you can hear from all those around you
- Your dress is appropriate for the function you are attending
- You refrain from drinking alcohol prior to addressing an audience

National and Zone Councillors are encouraged to attend community events. By networking in this way you are able to promote the VIEW organisation and inspire and interest others in our organisation. It is recommended that you wear the official National/Zone Councillor badge.

Let National Office know if you are representing the organisation externally e.g. representing VIEW in a local Council group or if you speaking to an external group such as Rotary, Probus, etc. please **contact Speaker's Bureau Chair** (gwenwilton@bigpond.com / 0418 650 267) for resources and recording/reporting purposes. Prior approval from National Office will need to be sought for reimbursement of any travel expenses.

Attending Club Events

Attendance at club events in an official capacity is **by invitation only** and should be discussed with the appropriate Zone Councillor.

- Coordinate your visits between the National and Zone Councillors – there is no need to go together.
- Why are you visiting the club?
 - To keep them informed with information from National Office.
 - It is also a great time to get to know your clubs and their members.
 - Remind them they are part of a vital organisation.
- Have a **check list** for your visits and expect to speak for between 10 and 15 minutes and, if possible combine your talk with a powerpoint presentation, welcome members, update members on the latest VIEW National Office news, refer members to The Smith Family publications eg Annual Report, Research, etc, promote VIEW National Events eg IWD, National Convention, take VIEW merchandise to showcase, share Smith Family videos, provide support as needed, take a copy of your 2024-25 Club Handbook and enquire as to the Club Health and Wellbeing of members.

National and Zone Councillors should consider the safest and cheapest mode of travel - train or bus and consider carpooling with others who are attending.

If the visiting Senior Officer cannot return home on the same day as the club event, in line with the VIEW principle of 'friendship', she should initially seek home stay accommodation with a local VIEW member. Consistent with our goals, home stay accommodation strengthens the VIEW network and fosters friendship.

It is important that National Councillors work alongside and support their local 'team' - contributing and helping at any events and assisting in the preparations. This breaks down any barriers and promotes the egalitarian nature of VIEW.

It is imperative that the National Councillor and Zone Councillors plan ahead and seek prior approval for any travel expenses for which they will seek reimbursement from The Smith Family, e.g. visiting clubs and attending National Council meetings. As a Not-for-profit organisation we all have a moral obligation to save funds. It is in the spirit of VIEW to conserve resources and National/Zone Councillor's expenses must be within the reimbursement guidelines (see pages 19-20). **Attendance at events beyond these guidelines is permitted, however it is at the Councillor's own expense.**

National Councillor and Zone Councillors need to consider the purpose, frequency, appropriateness and time/financial constraints before accepting invitations to club birthdays and Christmas celebrations. It is preferable for a National Councillor to visit a club's 'ordinary' meeting so that she can deliver the National Councillor presentation that will benefit the members and the club.

Ask yourself:

- Has this club been visited within the last 12 months?
- Would my time be better spent with this club at an 'ordinary' meeting?
- Is there another person e.g. Past Senior Officer who lives closer, who could represent me on this occasion?
- Are there some special messages I wish to convey to members that will assist the club's well-being?

One invitation per year may be extended to a National and Zone Councillor as they are reimbursed for travel (in line with the reimbursement policy) for one club visit per year.

Any extra club visits by National/Zone Councillors to Club Birthday's, Club Christmas parties, etc are at the Councillor's own expense.

HOW TO DELIVER POWERFUL PRESENTATIONS

Have you been privileged to hear a speaker who was able to capture and hold your attention while silently thinking to yourself that you didn't want them to finish? It is a well-known fact that fear of public speaking rates the second highest on the list of people's fears. However, once you get it 'right', you are able to achieve so much in so many ways. Consider some of the following tips:

- Write a draft of your speech. Consider your audience - what do they want to know? How long do you have for your presentation? Is it appropriate for you to name special guests? Find out who they are and include personalised salutations. It is sometimes appropriate (and powerful) to adopt a 'conversational style' -making it personal; using "I" and "you" statements is a good way to connect with the audience.
- National Councillors are provided with a PowerPoint presentation with speaking notes which is updated during each year.
- If you are planning a PowerPoint presentation, ensure that the facility has the equipment to display the presentation and that you have the necessary connection leads.
- Rehearse your presentation - Read it aloud, check the timing and become familiar with the information and your own delivery and presentation style
- Prepare outline notes. The best speeches appear spontaneous. Write down your key points on a notepad or use palm cards. Make sure they are easy to read and follow - try a thick marker

pen or large typeface. Put some thought into how you will use them e.g., will there be a lectern?

