

The Gap Football Club Operations Manual



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THE GAP FOOTBALL CLUB BOARD

Executive - President	president@gapfootball.org.au
Executive - Vice President	vicepresident@gapfootball.org.au
Executive - Secretary	info@gapfootball.org.au
Executive - Treasurer	treasurer@gapfootball.org.au
Director - Juniors Rep	juniors@gapfootball.org.au
Director - Men's Rep	mens@gapfootball.org.au
Director - Women's Rep	npl@gapfootball.org.au
Director - Commercial Officer	comms@gapfootball.org.au
Director - Grants Officer	grants@gapfootball.org.au
Director - Facilities Officer	facilities@gapfootball.org.au
Director - Equipment Officer	equipment@gapfootball.org.au
Director - General Member	
Director - General Member	

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1.0 INTRODUCTION

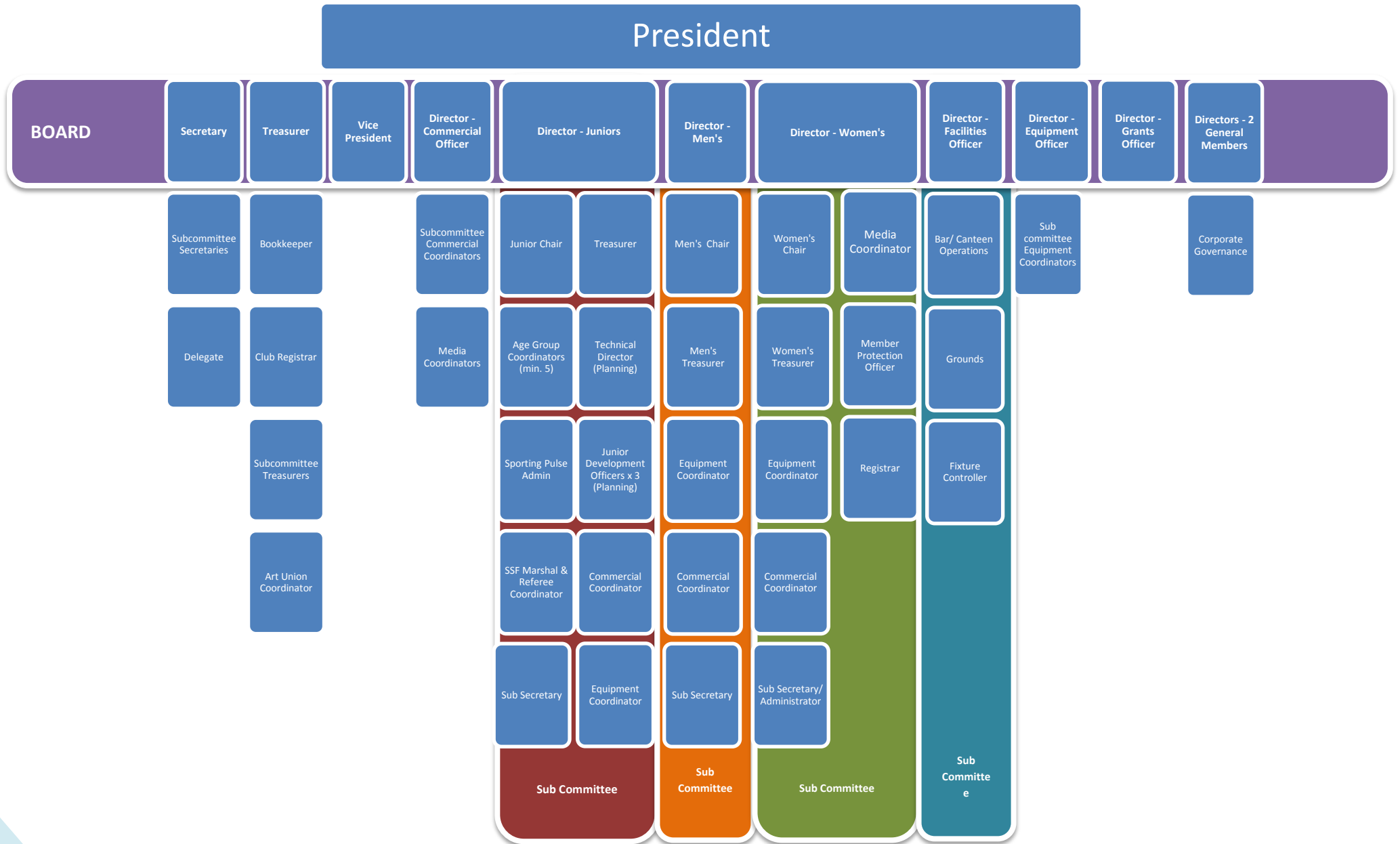
This manual has been prepared by The Gap Football Club to assist members of the organisation to understand and develop methodical approaches to key roles within the club. Specifically, it addresses the functions of key operational personnel within the Management Committee (Board) and their relationship with each other. Additionally, this manual discusses the coaching hierarchy of the whole club with a focus on the paid positions from within the model. Finally, all other paid positions in the club will be outlined.

