

The Club Committee

This Resource is to help your Club Management/Committee. If your Club has a good committee then chances are that your Club will be the best it can be, players will enjoy playing for your Club, be more successful, and your community will be proud of your teams. This document presents a range of information and ideas that we hope will encourage and support your efforts.

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The Role of the Committee

- The Committee are responsible for all the decisions that effect the Club
- Are responsible for money and how it is used
- They hold meetings to discuss future direction for the Club
- They take responsibility for the important parts of leading, directing and supervising the Club
- They do all this on behalf of the Club members

Specific Duties

- Conduct long-term planning of activities so that the aims and objectives of the Club are met
- Develop policy and procedures
- Manage external relations
- Obtain resources and ensure that all financial and legal matters are properly managed
- Regularly communicate with and provide information to members about the running of the Club
- Review the performance of employees, volunteers, subcommittees and the committee itself
- Provide detailed written records and job descriptions to a newly elected committee to help them with their roles

To fulfil these roles and duties several things need to be in place:

- Policies and procedures that are clear, ‘user-friendly’ and cover everything
- Resources to meet the needs of the Club
- Strategic plans and action plans
- Networks with other Clubs/Leagues
- Processes for communication and reporting
- Decision making processes

Powers of the Committee

- The members of the management committee act as the representatives of the Club.
- It is important that when the management committee members act on behalf of the committee that they have approval to do so.
- If they do not have approval they may act in a way that is not in line with the committee’s guidelines.
- The committee may be legally responsible for any contract that the individual makes when acting on behalf of the committee.

Guidelines for Committee Members

There are several simple guidelines that will keep committee members informed and help to avoid any possible areas of conflict or concern. They are:

- Do not place self interest above the needs of the Club
- Be aware of any areas of potential conflict of interest
- Find more information on issues that you are confused about
- Show reasonable care and diligence when acting as a member of the management committee
- Regularly attend committee meetings to stay involved and informed
- Always act in ways that show good will and good faith
- Not to gain financially from any information obtained from being a member of the management committee
- To have all necessary information about the financial situation of the Club
- To seek advice about things that the committee does not understand or that may have legal implications

Executive Officers

The Constitution of each Club should identify the positions that will be held on the committee and the jobs to be done. The 'executive' roles in committees are: The Chairperson, The Secretary and The Treasurer

There are often other roles that can be decided upon by the group and/or written into the constitution. These positions may include; membership officer, vice secretary, vice treasurer, vice chairperson, public relation officer(s) and others as the committee requires.

A. The Chairperson

The chairperson of the committee 'chairs' or runs the monthly, general and the annual general meeting. (Monthly meetings will deal primarily with the day to day running of the Club; General meetings may be called for a specific reason – e.g., to organise fundraising; Annual General Meeting – AGM – occurs once a year). If the Chairperson does not run the meeting then the Vice Chairperson takes the chair or the meeting elects someone from the group to chair the meeting. The chairperson's main responsibilities are to keep order and facilitate the business of the meeting. A chairperson needs to be aware of the 'feeling' or mood of the meeting and to provide leadership as needed.

Maintaining a 'quorum' at meetings is one of the responsibilities of the chairperson. A quorum is a minimum number of people necessary to hold a meeting. A quorum for the Club committee is half of the elected members, plus one. If there were 8 committee members the quorum would be five. The quorum for a general meeting is double the number of members on the management committee plus one.

The major responsibilities of the Chairperson are listed below; however there is one important role that is expected of the Chairperson in the light of Child Protection.

Each League/Club must have a designated person who will be responsible for dealing with any concerns about the protection of children. The designated person is responsible for reporting allegations or suspicions of child abuse to Health Services Executive and/or An Garda Síochána. The designated person is the Chairperson.

It is also important to note that a number of these roles may be suitable for 'delegation' to other members of the committee. Some of the items listed are personal characteristics, skills or abilities and not necessarily tasks to be carried out.