- Practise in front of a mock audience. Ask your family or friends to listen to your speech and ask them for feedback. Practising in front of a mirror can help you to learn more about your presentation style - or any idiosyncrasies that you may have.
- Write a short introduction/biographical detail about yourself and either send beforehand or take it with you - this will ensure that you are introduced correctly (aim for about 300 words maximum)

HINTS FOR USING A MICROPHONE AND LECTERN

- If possible, check the equipment beforehand. Check where the on/off switch is located. Is it possible to detach the microphone and hold it in your hand (allowing you to walk around and speak)? If there is no lectern, where will you put your notes?
- Test the microphone beforehand; do not bang the top of the mike and say things like, "Is it on? Can you hear me?", "Is that better?" or "I'm not very good at this", "Bear with me".
- Adjust the height of the microphone so that it is slightly below your mouth.
- Watch, listen and learn from the people who precede you, e.g., how close to stand to the microphone, watch for audience reaction.
- Speak directly into the microphone, keeping it at a constant distance, so your voice doesn't fade or boom.
- Start with a clear statement, or something that will engage your audience immediately.
- Speak more slowly than usual.
- Control your breathing; plan your pauses and gaps.
- Speak clearly, moving your lips and tongue so the audience can hear every word clearly.
- Remember that the microphone picks up everything, therefore no asides, no rustling of papers, and no clearing of throats.

Speaking at a VIEW Club Meeting

National and Zone Councillor

Contact the President prior to attending any club meeting to ensure that there is adequate time (10-15 minutes or more) set aside in the program for you to speak. There is a reason for a club visit, and it is important that the time allocated is used to best advantage - use the time wisely to be relevant, interesting and to the point!

Club News

Do your homework! Make sure that you are well informed about the club i.e., how old; special events, special day/member, demonstrates your interest in your audience. Highlight club achievements and successful events, fundraising initiatives. Encourage inter-club visits.

Zone News

Include information about events such as the Zone Conference, past successes, future social or special events; these will help build that spirit of friendship across the Zone.

Area News

Information about Area events such as Area Gala function, or any other local news, VIEW achievements in the community, or issues being initiated by the National Councillor (include her name).

National News

Promote the next VIEW National Convention and/or share stories of its relevance, new club development, links and recent news from The Smith Family.

EVENT MANAGEMENT

As an elected National or Zone Councillor you may be expected to conduct key events during the year, namely, the Area Gala and Zone Conference.

VIEW events provide a wonderful opportunity to promote VIEW in the community, help members and members of the public expand their knowledge about VIEW and The Smith Family, to meet new people and raise funds to support The Smith Family.

If event management is not your area of expertise, consider asking a person or small group of people to assist.

Effective planning and preparation are crucial to the success of an event. There are numerous elements involved in planning and preparation. For a comprehensive guide to Event Planning see the [VIEW Event Planning Guidelines \(view.org.au/resources/organisational-information/\)](http://view.org.au/resources/organisational-information/).

ADVICE OF DATES FOR EVENTS

National or Zone Councillors set the date for their Area Gala and Zone Conference.

Once the date has been agreed, National and Zone Councillors notify the Executive and National Office of the dates set aside for their Area Galas and Zone Conferences.

The information required is:

- Name of National/Zone Councillor
- Name of Area/Zone
- Date of Function

This enables the calendar to be planned so that the National Executive and Senior Staff of The Smith Family may be available to attend, subject to competing priorities.

