

supporting, developing and representing community groups,
voluntary organisations, social enterprises and volunteering



Importance of Leadership and Effective Club Management Structures

31st October 2015

Purpose of the session?

To help you:

- Challenge yourselves and plan for positive change.
- Gain fresh perspective
- To help us to identify key resources - Toolkit

Governance Options

Legal Structure	Instrument of Governance	Designation of Committee members
Unincorporated Association	Basic Constitution	Comittee Member
Charity	Constitution and Trust Deed or Articles of Association	Trustees
Community Amateur Sports Club (CASC)	Constitution, Rules or Memorandum & Articles of Association	Managers
Scottish Charitable Incorporated Organisation (SCIO)	SCIO Constitution	Trustees
Company Limited by Guarantee	Memorandum & Articles of Association – Certificate of Incorporation	Company Directors
Charity and Company Limited by Guarantee	Memorandum & Articles of Association – Certificate of Incorporation	Trustees and Company Directors

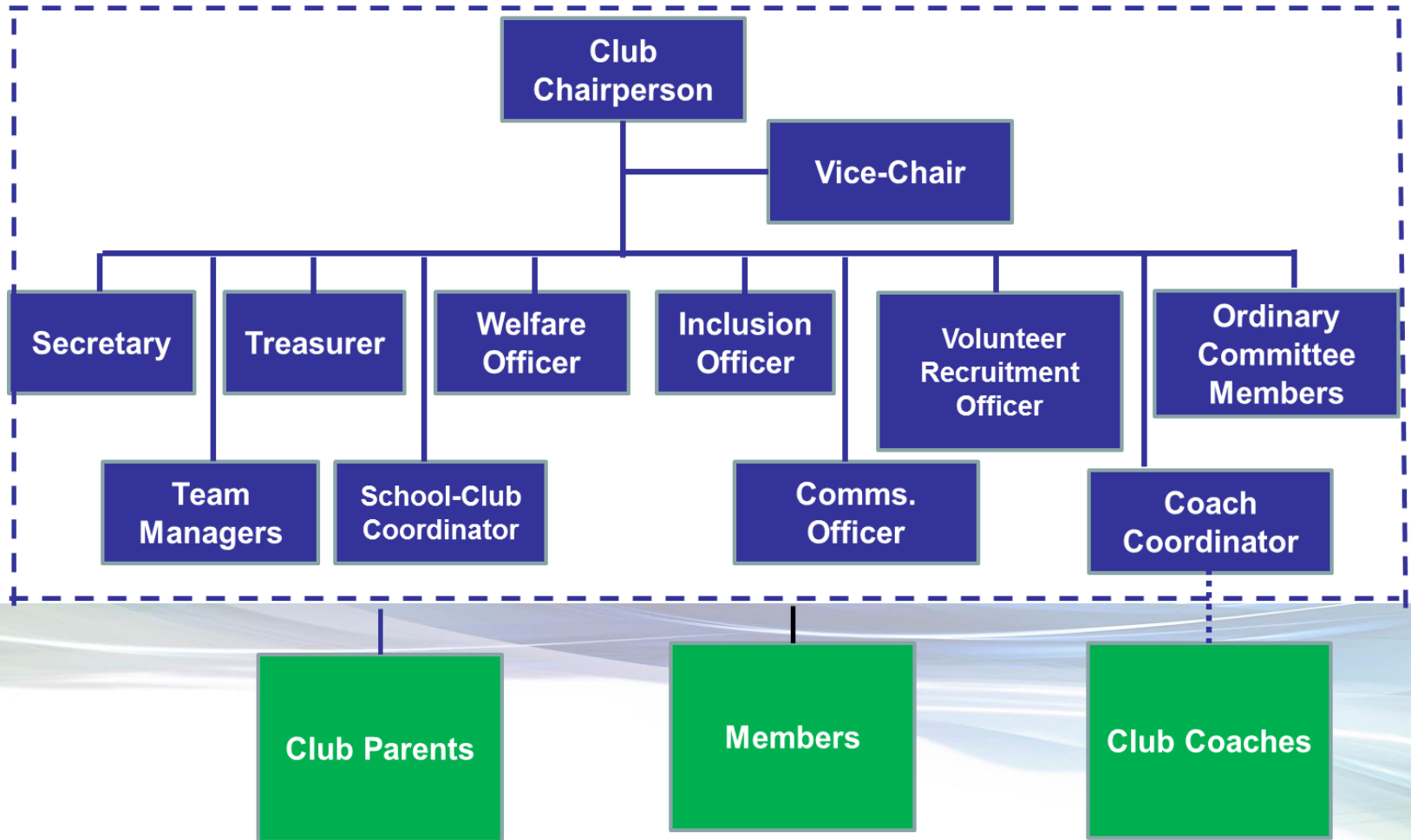
Club Structures Governance and Operations

- Legally responsible people
 - Who are they?
- Designations and regulation
- What's the right structure
 - One Tier

