

## Progress and Proposals, as at 21st June 2010

- There are 17 roles for Officers and members of the Management Team which carry a job description. Eleven of these were ready in mid April, and were discussed briefly with most of the post-holders during an informal review at the club. Three role descriptions require discussion before completion.
- The Captain will be supported by two Vice-Captains who will represent the Club in the Captain's absence, as required by the Constitution.
- A Co-ordinator for Junior Squads is required by the Constitution.
- Co-opting members to the Committee should continue as appropriate.

## Officers and Management Team Members

The following are ready for Review by Committee.

1. President
2. Chairman
3. Secretary
4. Treasurer
5. Director of Rowing
6. Membership Secretary
7. Club Welfare Officer
8. Club Water Safety Officer
9. External Liaison and Sponsorship Officer
10. Equipment Manager
11. Facilities Manager
12. Secretary to the Bar Committee
13. Communications Infrastructure and PR
14. Director of Rowing

### To Be Completed

1. Captain - left 'til last to allow discussion, and ensure consistency with the roles for Chairman and Director of Rowing.
2. Vice Captains x 2. An outline is included to show the intent.
3. Co-ordinator for Junior squads - a role description template is available from BR.
4. Co-ordinator of Volunteers - a role description template is available.
5. Social Secretary  
*TRRC recommend that we create (3) and (4) to meet requirements of Clubmark accreditation.*

## Other Terms of Reference

Required and For Discussion:

- A Development Project Planning Group
- Coaches - *generic guidance on their (non-rowing) responsibilities and accountabilities to the club and its members. This concept is to be tested with the club coaches.*

## **Marlow Rowing Club - Job Descriptions Discussion Document**

### **PRESIDENT**

#### **Roles and Responsibilities**

- The senior officer of the club. The President contributes to and guides the Club's strategy and development planning.
- Build positive relationships with relevant external organisations and communicate the club strategy and objectives to them.
- Foster relationships which will contribute to the future success of Marlow Rowing Club.
- Represent MRC at the Executive level of the external bodies and authorities relevant to our growth and development.

#### **Key Activities**

- Work alongside the Club Management Team, offering guidance on development of the Club's strategy, business and operational plans.
- Provide advice and support to the Captain when required.
- Take soundings on perceptions of MRC in the local community, with Local Authorities and with the sport's governing body. Bring these to the attention of the Management Team when appropriate.
- Act as principal host for the annual dinner and other major functions in the life of Marlow Rowing Club.

#### **Recommended Experience**

- Is aware of and understands the club's history, traditions and conventions; and should have the seniority, expertise and command the respect required for a figurehead role.
- Demonstrable experience and the confidence to provide guidance to Chairman, Officers and Management Team Members.
- Ideally has served on the club Management Team, or in a senior capacity in another rowing club or a business, in a way that will enable the post-holder to provide support and guidance to the management team when required.
- Is experienced in guiding management teams, and specifically in the effectiveness of teams and individuals.

## **CHAIRMAN**

### **Roles and Responsibilities**

- Oversee development and welfare of the club, guide the management team in safeguarding its future.
- Establish and maintain an effective working relationship with relationship with the President.
- Deputise for the President on any occasion when the President is unable to be present.
- Facilitate the development, implementation, review and updating of the Club's strategy and development plan.
- Communicate regularly to all club members and facilitate the production of the annual report.
- Present the public face of the club and facilitate relationship-building with appropriate third-party organisations. Represent, or arrange for the representation of, the Club at British Rowing Association Regional level and, as appropriate, at meetings of other organisations.
- Chair the management team meetings including the Annual General Meeting.
- Where a vote is tied, exercise the chairman's deciding vote.