AREA GALA

Purpose

- To promote VIEW and The Smith Family to members, friends, public and attract new members
- To receive the Zone Councillors' annual reports summarising Zone and Club activities and achievements
- Celebrate local and national VIEW and Smith Family achievements
- To provide a forum for members to meet a member of the National Executive and a nominated representative of The Smith Family, where practicable
- To recognise clubs and members for their contributions to VIEW
- To entertain members

ZONE CONFERENCE

Purpose

- To provide a forum for committees to meet and expand their knowledge and skills required to effectively run a club
- To support and emphasise teamwork as part of the VIEW philosophy at club meetings
- To provide opportunities for women to hear about leadership positions, including the eligibility criteria and timetable for nominations.
- To discuss growth and development including ways to retain existing members and recruit new members
- To provide ideas to promote VIEW and The Smith Family.

CLUB CURRENT HEALTH STATUS ONLINE SURVEY

National Councillors complete an online survey for each Club in their Area.

National and Zone Councillors work together to:

- Share the Work
- Contact each VIEW Club in their Area/Zone
- Complete the Survey

Note: Clubs should not complete the survey

- If there is no Zone Councillor, National Councillors will contact the Club President or Secretary directly.
- Information is collated to provide an update about VIEW Club Health Status.
- Individual Area reports are shared with Councillors to follow up.

The Club Health Survey covers:

- Club Committee
 - Structure type (traditional 10 members, 5 members, alternative structure)
 - Difficulty in obtaining members to stand for committee
 - Comments provided by clubs
 - Obstacles for taking/continuing/refreshing roles
- Promotion in Local Community – newspaper, community radio, notice boards, social media, website, letterbox drop, local business promotion
- Activities and Events – Internal fundraising, external fundraising, social events other than club meeting, local community promotional events
- Welcoming members to clubs
- Nominations for Making a Difference Awards
- Issues the club may be experiencing – this is a chance for the club/Councillor to make note of any issues the clubs are experiencing and any support they might need
- Clubs with concern it will close within 12 months

It is very important to have these conversations between VIEW Clubs and Councillors as Councillors are their main source of support. If concerns can be addressed early, they don't become problems later.

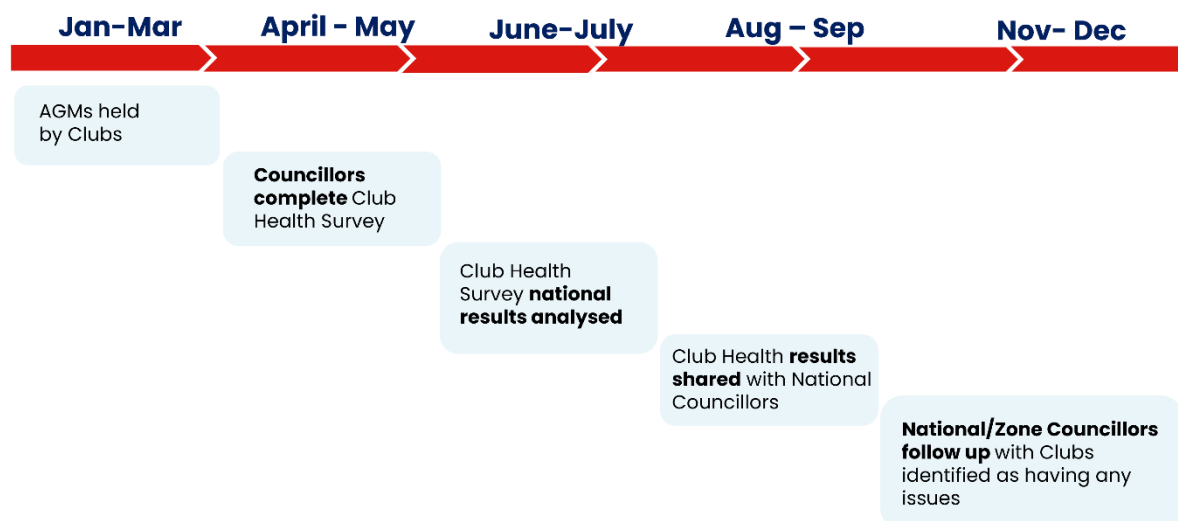
National and Zone Councillors and Executive are particularly interested in any VIEW Club that may have any issues. It is important for us to be informed about VIEW Clubs that are struggling or considering closing so we can support these Clubs and assist them before it's too late.

Understanding, assisting, monitoring and resolving specific club issues, is an ongoing process for National and Zone Councillors throughout their term.

