

# Councillor Handbook 2026 –27

Guidelines and  
processes

*A valued part of The Smith Family*



Use the Search function (Control + F for Windows or Command ⌘ + F for Apple) to find the information in this document, eg. Key Messages.

## TABLE OF CONTENTS

OATH OF OFFICE	4
VIEW NATIONAL LEADERSHIP TEAM	4
Code of Conduct & Confidentiality	5
VIEW LEADERSHIP	5
LEADERSHIP AND MANAGEMENT:	5
VIEW NATIONAL MANAGER	5
VIEW NATIONAL EXECUTIVE	6
NATIONAL LEADERSHIP TEAM – THE LEADeRSHIP TEAM OF VIEW	6
VIEW Leadership and Governance project	7
NATIONAL LEADERSHIP TEAM MEETINGS	7
NATIONAL LEADERSHIP TEAM SUB-COMMITTEE AND WORKING GROUP STRUCTURE	7
NATIONAL COUNCILLOR	9
ZONE COUNCILLOR	12
APPOINTMENTS OF SENIOR OFFICERS	16
GETTING STARTED AS A NATIONAL COUNCILLOR OR ZONE COUNCILLOR	16
AREA/ZONE BANK ACCOUNT/S	16
HANDING OVER AT THE END of the TERM	17
VIEW COUNCILLOR CASHBOOK	17
EXPENSE CLAIMS	19
EXPENSE CLAIMS AT A GLANCE	21
COMMUNICATION	21
TAKE RESPONSIBILITY FOR THE COMMUNICATION	21
EMAIL COMMUNICATION	22
REPORTING PROCEDURE	23
MENTORING	23
EVENT MANAGEMENT	26
ADVICE OF DATES FOR EVENTS	26
AREA GALA	26
ZONE CONFERENCE	26
CLUB CURRENT HEALTH STATUS ONLINE SURVEY	27
New Club Development	28
INSURANCE	28
VIEW AFTER YOU - WHAT WILL BE YOUR 'LEGACY'?	30
SUCCESSION PLANNING	32
PROCEDURES FOR OUTGOING COUNCILLOR/S & HANDOVER	32
ADMINISTRATION	33

Key Dates & Responsibilities – 2024	33
APPENDIX A	36
WHAT'S ON YOUR USB	36
Appendix B Governance and Leadership Project: Geographic Boundaries	37

### 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
- abide by the guidelines governing VIEW
- represent all members of VIEW responsibly, in a fair and open manner

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 interactions as a member of the VIEW National Leadership Team.

Observe confidentiality in relation to matters discussed at National Leadership Team 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 Leadership Team meetings is to be treated as confidential unless already public knowledge.  Offer guidance and <b>lead by example</b> .  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 current **Club Handbook** and the **VIEW Culture and Guiding Principles** document. 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 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 organisations.

**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.

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** and day to day operations of VIEW is the responsibility of VIEW National Manager who has a direct reporting line and accountability to The Smith Family's Head of People and Culture (HP&C). The HP&C reports directly to The Smith Family's CEO who is accountable to The Smith Family Board.

VIEW National Office provide support and training for VIEW 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 Leadership Team, 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 Leadership Team 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.

## VIEW NATIONAL EXECUTIVE

The National President and two National Vice Presidents hold the most senior leadership and management positions in VIEW Clubs of Australia. To be effective, it is imperative that the VIEW 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 two National Vice Presidents are the face and voice of VIEW to the wider community and represent the VIEW National Leadership Team.

### Election of VIEW National Executive

VIEW National Executive are elected for a two-year term. The two National Vice Presidents are elected from the current National Leadership Team members. The election process is completed in confidence with the new VIEW National Executive announced at National Convention.

### Election of National President

To provide continuity and avoid loss of 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).

New appointments to the VIEW 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 VIEW National Executive, may re-apply for a position on the VIEW 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 VIEW National Executive

As VIEW is part of The Smith Family, VIEW Clubs are authorised to raise funds in the community exclusively for The Smith Family. This means all funds raised must be donated to The Smith Family.

VIEW Clubs, Zone Councillors, National Councillors, and VIEW National Executive must 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 Leadership Team, will be responsible for consultation with the National Manager on matters requiring a joint policy decision.