The information provided in this manual should be adhered to in line with The Gap Football Club's Constitution while also considering the organisations Strategic Plan. This manual only discusses key operational areas and does not and cannot overrule the clubs Constitution.

WEBSITE

Every effort has been made to ensure the accuracy of the information provided in this booklet however the information is only current at time of printing (August 2014). Please see our website www.gapfootball.org.au for the most up to date information.

2.0 THE GAP FOOTBALL CLUB BOARD STRUCTURE



3.0 BOARD ROLES IN DETAIL

3.1 PRESIDENT

Email address: president@gapfootball.org.au

Objectives

The President is the leader of the Club and must ensure the Club is run efficiently administratively, financially and socially to support the on field efforts of the Club.

Responsibilities

1. Be well aware of all current and future Club activities
2. Represents the Club at local, regional and national levels
3. On most occasions act as Chairperson at Club meetings

An active and successful chairperson:

- Leads, but does not direct
- Ensures there is fair discussion on each issue and that all points are expressed before a decision is reached
- Keep the meeting moving in the desired manner, Be firm, but tactful, with members deviating from the point under discussion
- After adequate discussion on an issue impartially summarises the points of view expressed, both for and against, to make sure members know clearly what they will be voting or agreeing to
- Runs the meeting so that a balance is struck between speed and efficiency on the one hand, and keeping the meeting enjoyable on the other
- Start meetings on time
- Know and follow the agenda strictly, unless directed otherwise by the meeting
- Attempt to get all members to contribute to the meeting
- Be enthusiastic – enthusiasm is catching
- Ensure Managers and Committee Members fulfil their responsibilities to the Club
- Attend Football Brisbane's General Meetings*

*These meetings are held normally 1st Wednesday monthly from April thru November. Attendance is compulsory for all Clubs. If the Secretary or President cannot attend, arrange for the Vice President or another club delegate to attend instead. A \$30 fine is issued for non-attendance at these meetings.

Presents the Annual Report at the Annual General Meeting

- This should be a comprehensive summary of the years' activities, detailing programs conducted, membership changes, physical developments and any outstanding achievements. Also include a review of the financial situation and a look at plans and aspirations for the future
- Sections of this report can be delegated to other Committee Members so you don't have to do it all yourself!

Relationships

- Reports to the Members and General Committee of the Club
- Acts, or ensures his/her delegate acts, in the best interests of the club
- Supports all coaches, players and committee members

Accountability

- The President is accountable to the Members and the Board

3.2 VICE PRESIDENT

Email address: vicepresident@gapfootball.org.au

Objectives

Assist the President with his/her duties.

Responsibilities

- Stand-in for the President if/when required

Accountability

- The Vice President is accountable to the President and the Board.

3.3 CLUB SECRETARY

Email address: info@gapfootball.org.au

Important Football Dates for the Club President:

- Football Brisbane General Meeting - normally 1st Wednesday monthly from April thru November
- The Gap Football Club's Board Meeting - Last Monday monthly

Objectives

To ensure that appropriate administrative support is provided to the President and committee of your Club. The Secretary is the primary administration officer of the committee and provides the link between the committee, members and outside agencies.

