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Episode 9 Who Can Do What

Delegation, not abdication. The Committee can delegate authority to individuals, subcommittees and working groups. It cannot hand over its responsibilities. Ultimate accountability always rests with the full Committee. Nobody has authority unless the register explicitly gives it to them.

A complete Delegations Register covers four areas: (1) General authorities by role. (2) Financial authorisations. (3) Binding commitments and contracts. (4) Reserved matters — what only the full Committee can decide, no matter what.

Delegated authorities for each subcommittee and working group must also be documented in their Terms of Reference, consistent with this register.

[Organisation name] — Delegations Register

Approved: _____

Next review: _____

AREA 1 — GENERAL AUTHORITIES BY ROLE

The standing authority that comes with each position. One example shown per role group. Add rows and roles to suit your organisation. Remove the CEO/Manager row if you have no paid staff.

GENERAL AUTHORITY	HELD BY / CONDITIONS
Respond to media and public relations enquiries on behalf of the organisation	President only. In President's absence: Vice-President. No other committee member may respond without prior approval.
Approve membership applications and renewals	Secretary — in accordance with Constitution and Membership Policy, except those that are incomplete, raise concerns or attract an objection — which go to the full Committee.
Approve budgeted expenditure within delegated financial limit	Treasurer — see Area 2. Two signatories required on all payments above threshold.
Approve pre-approved activities and expenditure within portfolio scope	Portfolio Leader / Subcommittee Chair — within approved budget and Terms of Reference scope only. No binding commitments. See Area 3.
Day-to-day operational management within approved budgets and plans	CEO / Club Manager * — may further delegate within the staff structure. See note below.
[Add authority]	[Role held by / conditions]
[Add authority]	[Role held by / conditions]
[Add authority]	[Role held by / conditions]

* CEO / Club Manager: may further delegate to other staff within the staff structure. Staff delegations do not require committee approval unless they touch on reserved matters.



AREA 2 — FINANCIAL AUTHORISATIONS

One example shown per category. Set dollar thresholds to reflect your organisation's size. Remove the CEO/Manager column (*) if you have no paid staff.

EXPENDITURE TYPE	CEO / MGR *	TREASURER	PRESIDENT	FULL COMMITTEE	CONDITIONS
Routine operating expenditure within approved budget lines	Up to \$[X]	Up to \$[X]	Up to \$[X]	Over \$[X]	Within approved budget lines only. Two signatories on all payments above \$[Y].
Emergency / urgent unbudgeted expenditure	Up to \$[X]	Up to \$[X]	Up to \$[X]	Over \$[X]	Retrospective Committee approval at next meeting. Reasons documented in minutes.
[Add expenditure type]					
[Add expenditure type]					
[Add expenditure type]					

* Applies only where the organisation has a paid CEO, Executive Officer or Club Manager.

AREA 3 — BINDING COMMITMENTS AND CONTRACTS

Who can make legally binding commitments on behalf of the association — and under what circumstances. No Subcommittee or individual has this authority unless the register explicitly gives it to them. One example shown.

COMMITMENT / DECISION	CEO / MGR *	PRESIDENT	FULL COMMITTEE	CONDITIONS / NOTES
Enter contracts or legally binding agreements	—	Up to \$[X] / [Y]-year max	Over \$[X] or [Y] years	No Subcommittee or working group may enter a contract without explicit prior Committee authorisation. This authority is not automatically given to any role.
[Add commitment type]				
[Add commitment type]				
[Add commitment type]				

* Applies only where the organisation has a paid CEO, Executive Officer or Club Manager.



AREA 4 — RESERVED MATTERS

What only the full committee can decide — regardless of any other delegation. Listing reserved matters is just as important as listing what is delegated. One example shown.

COMMITMENT / DECISION	CEO / MGR *	PRESIDENT	FULL COMMITTEE	CONDITIONS / NOTES
Amend the Strategic Plan or change strategic direction	—	—	✓ Required	No individual or subcommittee may commit the organisation to a change in strategic direction.
[Add reserved matter]	—	—	✓ Required	
[Add reserved matter]	—	—	✓ Required	
[Add reserved matter]	—	—	✓ Required	
[Add reserved matter]	—	—	✓ Required	