All VIEW 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 LEADERSHIP TEAM – THE LEADERSHIP TEAM OF VIEW

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

The National Leadership Team consists of the VIEW National Executive and up to fifteen 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 Leadership Team meeting, the independent consultant's report together with recommendations were presented and voted on by the National Leadership Team. (the Report was appended to the February 2023 National Minutes).

In 2024 a comprehensive review of the geographical boundaries of individual VIEW Areas was undertaken by local Area project teams. The National Executive reviewed and discussed these recommendations with the National Leadership Team to reach a final decision.

At the end of 2025 the Geographic Boundaries review was finalised with recommendations agreed to commence in 2026. For a summary of these recommendations see Appendix B

In 2026 the VIEW National Executive and National Leadership Team will continue to review:

- the VIEW governance structure and leadership model for the future including the positions and the tenure of the roles.
  - the support and education opportunities for VIEW members to develop leadership skills and an increased sense of agency.
  - Learning and development for Committee Members as well as Leadership Team - Zone/National Councillors and VIEW National Executive.
- Training requirements and supporting materials for all positions, which will help encourage members to step into these roles and the support materials available to them to complete their roles.

## NATIONAL LEADERSHIP TEAM MEETINGS

Together with the National Manager the National Leadership Team meets 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.

VIEW National Executive and National Councillors have the opportunity at National Leadership Team meetings, (or during mentor meetings), to learn and develop through personal interaction – to share ideas and obtain feedback on any club or zone issues within their area.

## NATIONAL LEADERSHIP TEAM SUB-COMMITTEE AND WORKING GROUP STRUCTURE



To enable the National Leadership Team 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 Leadership Team 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 Leadership Team. This will vary depending on the needs of the organisation at any particular time.

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

Sub-Committees and Working Groups may include:

- Resolutions - 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.
- 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 – Capture and share innovative ideas and success stories from across the organisation. Facilitate knowledge sharing between clubs, zones and areas for fundraising strategy, membership attraction and retention, collaboration with community groups and other successful tactics that serve the Vision, Mission and Guiding Principles of VIEW.
- 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](http://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 Leadership Team Meeting**

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

Dates for all scheduled meetings are advised via the Schedule of Dates provided at the last National Leadership Team meeting of the previous year. Notice of unscheduled National Leadership Team Meetings may be given by a person with delegated authority from the VIEW National Executive and will be in writing.

### **Quorum at a National Leadership Team and VIEW National Executive Meeting**

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

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

No business is to be transacted by the National Leadership Team 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 Leadership Team Meetings**

At a National Leadership Team 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 Leadership Team, the National Manager will be appointed to chair on behalf of The Smith Family.

## **National Leadership Team Meeting voting and decisions**

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

## **Voting entitlements**

Each member of National Leadership Team present at a meeting or a sub-committee appointed by the National Leadership Team (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 Leadership Team may need to make an urgent decision between National Leadership Team 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 Leadership Team meeting). Councillors then provide their vote via email or Microsoft Teams. Results are announced, via email to National Leadership Team or via National Minutes as appropriate.

# **NATIONAL COUNCILLOR**

## **NATIONAL COUNCILLOR – OVERVIEW OF MAIN DUTIES**

As the elected councillor for your VIEW Area, you represent the members and play a role on the National Leadership Team.

### **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, to provide support to members in running their clubs and to 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 work study 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 Leadership Team meetings (face to face and/ 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 and developing a succession plan.

- Demonstrating true VIEW friendship by contributing fully at National Leadership Team, liaising with and supporting National Leadership Team 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 Leadership Team meetings as a representative of their Area – National Councillors are expected to attend National Leadership Team meetings fully prepared, with questions and/or comments having pre-read all National Leadership Team 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 Leadership Team (using the National Leadership Team 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/Microsoft Teams 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 Leadership Team Agenda.

Each National Councillor assumes office from 1 January and serves for two years until 31 December. Elections are held every two years.

#### 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 Leadership Team.

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, via the online

voting form, 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 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 downloaded and saved. All National Councillor ballot sheets are to be deleted by National Office within twelve (12) months of the election.

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

### **Nomination for National Leadership Team**

The current pool of Zone Councillors in a given area are eligible to nominate for the National Councillor position in that area, provided they have only served one term as Zone Councillor.

If there is no eligible Zone Councillor who wishes to nominate for the National Councillor position in an area, the current National Councillor is 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.

A National Councillor who has served a second term is not eligible to nominate for the VIEW National Executive.

