

## **ROLES AND RESPONSIBILITIES OF OFFICERS.**

### **FOR ADOPTION (OR REVISION AND ADOPTION) BY COUNCIL AT THE FIRST MEETING AFTER AN AGM.**

#### **TREASURER OR FINANCE OFFICER**

##### **KEY PURPOSES OF THE ROLE**

To ensure effective management of the club's finances, including probity, value for money and pursuit of strategic goals.

To prepare and submit to Council an annual budget for approval and to work with Council and relevant officers to establish a realistic business plan.

To prepare and submit to the Council for their approval (placing the approved accounts on the club website) and subsequently, the AGM, a set of accounts, budget outturn and an income and expenditure account and balance sheet for each financial year.

To arrange that the annual statements of account be properly examined and reported on by a suitably objective and qualified person.

To provide detailed management information to Executive and Council with narrative to highlight significant variations and suggesting budget corrections and interventions.

To provide quarterly management information to Council and sections allowing them to see the income and expenditure of cost centres in such a way as to allow openness and transparency as well as a statement identifying creditors and debtors.

To manage the club's cash flow, bank account and investments.

To receive regular financial accounts from playing sections, including oversight of any bank accounts approved by council and report to Council on significant issues.

To advise other officers who are responsible for employment issues of financial, legal and duty of care issues related to such employment.

To ensure value for money by obtaining competitive quotations etc. in terms of services such as utilities and insurance.

To work with commercial director and promotions group to maximise club income.

To stay abreast of opportunities for securing of grants to support strategic objectives and work with others in submission of grant applications and monitoring of bid compliance where grants have been secured.

Keep records to allow proper scrutiny by auditors, Revenue and Customs and the Council; ensure these records are kept in duplicate in different locations, especially computer records.

Ensure timely returns and payments to Revenue and Customs, ensuring that the club complies fully with all tax regulations concerning all employees.

Give financial advice on all operational and strategic affairs to the Executive and Council, liaising with officers on a regular basis.

To take part in club wide risk assessment.

To determine and enforce procedures for weekly banking, accounting and routine record keeping by employees and others.

To arrange for the periodic checking and reconciliation of weekly records prepared by Club employees.

To develop an electronic system to enhance the management of the club's finances.

### **DESIRED SKILLS**

Accountancy qualification or similar – but failing this, a high degree of financial literacy

Ability to meet tight deadlines

Negotiation and communication

Financial analysis and judgment

Horizon scanning

Communication skills informed by a commitment to openness, transparency and even-handedness

Integrity

### **RESPONSIBLE TO**

Ultimately responsible to the members and working with the executive and officers directly, the treasurer or finance officer is accountable to the Council.

### **GUIDANCE**

This is a time consuming and technical as well as strategic role. The office holder needs, however, to communicate widely and in detail to ensure a perception as well as a reality of openness and transparency – especially being sensitive to the tensions and competition for resources and priorities in a multi-sports club.

The role should ideally be split to allow one officer to focus on operational issues and the other on analysis, management reporting, best value and collaboration with the bar chair/commercial manager. If such a split occurs – the Council and the two officers should agree and record the division of responsibilities and how accountability will function.

## **THE SECRETARY**

### **KEY PURPOSES OF THE ROLE**

To co-ordinate and administer the work of the Executive and Council through timely preparation and dissemination of meeting schedules, agendas and briefing papers, working closely with the President and other officers.

To prepare and disseminate accurate records of meetings, focusing particularly on recording decisions taken and responsibilities and timescales for taking action allowing monitoring of progress and feedback on these. Recording of Council meetings may be delegated to a vice-president stipulated for this purpose.

To maintain and regularise the widest possible communication on all issues, to the membership generally, and to sections specifically.

To ensure that the timing and conduct of the AGM and the election of officers is according to the club rules and the principles of openness and fairness.

To ensure that all officers behave and make decisions within the framework of the club's rules and the spirit of openness and communication, bringing concerns openly and fairly to Council.

To advise the executive of any correspondence coming into the club and its implications, ensuring response to the same.

