

**THIS IS
RUGBY.**



How the new committees work Following the March 2011 changes

March 2011

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Key benefits of the new structure

- **Fewer people** on the Club Management Committee for a **simpler, leaner** decision making process.
- Provides the opportunity for a Club Management Committee that is able to be **more strategic and forward thinking** in the development of Millwall Rugby Club, not having to worry about day-to-day/operational matters.
- Specific sub-committees allow for **only those interested** in those discussions to be involved, resulting in a better use of valuable but limited volunteer time. No one is excluded from any subcommittee that interests them.
- The modernisation of the Club Captain role allows all three playing sections (men, women and youth) to sit on equal footing within the management structure. This will **afford the Men's section the benefits of a dedicated Chair** to focus solely on Men's playing matters at the same time as providing a **better foundation for developing our women's and youth sections**.
- A **Reunified committee** (rather than classifying everyone as either "playing" or "non-playing") with common aim of "Running a Great Rugby Club That Exists to Play Rugby". Communications, Development, Secretarial, Treasurer and Playing Officers mutually supporting each other to ensuring the long term future of the club and its facilities.
- **Reduced potential for point failure**. In the event that any one elected CMC member struggles to meet the club's expectations of the role, the negative impact on other equally elected CMC members is minimised by the flatter structure, combined with Chairman's leadership and the Secretary's procedural overview.
- **Reduced liability for team managers, fixture secretary and social secretary**, as these roles no longer will be forced to sit on the main committee (but may still do so if they are elected also to a "non-exec committee member position")

Elected Positions

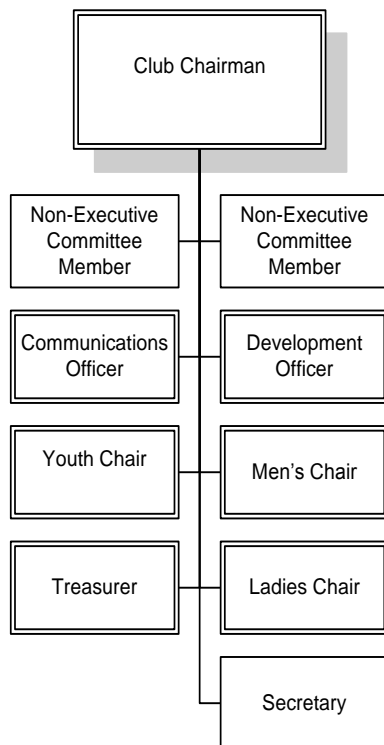
In view of their importance, the following positions are all **elected** at the Annual General Meeting (AGM):

- Club Chairman
- Men's Chair - New
- Ladies Chair - New
- Youth Chair
- Secretary
- Treasurer
- Development Officer
- Communications Officer – New
- Non-Executive Committee 1 - New/Repurposed
- Non-Executive Committee 2 - New/Repurposed
- Social Secretary
- Fixture Secretary
- 1st XV Manager
- Llamas Manager
- 3rd XV Manager
- 4th XV Manager
- Venus Manager (renamed from 'Captain Venus')

Plus the team managers of any other adult men or women's teams.

Club Management Committee (CMC)

Reflecting the need to focus more on strategic rather than operational issues, only the following elected positions form part of the Club Management Committee (CMC):



- Club Chairman
- Men's Chair - New
- Ladies Chair - New
- Youth Chair
- Secretary
- Treasurer
- Development Officer
- Communications Officer – New
- Non-Executive Committee 1 - New/Repurposed
- Non-Executive Committee 2 - New/Repurposed

In the interests of efficiency, it is expected that Club Management Committee meetings will ordinarily only be attended by the positions listed above.

However in the interests of openness and transparency, other people may attend a meeting as an observer or guest with the Chairman's prior agreement or invitation. They may ask questions, but not vote.

The Club Management Committee meets monthly.

It is the objective of the AGM to ensure that the **duties** covered by these roles are carried out. Recognising the different pool of skills that may be available from year to year, it is possible for **unfilled positions to be covered by other CMC members** (eg. A Development Officer, may also cover Communications Officer if practical and agreed by the Chairman).

In the event of this happening, the member will only have one vote at CMC.