### **Insufficient National Councillor nominations and casual vacancies on the National Leadership Team**

If there is a casual vacancy or no nomination for a National Councillor position, the National Leadership Team will, as soon as practical, 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 nominate for the 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 VIEW National Executive, may re-apply for a position on the National Leadership Team, (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 Leadership Team term.

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

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

### **Vacation of office of a Member of VIEW National Executive or National Councillor**

The office of a VIEW National Executive member or National Councillor is to become vacant if she:

- is not a financial member; 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
- has her membership ceased or cancelled..

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

### **Removal of a Member of VIEW National Executive or National Councillor from office**

With due cause and after following the process for consequences of non-compliance with VIEW Code of Conduct, Guiding Principles and Charter contained in the VIEW Club Handbook:

- a member of the VIEW National Executive may, with the support of the VIEW National Manager and The Smith Family Head of People and Culture, be removed, suspended or expelled from office before the expiration of her term of office.
- the VIEW National Executive with the support of the VIEW National Manager and The Smith Family Head of People and Culture may remove, suspend or expel a National Councillor before the expiration of her term of office.

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

## **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 work study 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 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.)
- 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
  - Providing 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.
- 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.**
- **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.**
- 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.
- 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>).
- 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. 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 Leadership Team.

If there is more than one nominee for a Zone Councillor, a ballot of Club Committee members eligible to vote as set out below must be conducted by National Office.

All Clubs in the Zone are responsible for completing an online voting form returning five (5) responses. The online form will only collect the club name, to keep forms confidential. 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 the 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 downloaded and saved.

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.

Successful candidates are ratified by National Leadership Team, announced to the candidates and the National Councillor by the National President and advised to the membership through the National Leadership Team Minutes.

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.

## **Nomination for Zone Councillor Positions**

To be eligible for nomination, candidates must:

- have completed a two-year term on a Club Committee, and
- be a member of a club in the zone they are nominating for or willing to join a club in that zone.

If there is no eligible Club Committee member who wishes to nominate for the Zone Councillor position in a zone, the current Zone Councillor is 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.

## **Club Committee Members Holding a Zone Councillor Role**

**To address the lack of Committee members taking on the Zone Councillor role a trial is currently in place allowing members to be a Club Committee member and Zone Councillor at the same time. The trial is effective from 1 April 2025 and will be reviewed in March 2026.**

## **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
- has her membership ceased or cancelled.

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

### Removal of a Zone Councillor

With due cause and after following due process, the VIEW 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.

### 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 Leadership Team	with Zone Councillors	with Presidents and Delegates
Promote VIEW resources available at <a href="http://view.org.au">view.org.au</a>	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.

### National Councillor meetings with Zone Councillors

National Councillors meet with Zone Councillors in their Areas to pass on and discuss information and decisions made at National Leadership Team (using the National Leadership Team 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 parameters. Zoom/Microsoft Teams meetings and emails are encouraged as the method of communication for subsequent meetings.

Meetings can include:

- Discussion of items in the National Leadership Team 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
- Any news and/or updates 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 the National Leadership Team. 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 VIEW 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 Leadership Team 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 Leadership Team 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.

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 provide you with a letter notifying the bank about changing signatories to the account.

When attending the Bank, the Councillors will need the letter from National Office and a copy of National Leadership Team Minutes ratifying their appointment.

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 or cheques with the annual audit documents.**

## 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.

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.** Please see the VIEW website resources page for supporting documents including the Treasurer's Guide and Electronic Cashbook Guide.

## Area/Zone Annual Audit

Each 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 provides an objective independent examination of VIEW Clubs of Australia financial records for inclusion in the Annual Financial Statements of The Smith Family.

After receiving your 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](mailto: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](mailto: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 approved 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 and photocopying/printing.

National and Zone Councillors may claim the cost of their printer cartridge up to \$20 per year as part of their claimable expenses from a home computer/printer to print essential documents and forms.

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 Leadership Team 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

If lodging an expense claim for travel - Before booking 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**. 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 travel by Car – Prior Approval for long distance

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 listed in detail under expense claims at a glance.

Two options are available to claim car travel 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

**Prior approval is required for any travel by car for a distance of 100km or more each way.**

Councillors must complete an Approval to Travel Form and submit to National Office no later than one week before travel.

## Stationery

Emailing documents, including invitations to events, club newsletters, etc. is preferred.