The Health Survey is completed by the National Councillor in consultation with the Zone Councillor and/or Club President/Secretary. If there is no National Councillor in the Area, the Zone Councillor will be required to complete the Health Survey with the Club President/Secretary.

While the below timeline gives an indication of when the Health Survey process begins any club issues should be dealt with by the National/Zone Councillors and Executive Mentor as they arise.

Timeline



Dates can be fluid depending on scheduled events eg National Council meeting may be May or June depending on year.

Some deadlines are more rigid – requirement to hold AGMs and complete appropriate documentation, allowance of time to completion of survey in a timely manner.

NEW CLUB DEVELOPMENT

- Potential Club Pipeline
- Development Teams are always looking for potential new areas
- Large membership numbers, new growth areas and sea change areas can be indicative of newly retired moving into the area and looking for things to do.
- Many people have moved to regional areas since COVID with women looking to connect with like-minded women.

Resources Available: [*Develop and Maintain a Guide to establishing a VIEW Club - 8 Step guide to start a VIEW Club*](#)

INSURANCE

PERSONAL ACCIDENT INSURANCE



Should be read in conjunction with Club Handbook page 18.

The Smith Family/VIEW maintains Personal Accident insurance for the benefit of its Volunteers in the event they are injured in the conduct of their voluntary duties. The policy is written by Chubb Insurance.

Items covered: The policy covers volunteers for certain expenses following accidental injury, disability or death while volunteering with benefits including:

- 'Non-Medicare' medical expenses
- Domestic Help Benefit
- Lump Sum benefits for nominated serious injury, fractured bones and loss of teeth
- Weekly Benefit for loss of income following Temporary Total Disablement

Exclusions: All insurance policies contain certain exclusions and the most significant of these include

- Any expense that attracts a Medicare rebate (either partially or in full, Medicare 'Gap' cover is not provided – it is illegal for insurers to offer this cover)

- Volunteers aged 95 years and above
- Expenses incurred more than 12 months after the accident date
- Voluntary duties conducted in your home
- Expenses for which there is another insurance to claim from (such as Private Health insurance, where held)
- Pre-existing or degenerative conditions, including the aggravation of pre-existing conditions

Please note that there are age restrictions on certain sections of the Personal Accident Insurance Policy and cover generally is wholly subject to the policy terms and conditions.

Personal Accident cover remains subject to the requirement that a claimant satisfies the 'Scope of Cover' at the time that the injury is sustained. The Scope of Cover includes:

'Whilst engaged in voluntary work authorised and under the control of VIEW, and whilst participating in organised activities and functions organised for volunteers to participate in, including direct travel to and from such activities.'

PUBLIC LIABILITY COVER

The Smith Family/VIEW maintains a Public and Products Liability insurance program. This provides cover for the liabilities incurred by The Smith Family/VIEW as a result of Personal Injury or Property Damage sustained by a Third Party through the activities conducted.

It's important to note that:

- Legal Liability must be established for the Policy to respond
- The Policy does not provide cover for all Liabilities
- The Policy does not provide cover for Liabilities acquired via contracts, leases or user agreements, etc.

If any of the above is required by any of the agreements, you enter – no matter how harmless they seem – they should be referred to the National Office for agreement **prior to signing**.

Activities below are included under The Smith Family/VIEW's Public Liability Policy and do not need to be notified specifically to National Office.

- Monthly VIEW Club meetings
- Area Gala Functions
- Monthly Committee meetings
- Zone Conferences
- Area Christmas Functions
- Zone Christmas Functions

Notify National Office of an activity

We seek notification of VIEW Club's activities that are outside the normal range of VIEW activity or carry with them some inherent risk of which the insurer should be made aware.

National Office should be notified in writing of activities at least one month prior to the date. This allows time to advise the insurer and have any additional notification put in place. Refer to Club Handbook 2024-25 page 56.

Money in transit cover

All money should be banked as soon as possible following collection.

There is very limited cover for Money in Transit and is subject to an excess of \$500.

Club Property insurance

The Smith Family purchases Property insurance for the Property it owns. The Policy *does not generally* provide cover for the property of the VIEW Clubs unless such cover has been specifically agreed and confirmed in writing, because the excess on the policy is higher than the value of most

individual items.