Responsibilities and Duties

- Contact Football Brisbane to notify change of member/ committee contact details
- Establish a meeting schedule for general and Boards for the current year
- In conjunction with the Treasurer maintain an accurate record of members and committee members to show who is entitled to vote and to receive notices
 - Incorporate this list with the database for keeping track of member payments (see Treasurers' job description)
- Maintain an accurate copy of the Rules and By-Laws of your Club
- Provide administrative support to the committee in ensuring all association responsibilities are dealt with appropriately
- Be familiar with the rules of your Club, State and any other body that has governance to give advice to the President and Committee as required
- Prepare agenda for Committee meetings
- Prepare minutes of all Committee meetings of your Club and distribute in accordance with the Rules of your Club
- Receive all correspondence directed to your Club
- Take responsibility for seeing that letters are written and replied to
- Ensure all licences required by your Club are current (Eg: Liquor License)
- Process all inward and outward player clearances
- Prepare a comprehensive report of all activities of your Club for presentation to the membership at the Annual General Meeting
- Attend Football Brisbane's General Meetings*

*These meetings are held normally 1st Wednesday monthly from April thru November. Attendance is compulsory for all Clubs. If the Secretary or President cannot attend, arrange for the Vice President or another club delegate to attend instead. A \$30 fine is issued for non-attendance at these meetings.

Relationships

- Reports to the President and Board
- Liaises with the President and Committee as and when required
- Liaises with all internal Football contacts (Eg: Football Federation Australia, Football Queensland & Football Brisbane Inc.)

Accountability

- The Secretary is accountable to the President and the Board.

3.4 TREASURER

Email address: treasurer@gapfootball.org.au

Objective

To ensure that a financial management system and reporting system is put in place and operable so the Club committee has an accurate understanding of the financial status of the Club at all times.

Responsibilities and Duties

All duties should be either administered by the treasurer or the clubs paid bookkeeper under the direction of the club treasurer and include:

- Set annual club registration fees
- Set fee packages in FFA's MyFootballClub for registration
- Coordinate with the Club Registrar for the smooth running of sign on day
- Prepare budget to reflect income and expenditure of the Club, including sub committees, for presentation at the September GPC meeting. The budget should include an interim payment plan for any outstanding debt and a cash flow plan for the ensuing year.
- Send out accounts.
- Pay invoices in a timely manner.
- Maintain appropriate accounts of all income and expenditure.
- Present all accounts for payment for approval to Club Committee.
- Prioritise payment of accounts.
- Prepare and present the financial statements of the Club, including the Annual Report.
 - Present monthly report at Club Committee Meetings.
- Oversee and seek reports of all other accounts held by other sections of the Club (Eg: Sub committees, Canteen, Bar, Social and Fundraising committees)
- Review Club insurance policies annually to ensure appropriate coverage and cost effective premiums.
- Lodge quarterly BASs with the Australian Taxation Office on a cash basis with PAYG and fuel tax credits
- Ensure all grants received are acquitted with grant body.
- Review annually all contracts for services with the club and ensure they are appropriate to meet the Club's needs.
- Ensure club's lease with Brisbane City Council is renewed every 10 years.
- Set up annual Art Union
- All monies received to be handed to the Treasurer where a receipt will be issued and, as soon as possible, money to be deposited into Club Bank account.
- The Treasurer must maintain:
 - Members' subscription records
 - Database of all members which includes contact details, membership type and date membership fees paid.
 - Cash receipts and payments record
 - Cash receipts are a summary listing of all money received
 - Cash payments are a summary of all cheque book and cash payments made.
 - Register of assets
 - This includes both current and fixed assets.
 - Current assets include cash, materials, money still owed to the club and prepaid expenses.

- Fixed assets include machinery and furniture.
 - Liabilities record
 - This indicates the total monies owed by your Club and includes current and non-current liabilities.
 - Current liabilities include bank overdrafts and short-term loans
 - Non-current liabilities include long-term loans.
- The Treasurer must prepare:
 - Annual Budget
 - 12 month projection of income and expenses.
 - Projections are then compared to actual income and expenses month by month.
 - Receipts and payments summary
 - Just shows the amount of cash received and paid as well as the cash remaining.
 - Income & expense summary
 - Records and itemised amount of income received and all expenses on a monthly and annual basis.
 - Balance Sheet
 - Aims to provide overview of the wealth of your Club as it compares your assets with your liabilities.
 - Bank reconciliation statements
 - This is a process done at the end of each month where you check that all receipts and payments match up with your bank deposits and withdrawals.
- Make details of all accounts available to the Club Committee and members.
- Manage any overdraft facility held by the Club.
- Ensure the Club finances are correctly audited.
- Ensure all taxation commitments are met by the Club.