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. Use standard mail for posting items to National Office, except when specifically requested e.g. Audit.

**NOTE: All forms are available on the [www.view.org.au](http://www.view.org.au) website, for emailing, reducing the need to print. Many forms are available for online submission.**

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.

**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 receipt 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 (approval may be required as above)
- 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 are encouraged as method of communication for subsequent meetings**

- Travel associated with face-to-face National Leadership Team meetings
- Reasonable postage and photocopying for Zone Councillor meetings/Area Gala functions.

### Reimbursement for Zone Councillors

- Car/bus/train travel for up to one visit per club per year (approval may be required as above)
- 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 are 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

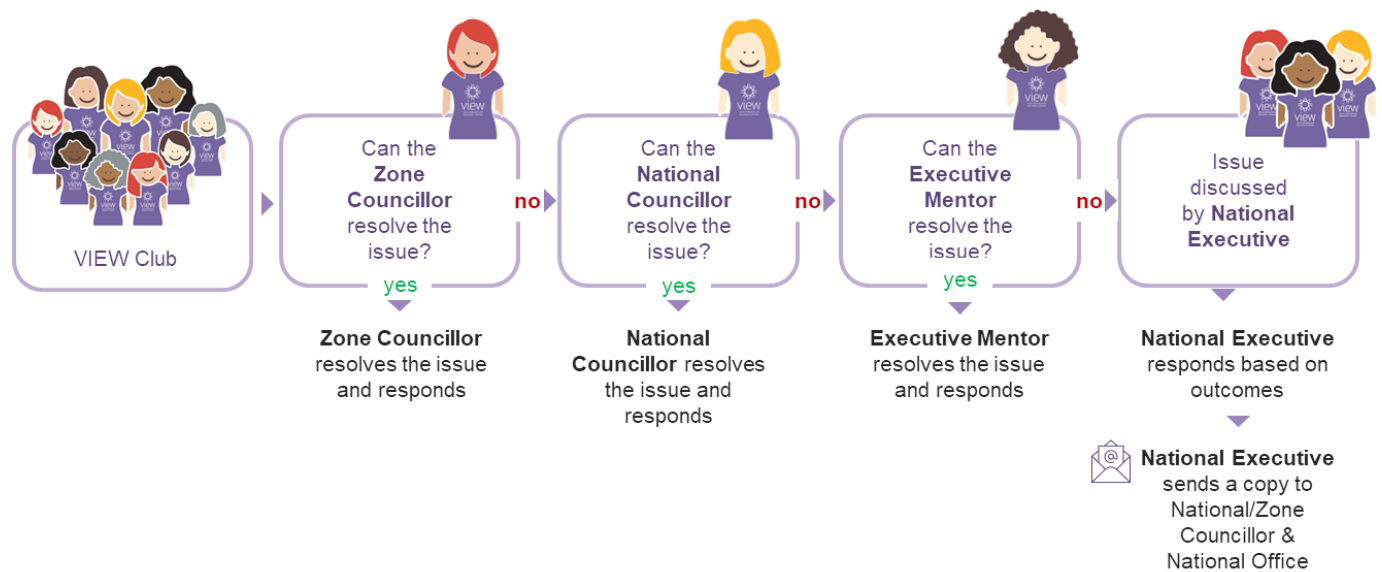
Recognise that people understand and absorb information in different ways; some people understand things better when they see them, others when they hear them and others when they do something.

Change the way that you are communicating and keep changing until you find a style that works with that person or people.

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.
- 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 passed. If necessary, contact your Mentor to discuss.
- Double-check 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.
- Responses should be 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:

No additional information to be added

## 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 Leadership Team 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 group.

### 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](mailto: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 both attend together.

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 Leadership Team 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 20-21). **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?
- How recently did another Senior Officer visit?
- 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.

## **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 VIEW 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 VIEW 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- in the first year of their term

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.