In the event of no overall majority on a CMC vote, the presiding chairman of the meeting will have a casting vote.

Devolved Operational Model Explained in Detail

Functioning of Sub-Committees

Sub-committees are set up so that a small group of elected members together with volunteers may focus in detail on a particular set of issues.

To enable those who want to be involved to be involved, any CMC member or any other sub-committee member is entitled to attend any sub-committee meeting, if it interests them (and vote at it, with the permission of the respective Chair). Additionally, Any full member of the CMC attending a subcommittee meeting will have the right to vote at it if they want to – this is in the interests of efficiency to avoid time at subsequent CMC meetings being wasted in overturning decisions made by subcommittees. In the event of no overall majority in a subcommittee vote, the presiding chair of that particular subcommittee meeting will have a casting vote.

Each sub-committee should have clear Terms of Reference agreed by the Committee and regularly reviewed. Terms of reference are written guidelines that clarify the role, purpose and responsibilities given to a sub-committee. All sub committees will define how frequently they meet in person (if at all) and their areas of responsibility within their documented Terms of Reference. All sub committees should minute their decisions (at least in action point form) and circulate to the Club Management Committee regularly. It is therefore recommended that each sub-committee nominate a person to take notes, to allow the sub-committee chair to run the meetings effectively.

Where non-elected volunteer roles exist on sub-committees or reporting to Club Management Committee members, it is the responsibility of said CMC members (working with the volunteer coordinator, if there is one) to find volunteers to fill these positions.

Control & Governance: since each subcommittee's Head sits on the main Club Management Committee, the CMC is able to steer and set priorities for the subcommittees, which are obliged to operate at all times within a mandate that the CMC is happy with. Therefore the CMC has ultimate sanction over and the ability to reverse the decision of a subcommittee, or dissolve a subcommittee, although it is intended that this power will be exercised rarely.

This allows the Club Management Committee to ensure that sufficient attention is being paid to the detail of specific issues without one topic dominating the Club Management Committee agenda at every meeting.

With all the subcommittees working effectively, it is expected that the Club Management Committee meetings will review any issues arising from subcommittee meetings, along with wider club strategic issues.

Secretary & Subcommittees

The Secretary will continue to deputise for the Chairman and lead the club and committee in the event of absence. The Secretary will actively support the Chairman in leading the club.

In recent years the Secretary's role has become more complex and demanding, meaning that it can be a difficult role to fill at the AGM. By clarifying and differentiating between high-level and closer specific areas of oversight it is hoped to make this role easier to manage and more attractive for people to take on.

Secretary: High Level Oversight

The Secretary is responsible for ensuring that the club operates within the constitution at all times, follows due meeting procedures, and for ensuring that subcommittees function correctly.

It is expected that the Secretary will alert the chairman and wider CMC in the event that any of the elected officers are not adequately covering their responsibilities, so that help can be given or other action taken promptly before negative impacts are seen.

The secretary is responsible for producing (or delegating the production of) minutes of CMC meetings, communicating outcomes appropriately and generating lists of action points.

The secretary will be expected to liaise regularly with subcommittee heads and alert the wider CMC if subcommittees are not functioning within the remit set out by CMC.

Secretary: Closer Specific Responsibility

The Secretary will specifically oversee the elected Social Secretary role and the Social team making sure that annual events happen and social events run within the ethos of the club. Other volunteer roles which may fall within the secretary's specific close remit are:

- International Tickets Coordinator,
- Club Volunteer Coordinator,
- Saracens Partnership Coordinator,
- MRFC First Aid Officer
- Merchandise Officer
- ...and any other positions that might be required from time to time.

Men's Chair and Men's Playing Subcommittee

The Men's Chair operates a "Men's Playing" sub-committee consisting of the following elected roles:

- Fixture Secretary
- 1st XV Manager
- Llamas Manager
- 3rd XV Manager
- 4th XV Manager

It is envisaged that the following volunteer roles should be filled and will form part of the above sub-committee also:

- Coaching Coordinator
- Transport Manager
- Equipment Manager
- Tour Coordinator
- ...in addition to any other non-elected volunteer roles the men's chair sees fit to create; such as Men's Coaches etc.
- ...plus any CMC members who have interest in attending

The purpose of the Men's Chair position is to execute the strategy agreed at/by management committee and to lead the subcommittee in doing this.

