

# Club Administration/Leadership Roles

## Good Leadership

Leadership is one of the key roles of any management committee/board. Every club should be led and controlled by a management committee/board which ensures delivery of its objects, sets its strategic direction and upholds its values.

Good leadership enables clubs to operate efficiently and effectively. Its basis must be a clear understanding of the governance role and of the dynamics of the organisation for which the committee is responsible.

The management committee must ensure that everything the organisation does supports its vision, purpose and aims. It establishes and protects the fundamental values, ethical principles and policies which govern the activities of the organisation.

An effective management committee provides a clear plan for how the organisation will work towards achieving its vision and how they will ensure that these activities are resourced. The committee also needs to regularly review the challenges and opportunities faced to enable them to anticipate, manage and respond to change.

Ultimately, the management committee is the decision-making forum for the organisation and should ensure that it is well-informed in its decisions through effective planning, monitoring and review of the organisation and its activities.

## Roles

Various roles are common within clubs, as defined in their constitution, but it is important to regularly review the constitution and club structures to ensure that the roles match the needs of the club. Depending on the size and priorities of the club, roles can be combined or divided but should always be recorded and understood by the management committee, and where relevant by others.

There will be other roles which are not elected positions as required by the constitution, but which are jobs to be done, whether by members of the committee or by delegation to others. It is good practice to spread roles around committee members based on the skills required.

It is also good practice to consider who can stand in for any job during times of absence or inability by the normal position holder, and who can be trained up so that jobs can be rotated or passed on to others in future.

The roles also need to reflect any leadership or administration provided by any overarching organisation, but considering the specific needs of the club also.

## Further guidance

One good source of further information on the roles described and club management generally is available at [www.diycommitteeguide.org](http://www.diycommitteeguide.org).

## Chairman/President/Captain/Vice Captain roles

The Chairperson has a strategic role to play in representing the vision and purpose of the organisation. The Chairperson ensures that the management committee functions properly, that there is full participation at meetings, all relevant matters are discussed and that effective decisions are made and carried out. In rowing clubs, the President/Chair often undertakes the strategic aspects and the Captain or Rowing Master should have freedom to deliver against their operational plan for the season. The elements below need to be divided accordingly and to reflect any leadership provided by any overarching organisation.

Ensure the management committee functions properly.

* To plan and run meetings in accordance to the governing document.
* To ensure matters are dealt with in an orderly, efficient manner.
* To bring impartiality and objectivity to meetings and decision-making.
* To facilitate change and address conflict within the management committee
* To review governance performance and skills.
* To plan for recruitment and renewal of the Management Committee.

Ensure the organisation is managed effectively.

* To liaise with the elected officers, as appropriate, to keep an overview of club affairs.
* To co-ordinate the committee to ensure responsibilities for particular jobs (e.g. personnel, financial, etc) are met and specialist expertise is found as required.
* To facilitate change and address conflict within the club, liaising with the officers.

Provide support and supervision to staff.

* To directly line manage any senior staff member of the organisation.
* To sit on appointment and final appeal grievance panels, as appropriate.

Represent the organisation.

* To communicate effectively the vision and purpose of the organisation.
* To represent the organisation at external meetings and events.
* To be aware of current issues that might affect the organisation.

Qualities and Skills Required.

* Good leadership skills.
* Good communication and interpersonal skills.
* Impartiality, fairness and the ability to respect confidences.
* Ability to ensure decisions are taken and followed-up.
* Good time-keeping.
* Tact and diplomacy.
* Understanding of the roles/responsibilities of a management committee.
* Experience of organisational and people management.
* Knowledge of the operating environment for clubs locally.

## Treasurer role

The Treasurer has a watchdog role over all aspects of financial management, working closely with other members of the Management Committee to safeguard the organisation's finances. It is important to note that although the Treasurer ensures that these responsibilities are met, much of the work may be delegated to a finance sub-committee or volunteers.

In summary, the Treasurer is responsible for:

1. General financial oversight
2. Funding, fundraising and sales
3. Financial planning and budgeting
4. Financial reporting
5. Banking, book keeping and record keeping
6. Control of fixed assets and stock
7. Often other matters are added, such as insurances and investments.

Given these responsibilities, the Treasurer typically acts as an information and reference point for the Chair and other committee members: clarifying financial implications of proposals; confirming legal requirements; outlining the current financial status; and retrieving relevant documentation.

It is generally accepted good practice that the financial duties undertaken by people in the organisation should reflect levels of authority and responsibility within an organisation. Whilst the management committee retain overall responsibility for financial management, it is acceptable for them to delegate certain tasks to particular committee members, staff or volunteers.

However, it is not good practice for all tasks associated with the finance function to be performed by one person without adequate supervision from the management committee.

This is not a matter of trusting your team; it is about safeguarding the organisation from fraud and protecting individuals from possible allegations.

## Secretary role

The role of the Secretary is to support the Chair in ensuring the smooth functioning of the Management Committee.

In summary, the Secretary is responsible for:

1. Ensuring meetings are effectively organised and minuted
2. Maintaining effective records and administration
3. Upholding the legal requirements of governing documents, charity law, company law etc (where relevant).
4. Communication and correspondence

It is important to note that although the Secretary **ensures** that these responsibilities are met, much of the work may be **delegated** to paid staff or volunteers. Given these responsibilities, the Secretary often acts as an information and reference point for the Chair and other committee members: clarifying past practice and decisions; confirming legal requirements; and retrieving relevant documentation.

What this role means in practice depends on the style and size of the organisation:

The Secretary themselves will often carry out all these duties and may also take a greater role in the day-to-day administration of the organisation. This can become a time-consuming role. Some management committees have more than one person with formal responsibility for secretarial tasks (e.g. a Minutes Secretary, Correspondence Secretary and Membership Secretary). Others delegate some of the administrative responsibilities to volunteers outside of the management committee to reduce the burden.

If your organisation is a limited company (e.g. Company Limited by Guarantee or a Community Interest Company), you may also have a Company Secretary, which is different from the role of an honorary secretary. This post carries greater responsibility than an honorary secretary to ensure that the requirements of Company Law are met.