To manage the club's complaints and disciplinary procedures – under club rules and ACAS employment guidelines.

To take responsibility for all licence applications and to monitor compliance with the terms of the club's licences – sale of intoxicating beverages, performing rights, fire safety etc – in conjunction with other officers.

To oversee the Club's Child Protection and Safeguarding procedures and ensure that the child protection officer reports to council on a regular basis even where there is nothing to report in order to demonstrate due diligence.

To ensure that the health and safety incident report system is functioning and that reports are made and minuted regularly by the Executive even where there is a nil return.

To monitor progress against the club's development plan – drawing attention to time and other slippage and advising the executive and council of the need to act were appropriate to address slippage.

To ensure club rules and communications are readily available on notice boards, behind the bar and on the club web site.

### **DESIRED SKILLS**

Excellent written and oral communication skills.

Ability to clarify and record decisions.

Integrity and willingness to insist that club rules and ethical conduct is adhered to by individuals and bodies within the club.

Commitment to openness and transparency in communicating to club members.

Keeping to deadlines and other organisational skills.

### **RESPONSIBLE TO**

The members and the sections via the AGM

The executive and the council.

### **GUIDANCE**

The secretary needs to have a service mentality to the other officers while ensuring that they follow the spirit of the rules of the club and the principles of probity, openness and transparency of which he or she is the guardian. Ultimate responsibility is to the club membership for whom the secretary should be an advocate. Minutes need to focus on decisions and actions. All discussion needs clarifying – viz. – so have we decided anything – and if so what is it?

## **SPORTS DEVELOPMENT OFFICER**

### **KEY PURPOSES OF THE ROLE**

To manage the work of the Community Development Officer and to report on performance against targets and job description to the Council.

To assess the impact of the tennis coach (on membership recruitment and development of club players etc.) and/or any other coaches retained by the club or entering into an agreement with the club and report to the Council.

To promote the club's contribution to sport in the community with a focus discussed and agreed by Council.

To promote community use of and community sports events at the club.

To oversee the development, promotion and conduct of the holiday camps, ensuring effective liaison with club employees, especially grounds man and stewards, and the Child Protection Officer, to foresee and minimise risk, especially in terms of health and safety and safeguarding.

To report to Council on a regular basis on progress towards agreed targets with full financial reporting on income and expenditure in terms of the CDO and the holiday camps.

To explore all avenues such as grant funding to facilitate the implementation of the club's development plan as agreed by Council.

To make a contribution to any committees or groups established by the Council which focus on sports development.

To support the acquisition and maintenance of nationally recognised accreditation for quality provision for the club (Such as ClubMark) and to work with sections to achieve and maintain similar specific sport related accreditation.

### **DESIRED SKILLS**

Communication skills

Commitment to openness, transparency and wide consultation

Ability to construct and work to robust evaluation criteria

Open-mindedness with regard to option preparation and evaluation

Strategic clarity

Ability to work with others and resolve disagreements through strong inter-personal skills

Ability to work to deadlines and timescales

**RESPONSIBLE TO:**

Club membership – via direct election at the AGM

Club Council – via regular reports

Sports Development Group – whom this officer serves

**GUIDANCE**

This is a crucial role in the current situation of the club and is very demanding in terms of ensuring that the best possible decision for the club as a whole is taken, the best avenues for funding are identified and that inevitable conflicts of interests between sections are resolved.

## **ESTATES MANAGEMENT – HOUSE**

### **KEY PURPOSES OF THE ROLE**

To work with Council and relevant officers on a long term development plan for club buildings and where possible to co-ordinate planning on short term issues and long term strategy.

To prepare a health and safety and condition survey of the building so as to set and prioritise a plan of work.

To liaise with employees, especially the stewards, bar staff and cleaning staff, on issues which impact on the health and safety at work.

To conduct regular health and safety and risk assessments of the buildings with special attention to asbestos, Legionnaires ' disease, COSHH, hot working and contractor safety issues – liaising with employees and contractors – and reporting to Council on a regular basis.

To agree with the finance officer/treasurer and Council a budget for routine repairs and improvements and work within that framework.

