



EDINBURGH ATHLETIC CLUB

A short story of how we updated our management structure

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President, Edinburgh AC



Background to the club

- ▣ Edinburgh Athletic Club was formed in 2007 following the amalgamation of two of Edinburgh's most successful athletic clubs, namely City of Edinburgh Athletic Club and Edinburgh Southern Harriers ladies team.
- ▣ We were granted charitable status by OSCR on 6th November 2009 and we are currently unincorporated.



Implications of the merger

- ▣ Operationally we had to put things together quickly so that our customers, the athletes, did not suffer.
- ▣ The membership of the club increased dramatically.
- ▣ We merged two club committees, with two different ways of working and different set of office bearers and constitutions.



The Steps we followed in 2015/16 to change our management structure.....

Step One: Club 2020 Project - Applied to be part of the Scottish Athletics Club Modernisation Project

- ▣ Club Together – For the record we are not part of the “club together” project. We have 44 coaches and in total more than 70 volunteers committing over 40,000 hours per annum to the Club supporting over 500 athletes.
- ▣ We are aware society is changing and the attitude to volunteering among the younger generation is different so as things move forward we do accept that change is inevitable if we are to maintain our position as one of the UK’s top clubs. We are now in the process of looking at School to Club Link Officer – establishing school satellite programme



The next steps.....

- ❑ **Step Two :** The **Existing committee** put down on paper what exactly they did within the club. Three page document which was frankly “chaotic”, though given the huge success of the club it did work on an operational level.
- ❑ **Step Three: Support from partners**
- ❑ I had several meetings with Jamie and Alan Fowler - identified as our support from **scottishathletics** - and shared where we were with them.
- ❑ A number of the committee attended the club 20:20 workshops and were “enthused” so shared the vision.
- ❑ **Step Four: Health checker** – completed the **scottishathletics Club Health checker** to assist in putting in place an action plan including implementation of Sub Groups.



The key advice.....

- ▣ **Identity and formalise sub groups**, which are key to the running of our club and establish remits and roles for each group.
- ▣ Alan provided **templates** for the sub groups, which is what we are working with at present. Moving forward we will tailor these to more closely reflect our own systems and protocols.



EDINBURGH ATHLETIC CLUB

EXECUTIVE COMMITTEE

OFFICE BEARERS

HON.PRESIDENT
BARRY CRAIGHEAD

PRESIDENT
MOIRA MAGUIRE

VICE PRESIDENT
YVONNE JONES

TREASURER
GRAEME DUNN

SUB GROUPS

FINANCE

GRAEME DUNN

BRIAN NISBET

ENDURANCE

ALEX
MACEWEN

COACHING

BILL WALKER

FACILITIES

BILL WALKER

HR

YVONNE JONES

EVENTS

MOIRA NISBET

COMMS

GARY LEEK



Finance/Funding/Treasurer

Graeme Dunn/ Brian Nisbet

The Treasurer of a charity should have systems and processes to ensure robust management of all matters relating to Finance and thus should Chair this Sub-Group. The role and remit would include developing structured systems and processes linked into a Financial Plan which is driven by overarching strategic objectives.

Manages the financial affairs of the Club. Has a clear understanding of all matters with financial implications and Chairs the Finance Sub Group



Supporting roles

- ▣ There is an expectation that as we continue to “modernise” we will put together further roles and remits as these roles will be vital to ensure that the views of our membership, who are our customers, are fully represented on the committee.
- ▣ We are in the process of putting together a protocol for team management with the aim of encouraging more people to become involved.

OTHER SUPPORTING ROLES

ADMIN SECRETARY

LYNNE ALLAN

COMPETITION REPS

ANNE SCOTT

ENID JOHNSTONE

ALEX MACEWEN

ATHLETES REPS

SARAH WARNOCK

MARTIN FERGUSON

**PARENT
COMMITTEE LINK**

YVONNE JONES

GENERAL MEMBERS

NEIL DONACHIE

MARJORIE COOK



Making it a reality

Step Five: Important to communicate clearly the new management structure to members

Step Six: The advice was that we should change our constitution to allow us the flexibility to make sure that our constitution reflected the new structure.



Getting the membership on side!!

- ▣ Alan was very helpful and we circulated the proposed changes to the membership prior to our AGM in November 2015.
- ▣ My personal expectation was that simply presenting the membership with the rationale : **It is felt that the clauses proposed for change are not strictly reflective of process and do not offer enough flexibility to govern effectively in a time of significant development** would be sufficient to allow the proposed changes to be accepted.
- ▣ It was voted out by those at the AGM (including some committee members!!)
- ▣ But they did like what we were doing in terms of sub groups!!!!



Lessons learned.....

They say you learn something new every day.....
well I learned my lesson that day. My advice:

- ❑ be thoroughly prepared and have every angle covered.
- ❑ Appreciate fully the value of using the experts in the field.
- ❑ I put together a visual presentation.
- ❑ Alan attended our EGM and did a far better job than I could ever have done in explaining the rationale for the changes.
- ❑ We held our EGM in August 2016 and the changes to the constitution were accepted.



Main changes to our constitution:

From: The Executive Committee, which shall be responsible for the general conduct and financial affairs of the Club, shall consist of a President, Vice President, Secretary, Treasurer, Membership Secretary, Parents Committee Chairperson, Welfare Officer and two members. The Commissions recognised by the Club are Track and Field, Long Distance, Young Athletes, Officials and Coaching.

To: 5.1 The Executive Committee, which will be responsible for the general conduct and financial affairs of the Club, shall consist of an:

Honorary President, President, Vice President, and a Treasurer and the Convenor(s) of any Sub Groups and Supporting Roles as required by the Executive Committee to fully execute its duties when representing the interests of the club and its Memberships.

The Executive Committee will have the power to establish Sub-Group(s) and other Supporting Roles as it may from time to time decide and to determine their powers and terms of reference. A record will be kept of all Sub-Group meetings.



Continuing the journey!!

Our next steps: Establish protocols, procedures and check lists for each of the sub groups and those in supporting roles.

This will enable us to:

- ▣ identify within each sub group specific roles
- ▣ these much smaller, bite size jobs can be advertised on the club website to encourage more volunteers from within the membership
- ▣ ease the passing on of the baton to those interested in moving the club forward as the we are an ageing committee!!!