### **Key Activities**

- Chair the committee meetings. Ensure all members of the committee have an opportunity to air their views; that meetings follow the agenda, ensuring that where necessary discussions are brought to a conclusion and agreement is reached on the actions to be taken.
- Work alongside the Rowing Club Management Team, guiding the development of the Club's strategy and implementation of its business and operational plans.
- Communicate the club strategy and implementation plans to all members.
- Provide advice and support to the Captain and other members of the Management Team.
- Canvas members' opinions and forward these to the Management Team where appropriate.
- Support the Captain in arrangements for proper use and allocation of equipment.
- Ensure the club rules and constitution are implemented
- Serve as ex-officio member of any sub-committee or Working Group.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution

### **Recommended Experience**

- Is aware of and understands the club's history, traditions and conventions; whilst understanding the importance of continuous development and growth.
- Ideally has served on the club Management Team, or in a senior capacity in another rowing club or a business, in a way that will enable the post-holder to provide support and guidance to the management team when required.
- Is experienced in guiding management teams, and specifically in the effectiveness of teams and individuals.
- Demonstrable experience in chairing meetings effectively.

## Marlow Rowing Club - Job Descriptions Discussion Document

### CAPTAIN

*We have JT's draft of the responsibilities, and some suggestions from SWG members on activities and skills:*

#### Roles and Responsibilities

- To be the person in charge of all rowing activity at the club.  
*Would need to be careful here - do we mean entry at regattas and heads - some captains would only want to enter crews that have a chance of winning*
- To chair the monthly Rowing Sub Committee meeting (involving coaches, representatives from the various rowing groups within the club and the safety officer) and report to the main committee from this meeting.
- To act as the voice and represent rowing on the main committee.
- To determine, generally through consultation, the allocation of the clubs rowing equipment and have the ultimate say on who can or can't use what equipment.
- To advise on and propose the clubs rowing equipment purchasing policy.
- To be the person members approach should they have any issues at the club and ensure these issues are dealt with where appropriate.
- To assist both members and coaches to get the most from the club.
- To be the person consulted on all proposed rowing activities and event entries.
- To organise or liaise with others on the hiring out of club equipment.

#### Key Activities

- Communicate rowing aims of club with all competitive and recreational squads
- Be part of the vision and strategy for the club
- Gain understanding of squads rowing needs
- Presence at club should include encouragement of squads and individuals, especially recognising achievement with individuals and squads - *a pat on the back for achievement and endeavour goes a long way*
- Establish a working relationship with Chairman and Director of Rowing
- Recommend and appoint Vice captains
- Delegate responsibilities to Vice captains

#### Recommended Experience

- A rower with competitive experience at Marlow and or previous club
- Sufficiently established at the club to be familiar with squad members and leaders, but preferably not a leading competitive rower during tenure as Captain.
- A knowledge of the club infrastructure, especially rowing resources

## **VICE CAPTAINS**

**VICE CAPTAINS** (Normally two to be in post; one Lady, one Gentleman).

### **Roles and Responsibilities**

- Deputise for the captain at the RSC and committee meetings when required
- With information gained from squads advise captain on the equipment needs of the club

### **Key Activities**

- Support club captain in club activities and captain's responsibilities
- Establish communication with squad coaches and recreational groups
- Sufficient presence at club to be recognizable as a deputy captain
- In support of the captain be the person members approach should they have any issues at the club and ensure these issues are dealt with where appropriate

### **Recommended Experience**

- Competitive or recreational rowing member of the club
- Sufficiently established at the club to be familiar with squad members and leaders, but preferably not a leading competitive rower during tenure as Captain.
- Knowledge of current equipment allocated to squads and bookable equipment
- Sufficient knowledge of club individuals to be able to recognise key squad and recreational members

## **Marlow Rowing Club - Job Descriptions Discussion Document**

### **DIRECTOR OF ROWING**

#### **Roles and Responsibilities**

- Responsible for the development of a High Performance program and the overall coaching system at Marlow Rowing Club
- Work with all club coaches to help them ensure that Squads run effective coaching regimes which are consistent with MRC performance goals and BR guidance.
- Responsible for Coach development and mentoring, and ensuring that Coaches and Volunteers (Coaching Assistants) are supported with the appropriate resources.
- Deputise for the captain at the RSC when required