To engage suitable contractors for agreed work, ensuring value for money, through competitive quotation, and as far as possible effective monitoring of work done – and ensuring that work is inspected before payment for work is authorised.

### **RESPONSIBLE TO:**

The membership – via direct election at the AGM

The Council – via the plans and priorities which it may set.

### **DESIRED SKILLS**

Basic grasp of building management.

Planning and project management.

## **ESTATES MANAGEMENT – GROUNDS**

### **KEY PURPOSES OF THE ROLE**

To manage the work of the grounds man – schedule, time allocations, quality standards etc. – and to develop with him/her key performance indicators and quality criteria which will enhance performance management and outcomes.

To hold the grounds man accountable for work quality within the framework of good working relationships.

To liaise with the grounds man on issues which impact on health and safety at work.

To develop a clear safe working policy on the ground for employees and for contractors and take all steps to ensure it is followed.

To work with executive, council and all playing sections on creating a maintenance and development programme for the grounds within a negotiated and realistic budgetary framework.

To liaise closely with the finance officer/treasurer to control spending and to ensure best value for money.

To ensure a reasonable distribution of resources – both financial and man power – between different playing sections and the overall maintenance of the appearance and tidiness of the whole site.

To consult regularly with playing sections and members to achieve the above.

### **RESPONSIBLE TO:**

The membership – via direct election at the AGM

The Council – via the plans and priorities which it may set

### **DESIRED SKILLS:**

Basic grasp of ground management

Person management

Working to deadlines

Planning

## **ROLE OF THE CLUB PRESIDENT/CHIEF OPERATING OFFICER**

To develop with all sections and officers a shared vision for the future of the Club drawing on the widest possible consultation with membership.

To work purposefully across sections and the membership to foster a positive multi-sports ethos in the Club.

To chair and lead the Executive within the framework of the strategy, budget, plans and policies set by and agreed by the Council.

To have over-sight of operational matters in the Club and liaise effectively with officers especially with regard to any risks – legal, financial, health and safety, safeguarding.

To ensure that officers provide management information to allow Executive to exercise a shared accountability and to allow Council to carry out its role of supervision and due diligence – and to model such behaviours.

To liaise with the chair of the Council where this is a different person to promote effective communication between the two bodies and to enhance the ability of the Council to represent its constituents, to exercise its role of holding Club officers and the Executive accountable and to acquit its responsibilities for setting and monitoring strategy.

To chair the AGM but relinquish the chair during the election of the President - or to delegate to a Vice-President.

To ensure that risks are assessed and monitored by those responsible and regular reports are brought to Council.

To communicate with Club members, the sections and outside agencies on behalf of the club and take overall responsibility for ensuring that Council and Club members are always kept well informed.

To ensure that all officers and section representatives are familiar with their roles and commission in-house training and/or support where appropriate.

To meet with officers on a regular basis to review their work against their job descriptions, club strategies, policies and/or budgets for which they are responsible and to develop performance criteria.

To take delegated actions in emergency but not take long-term decisions without Council approval – promoting clarity about this by agreeing remits of delegation with the Council in order to engender trust and effective governance.

### **RESPONSIBLE AND ACCOUNTABLE TO:**

The members via the AGM – subject to annual election

The Council – by effective reporting; should stand down in the event of the passing of a motion of no confidence at a Council meeting or a quorate EGM

**DESIRED SKILLS:**

High order communication skills

Integrity and objectivity

Leadership and strategic vision

Commitment to building consensus

Grasp but not control over detailed operations

Financial literacy

Ability to motivate and enthuse others

Ability to hold others accountable and to accept personal accountability

Modelling of behaviours required of all officers

**GUIDANCE:**

Leadership of a multi-sports club with inherent tensions and competition for limited resources and difficult to resolve conflicting aspirations and opinions requires impartiality and even-handedness of a demonstrable nature.

## **VICE PRESIDENTS**

Vice presidents are members who have been elected at an AGM as vice presidents in recognition of their services to the club. Three of their number are elected to serve on the club council on an annual basis although longer service will ensure continuity and familiarity with key issues.