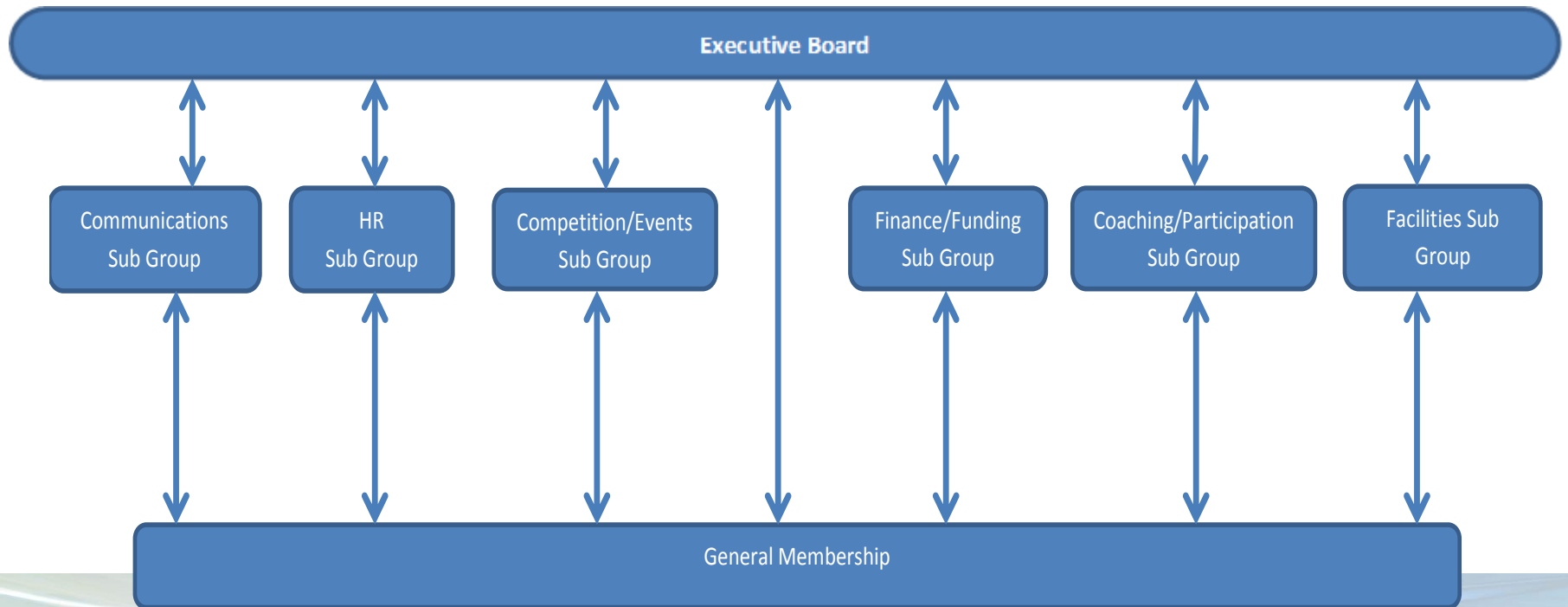
Two Tier

Three Tier

Example Structure One



Example Structure Two



Role of a Management Committee

Management committee/board members have ultimate responsibility for directing the activity of the organisation lawfully with due consideration of duty of care, ensuring it is well run and delivering the outcomes for which it has been set up.

Every Management Committee...

should provide leadership to the organisation by:

- Setting the strategic direction to guide and direct the activities of the organisation;
- Ensuring the effective management of the organisation and its activities; and
- Monitoring the activities of the organisation to ensure they are in keeping with the founding principles, objects and values.

Understanding the role

The role is not necessarily about doing...

it is about ensuring things are done. Usually the day-to-day management of the organisation will be delegated to paid staff or to volunteers, although the Management Committees of smaller organisations are often much more actively involved.

The Management Committee is the group of people who are held accountable (legally responsible people) for the activities of the organisation.

It is the ultimate decision-making forum.

Responsibilities

The Management Committee plays an important role in the organisation as both leaders and decision-makers.

Vison and leadership

The Management Committee ensures that everything the organisation does supports its vision, purpose and aims.

They establish the fundamental values, the ethical principles and strategic direction in which the organisation operates.

Accountability

The Management Committee must account for everything the organisation does, including its spending and activities.

The Management Committee is accountable to the membership of the organisation and other key stakeholders such as funders, donors and regulators.

It monitors and evaluates all areas of the organisation's performance.

Financial Oversight

The Management Committee ensures that all money, property and resources are properly used, managed and accounted for.

In order to be accountable, suitable systems must be in place and kept up to date

Managing staff and volunteers

In organisations that employ staff, the Management Committee is essentially the employer.

They must ensure that appropriate policies and procedures are in place for staff and for volunteers, and that both are properly managed and supported.

The Management Committee, usually represented by the Chairperson, also directly line manage the most senior staff member.

Considerations

- How are needs assessed?
- How are needs addressed?
- Key considerations?

Community Engagement

- How do we define Community?
- Mapping your landscape
- How is community engagement resourced?
- Are there any strategic indicators set?

Essential Resources

- Governing Document & legal and legislative duties
- Organisational Health Check
- Policy and Practice Checklist
- Organisational Structure
- Business and Strategic/operational plans
- Accounts/projections
- Risk register
- Contracts/Agreements

Supporting Resources

- Roles profiles
- Committee Information Pack
- Committee Recruitment Pack
- Inductions and handbooks
- Accountabilities list
- Annual report
- Six key questions for governance
- Project plan and timeline

Managing Change

- Are we opening a can of worms?
- Is there a Change Plan?
- What other resources might we use?

Recap & Questions ?

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