



## SECTION 5 The Background Work

### Club Committees

#### The Purpose of Committees

Committees are **NOT** an optional extra in a club but an essential part of their structure. Leader(s) and committee members must work together to ensure the competent running of a club. This means working towards the agreed aims and objectives as set out in a club's constitution/policy. In order to set up and work with committees, you will need to think about:

- The role of the main committee
- What other committees are needed (sub-committees are accountable to the main committee)
- How committees work

Any organisation needs a small group to run its affairs. This group is usually called a committee. Although this may sound daunting remember that committees do not have to mean a large time commitment for those involved - the best meetings are short and productive and this is how your committee should aim to run.

When forming a committee you will need to find officers, people who will be responsible for the smooth running of the club. Additionally, it could be most advantageous to invite people with specialised knowledge, such as a member of your local Social Services or an accountant, to join the group.

The main duties of the committee are to ensure the continuity of the club in terms of membership, leadership, premises and finances.

## **Finding Committee Members**

For outside assistance look for those who have the experience you are seeking. A bank manager or accountant will help you deal with financial systems, especially if you can identify one who is already Treasurer of a voluntary group. Someone who works in an office can give you tips regarding club administration. The local Council for Voluntary Services or Volunteer Bureau (most large towns have at least one or the other) should have more information with regard to legal issues and be willing to assist you. If you cannot find any local sources, contact the national Phab office who will assist you in sourcing appropriate committee members.

## **Working with a Committee**

How club leaders relate to their committee will vary according to their personality, leadership style, the committee(s) with whom they work and the situation in which they are working. However the following guidelines may help you to work out your strategy. They are intended for use by the person acting as club leader, so you may need to adapt them if you work in another role:

- Do everything you can to support the committee and let committee members know that they are a useful and vital part of the structure.
- Keep the committee informed of what is happening, especially with regard to important developments relating to the aims and membership of the club.
- Recognise the importance and value of the officers of the committee and work with them and support them, avoiding overlap where possible.
- Define your role and responsibilities within the committee and stick to your remit. In return, you should expect to be a member of the committee and to share in decisions about the club in which you are working.
- Try to ensure that the committee runs as efficiently and effectively as possible, always bearing in mind that most of those involved are volunteers and therefore their time is very important.
- Use your leadership skills with the committees as well as with club members. This does not mean you have to be the 'leader' of the committee, but it does mean you will need to support those who are responsible for maintaining the balance that keeps the group together and achieves set goals.

## **Committee Meetings**

An effective meeting begins with a strong agenda that makes the meeting sound useful and exciting. The meeting itself needs to be efficient without being over-formal, with everyone having an opportunity to contribute and decisions being reached by consensus when possible. It should be followed up by clear minutes that summarise the main points, especially with regard to what action has been agreed and who is going to take it.

Between meetings, each member will have work to do, especially the officers. It is the responsibility of the chairman to hold the team together and try to ensure that the agreed work is carried out. Each officer needs a clear brief of his/her duties and should know what others are doing.

The three main officers on a committee are usually, the Chairman, the Treasurer and the Secretary.

### **The Role of the Chairman**

It is the Chairman's job to lead the committee and steer it through discussions, ensuring the smooth running of meetings. It is up to the Chairman to ensure discussions are relevant to the item being agreed upon and to establish any plans of action. In the event of a hung vote, the Chairman will have a casting vote.

The person undertaking this post must be prepared to listen and have the ability to present a balanced view. They must also be prepared to accept overall responsibility for the Phab Club – the buck stops here!

The Chairman works with the Secretary to agree an agenda in advance of the next meeting. They are responsible for signing the minutes of the previous meeting, once they have been agreed and to ensure any agreed action is taken.

Any bank account held by the Club will normally have three signatories. It is usual for the Chairman to be a signatory.

It may be decided that it is the Chairman's job to greet newcomers.