A sample Budget Profit and Loss Sheet, Actual Balance Sheet and Actual Cash Flow Sheet is available from Football Brisbane.

Relationships

- Reports to the President and Board
- Liaise with all members of the club with financial responsibility (Eg: Canteen Convenor etc)
- Liaise with all creditors and debtors
- Delegate to the club's Bookkeeper

Accountability

- The Treasurer is accountable to the President and the Board
- The Treasurer shall seek ratification from the General Committee of a Club budget, including debt reduction and there after shall have the authority to act within the limits of the budget and strategy approved
- The Treasurer shall provide a monthly report to the General Committee of all financial transactions

3.5 COMMERCIAL OFFICER

Email address: comms@gapfootball.org.au

Objectives

A fundraising and sponsorship officer provides a central point for the club to lead, and develop opportunities for funding and sponsorship into the club. This may include the preparation and submission of funding bids to organisations, working with other organisations to develop joint bids and ensuring the profile of the club is maintained.

Responsibilities

- Liaise with subcommittee commercial coordinators as to ensure a streamline and uniform approach to sponsorship sourcing and servicing.
- To identify and target sources of funding for the club in association with the club's development plan
- To prepare funding bids in partnership with club committee members as appropriate
- To ensure the carrying out the terms of any secured funding agreement to its finalisation or acquittal
- To establish and develop effective working relationships with key local funding providers
- To develop a sponsorship proposal(s) for the club in association with the club's strategic plan
- To promote and publicise any funding and/or sponsorship secured for the club through the club newsletters, website and notice board, in association with the communications coordinator.
- Organizing artwork from sponsors
- Presenting sponsors with a signed jersey from the team which wears their sponsored kit (an extra jersey is ordered with each sponsored set for this purpose)
- Ensuring sponsors are invited to the club's sponsor and volunteer thank-you function at the end of the season
- Organize, attendance and associated hospitality for sponsors at Senior (Men's & Women's) or Junior events for core sponsors
- Updating content and managing social media on electronic platforms
- Point person in charge of communications via the website and the media officer
- Liaise between the Board and/ or sub committees to ensure any relevant content is uploaded onto the website
- Liaise with external parties (for example the host server company) in the event of an issue with regards to our web presence.

Relationships

- Reports to the President and treasurer

Accountability

- The Commercial Officer is accountable to the President and Board.

3.6 EQUIPMENT OFFICER

Email address: equipment@gapfootball.org.au

Objectives

The Equipment Officer (EO) facilitates the acquisition, disposal, distribution, storage and auditing of all the football related equipment that players, junior club referees and coaches require for training and matches. The EO ensures that all purchasing is done in accordance with the relevant financial budgets and all activities are carried out in the most cost effective manner.

Responsibilities

The EO:

- Works with the Technical Director (TD) and if necessary a delegate from each sub section to forecast and fulfil annual equipment requirements for:
 - All Junior and Senior teams competing in Football Brisbane competitions;
 - Club In-house teams and programs;
 - Junior club referees;
 - Coaches and managers for all the above;
 - Sample supporter merchandise.
- Establishes and maintains effective processes and procedures in order to fulfil the role's purpose.
- Fosters collaborative working relationships with internal stakeholders and external providers and, when required, negotiates agreements and/or contracts.
- Ensures all purchasing is done in accordance with external contractual obligations and within section and/or club equipment budgets.
- Organises the distribution and collection of equipment at appropriate stages of the year.
- Fulfills ad-hoc requests as required such as new orders and/or replacement of damaged equipment.
- Completes an 'end of season' equipment audit (excluding canteen merchandise) and prepares a report which is delivered to the Board no later than the November committee meeting each year.
- Will not make any purchases that are outside of any relevant budget without formal approval from the Board.
- Is not responsible for any merchandise and/or stock (with the exception of sample supporter merchandise) that are not required for normal football operations e.g. supporter clothing etc. sold through the canteen.