- To know and understand meeting procedures and be able to carry them out
- To fully understand the mission and goals of the Club and be committed to them
- To plan for meetings and set meeting agenda
- To maintain the time lines for the meeting e.g. Starting and finishing on time
- To welcome all participants and make sure that everyone feels at ease
- Make sure that the room is ready for the meeting
- To maintain the 'ground rules' as decided by the group
- To stay neutral on issues that may need to be voted on at meetings
- Not to misuse the power of the position but call on the skills of other members
- To acknowledge other team members and encourage all members to be involved in the planning and development of the group
- To ensure that the views of all members are respected
- Able to recognise and use the talents of other members
- Willingness to acknowledge the work of other people
- To motivate and encourage the group members to reach the goals set for each meeting
- To be a good listener who can summarise the discussion

A Guide to Roles and Responsibilities for the Chairperson

1. *Who will I be responsible to?*
The Main Committee
2. *Who will I be responsible for?*
The Main Committee
3. *What is the role of the Club Chairperson?*
Chair the Committee meetings and AGM.
Assist the secretary to produce the agendas, head the committee in making decisions for the benefit of the whole club including disciplinary matters and strategic planning.
4. *How much time will I need to give to the job?*
Two to three hours per month for meetings.
5. *What sorts of tasks are involved?*
Tasks will include:
 - Chair committee meetings/AGM

- Agree monthly agenda for committee meetings and the AGM

6. *What else can you tell me about the job?*

As the Chair of the Club, it is essential that you are a strong leader who can be objective. As the supporting officer to the Secretary, it is useful for you to have access to a telephone. You may wish to attend a specific training course on how to chair/run meetings.

B. The Secretary

The person who is chosen to keep a record of all the decisions and discussions that are held by the group is called the secretary. This role is a very important one and should be taken by someone who has the skills and commitment needed. A secretary must be appointed within one month of the Club's existence. If the secretary of the Club resigns the Club must appoint a new secretary within 14 days.

Skills required include:

- listening
- writing
- accurate recording
- understanding the information
- checking for accuracy

Responsibilities include:

- The secretary writes letters from the Club to other Clubs/Leagues or individuals
- The mail for the Club comes to the secretary who then passes it to the other members or takes it to the meetings to be 'tabled'
- To prepare the agenda for the next meeting. This usually happens after an agenda meeting has been held or information is gathered from all members about what they want. Often the agenda is set by the 'executive' of the committee. The executive group is usually made up of the chairperson, the secretary and the treasurer
- Formal and accurate records are kept of what is discussed and decided at each of the meetings. This is referred to as taking the 'minutes'. In some Clubs the secretary does not take the minutes. Some groups appoint a 'minute secretary' whose only role is to take the minutes of the meeting. This person doesn't need to be a member of the committee. This person would not have voting rights
- Records of the Club need to be kept. This could include a list of all the members, previous committee members, previous decisions that have been made. Any correspondence that has been received that gives information or is related to important decisions is also kept. Important historical records may also be kept and held in a safe place by the secretary
- The secretary is able to act on behalf of the Club when the committee has taken that decision or resolution. One example of this might be if the secretary

was asked to seek a number of quotes for the purchase of a piece of equipment for the Club

- The relationship between the secretary and the other members of the committee is important. Communication with the chairperson should be on a regular basis. When writing the agenda for the next meetings it will be necessary for the secretary to meet with the Chairperson and/or other executive members of the committee

The Specific duty of Minute Taking

Minutes are the formal and legal record required to record the business of a Club.

- Minutes can be used in a court of law and may be used by ‘auditors’ to check that any spending of funds has been authorised and used for what it was intended
- Funding bodies may require copies of the minutes to show that the Club agreed to apply for funds
- How the minutes are written is very important. It is important to take the notes at the time of the meeting. If necessary write the minutes into a final draft after the meeting
- It is helpful when writing minutes to imagine that if you had not been at the meeting would you be able to understand what had happened from reading the minutes
- Minutes should be written clearly, in the order that the discussions happened and with enough detail so that it can be easily understood
- Minutes should be kept in a book or special folder as a permanent record
- After each meeting when the minutes are read, moved as correct, seconded and everyone is happy with them they should be signed off by the Chairperson

A guide to Roles and Responsibilities for the Secretary

1. *Who will I be responsible to?*

The Main Committee, through the Chairperson

2. *Who will I be responsible for?*

The Vice Secretary

3. *What is the role of the Club Secretary?*

The main purpose of this job is that of primary administrator for the club. The Club Secretary carries out or delegates all the administrative duties that enable the club and its members to function effectively. The Club Secretary has an essential role within the club, with a close involvement in the general running of the club. The secretary and his/her assistant provide the main point of contact for people within and outside the club on just about every aspect of the club’s activities.