#### **Key Activities**

- Work with Management Team and RSC to promote and deliver all Competitive, Recreational and Developmental rowing schemes offered at MRC, including any High performance programmes.
- Lead activities to identify, recruit and retain talented athletes.
- Develop a common training philosophy
- Implement policies defined by the Captain and / or RSC on boat use, crew selection, identification of talent and training.
- Monitor the effectiveness of policies in achieving the overall performance and development goals of MRC and recommend changes and improvements to these.
- Develop a common training philosophy and provide Direction to rowing skills and performance development.
- In conjunction with the Equipment Officer, supervise and guide others in boat rigging and assist with maintenance of the boat fleet in best possible condition.
- Support Management Team and RSC in overseeing the overall operation of the boathouse and all facilities.
- Attend / Chair RSC meetings, and work with coaches to develop effective interaction and teamworking enabling them to improve the rowing experience for all club members.
- Demonstrate commitment to upgrading skills and qualifications; mentor club coaches in their efforts to develop their skills.
- Promote and encourage team cohesion and interaction throughout the club.
- Help co-ordinate Regatta logistics.
- Carry out other responsibilities and duties which may be assigned by Management Team or RSC

#### **Recommended Skills and Experience**

- Experience of running effective performance development programmes in rowing.
- Demonstrable leadership, communication and inter-personal skills.
- Proven organisational, administrative and planning skills; particularly to support initiatives to identify, recruit and retain talented athletes.
- Proven effectiveness in managing coaching teams and resolving conflict.
- A team-oriented and enthusiastic ambassador for the club.

#### **Qualifications**

- Level 2 UKCC
- Valid Driver's Licence
- Current First Aid and CPR qualification
- RYA2 Powered Boats

## **Marlow Rowing Club - Job Descriptions Discussion Document**

### **Hon. SECRETARY**

#### **Roles and Responsibilities**

- Ensure that Marlow Rowing Club is meeting all its legal responsibilities.
- Organize the regular Committee meetings, the AGM and EGM.
- Organize the Annual Club Supper.
- Ensure that all boat licenses are renewed with the Environment Agency.

#### **Key Activities**

- Ensuring the Club complies with all relevant legislation at all times.
- Maintaining the Club's central records (both current and historic), and records supporting the Club's Child Protection Procedures
- Timely preparation and dissemination of committee meeting agendas and minutes, and minute-taking itself (including AGM and EGM).
- Ensuring permanent records of agendas and minutes are kept, as well as displaying prominently the agendas and minutes of proceedings in the previous 3 months' on Club notice boards.
- Timely dissemination of all nominations for Club management positions prior to the AGM.
- Timely dissemination of Membership renewal notices.
- Liaison with the External Liaison Officer as required with regard to communication with British Rowing and other external agencies.
- Ensuring mail sent to the Club is controlled and disseminated as required.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

#### **Recommended Experience**

No mandatory Recommended Experience; however, the following would prove beneficial:

- Previous experience on the management team of Marlow Rowing Club, or that of another club, giving insight into its working and procedures.
- Minute-taking experience, and/or shorthand skills.
- Basic IT skills.



## **TREASURER**

### **Roles and Responsibilities**

- Ensures that Marlow Rowing Club remains financially sound.
- Advises the Committee on financial matters connected with running the Club, including the financial implications of new projects and other changes.
- Safeguards the club's financial and other assets.
- Ensures the club receives good value for its investments.
- Acts as a member of the management team.

### **Key Activities**

- Manages the preparation of the annual budget in consultation with key budget holders.
- Produces regular club accounts for review by the committee and reports on performance against budget.
- Responsible for the production of the annual accounts, and organization of an independent review.
- Collects all income due and pays all bills in timely fashion.
- Looks after renewal and payment of insurance and any fees to regulatory bodies.
- Advises on acquisition and disposal of assets.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

### **Recommended Experience**

- Is numerate and computer literate.
- Ideally has experience of preparation of club or other small business accounts, including balance sheets.
- Is demonstrably trustworthy where financial matters are concerned.
- Is familiar with the workings of a rowing club and the particular financial issues relevant to voluntary and non profit making organisations.
- Is well-organised and able to work to deadlines.

## **MEMBERSHIP SECRETARY**

### **Roles and Responsibilities**

- Receive and progress membership applications, except those managed by the Co-ordinator for Junior Squads.
- Manage the club's subscription renewal process.
- Maintain current membership lists.