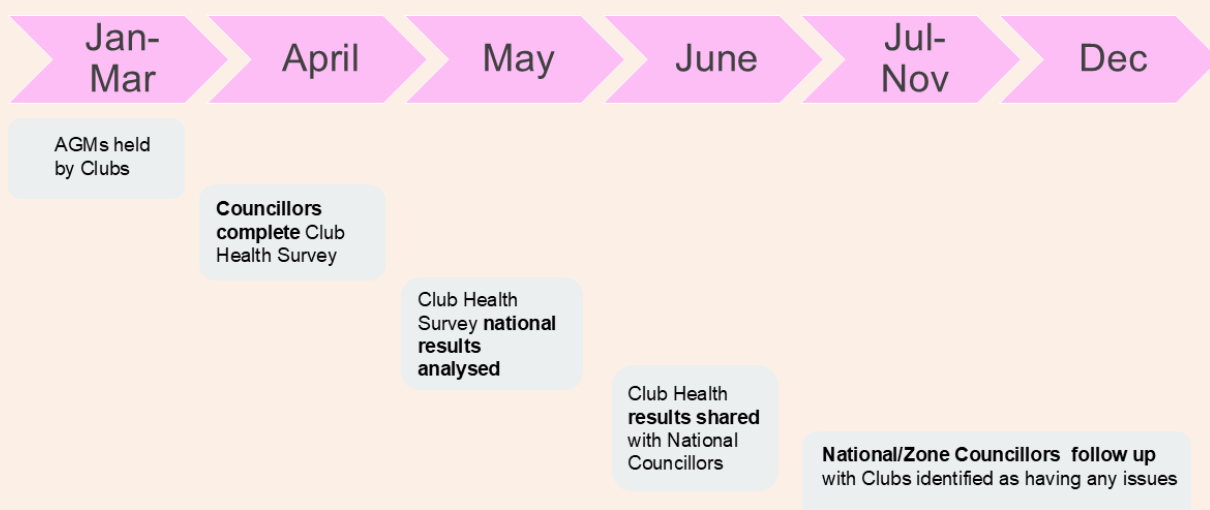
National and Zone Councillors and Executive are particularly interested in any VIEW Club that may have any issues. It is important for us to be informed about VIEW Clubs that are struggling or considering closing so we can support these Clubs and assist them before it's too late.

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 Leadership Team 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 post 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

### Public Liability Insurance

The Smith Family (which includes VIEW Clubs) maintains a Public Liability Insurance policy which protects against our legal liability to pay compensation in respect of injury and property damage as outlined below.

The Public Liability Certificate of Currency is updated in October each year and is made available to National/Zone Councillors and Clubs as soon as received at National Office. This is an official document that can be provided to interested parties as evidence that such a policy is in place and that VIEW Clubs are a named insured party.

### Policy Summary

This is a summary only. All claims are subject to the full terms, conditions and exclusions of the policy wording.



*Should be read in conjunction with Club Handbook page 20.*

The Policy will cover The Smith Family and VIEW Clubs of Australia, including their respective employees and volunteers, against their legal liability to pay damages or compensation to a third party in respect of:

- personal injury
- property damage
- advertising injury and
- libel, slander, and/or unintentional breach of copyright

arising from an incident in connection with our business.

With some exceptions, this coverage responds to claims made by VIEW members as a third party where The Smith Family or VIEW Clubs of Australia incur a legal liability.

In most cases, the coverage will not respond to claims involving the liability of anyone other than The Smith Family and VIEW Clubs of Australia (including their respective employees and volunteers).

There is no restriction on age applied to the making of claims under this policy, but claims are subject to the terms, conditions and exclusions of the policy wording.

### Personal Accident Insurance

The Smith Family also maintains a Personal Accident Policy for its volunteer workers while they are **carrying out activities on behalf and at the direction** of The Smith Family and VIEW Clubs of Australia, including during direct travel to and from the voluntary activity, for accidental injury or death. Voluntary work will include functions organised for volunteers to participate in. The policy does not carry an age limit, however reduced or restricted benefits apply from age 75 and above, and some benefits are excluded from age 95 and above. The policy provides specified benefits according to the nature of the injury sustained and there is no cover for any pre-existing conditions and in a claim scenario the policy will not respond. Also, if a volunteer is not able to take direction or work independently, they will not be covered. Any claim is always subject to the full terms, conditions and exclusions of the policy wording.

**Please note:** Government legislation prevents the insurer of this policy from reimbursing any medical costs incurred that attract a Medicare rebate, in part or in full. This means that no cover is provided for the Medicare 'gap'. Where a claimant has Private Health Insurance cover and an expense is claimable, the claimant must first claim through that cover before the insurer can determine any settlement amount.