Accident/Injury

Accidents/Injuries should be notified to National Office as soon as possible. Any medical bills arising from an Accident requires that the member finance their treatment and seek reimbursement for eligible expenses incurred.

Certificate of Currency

A Certificate of Currency provides general details evidencing that a particular class of insurance is in place. Each club is furnished with a Certificate of Currency in respect of Public Liability insurance cover. **This is updated annually in early October and cannot be provided before the previous certificate has expired.**

Request to be named an “Additional Insured” on our policy

Any requests of this nature should be referred to the National Office for a response that aligns to the cover provided by insurance program.

VIEW AFTER YOU - WHAT WILL BE YOUR 'LEGACY'?

As you take up this important role, consider what you would like to have achieved at the end of your term for VIEW members and the organisation. It is a privilege to lead and represent the VIEW women in your Area and to have this opportunity to develop your own personal skills and abilities by participating in the leadership and governance of VIEW.

The following are prompts to help you:

- An understanding that each leader carries out the role in a different way. What is appropriate to pass on to your successor/s?
- Apply the WIIFM (What's In It for Me) principle. Did you gain satisfaction from working alongside your VIEW friends, both leading and being part of a team?
- All groups rely on positive participation by its members - did you find the National Council meetings enjoyable?

During your term of office did you encourage other women with potential to accept the challenge of leadership and become effective office bearers? What did you do to motivate competent people and prepare them to take up the challenges of nominating for a position on National Council?

- Were you able to maintain harmonious and positive relationships (perhaps with 'robust discussions' in a safe environment) between strong-willed and sometimes self-focused women?
- Were you able to promote the changes to strengthen VIEW and introduce diversity in our membership?
- Self-Awareness - Were you aware of the impact of your behaviour? How you spoke, acted and advised others. Did you seek feedback on how your own behaviour set the 'tone' for your Area and the growth and development of VIEW?
- Is your Attitude showing? Did you consistently demonstrate a positive mental attitude and contribute in a positive way to the perception of VIEW in the wider community?
- Reflecting on the handover you received prior to taking on your Councillor role, ensure that you organise an effective handover to the VIEW woman who will take over the leadership from you?

You owe it to yourself to be able to answer all the above questions in the affirmative.

You will be sharing your skills, energy and the most valuable of all your resources - your time - to the honourable and prestigious office you now hold.

SUCCESSION PLANNING

Everyone has a role to play in VIEW and to ensure that VIEW continues to be a success.

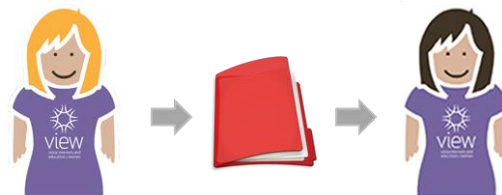
Start looking now!

Encourage others to take on leadership roles – either stepping up to their club Committee or as a Zone or National Councillor.

- Whilst you haven't even started your role, it is very important that you start thinking of who will succeed you in your role.
- Executive will encourage National Councillors to find their successor and this flows on down each level.
- Zone Councillors – As a Zone Councillor you communicate the most with the individual clubs in your Zone meeting Committee members on a regular basis. Club Presidents and Delegates make a great place to start.
- National Councillors – You have time to get to know the Zone Councillors in your Area, both present and past. Who in your Zone would be able to step up? Is there a Zone Councillor that may consider stepping up to a National Councillor in an area where there is no National Councillor or a club member who may consider taking on the role of a Zone Councillor?

PROCEDURES FOR OUTGOING COUNCILLOR/S

To ensure the smooth transition in your Area or Zone...



ADMINISTRATION

Correspondence and Club Minutes –at the conclusion of your term all correspondence and Club minutes can be destroyed. Clubs are responsible for retaining their monthly club and committee minutes.

Stationery and Promotional Materials – Any VIEW stationery and promotional materials should be handed to the incoming Councillor. Any outdated forms should be destroyed or used as scrap paper.

Club Committee and PDS Lists – Committee/PDS lists for your first year should be destroyed, with the latest Committee Lists handed over to the incoming Councillor for their information. If there is no incoming Councillor, please destroy all lists.