4. *What sort of tasks are involved?*

Tasks will include:

- Attending league meetings
- Affiliating the club to the Football Association of Ireland

- Affiliating the club to the league(s)
- Registering players to the league(s)
- Dealing with correspondence
- Organising the club AGM and other club meetings
- Representing the club at outside meetings at the direction of the main committee

5. *How much time will I need to give to the job?*

Approximately six hours each week and many of these will be at weekends and in the evenings.

6. *What else can you tell me about the job?*

The secretary is often the first point of contact with a wide range of people from within and outside the club. Representing the club at outside meetings which provides the opportunity to find out what's going on at league and county level is an extremely important part of the job. It would be helpful for the secretary to be available to take phone calls during the working day. The club should support the secretary in the use of modern office technology to assist in their work. This is a demanding, high profile job that has a major impact on the efficient and effective management of the club and the recruitment of volunteers.

C. The Treasurer

The role of the treasurer is important for the sound financial management of the Club. Often the most difficult position to fill on a voluntary committee is that of treasurer. It is one that carries a lot of responsibility. Clubs may not have the services of an accountant and the treasurer is expected to be familiar with what is required for the financial future of the Club. The primary role of the treasurer is to make sure that the financial affairs of the Club are carried out in correct manner. The person who accepts the position of treasurer needs to have the skills and attitudes that will assist him/her to carry out the role.

The treasurer will be asked to:

- Review and prepare the financial reports
- Attend to any banking requirements
- Record keeping and money handling
- Discuss issues of funding and expenses with paid staff and volunteers
- Be aware of any legal issues

When selecting a person to be the treasurer it will be important to consider:

- Do they have a background or qualification in this type of role?
- Are they aware of the goals and mission of the Club?
- Do they have the skills to be accurate and precise in their work?
- Are they honest and trustworthy?

A guide to the Roles and Responsibilities for the Treasurer

1. *Who will I be responsible to?*

The Main Committee

2. *Who will I be responsible for?*

Match/training/registration fees collector

3. *What is the role of the Treasurer?*

The main purpose of this job is to look after the finances of the club.

4. *How much time will I need to give to the job?*

Approximately two to three hours per week.

5. *What sort of tasks are involved?*

Tasks will include:

- Collecting subscriptions and all money due to the Club.
- Paying the bills and recording information
- Keeping up to date records of all financial transactions.
- Ensuring that all cash and cheques are promptly deposited.
- Ensuring that funds are spent properly
- Issuing receipts for all money received and recording this information.
- Reporting regularly to the committee on the financial position.
- Preparing a year end statement of accounts
- Arranging for the statement of accounts to be audited
- Presenting an end of year financial report to the AGM.
- Financial planning including producing an annual budget and monitoring it throughout the year.
- Helping to prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE returns, grant reports). Even if these duties are delegated to another officer, the Treasurer is still ultimately responsible. It is up to the Treasurer to make sure that any delegated work is done properly.

6. *What else can you tell me about the job?*

The treasurer must be well organised, able to keep records, careful when handling money and cheques, scrupulously honest, able to answer questions in meetings, confident handling figures, and be prepared to take instant decisions when necessary.

D. Individual Members

Those members of the committee who do not have a specific role (Chairperson; secretary or treasurer) contribute in equally important ways by carrying out tasks and participating in a committed, responsible manner. The opinions and ideas of each committee member are equally valuable. Each person on the committee needs to be dedicated to the cause of the Club.

They are to:

- Act in a way that is honest and serves the interests or objectives of the Club

- Pay attention to and be involved in the business of the Club. It is important to be well prepared, attend and be part of the meetings that are arranged
- Show reasonable care in all committee work
- Avoid conflicts of interest

A guide to the Roles and Responsibilities for the Fund-raiser

1. *Who will I be responsible to?*
The Main Committee
2. *Who will I be responsible for?*
Fund Raising Committee
3. *What is the role of the Fund Raising Officer?*
To raise funds
4. *How much time will I need to give to the job?*
On average three to four hours each week, but this could rise to eight hours around the time of fundraising events.
5. *What sort of tasks are involved?*
Tasks will include:
 - Apply for grants/sponsorship or other forms of financial assistance from companies, local authorities and statutory bodies
 - To co-ordinate fund raising events, possibly two major events per year
 - To ensure events and activities are properly licensed with local authorities
 - To promote fund-raising activities in press (if there is no PR Officer)
 - To ensure that funds are properly accounted for and information is passed on to the Treasurer
6. *What else can you tell me about the job?*
As the fund raising officer it is essential to have good organisational skills, to be innovative and enthusiastic. It would be useful if you have previous experience in completing grant applications.

