



# Maximising Participation

Roles and responsibilities of internal committees

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The Club Rules adopted in March 2018 make clear that whilst the Club Board must “ensure that the business of the Club is conducted in accordance with the Rules”, it can “delegate any of its powers to committees (provided that the membership of each committee includes at least one Club Board member) as it thinks fit”.

These Operating Procedures were first adopted by the membership in October 2018 and set out the commitments to ensure considerable delegation of those powers in order to maximise participation in the Club.

They were passed by over two-thirds of the members voting in person or by proxy at a general meeting and therefore constitute a formal direction to the Board under rule 27.

## Club committees

These procedures set out the roles and responsibilities for the following committees (see also the organisation diagram):

1. Accountability
2. Community Outreach
3. Communication
4. Development
5. Esports
6. Finance
7. Fundraising
8. Ground Maintenance
9. International
10. League Liaison
11. Matchday
12. Men's First Team
13. Membership
14. Merchandise
15. Training
16. Women's First Team

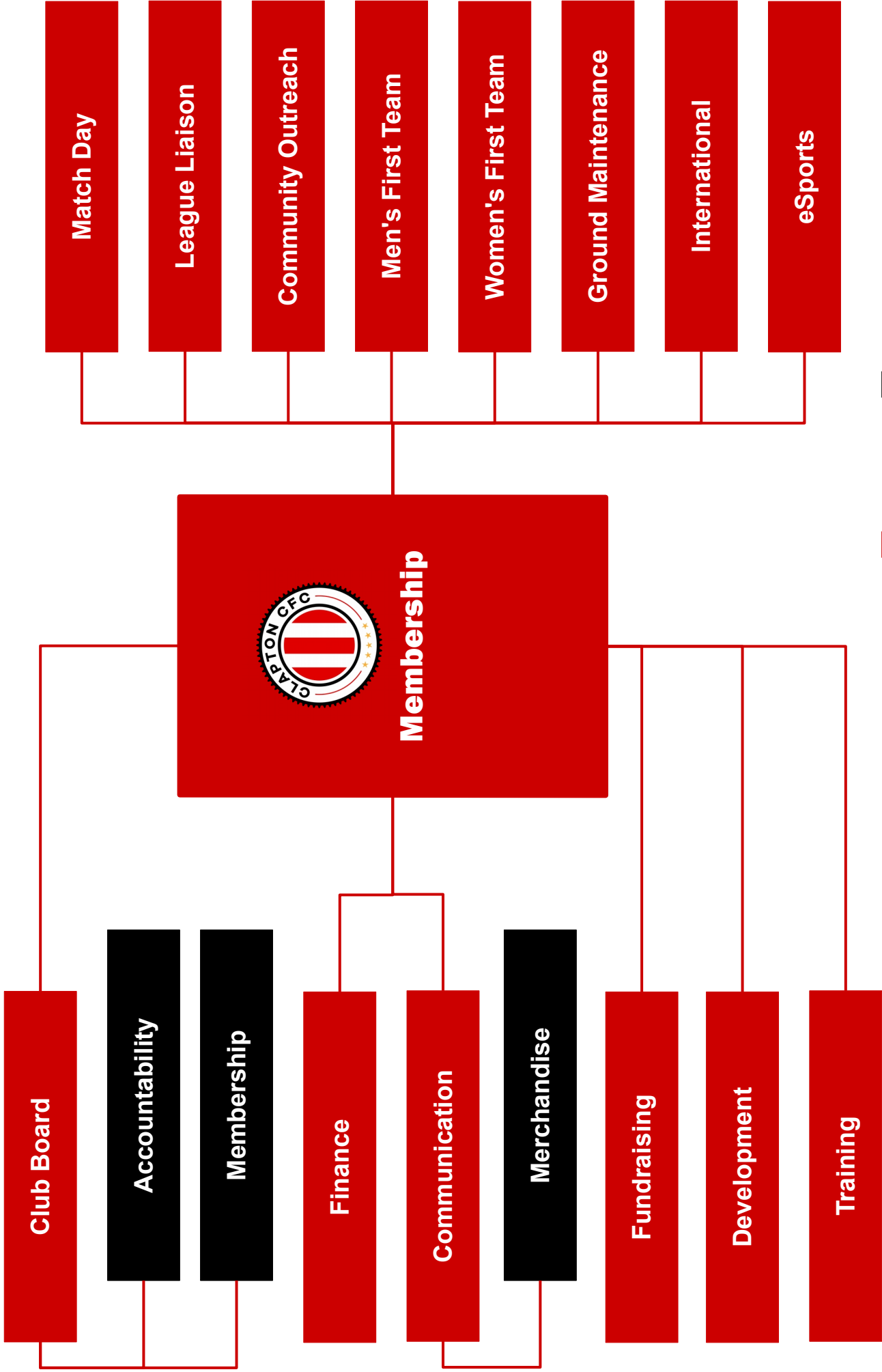
## Delegated budgets

An important element of these Operating Procedures is that with the exception of the Club Board, who have an oversight role and overall responsibility for ensuring the Club remains financially viable, every committee has its own delegated budget, agreed annually at the Club's annual general meeting.

Within this, club committees can make day to day decisions about expenditure necessary to fulfil their roles and responsibilities **up to a maximum of £500** and instruct the Treasurer to make payments on their behalf.

Expenditure higher than this amount, unless included already in its delegated budget agreed in advance, is subject to prior approval by the membership.

In order to ensure that these decisions are fully accountable to members, the Finance Committee will publish details of **every item of expenditure, no matter how large or small**, by all Club committees, in a manner that is easily accessible to members.



■ Committee    ■ Sub-committee