VIEW Merchandise - Take an inventory of the merchandise and send funds raised from selling merchandise to National Office by 31 December. Hand your remaining merchandise to your incoming Councillor to take to clubs to sell or send it to National Office with the inventory. Please notify National Office of your decision so we keep an accurate record in our inventory list.

National Council Meeting Papers (National Councillor only) – please destroy all discussion papers. National Council meeting minutes are available on the website.

Councillor and Club Handbook – Councillor and Club handbooks are updated every two years and provided to the incoming Councillors at Workstudy. We recommend that outdated ones be destroyed.

Councillor USB –USBs provided by National Office should be returned to National Office.

Equipment (e.g. Projector, Speakers Etc) **Received From Previous Councillor** - please provide the equipment details to National Office so we can check it against The Smith Family asset register. Ask your incoming Councillor to take the equipment. If there is no incoming Councillor you may consider giving the equipment to a club in the Area/Zone for all to access.

VIEW Banners - pass all banners to incoming Councillor. If you do not have an incoming Councillor, ask one of the clubs in your Area if they would like to keep the banner for all clubs in the Area to share for their community activities.

Local Community Contacts - please pass all details to oncoming Councillor so she can continue maintaining contact and continue to promote VIEW and The Smith Family in your local community.

National/Zone Councillor Badges - all outgoing National/Zone Councillors are provided with a 'past' National/Zone Councillor badge. We ask that outgoing Zone/National Councillors donate their badges back to National Office so they can be reissued to the incoming thereby reducing costs.

When should hand over be completed – arrange a suitable mutually agreeable date, time and location to handover all documents. In relation to any financial documentation, we suggest that this is handed over in January after **documents are submitted for VIEW annual audit.**

FINANCE

AREA/ZONE BANK ACCOUNT

The Area/Zone Bank Account should pass to the incoming Councillor. Contact the Bank to change signatories.

Incoming National/Zone Councillor sends bank name and address together with new signatories to National Office. National Office will then send a letter notifying the bank about changing signatories to the account. A copy of the letter will be sent to the National/Zone Councillor and the incoming Councillor. The letter from National Office and a copy of National Council minutes showing the ratified name change of Councillor is provided to the bank.

If there is no Incoming Councillor

It is recommended the Area/Zone bank accounts is kept open with the minimum balance. The remaining funds must be forwarded to The Smith Family. Check with the bank regarding minimum amount requirements, otherwise we recommend maintaining \$100. Contact National Office if there are any issues (view@thesmithfamily.com.au)

FINANCIAL DOCUMENTS

The outgoing Councillor needs to handover all financial documents, including VIEW cashbooks, to the incoming Councillor. All financial documents must be kept for 7 years.

The annual audit documents will be returned to the current National/Zone Councillor once the Audit is completed. If there is no Councillor the documents will be returned to the person who submitted them. We ask that this person keeps these records and hands them to the next incoming Councillor.

ANNUAL CALENDAR

	National Office	VIEW Club	Councillors
JANUARY – MARCH 2024 *Submissions for VIEW Matters until 8 March ** Clubs are encouraged to submit Making a Difference Award submissions	<p>JANUARY</p> <ul style="list-style-type: none"> • January mailout • Send Cashbook Request Letter • Send Membership List 2024 (pink paper) • Send Service Fee Order Form (green paper) <p>Send Club Statement (stock)</p> <p>FEBRUARY - MARCH</p> <ul style="list-style-type: none"> • Facilitate the training sessions for Club Treasurers/Secretaries 	<p>FEBRUARY</p> <p><u>by 29 February</u></p> <ul style="list-style-type: none"> • Send Cashbook for Audit 2023 • Send Club Committee List for 2024 to ZC/NC/NO <p>MARCH</p> <p><u>by 31 March</u></p> <ul style="list-style-type: none"> • Send Annual Subscriptions Payments • Send updated Membership List to NO 	<p>FEBRUARY</p> <ul style="list-style-type: none"> • Plan visit to Clubs • Focus on Zone Conferences and Area Galas • Review Club development • Set up dates for Delegates Meeting • Submit Cashbook for Audit 2023 <p>MARCH</p> <p><u>by 31 March</u></p> <ul style="list-style-type: none"> • Start communication with MPs