A guide to the Roles and Responsibilities for the Media Secretary

1. *Who will I be responsible to?*
The Main Committee
2. *Who will I be responsible for?*
PR/Media Committee (if club has one)
3. *What is the role of the Media Secretary?*
To raise the profile of the Club in the local community. To be available to talk to local media. Co-ordinate weekly match reports for all teams and age groups to be forwarded to the local press. Possibly editor of the match day programme (in larger clubs) and/or the Club Bulletin

4. *How much time will I need to give to the job?*
Approximately three hours per week.
5. *What sort of tasks are involved?*
Tasks will include:
 - Produce weekly match reports for inclusion in the local paper
 - Produce a club Bulletin (Monthly/Quarterly)
 - Co-ordinator production of programme for home games (Larger Clubs)
 - Produce general interest stories about the club for local press
6. *What else can you tell me about the job?*
As the media officer, it is essential to have good communication skills and ability to produce coherent match reports, press releases etc. Access to a fax, telephone and computer are necessary

A guide to the Roles and Responsibilities for the Team Manager

1. *Who will I be responsible to?*
Club Committee
2. *Who will I be responsible for?*
Under-?? age group team
3. *What is the role of the Team Manager?*
The main purpose of the job is to ensure that the club provides a team to compete in the Local Leagues and Cup Competitions. The Manager is responsible for all aspects of activity regarding the age group. The Manager is permitted to engage helpers or assistants as required.
4. *What sort of tasks are involved?*
Tasks will include:
 - Weekly:
 - Team selection
 - Organisation of coaching/training at club ?? per week
 - Organisation of transport for team matches
 - Team kit & equipment
 - Reporting results to Club Secretary after matches and/or to the Club Bulletin Editor
 - Monthly:
 - Team accounts (to Committee and Bulletin)
 - Monthly Club team managers meeting
 - Once each season:
 - End of season report to Club Committee
5. *How much time will I need to give to the job?*
Team activities on match day will, depending on the venue for the game, take up approximately 4 hours. Coaching and training sessions at the club each

week (usually on ?? evening) will take up around 2 – 4 hours. Other duties associated with the tasks outlined above are spread across the week, with telephone calls etc., and will take around 3 hours.

6. *What else can you tell me about the job?*

The Club requires the minimum of a Level One (Kick Start) FAI qualification for all Team Managers. The Club will assist you in obtaining this award during the season if you do not already have the qualification. An allowance for telephone calls is paid. Other Club Officials and Team Managers are always available for any assistance or advice. A Club first aid kit will be issued to all team managers, which can be replenished on request. The Club provides all playing kit and match and training equipment.

Club Children's Officer

The appointment of Club Children's Officers is an essential element in the creation of a quality atmosphere in any club. They act as a resource to members with regard to children's issues and also ensure that children have a voice in the running of the club and can freely talk of their experiences. All clubs are required to have a Children's Officer in place and appropriate training will be made available to them through the FAI in conjunction with the Local Sports Partnerships and The Irish Sports Council. All affiliated Clubs and Leagues are required to appoint Children's Officers.

The Children's Officer should have the following functions:

- To promote the FAI's Code of Ethics & Good Practice
- To influence policy and practice and to prioritise children's needs
- To ensure that children know how and whom they can report their concerns to within the club. Information disclosed by a child should be dealt with in accordance with the Department of Health and Children's Guidelines "*Children First*"
- To encourage the participation of parents/guardians in club activities
- To co-operate with parents to ensure that each child enjoys his/her participation in soccer
- To act as a resource with regard to best practice in children's soccer
- To report regularly to the Club Management Committee
- To monitor changes in membership and follow up any unusual dropout, absenteeism or club transfers by children or coach/volunteers

Children's Officers do not have the responsibility of investigating or validating child protection concerns within the club and have no counselling or therapeutic role.