### Accident/Injury Reports and Claims

All Incidents/Accidents need to be reported on an Accident Injury Report – VIEW (available [https://www.thesmithfamily.com.au/view-clubs/resources/forms/Committee forms](https://www.thesmithfamily.com.au/view-clubs/resources/forms/Committee%20forms)) and forwarded to National Office as soon as possible

If a VIEW member wishes to make a claim on one of The Smith Family's insurance policies, a detailed letter must be submitted immediately to National Office explaining the circumstances of the incident/accident. The relevant forms will then be sent to the member.

All claims are subject to acceptance by the insurer.

### 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. Notifications do not need to be provided for monthly VIEW Club or Committee meetings.

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 60.

### 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.

### 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 Leadership Team 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 Leadership Team?

- 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.**

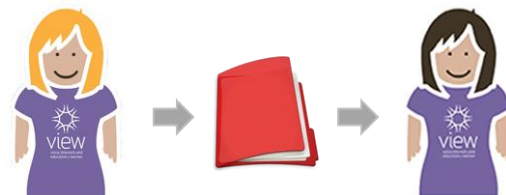
Start looking now!

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 & HANDOVER

To ensure the smooth transition in your Area or Zone **It is the responsibility of both the incoming and the outgoing Councillor to organise a time to complete a detailed handover.** It is important that the incoming Councillor is provided with the required documents and information to carry out her new role to the best of her ability.



We recommend that handover is conducted in January after financial documents have been submitted for the annual audit.

Councillors should work through the relevant Councillor Handover Guide

(<https://www.thesmithfamily.com.au/view-clubs/resources/organisational-information/>) ensuring that all documents, records and physical assets are properly handed over to the new Councillor.

- **Stationery and Promotional Materials** – Any VIEW stationery and promotional materials should be handed to the incoming Councillor.
- **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 or return to National Office.
- **Equipment 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.
- **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.
- **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.

## 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.

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

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

**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.

## KEY DATES & RESPONSIBILITIES – 2024

This calendar outlines key activities and deadlines for National Office, VIEW Clubs, and Councillors. Use it as a quarterly reference to support your planning, communication, and Club engagement.

Month	National Office	VIEW Clubs	Councillors
<b>January</b>	<ul style="list-style-type: none"> <li>VIEW Matters submissions open</li> <li>January mailout</li> </ul>	<ul style="list-style-type: none"> <li>January mailout</li> <li>Send Cashbook Request Letter</li> <li>Send Membership List (coloured paper)</li> <li>Send Service Fee Order Form (green paper)</li> <li>Send Club Statement (stock)</li> </ul>	<ul style="list-style-type: none"> <li>Encourage Making a Difference Award entries</li> <li>Submit Cashbook for Audit</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>Facilitate Treasurer training</li> </ul>	<ul style="list-style-type: none"> <li>Send Cashbook for Audit (by 28 Feb)</li> <li>Send Club Committee List to ZC/NC/NO</li> </ul>	<ul style="list-style-type: none"> <li>Plan Club visits</li> <li>Focus on Zone Conferences &amp; Area Galas</li> <li>Review Club development</li> <li>Set Delegates Meeting dates</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>VIEW Learning and Development month</li> </ul>	<ul style="list-style-type: none"> <li><b>Send Annual Subscription Payments (by 31 Mar)</b></li> <li>Update Membership List (31 March)</li> <li>Celebrate International Women's Day (8 March)</li> <li>Submit VIEW Matters articles</li> <li>Update Club web page</li> </ul>	<ul style="list-style-type: none"> <li>Begin MP engagement</li> <li>Submit resolution ideas</li> <li>Submit Expense Claim (Jan–Mar)</li> <li>Promote VIEW Convention</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>Distribute VIEW Matters</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>Support Club functions &amp; Area Galas</li> </ul>