### **Key Activities**

- Produce documentation as necessary to invite subscription renewals annually from members.
- Maintain an up-to-date list of all club members, recording status in respect of subscription and rack fee payments.
- Develop and Maintain a handbook for new members and make it available via the club website or in hard copy if required. Ensure that it is distributed to all newly-joined members of the club.
- To meet and liaise with all new members to ensure that they are made to feel welcome; and then to assist them in fitting into the club and its structures as required.
- To liaise with any member who opts not to renew, in order to understand why and to identify any significant trends in changing membership. To report these to Officers and Management Team members as appropriate and recommend any actions which should be considered.
- Liaise with the Treasurer over current membership numbers and jointly develop proposals for annual renewal rates.
- Allocate racks to members in consultation with the Captain, and manage the racking applications, allocations and waiting lists.
- Within the confines of the Data Protection Act, provide Officers and Management Team members with any data held on the membership data base.
- Assist with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

### **Recommended Experience**

- Computer literate, with experience of administering simple databases.
- Ability to communicate effectively by email or conventional letter.
- Good organisational skills, ability to adhere to deadlines.

## **CLUB WELFARE OFFICER**

### **Roles and Responsibilities**

- Gain an understanding of British Rowing policy on Safeguarding and Protecting Children and keep up to date
- Make relevant club members and coaches aware of the latest best practice in welfare issues identified by the sports governing body and relevant legislation
- Act as the central contact point for all club members for child welfare; ensuring appropriate action is taken where concerns are raised

### **Key Activities**

- To provide information and advice on protection of children and vulnerable adults within the club
- To ensure the club adopts and follows BR Safeguarding and Protecting Children Policy and procedures and promote awareness of the policy within the club
- To administer the club's CRB checks
- To ensure adequate child protection measures are taken by junior squads on trips to regattas and training camps and to liaise with the Cub Water Safety Officer (CWSO) in this regard (NB coaches retain the ultimate responsibility for their athletes at these events)
- To receive information from athletes, coaches, young people or their parents who have concerns about the welfare of young people or vulnerable adults; and to record those concerns.
- To assess the information promptly and obtain more information if necessary. Make a formal referral to a statutory child protection agency if appropriate and report any concerns to BR child protection officer as soon as possible in line with BR procedures
- To ensure information is readily available to all club members as to actions they can take in the event of a breach of welfare guidelines
- To advise club officers and coaches on appropriate levels of child protection training and advise on further training opportunities
- To organise relevant training for coaches and other club members as required
- To assist with the organisation and running of MRC events

### **Recommended Experience**

- Experience as a CWO or an equivalent role is not a pre-requisite, but the post holder must be willing to undertake training in this area if not already experienced.
- Post holder must be able to communicate effectively with junior club members and vulnerable adults.
- Post holder must attend the club on a regular basis.

## **CLUB WATER SAFETY OFFICER**

### **Roles and Responsibilities**

Support the Club Officers and Coaches to help club members enjoy rowing safely by setting, implementing and monitoring safety policies for all club members.

### **Key Activities**

- Assess local risks
  - Maintain Club Safety Plan and rules.
  - Produce Emergency Action Plan.
  - Communicate to all members.
- In collaboration with coaches when required, assess risks at external sites to be used by club members such as the venue for a Training Camp.
- Educate and train members in risk assessment and safe practice.
- Maintain up to date displays of safety information on club premises.
- Produce an annual safety audit.
- Foster the reporting of all incidents using the British Rowing online system and further develop safe practice.
- Review safety issues regularly, ensure that these are a permanent agenda item at meetings of RSC and Management Team.
- Understand and encourage implementation of Row Safe policy and guidance.

### **Recommended Experience**

- Awareness of good practice in Risk Management and Safety is required. Formal qualifications are not pre-requisite, but the post holder must be willing to undertake training in this area if not suitably experienced.
- Demonstrable experience in achieving compliance with guidance on safe practice.
- While not essential, experience of managing events and teams is a distinct advantage.

Whilst not mandatory, the following will prove beneficial:

- Squad membership within MRC, to provide credibility within and beyond the club.
- Basic IT skills.