Authority

The EO has the following authority:

- Disposes of equipment, in the most cost effective manner, which is worn out or is no longer fit for purpose.
- Has the approval to place orders for the required equipment within the relevant budget or where authorised to do so by the Board.

Accountability

- Reportable to the President and the Board.

3.7 FACILITIES OFFICER

Email address: facilities@gapfootball.org.au

Objectives

Facilities officers provide assistance to ensure the day-to-day smooth management and operation of a building's infrastructure through administrative support and, at times, overseeing maintenance tasks.

Responsibilities

- Log, analyse and track maintenance requests
- Issue work orders to appropriate tradespeople or maintenance officers
- Match work orders to invoices and send invoices for payment
- Distribute, archive and coordinate documentation
- Conduct routine cleaning inspections with cleaners and facilities managers
- Coordinate recycling and waste management reports
- Set up meetings, conferences and function rooms
- Collect and distribute mail
- Suggest initiatives to improve operating practices, such as increasing energy efficiency

Relationships

- Reports to the President, treasurer and management board
- Liaise with all members of the club regarding venue requirements, fixtures and the like
- Liaise with subcommittee members as required

Accountability

- The Facilities Officer is accountable to the President and Board.

3.8 GRANTS OFFICER

Email address: grants@gapfootball.org.au

Objectives

The Grants Officer is responsible for the seeking and applying for Grants on behalf of the (Club). The Grants Officer is directly responsible to the President and members of (Club).

Responsibilities

- Identify and suggest grant opportunities that can assist the Club with projects and equipment;
- Provide monthly updates to the committee regarding grant applications and opportunities.
- To prepare funding bids in partnership with club committee members as appropriate
- To ensure the carrying out the terms of any secured funding agreement to its finalisation or acquittal
- To establish and develop effective working relationships with key local funding providers

Relationships

- Reports to the President and Board
- Liaises with the President and Board as and when required
- Liaises with the treasurer and Club bookkeeper as and when required
- Liaises with the commercial officer as and when required
- Liaises with external parties (eg government)

Accountability

- The Grants officer is accountable to the President, Treasurer and Board.

3.9 SUBCOMMITTEE REPRESENTATIVES

Email addresses: mens@gapfootball.org.au
npl@gapfootball.org.au
juniors@gapfootball.org.au

Objectives

The subcommittee representatives speak on behalf of their section of the club at meetings of the Gap Football Club. These individuals are elected to speak on behalf of the subcommittee and are usually the chairperson of the subcommittee.

Responsibilities

- Attend subcommittee meetings;
- Attend board meetings;
- Makes representations to the management board on their subcommittee's behalf.

Relationships

- Reports to the President and board.
- Liaises between subcommittees and the board
- Makes representations to the management board on their subcommittee's behalf.

Accountability

- The subcommittee representatives are accountable to their section and the board.

NON BOARD ROLES

3.10 CLUB REGISTRAR

Email address: registrar@gapfootball.org.au

Objectives

Player registration, Team creation and maintenance.

Responsibilities

- Coordinate and take responsibility for Season Registrations
- Take responsibility for the integrity of the Club's data in FFA's MyFootballClub, the national player registration database
- In conjunction with the Club Treasurer:
 - Set up Terms and conditions and additional questions sections in MyFootballClub (MFC)
 - In conjunction with Club bookkeeper process registrations, accept payments and approve players for team selection
 - Set up team allocation lists in MFC by year of birth date, allocate players to lists and email team lists to each subcommittee as requested
 - Process cancellation requests after consultation with Club Treasurer, bookkeeper and relevant subcommittees
 - Approve coaches, managers & volunteers registered in MFC
- Organise and coordinate Sign on Day
 - Advertise Sign on day on Club website,
 - email registration process instructions to members through FBI's Sporting Pulse
 - Book banner sites with The Gap Ward office and erect Club banners in allocated spaces at allocated dates

Smooth running of Sign-on day(s)

- Book Clubhouse for Registration day through GFC function organiser and enter on Club calendar
- Organise volunteers for registration payment desk
- Organise subcommittees to provide representatives to answer queries
- Advise Canteen manager of registration hours to facilitate uniform sales
- Ensure all Player paperwork is completed in a timely manner and handed to Club Secretary
- Maintain Club Parent, Player & Supporter database (This is done by the Club bookkeeper in support of the club Registrar)

Relationships

- Reports to the President and Board
- Liaises with the President and Committee as and when required
- Liaises with and delegates to Club bookkeeper
- Liaises with other Football Club registrars.