### **The Role of the Secretary**

The Secretary normally deals with letters and general administration. They should work with the Chairman to agree an agenda in advance of meetings & to ensure it is sent to all committee members along with dates of meetings and any other relevant information

It is the Secretary's job to record the minutes of meetings, and circulate them in advance of the next meeting.

They must ensure all records are kept accurately, securely and up to date – more information about record keeping comes later in this section.

It is usual for the Secretary to be one of the three signatories on the Club's bank account.

It may be decided that it is the Secretary's job to make travel arrangements, arrange a programme as suggested by the committee or club members and arrange refreshments for club and committee meetings.

### **The Role of the Treasurer**

The treasurer is a very important member of the leadership team. Some treasurers only appear at committee meetings and are only interested in the financial side of the club. Your treasurer will do a much better job if they know the way in which the club works and have an awareness of its aims.

It is also an advantage for leaders to know how the finances work and it should be part of a club leader's responsibility to make sure that there is an acceptable system used by everyone.

The treasurer must always remember that they have a responsibility for receiving and spending money given by the public on behalf of the club members. Therefore they must ensure that this money is well used and that they are accountable for any transactions that have taken place. Finances must be controlled in a safe and sensible way with an emphasis on using limited resources most effectively.

### **The following financial rules should be known and agreed to in the club and then strictly applied:**

1. An annual budget should be prepared for use as the basis for the year's programme.
2. Income and expenditure accounts should be kept, preferably by a treasurer.
3. All money received should be banked and all expenditure paid out of the accounts by cheque or by receipted cash payment.
4. Officers/leaders who hold a cash float should account for its use regularly, with receipts, to the treasurer.
5. Firm policy and control should be exercised over subscriptions and all areas of income.
6. Separate accounts should be kept for special events, each with its own "mini-budget" balancing income and expenditure, taking into account any agreed subsidy.
7. Financial rules and procedures should be clearly stated and adhered to.
8. A suitable auditor or independent examiner needs to be appointed and accounts need to be prepared annually (once the club is functioning).

Generally, clubs/projects with a turnover of greater than £100,000 per annum require auditing. If you are unsure as to whether you require professional auditing, contact the **Finance Department** at Phab on 020 8667 9443.

### **Recommended Financial Rules and Procedures**

The following need to be agreed and made known to all committee members:

1. All bank accounts should contain at least 3 authorised signatories and any cheque or payment should be authorised by at least two signatories. Usually the chairman, secretary and treasurer are signatories but the vice-chairman or social secretary can be added.
2. Note that it is not advisable to have married/co-habiting signatories.
3. All expenses, payments and petty cash should be justified wherever possible by receipts. No payments should be made without a receipt.
4. An agreed mileage rate for travel undertaken on behalf of the club needs to be established and club members, especially those who may be responsible for transport in the club made aware of it.

Please note that if your Phab Club is a registered charity, members of your committee could be trustees – see the **Charity Registration** Section.

You may also decide to appoint people in the following roles:

#### **Club Leader** (if not the Chairman)

- Be responsible for running of all formal sessions, outings etc
- Report back to committee on general running of club
- Participate in other committee activities

**If the club leader, or any other member of the club, is a paid employee receiving fees or a salary, they may not serve as a voting committee member.**

#### **Fundraiser**

- Motivate the committee to try out new ways of fundraising
- Liaise with authorities (local or county)
- Responsible to Treasurer and rest of committee
- Apply for grants and funding – contact both national and local grant giving organisations
- Organise fundraising events
- Count money raised (always with another committee member present)

### **Transport Officer**

- Organise routes and picking-up of members for club meetings/trips/holidays etc.
- Collect money from members for transportation and give it to the Treasurer
- Record mileage
- Book transport
- Plan the driver rota
- Organise driver assessments
- Insurance / Tax / MOT / Servicing etc.
- Organise club vehicles
- In law a mini-bus is **not** an ambulance and must **not** be treated as such