	National Office	VIEW Club	Councillors
		<ul style="list-style-type: none"> • Celebrate International Women's Day • Submit articles for VIEW Matters Update Club web page	<ul style="list-style-type: none"> • Submit ideas for resolutions • Send Expense Claim Form for January-March 2024 • Promote VIEW Convention
APRIL – JUNE 2024 ** Clubs are encouraged to submit Making a Difference Award submissions	APRIL <ul style="list-style-type: none"> • Distribute VIEW Matters Magazine MAY <ul style="list-style-type: none"> • TSF Winter Appeal commences 	APRIL-MAY <ul style="list-style-type: none"> • Focus on Club's functions including Area Galas • Celebrate National Volunteer week 20-26 May 2024 JUNE <ul style="list-style-type: none"> • National Reconciliation Week (27/5-3/6/24) • Send surplus Club Funds to TSF • Submit Club Bank statement for audit as at 30th June 	APRIL-MAY Club Health Survey completed. JUNE <ul style="list-style-type: none"> • Send Expense Claim Form for April-June 2024 <u>by 14 June</u> • Submit Club Bank statement for audit as at 30th June
JULY – SEPTEMBER 2024 *Submissions for VIEW Matters until 30 Sept ** Clubs are encouraged to submit Making a Difference Award submissions	JULY <ul style="list-style-type: none"> • Submit Bank Statements as at 30th June to auditors • Send Tax Invoice for Annual Service Fee SEPTEMBER <ul style="list-style-type: none"> • Facilitate Convention events (2025) • Send Christmas Merchandise Stock Order 	AUGUST <ul style="list-style-type: none"> • Attend Area Galas or Zone Conferences • Submit articles for VIEW Matters SEPTEMBER <ul style="list-style-type: none"> • Send payments for Outstanding Tax Invoices 	AUGUST <ul style="list-style-type: none"> • Host Area Galas or Zone Conferences SEPTEMBER <u>by 30 September</u> <ul style="list-style-type: none"> • Send Expense Claim Form for July-September 2024
OCTOBER – DECEMBER 2024 ** Clubs are encouraged to submit Making a Difference Award submissions	OCTOBER - NOVEMBER <ul style="list-style-type: none"> • Send Certificate of Currency • TSF Christmas Appeal commences • Distribute VIEW Matters Magazine 	OCTOBER <ul style="list-style-type: none"> • Anti-Poverty Week (mid Oct) NOVEMBER - DECEMBER <ul style="list-style-type: none"> • Send Surplus Funds to TSF • Final time to send Resolutions for consideration 	DECEMBER <u>by 13 December</u> <ul style="list-style-type: none"> • Send Expense Claim Form for October - December 2024

APPENDIX

WHAT'S ON YOUR USB

- Councillor Handover Checklist (National and Zone)
- Councillors Expense Claim
- Key dates 2024

Folder – Club Forms

NOTE: Forms are updated annually and new forms will be available on the website

<https://www.thesmithfamily.com.au/view-clubs/resources/forms>

Folder – Councillor Forms

- This is a copy of all Councillor forms. You can email any of these forms or use yourself as required. Most are in two formats – PDF which can be printed then posted, or Word/Excel which can be completed and emailed to National Office.

Folder – Event Planning

- VIEW Event Planning Guidelines including Event Budget and Ticket Price Calculator to help you with planning your events.

Folder – National Council Templates

- Templates for Discussion Paper and Sub-Committee Report

Folder – Stationery

- Avery Label J8651 – for Brochures: just the right size to add your details to the back of the VIEW brochure of Wallet/Essence Card
- VIEW Letterhead – for general correspondence
- Subfolder – VIEW Logos: these are regular VIEW Logos for use on any drafted flyers/invitations etc

Folder – Useful Documents

- Attract and Retain Guide
- Councillor – Travel Policy Guidelines
- Data Breach Guide
- Development & Maintain Guide
- Conflict Resolution Guide
- IT Training
- Food Handling Guide
- Current Certificate of Currency (renewed annually)
- VIEW Charter
- Holding a Zoom Meeting
- Holding a Microsoft Teams Meeting
- The Smith Family Advertising
- Ways to promote VIEW in your community

Folder – Workstudy Presentations