Accountability

- The Registrar is accountable to the President, Treasurer and Board.

3.11 FIXTURE CONTROLLER

Email address: fixtures@gapfootball.org.au – Not active

Objectives

Arrange field usage for trials and match days in association with the grounds committee

Responsibilities

- Coordinate and take responsibility for trials, pre-season matches and season proper matches:-
 - Smooth running of Trials and matches
 - Liaise with grounds staff as to the availability of fields
- After Registration day(s), liaise with Committee, coaches & managers regarding field allocations for trials and trainings times and locations.
- Seek relevant approval to sanction matches for associated teams.
- During the season, liaise with team managers and coaches to ensure their needs are being met
- If there is no Carnival/Competition Coordinator, organise and run any/all Club Carnivals and Summer Competitions.
- Liaise with grounds staff as to the availability of fields.

Relationships

- Reports to the President, Board, facilities officer and relevant sub committees

Accountability

- The Fixture Controllers are accountable to the President and subcommittee chair.

3.12 MEDIA COORDINATORS

Email addresses: nplmedia@gapfootball.org.au - NPL only

editor@gapfootball.org.au – Club & webmaster

Objectives

Responsible for managing every aspect of the organisation's website and online presence.

Responsibilities

- Design and maintenance of the website
- Updating content and managing social media
- Point person in charge of communications via the website
- Liaise between the Board and/ or sub committees to ensure any relevant content is uploaded onto the website
- Liaise with external parties (for example the host server company) in the event of an issue with regards to our web presence.

Relationships

- Reports to the President, Board and Commercial Officer
- Liaises with Board
- Liaises with sub committee's

Accountability

- The Website Coordinator is accountable to the President and Commercial Officer.

3.13 ART UNION COORDINATOR

Email address: artunion@gapfootball.org.au – Not active

Objectives

An art Union coordinator provides a central point for the club to lead and develop the annual Art Union for the club. This may include the preparation, submission and follow-ups with sponsors and suppliers of the event, working with the club treasurer/ bookkeeper and ensuring the profile of the club is maintained.

Responsibilities

- To identify and target sources of sponsorship for the raffle
- To liaise with suppliers as and when required
- To prepare the release of the tickets
- To ensure the Art Union meets with all legal regulations at all times
- To promote and publicise the raffle
- Organizing artwork from sponsors as and when required
- Collect the tickets back in
- Administer the draw and subsequent distribution of prizes.

Relationships

- Reports to the President and treasurer

Accountability

- The Art Union Coordinator is accountable to the President and management Treasurer.

3.14 BAR & CANTEEN OPERATIONS

Objectives

To ensure the club provides an appropriate canteen, bar and function service at all home games and at other times as agreed. To provide support to the Executive and Board members to ensure the efficient operation of the Club

Responsibilities

- Ensure that an adequate food safety plan is in place for operations
- Ensure that adequate equipment is available for providing the services
- Establish a menu of goods for sale that provides variety that will attract all members and visitors to purchase goods from canteen
- Ensure goods are purchased at the best (but not necessarily the cheapest) rates possible
- Ensure that the canteen/ clubhouse is open for business from the commencement of the first game at home games
- Account for all purchases and receipts
- Assist other Committee members in their duties as required
- Undertake tasks at the request of the President, Executive or Board members.
- Track and measure the performance of the canteen and clubhouse
- Ensure staff have all the necessary training and qualifications to perform the tasks at hand.