### **Social Committee** (Chaired by the Club Leader)

- Go-between for club members and the committee
- Acts as a support system for the committee
- Organises social events
- Comes up with ideas for club nights and suggestions for the club programme
- Produces a newsletter, if required
- Liaises with the main committee(s)

### **Public Relations Officer**

- Publicise club and activities
- Fundraising in liaison with fundraising officer
- Attend meetings and events
- Press contact
- Circulate publicity
- Phab's local mouthpiece/spokesperson
- Contact with outside bodies and organisations

### **Welfare Officer**

- Needs to have an awareness of people's circumstances
- Confidentiality
- Awareness of health and safety issues – needs basic training
- First Aider – needs up-to-date training
- Ensures welfare of members
- Listens to people's problems
- Advocate
- Child & Vulnerable Adult protection officer – needs basic training

## **Planning for Meetings**

Decide how often meetings need to be held. Meetings need to have a clear purpose; this may mean that they aren't held at regular intervals, but are spaced so that the committee has a chance to contribute to aspects of the club's work. Ensure meetings are accessible in line with the Special Education Needs & Disability Discrimination Act and any other relevant legislation.

### **Information**

To improve the efficiency of committee meetings it is highly recommended that between meetings a member of the committee (often the chairman) should meet with the club leader(s) to discuss what should be included on the agenda. In this way a relevant and appropriate agenda can be prepared.

The agenda is a brief for participants and should indicate the area of discussion, its direction and what is expected of the committee - for example, whether an item is for information only, or if a discussion is required from the committee. Sample agendas for the first Committee Meeting that a new club holds, a regular Committee Meeting and for an Annual General Meeting are at the end of this section.

Any necessary background information should be sent to committee members with the agenda well before the day of the meeting; this can save a lot of time at the meeting itself.

### **Preparation**

The agenda is the joint responsibility of the chairman and secretary. The agenda should be ordered appropriately, based on the importance of items rather than their urgency.

Items should be allotted a period of time appropriate to their level of importance. This could be suggested when drawing up the agenda or agreed at the beginning of the meeting.

## **Decisions**

Getting a decision out of a committee can be the most difficult part of running a club! Many guidelines on the subject of decision-making have been produced, below are perhaps the most pertinent and useful pointers for a Phab club committee. It should always be borne in mind that decision-making shouldn't end with making the decision itself – you should assess the effect of any plan you decide upon so that you can learn from your successes and mistakes.

- Ensure that everyone is clear about the problem that you are addressing ... and that you are the right people to be making the decision.
- Share all the information regarding the problem with everyone involved.
- Discuss alternative courses of action.
- If appropriate seek advice elsewhere.
- Make a decision – select a course of action.
- Carry out your decision.
- Assess your solution – has it solved the problem you had?

## **Recording**

For any meeting and/or decision it is important to have a good record of what has happened. As you go along, it will be helpful for group members to summarise the position as they see it and any decision that has been taken on a particular item.

The minutes should note who is responsible for any action to be taken and the time frame given for completion.

## **Annual General Meetings**

It is the responsibility of the Chairman to call an Annual General Meeting (AGM) to which all members should be invited. A Phab Club must hold an AGM within 18 months of its last AGM.

At an AGM, the principle committee posts such as the Chair, Secretary and Treasurer are 'up for' election. Existing officers may be re-elected, however, this is an opportunity for new people to express an interest in filling one of these roles.

Each person standing for election must be nominated and seconded. This means someone has to recommend them for the position and a second person must back up that recommendation. The names of each nominee, nominator and seconder must be recorded in the minutes. Everyone present should then vote in favour or against each nomination. The majority vote is carried.

Committee members other than officers may stay on the committee for two years before being re-elected. Some committee work it so that only half of the committee members must stand down each year. This allows for some continuity on the committee.

A report on the Clubs activities for the last year and a financial report should be presented at an AGM - some Clubs produce an Annual Report.

Sometimes AGMs are made into an event by having refreshments provided or even presentations in respect of current or future projects.