This responsibility lies with the Health Boards and Gardai.

Delegated Authority

Individual members of a committee of a Club have no authority to make general decisions. However, the Committee may decide to delegate authority to one person.

Things to remember about delegated authority:

- Clear guidelines are important when this authority is given
- Decisions being made by a committee member with delegated authority will come back to the full committee meeting to be approved
- The authority is written down and carefully worded to avoid any confusion about the limitations of this authority
- A record is kept of the decision and a copy of the authority
- If the task continues over a long time regular review will be necessary
- Delegated authority is given on the understanding that it will be used in an approved way and according to policy
- The committee 'owns' the action or decision

Why do committees delegate authority?

- Committee members are busy people and may have full time jobs that limit their time
- Time consuming complex tasks can be undertaken by an individual more efficiently than the whole committee
- A particular committee member may have skills and knowledge that will help with a special task

Sub-Committees

Reasons why sub-committees might be useful:

- Sub-committees are effective and useful ways for individual skills and abilities to be put to the best use
- Sub-committees are also used to more equitably distribute the workload of a committee
- Sub-committees allow members who have particular interests or skills to become involved
- Sub-committees give people who may not have the time to be on the management committee as a full member, another opportunity to be involved
- It is important that clear, precise guidelines be developed for the way sub-committees work. The relationship and the reporting process for the sub-committees and the management committee are particularly important

Glossary of Terms

AGENDA	Program or list of things to be done
ASSETS	Items of property or things that we own
ASSESSMENT	When someone places a value on an item or checks a situation to find out if something is happening
ASSISTANT	Someone who assists with a position or work
AUDIT	An official examination of the Club's accounts and records
AUDITORS	The people who come to your Club to look at your accounts or records
AUSPICE	An Club that supports a new Club for a period of time before they become incorporate
BOARD	An official group of people who supervise or direct an activity
BROKER (Insurance)	Someone who finds the best price for your Club and negotiates on your behalf
CHAIR	To take the lead of a group during a meeting or gathering
CHIEF EXECUTIVE OFFICER (C.E.O.)	– The manager of a Club who looks after the daily functioning of the Club and meets with the board or management committee
COMMITTEE	A group of people elected or appointed from a Club to investigate, report or act on their behalf
DEFAMATION	When an attack is made on the good name or reputation of some person or Club
DELEGATE	To send or appoint someone as a representative
DELEGATION	Passing authority to another person or group
DEPUTY	A person appointed or authorised to act for another or others
EXECUTIVE	A person or group of people who have the power to administer a group or activity

FACILITATE	Lead or encourage by involving others in carrying out the business of the meeting
GOVERNANCE	Exercise a restraining, directing or guiding influence over
INDEMNITY	Protection or security against damage or loss
INDUCTION	To formally introduce or bring into
INTERIM	In the mean time – for a short time
LIABILITIES	An obligation for payment
MINUTES	An official record of the proceedings
MOVE	To put an idea forward for people to consider
OFFICE BEARER	Someone who holds a position of duty, trust or authority
PERSONNEL	The people who are employed in a Club
POLICY	Definite course of action to be followed
PRELIMINARY	Something that is done first - introductory
PRESIDENT	An officer appointed or elected to preside over the Club
PROCEDURE	The act or manner of moving forward in any action or process
QUORUM	The number of members required to be present to transact business legally
RATIFY	To say ‘yes’ to something
RECRUITMENT	The securing of new members to the Club
ROTATING	To move around in order – for everyone to take a turn
SECOND	To support, back up or assist
SECONDED	Recruited to back up, support or assist
SECRETARY	A person who corresponds and keeps records for an individual or a Club
SELECTION	The act of choosing or being chosen
SPONSOR	A person, firm or Club that supports the activities of a particular group
SUB-COMMITTEES	A small group appointed from a main committee
SUBMISSION	An idea or request put forward for judgement or approval
SUCCESSION	Coming next or after

TABLED	An idea put forward during a meeting
TERMS OF OFFICE	The time spent in the role of chairperson, secretary etc.
TREASURER	Someone who is in charge of the funds of the Club

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