Vice presidents in the past have not had specific roles. The following roles are suggested but should be clarified at the first Council meeting of each annual term:

**Vice President-** quality assurance and risk management: at the request of Council and or Executive to carry out occasional audits of quality and effectiveness and to report with recommendations; keeping in touch with sections and members to ensure smooth running of governance and to trouble shoot emerging issues.

**Vice President** – co-ordination: to ensure effective communication between executive and council – and these bodies and the sections and membership.

**Vice President** – strategy and implementation: to chair the Council at the request of the President and Council should that be agreeable to both, and to ensure the momentum and quality of whole club development strategy. Should assume title of Club Chairman and represent the Club on formal occasions.

### **RESPONSIBLE TO:**

The members via the AGM – subject to annual election

The Council – should stand down in the event of the passing of a motion of no confidence at a Council meeting or at a quorate EGM.

### **DESIRED SKILLS:**

Communication

Inter-personal

Flexibility

Planning and QA

Openness and integrity

### **GUIDANCE:**

V-Ps will need to be prepared to support the Council and Executive in a proactive and responsive way by undertaking time-related roles in times of absence, vacancy and special focus.

They should be prepared act reasonably in the wider interests of the club, attempting to see beyond sectional interests.

**MEMBERSHIP SECRETARY:**

To construct and maintain an up-to-date and accurate list of fully paid up members and life members.

To liaise with sections to create and maintain such a list and to promote prompt payment.

To require relevant information from sections

To report to the treasurer, Executive and Council and to recommend any actions and interventions.

To have oversight of the signing-in book to ensure compliance with club and licensing regulations working with the relevant club employees.

To liaise with Executive, officers, sections – and the CDO- to advertise and promote expansion of the membership.

To ensure that e-mail addresses in the club membership database are up to date, liaise with the sections to ensure new members are added and existing members' details are updated.

To advise the secretary who is and who is not eligible to vote at an AGM or EGM.

**RESPONSIBLE TO:**

The Council

**DESIRED SKILLS:**

IT literacy and knowledge

Resilience

Communication

Assertiveness

## **ENTERTAINMENTS SECRETARY**

### **KEY PURPOSES OF ROLE**

To construct a calendar of events at the club, encouraging sections to arrange section specific functions and taking the lead in organising whole club functions liaising with all parties in order to achieve this.

To liaise effectively with the stewards to ensure co-ordination with private bookings of the function room etc.

To explore creatively what sort of functions might attract whole club support and report to Council and Executive to promote feasibility of success and wider support.

To establish, if possible, a committee of volunteers which might focus on specific events or assist in the process of ideas generation.

To advertise club facilities to relevant local organisations who might wish to put on functions and events and to work with the stewards in promoting this.

To liaise and co-ordinate with existing events groups such as the Beer Festival and the Summer Barbecue.

To report to Council and Executive and to agree with them reasonable success targets.

To liaise with the estates manager (house) in order to develop and/or maintain facilities in the function room – such as lighting – which might enhance the suitability of that room for events or hiring.

To provide the treasurer/finance officer with full accounts of any event organised and to require sections to do the same.

### **RESPONSIBLE TO:**

Council.

### **DESIRED SKILLS:**

Creativity

Communication

Tenacity

## **CHILD WELFARE AND SAFE GUARDING OFFICER**

### **KEY PURPOSES OF THE ROLE**

To promote good practice in safeguarding and protecting children in the club working with the sections, Club Council and Executive as well as members generally to create a welcoming and child centred environment and a proactive safeguarding culture.

To be fully aware of the club's child protection and safe guarding policies and procedures and to initiate and contribute to any review, revision and updating of same, being a source of advice and guidance on current best practice.

To be the first point of contact for all safeguarding issues.

To undertake any training or awareness-raising consistent with the role.

To advise the Executive and council which roles within the club require the post holder to undertake vetting processes, and ensure such vetting applications are completed, updated and stored safely. In particular to work with the Sports Development Officer and the Community Development Officer ensuring vetting and training are in place for volunteers.