## Sample Agendas

### **AGENDA for First Meeting**

1. Welcome, opening remarks
2. Record of those present/apologies
3. Constitutional Matters - adoption of Phab's Policies and procedures, and Model Constitution for club
4. Election of Officers - Chairman, Secretary, Treasurer
5. Election of Committee - Youth member, Co-opted employee of Social Services
6. Financial Matters - resolution to open Bank/Building Society Account
7. Election of Signatories
8. Affiliation/Insurance (Contact Phab)
9. Club/Meeting Venue
10. Charity registration
11. Club Programme
12. Fundraising
13. Discuss the club's first event / opening night
14. Discuss local PR resources open to the club - advise press and radio
15. Date & Place of next committee meeting.
16. Any Other Business

## **AGENDA for Regular Club Committee Meeting**

1. Opening remarks
2. Record of those present/apologies
3. Minutes of previous meeting
4. Matters arising
5. Financial report
  - (a) Current situation
  - (b) Fund-raising activity
6. Club Programme
7. Reports
8. Any sub-committee or regional council matters
9. Training
10. Club visits to other clubs
11. Any other business
12. Date, time and place of next meeting

## **AGENDA for Annual General Meeting**

1. Opening remarks
2. Record of those present/apologies
3. Minutes of previous AGM (if appropriate)
4. Matters arising
5. Chairman's report on events of the past year
6. Any questions
7. Financial report
8. Treasurer to present accounts for the previous financial year
9. Appointment of auditors or independent examiner for the forthcoming year
10. Election of Officers and committee
11. Resolutions
12. Any other business

## Further Background Work

### Keeping Records

#### Personal Information

It is essential that accurate and effective records are kept to enable a club to run efficiently. When considering which records to maintain five basic questions should first be asked:

- Why does the club require information?
- What information does it require?
- How can the information be gathered? For whom? From where?
- How can it be accessed?
- How can confidentiality be maintained?

Some of the reasons for keeping records about members are:

1. Remembering birthdays.
2. Keeping a note of absences and finding out why people have not attended.
3. To learn about the membership composition and monitor and evaluate any changes affecting the development and growth of the club. This information may be required for applications for funding from grant-making organisations.
4. To record the particular needs of individuals.
5. To make transport arrangements where required.
6. To make contact possible when, for example, arranging events or sending out notices.
7. To record clearance for leaders and those working with children and vulnerable adults.

The points above highlight not only why information is required but also what information is required about each member. Most of this information can be gathered from the **Application Form** and **Welfare Form**, both of which can be found at the end of this section and must be completed by all members of Phab clubs throughout the country to satisfy insurance regulations.

## **The Data Protection Act 1998**

The Data Protection Act (DPA) aims to promote high standards in the processing of personal information, and to protect the individual's right to privacy.

It applies to anyone holding information on living persons in electronic (and sometimes paper) records. Data is any information held about individual people.

There are 8 Data Protection Principles of Information Handling. Information must be:

1. Fairly and lawfully produced
2. Processed for specific purposes
3. Adequate, relevant & not excessive
4. Accurate and, where necessary, kept up to date
5. Not kept for longer than is necessary
6. Processed in line with the rights of the individual
7. Kept secure
8. Not transferred to countries outside the European Economic Area unless there is adequate protection for the information

**The above principles must be followed by anyone handling personal information regardless of registration under The Data Protection Act.**

Some organisations are required to register with the Information Commissioner's Office but not-for-profit organisations such as Phab are exempt from registration, providing that:

- The information held is for the purposes of establishing or maintaining membership or support for your Phab Club. You can also keep details on people who have regular contact with it.
- Information may only be kept on those for whom it is necessary.
- The type of information held must be necessary for the running of your Phab Club.

