

# PART TWO

## club structure

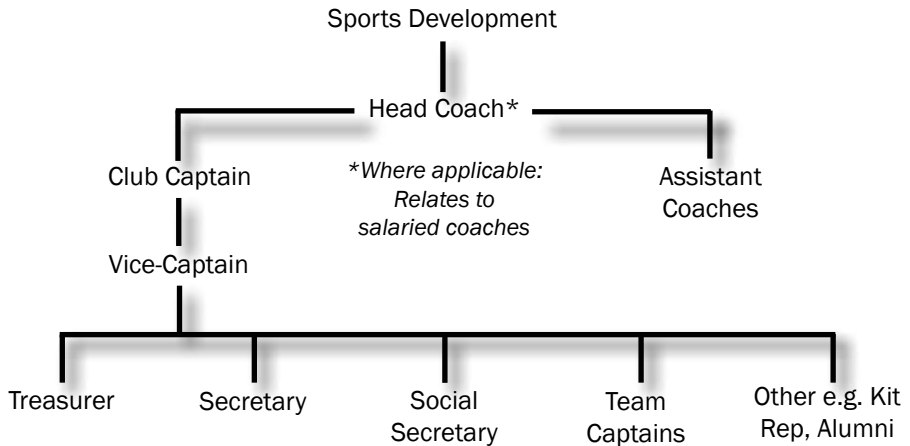
**Understanding how your club is structured is vital if you are to run your club successfully. From holding AGMS and meetings to understanding your coach and instructor relationships part two looks at giving you the best possible foundation for the year.**

### **sections:**

- 4 committee structure**
- 5 club agms**
- 6 committee responsibilities**
- 7 committee job roles**
- 8 coaches and instructors**
- 9 managing your club**

# FOUR committee structures

There is not a one-size-fits-all structure that your club must adhere to. Each sport is unique and that means how you run your club must be adapted to your specific needs; however, the basic idea remains the same: clubs are run by a student committee that is democratically elected at a club AGM (Annual General Meeting) for the benefit of their members. A typical structure of a club committee is as follows:



The exact make-up of your structure is dependant on the needs of your club, and should be set out in your club constitution.

The **club constitution** should detail the committee positions that your club holds alongside how the club is to be governed, in line with UBSport policies and procedures. If you want to change a role within your club then your members must agree to it by voting to accept a new constitution with the changes in it included; this can only happen at a club AGM or E(mergency)GM, so it is not something that happens everyday.

Please note that coaches sit directly under Sports Development and so are not directly accountable to club committees. This means that all appointments and changes in coaching staff must be dealt with through Sports Development Staff.

# FIVE

## club agms

Your AGM is the process by which each club reviews their season and elects a committee for the following academic year as well as voting in any changes, such as an update to your club constitution. It gives members a fair and democratic opportunity to stand for a committee position and affect the way that your club is run.

If run correctly, AGMs should provide your club and your members with:

- A fair and democratic committee election process
- More informed candidates running for positions
- A clearer handover process between committees
- A chance to contribute to club developments

AGMs set the direction of your club and so they are important to get right. From ensuring you get the right candidates for the appropriate committee position to ensuring everyone can provide feedback and vote, a well run AGM will ensure that preparations for the new year are on track.

### **Holding your AGM**

A complete set of procedures for clubs to follow will be circulated at the 1-1 meetings in January but an AGM needs to include some compulsory items:

- Reports from committee members
- Election of the new committee
- Agreement of handover dates

We can help in a number of ways such as booking rooms for you. We can also attend the meeting if you would like to so that we can provide hints and tips on how to improve what you do.

The time line over page gives you an overview of how your second and third terms should look in relation to your AGM. If you believe that you will not be able to hold your AGMs within this time frame then please let the Club Development Officer or Manager know as soon as possible so an alternative can be arranged.

When?	What?
In February	Decide upon date of meeting and a suitable location
AGM -7 days	Send out the AGM agenda to all members and Club Development Officer
AGM -2 days	Make voting cards and print out copies of the agenda.
AGM	Hold your AGM! Make sure you have an attendance list.
AGM +1 day	Write up the minutes of the AGM and send to the club
AGM +7 days	Send in minutes of the AGM to the Club Development Officer
Before June	A period of handover should be observed
In June	The incoming committee must attend Club Conference. You are not exempt if you are a re-elected committee member. Failure to attend will result in the withdrawal of Kukri sponsorship.

## **Common problems**

Knowing some of the issues that might arise will allow you to address and hopefully avoid some of these common problems.