The Men's Chair will determine who sits and votes on the Selection Committee. It is down to the Men's Chair to arrive at a Selection Policy that works and is **in-keeping with the club ethos and club's developmental aspirations**, to which the Men's Chair will have contributed by virtue of being part of the Club Management Committee.

The fixture secretary, while reporting into the Men's Chair shares a dotted line of support to the Youth and Ladies Chairs, in the event that they do not have any volunteers filling the respective roles of youth/ladies' fixture secretary.

The same is true for other volunteer roles such as Coaching Coordinator, Transport Manager and Equipment Manager.

If volunteers are not available to cover all of these specific positions, the men's chair should aim to share out these duties among others already on the Men's/Women's subcommittees.

Youth and Ladies Chair and Sub Committees

The Ladies and Youth Chair would also operate sub-committees consisting all of volunteer roles, deemed necessary by the respective chairs.

In view of the importance of the role and a desire for player representation, the Venus Manager will be elected by the female playing members.

The Youth Chair is the only elected representative of the youth section.

As with the Men's Chair, both the Youth and Ladies chairs will be expected to execute strategies agreed by the management committee and their subcommittees will assist in these aims.

Treasurer & Subcommittees

In addition to carrying out normal duties expected of the role, The Treasurer will operate the Clubhouse Management Sub-Committee.

In a similar way to other subcommittees, the Clubhouse Management Sub-Committee will be empowered and expected to take decisions relating to the maintenance and operability of the clubhouse facility. By way of example, such decisions may include but will not be limited to:

- changing pricing,
- deciding upon product for sale
- Arranging clubhouse functions
- Managing upgrades and improvements to clubhouse facilities etc,
- Managing volunteers,
- Running promotions and special offers
- Recommending club policy and changes to club policy

Items such as the following would also fall within the responsibility of this subcommittee:

- Conducting risk assessments
- Fire / H&S policies

The volunteer position, Membership Secretary also reports to the Treasurer along with any paid/unpaid accountants or book keepers employed by Millwall Rugby Club.

A dotted line is shared to the Treasurer of the Friends of Millwall Rugby Club charity, to ensure regular reporting and information sharing.

Development Officer

It is envisaged that the Development Officer will operate two sub committees, consisting of non-elected volunteer roles. The committees may be Sponsorship and/or the development of Millwall Rugby Club Playing and Training facilities, to be decided by the Development Officer.

NB: Development of the clubhouse facility is to be handled by the Clubhouse Management Sub-Committee, reporting to the Treasurer.

Communications Officer

The Communications Officer (CO) is responsible for ensuring the engagement of players, the wider membership and other stakeholders.

It is not intended for the CO to become the sole guardian and transmitter of information; rather they should [educate if required] and encourage other club officers and volunteers to communicate adequately using the channels available. The channels (such as website, Email, domains, social media) will be managed by the CO.

The CO would most likely have two volunteer posts reporting to them, namely the press officer and programme editor. Volunteer Web-master(s), if there are any, would also report into the communications officer. In the same way as other positions, the Communications Officer may form a wider communications sub-committee if needed.

The CO will also ensure that the other Elected Officers and Volunteers have the tools and knowledge to communicate effectively and will alert the Chairman and Secretary promptly if there are communications gaps or problems. The CO shall assist the secretary in the communication of decisions and statements arising from committees.

General Committee Members x 2

The two, re-named and re-purposed General Committee Members are positions that can be filled, even if other elected positions remain un-filled at an AGM.

Rather than simply being “extra bodies to share the tasks” as per the “current Committee Members without portfolio”, these positions will exist to enable the Club Management Committee to take advantage of the skills and talents of people who, for one reason or another, would be unable to commit the time to one of the other specific positions.

The positions may of course be held by any club member, including people already elected to roles such as social secretary, fixture secretary or team manager, who would not otherwise sit on the Club Management Committee under this new model.

Appendix 1 - Volunteer and Elected Officer "Organogram"

Pink shaded positions denote CMC members.

Reflecting the reality of a volunteer organisation, which is ultimately controlled by its members through the ballot box and General Meetings, there are no reporting lines in this structure; instead there are just clear **areas of accountability**.