- Any information passed on without the person's permission must only be to other individuals or organisations for whom it is necessary. For example, in a medical emergency or case of alleged abuse.
- Personal data is not kept after the relationship between you and the person it concerns ends, unless and for so long as it is necessary to do so for your Phab Club

If you are in any doubt as to whether or not your Phab Club should register with the Information Commissioner's Office, please contact the notification helpline on 01625 545 740 (or visit [www.dataprotection.gov.uk](http://www.dataprotection.gov.uk)).

## **Other Required Information**

### **Equipment Records**

Equipment is a vital resource for clubs so an accurate/updated inventory should be kept in order to comply with insurance regulations and thus ensure that if equipment is broken/stolen/damaged it can be replaced.

A typical inventory may include the following details:

- When the equipment was bought and how much it cost.
- Where it is stored if not kept at the club.
- Quantity – particularly for small items.
- Details of guarantee and insurance where applicable.
- Details of repairs with dates and costs.
- If the item is on loan and taken off club premises care must be taken to ensure that accurate and relevant details are kept.

Before loaning out equipment check carefully that your insurance cover allows for this and that you are fully covered if a claim is made.

### **Records of Meetings**

Accurate records/minutes of meetings must be kept showing all decisions made, what action was proposed/taken and by whom.

### **Recording Correspondence**

An efficient filing system should be maintained for easy access to information. As a matter of courtesy and efficiency all correspondence should be dealt with as promptly as possible.

## Register of Attendance

It is important to keep a register of attendance for every meeting. This information will be required in the event of an emergency or if anyone ever needs to check back to see who attended at any one time. It is also useful to know who has paid their subscriptions and/or membership fees. An A4 registration book is recommended for this purpose. Names, addresses and telephone numbers of every member and volunteers should be kept at the back of this book. We recommend that the layout below be used to record:

1. Subscription paid.
2. Date of **ALL** members, leaders, volunteers and visitors attending. Visitors must give their name and address – if they choose to withhold this information they must sign to say they have declined to give it.
3. This Register must be kept indefinitely and handed on to all subsequent club leaders.
4. Two visits by guests are permitted then they must apply for membership.

Name (list all members)	Date 23 Sep 2006	Date 30 Sep 2006	Date 7 Oct 2006	Date 14 Oct 2006
John Smith	£1.00	£1.00	£1.00	£1.00
Paula Peartree	-----	£1.00	£1.00	£1.00
<b>Guests: Name &amp; Address</b> Lucy Lambkins 10 Any Road Anytown Tel 01234 567890				



## APPLICATION FORM for Club Membership

To be kept on file and must be available at every club meeting on the premises or alternative venue.

Name .....

Address .....

.....

Telephone No .....

Date of Birth .....

Next of Kin (Relationship)/Emergency Contact .....

Address and Tel. No. (If different from above) .....

.....

Second Emergency Contact .....

.....

(Please ensure this contact is aware of this responsibility)

Notes e.g. allergies or anything leaders should be aware of .....

.....

**Phab MISSION STATEMENT:** To promote and encourage opportunities where physically disabled and non-disabled people share experiences on an equal basis working towards an inclusive society.

I agree to abide by Phab's philosophy, aims and objectives and its **Child/Vulnerable Adult Policy**.

Any change of circumstance must be recorded on a new form.

The information given above is true to the best of my belief.

Signed.....Date.....

(Signed by the Member/Parent/Guardian if under 18, or carer if unable to sign.)

Print Name.....



## Welfare Notes

These Welfare Notes must be available at every Phab meeting/event/outing and are strictly confidential.

Name.....

Address.....

Tel No.....Date of Birth.....

GP.....

Address.....

Tel No.....

Next of Kin /Emergency Contact .....

Address (if different to above) .....

Tel No.....

Medication Information (if applicable).....

.....

Any known allergies .....

Any relevant medical history (e.g. pacemaker, asthma, epilepsy, diabetes etc)

.....

Intimate care needs.....

Dietary requirements.....

It is the responsibility of the member/parent/guardian to ensure any change of circumstances/medication is recorded on this form/on a new form.

Signature of Club Member (or Parent/Guardian if member is under 18)

.....Date.....