			<ul style="list-style-type: none"> <li>• Complete Club Health Surveys</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• –</li> </ul>	<ul style="list-style-type: none"> <li>• TSF Winter Appeal begins</li> <li>• Celebrate National Volunteer Week (20–26 May)</li> </ul>	<ul style="list-style-type: none"> <li>• –</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• –</li> </ul>	<ul style="list-style-type: none"> <li>• National Reconciliation Week (27 May–3 June)</li> <li>• Send surplus funds to TSF</li> <li>• Submit Bank Statement (as at 30 June)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Submit Expense Claim (Apr–Jun) by 14 June</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• Encourage Making a Difference Award entries</li> <li>• VIEW Matters submissions due by 30 Sept</li> </ul>	<ul style="list-style-type: none"> <li>• Submit Bank Statement (as at 30 June)</li> </ul>	<ul style="list-style-type: none"> <li>• Host Area Galas or Zone Conferences</li> <li>• Submit Bank Statement (as at 30 June)</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• –</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Area Galas/Zone Conferences</li> <li>• Submit VIEW Matters articles</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Facilitate VIEW Convention planning</li> <li>• Send Christmas Merchandise Order</li> </ul>	<ul style="list-style-type: none"> <li>• Pay outstanding Tax Invoices</li> <li>• Submit Expense Claim (Jul–Sep) by 30 Sept</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Oct–Nov</b>	<ul style="list-style-type: none"> <li>• Distribute VIEW Matters</li> <li>• TSF Christmas Appeal begins</li> <li>• Send Certificate of Currency</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for Anti-Poverty Week (mid-Oct)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Nov–Dec</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Send surplus funds to TSF</li> <li>• Final chance to submit Resolutions (even year)</li> </ul>	<ul style="list-style-type: none"> <li>• Send surplus funds to TSF</li> <li>•</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Submit Expense Claim (Oct–Dec) by 2<sup>nd</sup> Friday in Dec</li> </ul>

#### Notes for Councillors

- Use this calendar to prompt Clubs ahead of key deadlines.
- Encourage timely submissions and offer support with forms, audits, and event planning.
- Stay in touch with your Zone Clubs to ensure awareness of national initiatives and opportunities.



# APPENDIX A

## WHAT'S ON YOUR USB

- VIEW Key Messages
- The Smith Family Key Messages
- Contact list

### Folder – Calendar and Planning

- National Schedule of Dates
- Travel schedule template

### Folder – Club Resources

- Club committee handover guide
- Letter to request raffle prize
- Treasurer's Guide
- Club email guide
- Club webpage guide
- Attract and retain members guide

### Folder – Councillor Resources

- Templates for National Leadership Team meetings (paper and report)
- Digital copy of this handbook
- Instructions for Teams meetings
- Handover Guides
- Event/visit report template
- Certificate of Appreciation

### Folder – Event Planning

- VIEW Event Planning Guidelines including Event Budget and Ticket Price Calculator to help you with planning your events.
- Welcome to Country Guide
- Food handling guide and register
- Templates for Gala/Zone event checklists, registration forms, run sheet, agendas etc.

### Folder – Finance

- Councillor electronic cashbook 2026
- Councillor expense claim form
- Electronic Cashbook Guide
- Square Reader Guide

### Folder – Policies

- Councillor – Travel Policy Guidelines
- Data Breach Guide
- Privacy Policy
- Current Certificate of Currency (renewed annually)
- Conflict Resolution Guide
- VIEW Culture and Guiding Principles Document

### Folder – VIEW Brand

- VIEW Letterhead – for general correspondence
- VIEW Brand Guide
- Subfolder – VIEW Logos: these are regular VIEW Logos for use on any drafted flyers/invitations etc

### Folder – Workstudy

- A copy of the agenda and presentations from workstudy

**NOTE:** Forms are updated annually and new forms will be available on the website <https://www.thesmithfamily.com.au/view-clubs/resources/forms>



## Appendix B Governance and Leadership Project: Geographic Boundaries

### Summary of Recommendations

For full information on recommendations refer to:

- National Minutes February 2025 – Item 4.3
- National Minutes May 2025 – Item 4.3
- National Minutes November 2025 – Item 4.3

### Summary of Areas, Zones and Area Descriptor

Area	Zones	Area Descriptor
AA	AA01 AA02	Canberra and surrounding areas
NA	NA01 NA02 NA03	Hunter/Central Coast Region
NB	NB01 NB02	Macarthur, Southern Highlands & Illawarra region
NC	NC01 NC02 NC03	Greater Sydney (incorporates former Areas NC, ND and NE and Zones into one Area Greater Sydney with three zones)
NG	NG01 NG02 NG03	NSW South Coast Berry to Eden
	NH01	NSW Central West
NI	NI01 NI02	New England and North Central NSW
	NJ01	NSW Northern Rivers
NK	NK01 NK02	Mid North Coast of NSW and Inland
NL	NL01 NL02	Riverina South-West Slopes
	NM01	Upper Mid North Coast and Clarence Valley Region
QA	QA01 QA02	Brisbane and Surrounds
QB	QB01 QB02 QB03	The Sunshine and Fraser Coasts, and Central QLD
	QC01	Gold Coast and Darling Downs
SA	SA01 SA02	Metro Adelaide and Surrounds incl Sunraysia
VA	VA01 VA02 VA03	Central & East Metro Melb
VB	VB01 VB02 VB03	South East Metro Melb to the Mornington Peninsula & Gippsland
VC	VC01 VC02 VC03	North and West Metro Melb & North and West Country
WA	WA01	Perth and Surrounding areas