# Roles and responsibilities

## CLUB BOARD

The Club Rules (rule 68) says the role of the Club Board is to “ensure that the business of the Club is conducted in accordance with these Rules and with the interests of the community and in accordance with any bye-laws, policies or procedures adopted by the Club”.

Under these Operating Procedures, this means:

- ensuring the Club meets its core object (under rule 4.9) of providing regular football matches at the highest level possible, subject to the limitations of the club's finances.
- ensuring the Club operates with financial responsibility (rule 4.7) by monitoring the club's overall budget throughout the year, preventing delegated budgets from over-spending and that ensuring systems for financial management are robust and appropriate to the club's needs.
- Acting as the main point of contact for the Financial Conduct Authority.
- Ensuring the mutual ownership of the Club operates democratically, fairly and transparently (rule 4.2) by:
  - organising members' general meetings in accordance with the Club Rules;
  - ensuring agreements with other organisations, or raising sponsorship or capital from external sources, is subject to democratic control by the membership; and
  - facilitating and supporting the activities of the Club's committees.
- Taking responsibility for mediating and settling disputes, up to and including arrangements for external arbitration under rule 125.
- Leading on the development of safeguarding policies and procedures within the Club
- Acting as the Nominated Employer in any individual employment contract (whether paid or unpaid), including First Team Managers.
- Delegating other responsibilities, as far as possible, to the Club's committees.

## ACCOUNTABILITY COMMITTEE

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Provide an independent and confidential sounding board for other committees who are handling issues about members' behaviour, before they escalate to the position of a formal complaint.
- Help all members to step up and take responsibility when a problem arises, by supporting them in their participation in the club and by making sure all parties feel an appropriate outcome is reached.
- Explore solutions to any issues about members' behaviour in an objective and

timely manner, prioritising the needs of anyone harmed, acting in good faith, avoiding cynicism, and where appropriate, providing resources for individuals whose behaviour or language has been questioned, in order to educate themselves.