# Club Complaints Procedure

## Introduction

The purpose of a complaints procedure is to resolve differences and/or disagreements.

All Phab Area Committees (PACs), Phab Clubs, Projects, individual members, volunteers and staff have the right to make a complaint about an incident, an action, a policy or even a point of view expressed within Phab. The complainant will at all times be treated with dignity and respect; have the right to confidentiality; be treated equally and have the right to be individually represented.

If you are unhappy and wish to discuss your complaint, tell a club officer. The following procedure should then take place.

## Receiving a Complaint

1. If you receive a complaint, comment or query from a member, 1<sup>st</sup> ensure you have heard the complaint correctly and acknowledge that you have done so and record it in the club's Incident Book.
2. Decide whether you can remedy the situation yourself as part of your usual working responsibilities. You will need to respect the confidentiality of the complainant and may need to seek their views and feelings on this.
3. If can remedy the situation yourself, advise the complainant of your intentions and proceed to correct the matter. Having resolved the reason for the complaint, advise and check whether or not they are satisfied with your action. If it is appropriate inform the Chairperson of the complaint and its' outcome.
4. If the complainant is still dissatisfied you need to initiate the process for a complaint by reporting this to the Chairperson immediately – this process is called 'registering a complaint'.

## Registering a Complaint

1. Advise the complainant to make the complaint in writing to the Chairperson.
2. The Chairperson, upon receipt of the complaint, should arrange a meeting with the complainant within 14 days. If not practical, the Chairperson may ass the complaint to the Vice-Chairperson. The complainant should be informed that he/she can be accompanied by a representative of his/her choice when attending a meeting. Within 10 days of the meeting, a response must be in the hands of the complainant.
3. If there is a failure to reach a satisfactory outcome, the complaint may be taken, if requested to the Pac (where applicable) or Phab England whose decision is final.

# Induction

## Club Leaders' Induction

All newly appointed club leaders, whether voluntary or paid, require a period of induction, irrespective of previous experience. Induction is about introducing newly appointed volunteers or leaders into their club or project.

Induction should be seen as a two-way process, starting with the first contact with Phab, whereby new workers become familiar with the background and conditions of their new role, and those involved with the Phab project learn more of the strengths and talents the worker brings to their role.

The first few weeks in a new project are usually spent asking questions about the organisation and the individual's role within it. It is important that this process is not rushed as it takes time to build up a basic knowledge.

The Management Committee should decide who is responsible for induction.

Induction should include:

- Phab's aims, philosophy and objectives towards promoting and encouraging opportunities where disabled and non-disabled people share experiences on an equal basis working towards an inclusive society. See Section 2 **Phab's Philosophy & Aim**,
- Section 7 **Phab's Child and Vulnerable Adult Protection Policy & Good Practice Procedures**
- Section 8 **Volunteer Guidelines**
- Section 10 **Equal Opportunities Statement & Policy**
- Familiarisation of the rest of the contents of this pack
- Any relevant legal information e.g. The Race Relations Act, the Disability Discrimination and Special Education Needs Act, the Charities Act etc.

If you require any information that is not included in this pack, please contact Phab.

After the induction process has been completed, new workers or volunteers should complete a checklist of the material covered to ensure that no essential elements of the induction have been omitted. A sample checklist is on the next page.

## Induction Checklist

**The following checklist should be completed and signed by all new volunteers and workers in Phab clubs and countersigned by the person responsible for their induction.**

Following my induction I have:

- Familiarised myself with the general layout/administration of my club/project, e.g. location of fire extinguishers, accident report book, complaints book, attendance register and emergency procedures.
- Had an opportunity to identify short-term and long term training needs.
- Understood the need for regular evaluation meetings.
- Had the opportunity to access and accept the Phab Pack.
- Had the opportunity to communicate with others in a similar role

Signed: .....  
*By volunteer/worker*

Signed: .....  
*By person responsible for induction procedure*

Date: .....