To prepare a report for each Council meeting to include reports of any incidents and complaints and the action taken – and ensuring that there is always a nil return if that be the case.

To ensure a timely response to any complaint or incident, referring matters immediately to the appropriate authorities (NGBs and statutory authorities) and keeping an accurate record of all actions.

To put the protection of children and openness in dealing with any issue above the interests of the club.

To create and justify confidence in members and those using the club's facilities, especially holiday camps and junior coaching, of the efficacy and robustness of the club's practices and procedures.

### **RESPONSIBLE TO:**

Council

### **DESIRED SKILLS:**

Commitment to the principles of safeguarding

Integrity and moral purpose

Accurate record keeping

Communication

## **BAR CHAIRMAN/COMMERCIAL DIRECTOR**

### **KEY PURPOSES OF THE ROLE**

To establish good working relationships and manage the work of the stewards and through and with them, the performance of the bar and cleaning staff.

To develop and maintain a good product range in consultation with Council and the membership to maximise takings and member service, within any constraints such as an agreement with the brewery.

To manage relations and quality assurance from suppliers and secure best value for money (HACCP – Hazard Analysis and Critical Control Points, as required by EHOs)

To ensure the effective working of the EPOS system.

To monitor and report to Council on takings, profit margins, till balances, correct bankings and stock taking to ensure probity and the pursuit of financial targets.

To have oversight and monitor petty cash and other transactions and payments which go through the till, liaising with the treasurer/finance officer and the membership secretary and other officers as relevant.

To liaise effectively with the stewards to promote the letting of the function room.

To work with others creatively in order to expand the social membership base of the club.

To liaise with officers to maximise the attractiveness of club social spaces.

### **RESPONSIBLE TO:**

The Council

### **DESIRED SKILLS:**

Commercial instincts and financial literacy

Data analysis

Inter-personal skills

Insistence on accurate record keeping and data presentation

Keen customer focus

Negotiating skills

## **SECTION REPRESENTATIVES**

### **KEY PURPOSES**

To provide an effective channel of communication between the section and the club Council, representing the section but also being open to taking a club overview and helping to reconcile conflicts of interest between sections.

To be familiar with the role of the Council and promoting its multi-sport ethos.

To play an active part in the work of the Council – helping to shape whole club strategy, budget and policies and oversight of operational issues and key policies such as health and safety, safeguarding, conduct and complaints.

To keep members of their sections adequately informed about whole club issues, promoting involvement in club affairs and support for whole club social and other activity.

To develop understanding and collaboration between sections.

### **RESPONSIBLE TO:**

Section members and/or committees who elect them.

### **DESIRED SKILLS:**

Grasp of some of some of the key issues – finance, house management, grounds management, club commercial activity, health and safety, safeguarding etc.

Willingness to develop skills such as data analysis, financial literacy, holding others accountable and to develop a club overview over time.

Communication and ICT.

Inter-personal and conflict resolution.

Integrity and willingness to represent views of others, even despite personal disagreement.

Asking the right and appropriate questions – and roughly knowing what the answers should be.

Willingness to challenge in a professional manner.

Have a businesslike approach in meetings.

Assertiveness in demanding information and probity.

## **COMMUNICATION OFFICER**

### **PURPOSE OF ROLE**

To develop effective communication methods (e.g. websites, social media, newsletters, weekly emails, etc.) to promote:

All club and section news, events and functions across the whole of the membership

The use of the club bars and the Stockton Room

The club and its activities to external stakeholders including the press (or liaise with a club press officer if in post)

Best practice amongst the officers, section committees and employees of the club

To act as a liaison between club officers, section committees, our employees and other stakeholders regarding club and section activities

To lead on and co-ordinate the club's external communication strategy (with the support of the club council)

To lead on the development of a social media policy and guidelines (with the support of the club council)

To ensure the club website and blog are up to date, liaise with sections to ensure that sporting information is up to date

To ensure that club affiliated websites and social media are monitored for inappropriate use by club members

### **RESPONSIBLE TO:**

Council and Executive

### **DESIRED SKILLS**

IT and social media literacy

Excellent written and communication skills

Effective co-ordination