### **Members don't know what they are running for**

Try and provide them with as much information about the roles as possible. In section six we outline example job roles that you could email out. Last year, Squash organised a pre-AGM meeting a month before to outline the positions available.

### **No one wants to run for a position**

Talk up the opportunities and personal development opportunities that being on a committee offers. While you shouldn't campaign for an individual there is nothing wrong with telling someone that you think they would be perfect for a role.

### **I don't think the person is suitable**

While you might not be a fan of the person running for the position, don't forget that your committee is democratically elected and so a majority might like this person to be elected. Think about your reservations and consider discussing them with the individual or a member of Sports Development.

### **I think attendance will be low**

While an AGM must accomplish set objectives, it doesn't have to be boring! This should be as much about celebrating the year as planning for the next so add in some awards or thank yous among the compulsory elections and reports. Make the venue accessible and at a convenient time - or just ask your members what they want from an AGM so they have no excuse not to attend!

# SIX committee responsibilities

The democratic nature of a student-led club allows all club members to have a say in how the club is run and ensures that you members take ownership over their club. With this ownership comes a responsibility to ensure that your members are safe, happy and adhere to UBSport's policies and procedures.

## **Joint responsibilities**

To help you understand your role a bit better we have devised a job list for the compulsory committee positions. This might seem like a lot at first, but don't forget that you are a committee and not just one person doing this – delegation is a good sign of leadership! Just to prove that it should never be a “one person show”, below are some of the collective responsibilities that committee members should all undertake:

- Develop your club
- Organise trips and fixtures
- Safety of members including reporting all accidents, incidents and near misses to the Sports Development Office within 24 hours of the incident.
- Complete and update all risk assessments
- Adhere to all UBSport Policies & Procedures
- Communicate with UBSport
- New committee attend mandatory committee training
- Ensure all members have paid club membership
- Hold an AGM

But don't be overwhelmed – while you might be doing some of this for the first time the staff at UBSport have been helping committees for years and in some cases have been committee members both in and out of University so don't be afraid to ask for their help!

## **1-1 meetings, club forums and mini-forums**

Another joint responsibility is to represent your club and your members by attending a small number of meetings a year. These are held by UBSport and your VP Sport, respectively. When a meeting is advertised as compulsory it is your club's responsibility to send the minimum required attendees or face possible disciplinary action.

## Talking to the media

One of the key responsibilities for a committee as a whole is how you might respond to the Media. When you speak on behalf of the club, in University clothing or on campus you are seen to be representing the views of the University as a whole rather than you as an individual. As a consequence you are expected to follow the below guidelines.

In the event of any emergency and/or incident we ask you to not make any statement to the media other than “no comment”. DO NOT discuss ANY aspect of an incident with anyone who is not connected with the emergency services. If contacted by the Media please contact UBS Marketing. We can then, if necessary, make a statement on your behalf.



## Conduct of members

One of the biggest roles of a committee is to ensure that all members of their club are not acting in a way that could foreseeably cause harm to themselves or anyone else, and be aware that they owe a “Duty of Care” to those who are so closely affected by their acts and omissions. Members of your club will look to you to set the standards of behaviour so your committee needs to be sure that you are aware of all policies and procedures that govern your club, whether they are set by UBSport, BUCS or, if relevant, your particular Regional and National Governing Body guidelines.

As such please make sure that you are familiar with these policies and procedures by looking at the Club Development section of the UBS website or relevant NGB website.

Further to this, please note:

- The club will abide by the safety codes of practice at all training facilities or events attended.
- Members will pay their own fines for any cautions or suspensions received. UBSport will take any responsibility financial or otherwise.
- Any member who is deemed by UBSport to be acting in an irresponsible manner or ignoring guidelines laid down may be subject to disciplinary measures by your respective club, UBSport, your NGB or the University.
- The benefits of membership to all sports and activities are conditional upon the proper conduct of members and such benefits may be to conditions or may be withdrawn in the event that it is shown that a member’s conduct has breached UBSport’s values or policies.
- Members must abide by UBSport’s Social Policy, which is available online and covered in more detail in section 8 of this handbook.
- All members are also expected to follow the Terms and Conditions of the Munrow Sports Centre at all times.

# SEVEN

## committee

### job roles

These are by no means comprehensive lists – you will almost certainly find other things cropping up all over the place but they do give you a starting point from which to work with. Please make sure that your club has an up to date version of job roles specific to you club in your club constitution.



#### **Captain/chairperson (current UoB student)**

- To be the main UBS contact
- Ensure that all club good practice guidelines, codes of practices, risk assessments are followed.
- Arrange regular meetings of the club including the AGM.
- Ensure that all accidents/incidents are reported as appropriate to Sports Development within 24 hours or where practicable.
- Ensure the Clubs Code of Practice and Safety Policy is strictly adhered to.