- Promote the club's Accountability Agreement and Handbook to members.
- Take minutes of meetings, record all decisions and – subject to the particular needs of the committee to maintain confidentiality – ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **COMMUNITY OUTREACH COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Develop methods of communicating with the general public about the “nature and benefits of the Club's values” (rule 4.5)
- Act as the main contact point for working with other organisations through local, national and international structures (rule 4.6).
- Establish stronger links in the local community around the club's ground.
- Maintain a close link to communities and organisations in the Forest Gate area
- Explore ways to encourage more people from the local area to come to games.
- Coordinate all aspects of any donations that other committees or the membership wishes to make.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **COMMUNICATION COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Decide upon any individual roles (such as a Press Officer or Programme Editor) seen as necessary to carry out its activities more effectively.
- Produce online and printed publicity that promotes the Club activities and forthcoming Club matches.
- Manage and respond to any media inquiries.
- Produce the Match Programme for home games and liaise with the Fundraising Committee about sponsors or advertising for the programme.
- Responsibly manage the Communication Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **DEVELOPMENT COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Become the contact point and lead group for all matters relating to expanding the club's sporting and other activities from the existing men's first team (including a women's team, youth set up, community football activities and non-football sports teams)
- Centralise lessons and opportunities, in terms of sources of support, advice and, crucially, funding.
- Respond to approaches from within the membership and external to the club about setting up new initiatives.
- Establish criteria and a transparent process for determining how and whether new initiatives are pursued, in accordance with the club's constitution and its guiding principles.
- Work out the capacity required to run new teams/activities, help with recruitment for volunteers and research sources of funding and other support.
- Facilitate the setting up of committees to run new teams/activities and support as required, including providing continued support if necessary.
- Lead on FA Charter Standard process.

## **ESPORTS COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Act as the contact point for all matters relating to expanding the club's Esports activities.
- Organise and promote Clapton Community Esports socials.
- Research and collaborate with London's broader Esports scene and conduct outreach with east and north London's grass-roots gaming communities
- Work towards the creation of an official Clapton Community Esports team.
- Responsibly manage the Esports Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **FINANCE COMMITTEE**

The Finance Committee is chaired by the Treasurer. Under these Operating Procedures, the roles and responsibilities of the committee are to:

- draft an annual budget in consultation with other committees, for presentation to the Club's Annual General Meeting by the Treasurer for ratification by the membership.

- Oversee all budgets delegated to other committees and ensuring that they do not overspend.
- Support other Club committees to manage their finances responsibly and prudently.
- Provide quarterly reports to members – in an accessible format – setting out the Club's current financial position, forecasts for future income and expenditure and any potential issues or concerns that members should be aware of, including any delegated spending that Club committees are unable to account for.
- Publish details of every item of expenditure by all Club committees so that they are financially accountable to the members.
- Work with a book-keeper to record all income and expenditure in accordance with recognised Standard Accounting Practice.
- Prepare the Club's annual statement of accounts and Annual Return for submission to the Financial Conduct Authority.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership

## **FUNDRAISING COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Develop a fundraising strategy for the Club, including an annual funding target for the budget and deadlines timetable for applications for funding.
- Identify and secure sponsorship for different aspects of the Club's activities (including advertising for the Match Programme)
- Identify and secure grant funding to support the development of the Club.
- Organise fundraising activities and events, appeals for donations and collections at matches.
- Take the lead role in developing any future plans for issuing Community Shares (rule 22).
- Responsibly manage the Fundraising Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **GROUND MAINTENANCE COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Liaise with the Club's landlord on any concerns about maintenance or health and safety relating to the upkeep of the ground
- Develop a programme of activities to ensure that the Club has taken all reasonable precautions to keep its ground in a playable condition.
- Coordinate any emergency measures deemed necessary to try to ensure home



games can go ahead during adverse weather, including the coordination of volunteer support from amongst the membership.

- Responsibly manage the Ground Maintenance Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **INTERNATIONAL COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Build relationships and liaise with football clubs and supporters groups internationally who share our ethos and values.
- Coordinate visits to the club by supporters from overseas and by CCFC members representing the club on international visits.
- Facilitate international CCFC members outside of England wanting to set up and run local supporters groups or networks.
- Act as the main contact point for international organisations sharing our ethos and values, such as Football Against Racism in Europe.