**All changes take effect from 2026. Note:** highlighted lines are considered as Zones only – not areas

## Summary of recommendations made by Geographic Boundaries Teams

### 1. To address the lack of club members taking on Committee positions it is proposed that Members are able to be a Club committee member in their home club as well as their second club

A number of submissions included a suggestion/request that members have the option to be a committee member in two clubs at the same time. (see attached Draft guidelines) Trial **effective 1 April and reviewed in March 2026. (copy of draft policy attached)**

### 2. To address the lack of Committee members taking on the Zone Councillor role it is proposed that members have the option to be a Club committee member and Zone Councillor at the same time

It is recommended that Club members can be a Club committee member and a Zone Councillor in their Zone at the same time. (see attached Draft guidelines) Trial **effective 1 April and reviewed in March 2026. (copy of draft policy attached)**

## Summary of amendments to Areas and Zones

### Area NA Hunter/Central Coast

Currently there are 17 Clubs in four Zones. The recommendation was to merge Clubs in Zone NA04 Clubs: Bateau Bay, Gwandalan and Toukley with Clubs in Zone NA03 Bel Air, Hunter, Redhead and Wangi Wangi.

### North Shore & Northern Beaches (NC); Sydney Central and Southern Sydney (ND) and Western Sydney region (NE)

The recommendation was to merge all three Areas (NC, ND and NE) into one Area known as *Greater Sydney*. The individual areas would then form three Zones.

The Greater Sydney Area (22 Clubs) will have one National Councillor position and a Zone Councillor for each of the three Zones.

### Area NH NSW Central Tablelands, Central and Western Slopes and Western Plains

With recent Club closures: Parkes Evening and Dubbo VIEW Clubs, all 10 Clubs would be consolidated into one Zone/Area.

### Area NJ Northern Rivers

With the recent closures of Casino and Tweed Coast Clubs in this Area the recommendation was to consolidate all 8 Clubs into one Zone/Area.

### Area NM Upper Mid North Coast and Clarence Valley Region

With the recent closures: Bellinger Valley, Korora and Yamba Day VIEW Clubs the recommendation was to consolidate all 8 Clubs into one Zone/Area.

### Area QB –The Sunshine and Fraser Coasts, and Central QLD

Currently there are two zones in QB with 14 Clubs. The proposed change is to create a third zone by dividing Zone QB02. Zone QB02 will now consist of 4 VIEW Clubs Gympie, Maryborough, Hervey Bay and Fraser Coast and Zone QB03 will consist of Bundaberg, Capricornia and Mackay with Townsville to join the zone once it has opened.

### Area VB South Eastern Metropolitan Melbourne to the Mornington Peninsula & Gippsland

Currently there are 17 Clubs in Area VB in three Zones VB01, VB02 and VB03.

The proposed change is to move Springvale VIEW Club from VB01 to VB02.

### Area VC - North and Western Metropolitan Melbourne & North and Western Country

Changes to Zones commences in 2026 as follows:

- Zone VC 01/02 to become Zone VC01 with 8 VIEW Clubs soon to be 7 with the closing of Point Cook: consists of Shepparton, Bendigo, Castlemaine, Kyneton, Sunbury Macedon Ranges, Keilor & Altona
- VC02 will now consist of 4 VIEW Clubs in Western Victoria (from VC03) Ballarat, Colac, Hamilton & Warrnambool
- VC03 will consist of 7 VIEW Clubs in Geelong and the Bellarine - Geelong Day, Geelong Evening, Leopold, Drysdale, Point Lonsdale, Ocean Grove Day, Ocean Grove Evening

## Looking for something...?



Use the **search function** to find information in this document

Apple



Windows



Check out resources page on the VIEW website for any forms, guides or documents you need!



**VIEW Clubs of Australia**

GPO Box 5348, Sydney NSW 2001

[www.view.org.au](http://www.view.org.au)