#### **Treasurer (current UoB student)**

- Administer the club's finances.
- Produce the club's annual budget request.
- Manage the collection of club membership fees.
- Ensure that all members that will be competing in BUCS leagues and competitions have paid their membership fee before your first BUCS events.
- Be the signatory on all claim forms.
- Ensure that an income and expenditure account for the previous academic year is presented to the club AGM.



#### **Secretary (current UoB student)**

- Deal with all incoming communications and pass these on to the committee and/or members.
- Maintain accurate membership lists.
- Keep members up to date about all club activities.
- Publicise meetings.
- Provide secretarial support to the club committee and issue minutes of meetings and agendas to club members.
- Compile introductory material for new members.



### **Social secretary**

- Liaise with UBS Staff on everything concerning initiations, socials, social trips, social shirts etc.
- Publicise all social events to club members.
- Ensure all social activities are inclusive and non-discriminatory.
- Organise Freshers' Week and Sports Fair activities to help promote and publicise the club.
- Look out for sponsorship opportunities



### **Team captain**

**(current UoB student undertaking a minimum of 60 credits if representing UoB in BUCS competitions)**

- Liaise with the Club Development Officer about everything concerning fixtures, friendlies and transport arrangements.
- Ensure that all squad members have paid and registered and fulfil the BUCS or equivalent eligibility requirements.
- Submit team sheets by 12.00hrs a day prior to the fixture or friendly
- Ensure that appropriate officials have been booked in accordance with BUCS and/or equivalent regulations.
- Communicate with the Club Development Officer immediately in the event a problem arises with a fixture: 07867 906 387
- Call or text in the final score, immediately after a fixture.
- Report any accidents to the Club Development Officer immediately, specifically if the emergency services have been called: t: 07867 906 387
- Attend the BUCS Captains briefing (4th Oct) – failure to do so will result in removal from position.
- Ensure that BUCS rules and regulations are adhered to.
- Communicate your successes through UBSport Marketing, Redbrick and our website.

### **Other positions**

As mentioned, while the main positions have been listed these are by no means the only ones that your club will necessarily have. The important thing is that your committee and your club are really clear on what the job roles of all members are.

It is usually only when roles become muddled or are not clearly defined that problems start to arise or tasks start to fall through the cracks. So whatever your positions are, make sure you have clear job roles for them!

# EIGHT coaches and instructors

Across our sports clubs, UBSport are served by over 90 coaches and instructors, some of which have been with us for over 10 years. Their role depends on the sport and the team that they coach, but in general terms they are there to enhance the level of performance of the club.

UBSport aims to provide excellent standards of coaching and training for each club and appoints qualified coaches of the required standard to carry out the coaching of each club. UBSport alone are responsible for appointments and as such:

**Clubs have no jurisdiction to appoint coaches and doing so could lead to serious legal consequences for the Club and the University.**

As committee members you must work with them to ensure that they get all the support that they need to be able to deliver the level of tuition and expertise that you need for the club to progress. In return the coaches must provide you with a high level of service, which includes providing a safe environment for you to train in.

## **Getting the most out of your coaching**

A good working relationship is vital for success to be achieved, and as with most things, communication is key to this. Before you begin your season you should arrange a time to meet with your coach and agree your targets for the year. Throughout the season you should then meet again to discuss how you are faring against these targets – do things need to change? Is a new approach required? Only by doing this can you be sure that you are working to the same goals. Involving them in your Club Development plan is vital to this!

## **Appointing coaches**

Should you need to appoint a coach for any reason then it is important that you come to see us as soon as possible. We will sit down with you and go through all of the processes, which will include:

- Agreeing the level of coaching qualifications required
- Setting coaching responsibilities
- Setting the rate of pay and ensuring that this is budgeted for

The appointment process looks like this:

**1. Resignation:** Written confirmation of resignation must be received by UBSport from your existing coach before you can look to appoint a new coach. Where the post is a new one, start with step 2.

**2. Role review:** To make sure the coach is still doing what UBSport and the club want the coaching role must be reviewed. Where a new post is being considered, this will be written from a template.

**3. Advertisement:** Coaching positions must be advertised for a minimum of two weeks. UBSport will post adverts on websites such as BUCS and NGB websites; committees can also distribute them to those they feel might be interested.

**4. Interview:** Once candidates have been short-listed by UBSport and the club committee, interviews will be attended by UBSport Staff members and representatives from the club. Interviews can include practical tests.