Relationships

- Reports to the Board

- Liaises with the Club Executive
- Liaises with official Club suppliers & stakeholders

Accountability

- Accountable to the Club Executive & Board
- Provide a report on any aspect of portfolio operations to the monthly Board meeting
- Seek ratification from the appropriate Board member prior to committing the Club to any financial expenditure or action

4.0 SUBCOMMITTEES – NON PAID

These roles are clearly defined in The Club Handbook available online. To contact a Subcommittee please see the email addresses below:

Email address: mens@gapfootball.org.au - Men
npl@gapfootball.org.au - Women
juniors@gapfootball.org.au - Juniors

5.0 THE GAP FOOTBALL CLUB TECHNICAL STRUCTURE



*Role requirements for technical individuals are provided in the club handbook.

6.0 FOOTBALL BRISBANE COMPETITION COACHING APPOINTMENTS – PAID

Technical Director of Football Brisbane Competitions	
Development Officers x 3	
Mens Firsts Coach	
Mens Reserve Coach	
Mens Youth Coach	
Junior Goalkeeper Coach	
Senior Goalkeeper Coach	
High Performance Junior Coaches (SYL & Div1)	
Community Junior Coaches	

7.0 OTHER POSITIONS - PAID

7.1 BAR & FUNCTIONS MANAGER

Email address: functions@gapfootball.org.au

Objectives

To provide bar facilities to Club members & visitors on match days and functions. To ensure a safe and comfortable environment for club members through the implementation of the Responsible Management of Alcohol policy. Ensure that bar operations are managed efficiently to meet budget requirements. To provide support to the Executive and Committee members to ensure the efficient operation of the Club.

Responsibilities

- Provide bar services for all functions and events as required by the Board and relative subcommittees.
- Coordinate bar staffing for all bar operations.
- Ensure appropriate licences are held by Club and displayed as required.
- Manage the sale of liquor in accordance with the provisions of the Liquor Control Commission licence as held by the Club.
- To account for all purchases and sales of liquor.
- Ensure sufficient supplies of liquor is available to meet the needs of all Club members and visitors.
- Implement the Club Responsible Management of Alcohol policy.
- Assist other Committee members in their duties as required.
- Undertake tasks at the request of the President, Executive or Board.

Relationships

- Reports to the Board.
- Liaises with the Executive.
- Liaises with official Club suppliers & other key stakeholders.

Accountability

- Accountable to the Club Executive & Board.
- Provide a report on any aspect of the portfolio operations to the monthly Board meeting.
- Seek ratification from the appropriate Board member prior to committing the Club to any financial expenditure or action.

7.2 CANTEEN MANAGER

8	Email address: canteen@gapfootball.org.au
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Objectives

To provide an appropriate canteen service at all home games and at other times as agreed. To provide support to the Executive and Board members to ensure the efficient operation of the Club

Responsibilities

- Ensure that an adequate food safety plan is in place for canteen operations
- Ensure that adequate equipment is available for providing the canteen services
- Establish a menu of goods for sale that provides variety that will attract all members and visitors to purchase goods from canteen
- Ensure goods are purchased at the best (but not necessarily the cheapest) rates possible
- Ensure that the canteen is open for business from the commencement of the first game at home games
- Account for all purchases and receipts
- Assist other Committee members in their duties as required
- Undertake tasks at the request of the President, Executive or Board members.

Relationships

- Reports to the Board
- Reports to the Bar & Canteen Operations
- Liaises with the Club Executive
- Liaises with official Club suppliers & stakeholders

Accountability

- Accountable to the Club Executive & Board
- Provide a report on any aspect of portfolio operations to the monthly Board meeting
- Seek ratification from the appropriate Board member prior to committing the Club to any financial expenditure or action

7.3 BOOK KEEPER

- a) Reports to the GPC president and GPC treasurer.
- b) Responsible for all bookkeeping aspects of The Gap Football Club

8.0 OTHER APPOINTMENTS – PAID

Bar & Functions Manager	Tracy Taggart	(07)3300 5295	functions@gapfootball.org.au
Canteen Manager	Beverly Mawdsley	(07)3300 6004	canteen@gapfootball.org.au
Book Keeper	Shona Smith	0439 670 246	registrar@gapfootball.org.au

Overall, any individual in a paid position is reportable to the Board. If detailed Job descriptions are required, approval to review an individual contract must be sought via the GPC. In addition, non-paid roles are discussed in the clubs handbook.