## **LEAGUE LIAISON COMMITTEE**

The League Liaison Committee is chaired by the Club's League Representative, who is an officer elected by members at the annual general meeting and a member of the Club Board. Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Ensure that all committee members are fully conversant with League rules concerning the qualification, registration and transfer of players.
- Ensure all players are properly registered with the League in accordance with its rules.
- Develop and maintain accurate records of player registration and transfer.
- Liaise with the League on all player disciplinary matters.
- Liaise with the Treasurer to ensure that any League fines relating to player discipline, qualification, registration or transfer infringements or relating to fixture or match day organisation are paid promptly.
- Brief the members on developments within the management of the League.
- Ensure the Club is represented at League meetings and its AGM.
- Responsibly manage the League Liaison Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **MATCH DAY COMMITTEE**

The Match Day Committee is chaired by a Match Day Secretary. Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Comprehensively familiarise themselves with the rules of the League regarding the way matches are conducted, including advance notification, fixture results and postponement reporting requirements and responsibilities to match officials.
- Prepare Match Day Plans for home and away games and allocate responsibilities to committee members to ensure that these plans are implemented.
- Appoint a Match Day Secretary (and any other individual roles seen as necessary) to coordinate the delivery of the Match Day Plan and to act as the point of contact with the League for match day issues.
- Liaise with the Communication Committee and First Team Committees to ensure that any Match Programme has information on the visiting team and their team sheet.
- Arrange hospitality for the visiting club's representatives and match officials.
- Arrange transport when necessary for team members to attend away games.
- Responsibly manage the Match Day Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership

## **MEN'S FIRST TEAM COMMITTEE**

The Men's First Team Committee will work closely with the Men's First Team Manager. Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Interview candidates for Men's First Team Manager and making recommendations for appointment to this role to the members.
- Assist the Men's First Team Manager to ensure that:
  - Pre-season trials are organised and that the Men's First Team has at least 11 registered players by the League's pre-season deadline.
  - The Men's First Team have sufficient clean kit and any equipment necessary for training sessions and match days.
  - A team list is provided before every game to the Match Day Secretary within the deadline specified by the League.
  - The Club is able to effectively identify and evaluate potential new players.
- Putting procedures in place so that players are paid reasonable travel expenses and organising transport where appropriate.
- Responsibly manage the Men's First Team Committee's delegated budget in consultation with the Finance Committee.

- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **MEMBERSHIP COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Ensure that the club operates an efficient membership administration system.
- Coordinate the distribution of annual membership cards.
- Explore and recommend additional potential benefits for club members.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **MERCHANDISE COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Liaise with the Communication Committee on the creation of new merchandise.
- Organise the sale of merchandise at home games.
- Organise online merchandise sales and liaise with any external distributors.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **TRAINING COMMITTEE**

Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Identify training for members to “enable them to contribute effectively to the development of their Club” (rule 4.4), including ways to improve collective decision-making and participation in the Club's internal structures.
- Organise specific or specialist training or skill-sharing sessions, in liaison with Club committees (including the Club Board), to ensure that committee members are better able to develop their skills and become more effective in undertaking their roles and responsibilities.
- Responsibly manage the Training Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.

## **WOMEN'S FIRST TEAM COMMITTEE**

The Women's First Team Committee will work closely with the Women's First Team Manager. Under these Operating Procedures, the roles and responsibilities of the committee are to:

- Interview candidates for Women's First Team Manager and making recommendations for appointment to this role to the members.
- Assist the Women's First Team Manager to ensure that:
  - Pre-season trials are organised and that the Women's First Team has at least 11 registered players by the League's pre-season deadline.
  - The Women's First Team have sufficient clean kit and any equipment necessary for training sessions and match days.
  - A team list is provided before every game to the Match Day Secretary within the deadline specified by the League.
  - The Club is able to effectively identify and evaluate potential new players.
- Putting procedures in place so that players are paid reasonable travel expenses and organising transport where appropriate.
- Responsibly manage the Women's First Team Committee's delegated budget in consultation with the Finance Committee.
- Take minutes of meetings, record all decisions and ensure a copy of the minutes of each meeting is given to the Club Board so it is available to the wider membership.