**5. Probation period:** Once appointed coaches will be under a review period of three months. Clubs will be expected to work closely with UBSport to ensure the newly appointed coach delivers to a high standard.

## Coaching performance

Don't forget that this is your club! While coaches are there to provide you with their expertise they are ultimately there to deliver what service that should be agreed between them and your committee.

If you are not happy with the performance of your coach or instructor then UBSport need to be told about it. We will then work with you and your coach to review what hasn't been working and look at ways to fix it. If, after a set period of time, this still doesn't work then, and only then, will UBSport look at the possibility of getting a new coach.

It is very important that these steps are followed so that the University are covered from a legal stand point.

**REMEMBER: Coaches are appointed by UBSport so cannot be hired or fired by clubs!**

# NINE

## managing your club

In many cases, members are elected onto a committee without any previous experience of being on a committee or running a club for the benefit of their members. All of a sudden your committee has a number of objectives to achieve and rules to follow. So, how do you do achieve your goals and successfully run your club? Below are five tips to help:

### **Communication**

Knowing what you are doing in your individual role is important. But when you are running one aspect of a club then communicating what you are doing and knowing what others are doing becomes increasingly important. Committee meetings can become hugely important; take a look at Section 9.2 to see how to make them work for your club.

### **Delegation**

Once you know what it is that you have to do, make sure that the workload is shared. Too often a committee member can take on all of the work, which has two negative effects:

- Things don't get done. If there is too much for one person to do, then one person won't be able to do it. Or if they can it will probably be at the detriment of their degree.
- Resentment. If your committee are feeling under-used and neglected then they might stop doing what little they have been allowed to take responsibility for.

To avoid this, find out the strengths of each committee member and share the responsibilities accordingly.

### **Time management**

Important in all aspects your life, prioritise what needs to be done and plan accordingly. And please don't forget to include time for going to lectures.

### **Preparation**

Make sure that you prepare for anything that you need to do. You wouldn't go in to a match or race without training so bring the same philosophy to running your club.

### **Ask for help**

Never be afraid to ask for help. No one expects you to have all the answers if you have never done the job before. Both staff and previous committee members have the experience to help you so make sure you ask!

## Committee meetings

Meetings are crucial for good communication and getting the most out of your committee. They can be used for: making decisions; solving problems; long- or short-term plans; and handing out actions. But meetings can be a complete waste of time and energy if they are not run properly.

How often you meet is completely up to you. Our suggestion would be at least once a month but no more than once a week, unless there is a particular event that is coming up that needs special attention.



### Stages of your meeting

Now you know how often you are having your meetings, what are the stages?

- **Before:** Plan the Agenda - decide what items to include; give a deadline for agenda items; send the agenda three days before meeting; what reports have to be prepared beforehand, by whom?
- **During:** make introductions; hand out agendas for clear running orders; hand out all the necessary papers
- **After:** Minutes written up and circulated; actions are followed up; another meeting is prepared.

### Common problems

Meetings can be plagued by problems. Some of the most often recurring problems are easily avoided if you know what you're looking for:

- **Lack of clarity:** The Chair should clarify or sum up all issues, for the purpose of the attendees and the minute taker.
- **Decisions delayed:** Putting off a decision won't make it go away. Only do this if you genuinely need more information or wider consultation.
- **Too little involvement:** Make sure everyone gets the chance to share their point of view. If someone is being over-bearing ask them to pipe down.
- **Meetings go on too long:** agree a rough finishing time at the beginning of the meeting and don't let people ramble on.
- **Lack of understanding of the issues:** Make sure people are given the information they need to make a decision on an issue.
- **No real follow up:** Make sure actions are clearly identified. If work is not done then it is easier to find out where the problem is.

## Meeting agendas

One of the easiest way to keep track of a meeting and to limit all of the above problems is to make use of an agenda. The example below can be adapted to any club and provides a structure that meetings so often need.

### Example agenda

#### 1. Apologies for absence

Make a note of who is present and people who have said they cannot make the meeting.

#### 2. Minutes of the last meeting

Go through quickly to see if they are a correct record, and agree. This is just to correct any errors or omissions, not to discuss items again.

#### 3. Matters arising

Progress made on items agreed at the last meeting.

#### 4. Reports

Circulated in writing beforehand – a report of what the committee has been doing.

#### 5. Issues

Go through the Agenda Items in order. For each point make sure there is an action point given to someone with a deadline.

#### 6. Standing items

Items discussed each meeting such as:

- Financial Report
- Club development
- Recruitment and profile
- Constructive criticism
- Events and Competitions

#### 7. AOB (any other business)

Anything else that needs to be discussed.

#### 8. Date of next meeting

When are you next meeting?