## **EXTERNAL LIAISON and SPONSORSHIP OFFICER**

### **Role and Responsibilities**

- Provide the link between MRC and external sporting agencies, such as British Rowing and other rowing clubs.
- Build and maintain effective relationships between MRC and relevant third parties and legislative bodies, such as the Town, District and County Councils.
- To liaise with local companies and organizations in order to identify and maximize fundraising and sponsorship opportunities.
- To work with the Public Relations Officer where necessary in relation to these responsibilities.
- Attend and contribute to the monthly meetings of MRC management team.

### **Key Activities**

- Maintaining regular contact with Regional Representative for British Rowing to ensure timely exchange of information, and to communicate the salient issues to MRC management team.
- Maintaining regular contact with Local Authorities and other third parties, with particular regard to identification of possible revenue streams for MRC.
- Identifying and contacting companies and agencies who may wish to provide sponsorship to MRC.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

### **Recommended Experience**

Whilst not mandatory, the following would prove beneficial:

- Squad membership within MRC, to provide credibility both within and beyond the club.
- Basic IT skills.

## **EQUIPMENT MANAGER**

### **Roles and Responsibilities**

- Organise equipment maintenance programme in consultation with the Captain, Vice Captains and Coaches.
- Has overall responsibility for maintaining boats, launches and associated equipment in safe working order.
- Reports to the committee on the status of the fleet and any major repairs.
- Maintains a damage and maintenance reporting system for use by club members.

### **Key Activities**

- Providing basic maintenance for the Club blades, boats, launches and trailers, carrying out works in-house where possible or managing third party repair arrangements.
- Purchasing and keeping secure a stock of spares to facilitate basic maintenance, recycling parts where appropriate and possible.
- Keeping a record of major repairs, and launch servicing.
- Providing advice as required to club members regarding boat maintenance.
- Keeping the Treasurer informed of any purchases, costs and future budgeting requirements.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

### **Recommended Experience**

- Reasonable DIY skills.
- Knowledge of rowing equipment.
- Knowledge of safety requirements.
- Can communicate effectively with a broad spectrum of club members.
- Can be regularly available at the club premises to carry out necessary works.

## **SECRETARY AND TREASURER TO THE BAR COMMITTEE**

### **Roles and Responsibilities**

- To ensure that Marlow Rowing Club Bar provides an environment that encourages Club members to socialise in a relaxed atmosphere.
- To maximise use of the Bar facility by members and guests in order to generate an adequate return on investment.
- To ensure compliance with terms of License.
- To stock the Bar with appropriate alcoholic and non-alcoholic drinks and snacks for purchase by members and their guests, according to Licensing regulations.
- To ensure that all stock is kept secure.

### **Key Activities**

- Arranging for the Bar to be open and manned at advertised times, or notify membership should this not be possible.
- Arranging to make the Bar available for Club functions and for hiring by Club members, following Licensing regulations, Club rules and other guidelines.
- Maintaining the Bar booking diary.
- Assisting the Secretary with the organization of the Annual Club Supper.
- Holding and chairing regular Bar Committee meetings, particularly when a function is planned.
- Delegating to the Bar Treasurer the tasks of a regular stock take and subsequent provision of Financial Report for the Bar Committee and the main Committee. Agreeing pricing with Bar Treasurer to ensure a fair return for the club.
- Ensuring all stock, cash and bar assets are kept secure. Ensuring cash held on site is kept to a minimum required for operational purposes.
- Holding Bar keys and being aware of others in the Club who have access to the Bar Store
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are captured without delay, managed in accordance with BR guidance and if appropriate, brought to the attention of the Management team or Club Water Safety Officer.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

### **Recommended Experience**

- Willingness to get involved, a good organiser and of a sociable disposition.
- Awareness of licensing regulations
- Experience of managing events and teams while not essential, is a distinct advantage.

## **Marlow Rowing Club - Job Descriptions Discussion Document**

### **FACILITIES MANAGER**

#### **Roles and Responsibilities**

- Organise the maintenance and upkeep of Marlow Rowing Club premises and grounds where appropriate.
- Submit a timely budget to the Treasurer for the maintenance and development of Marlow Rowing Club premises and all equipment.
- Ensure compliance with regulations regarding insurances and fire safety.

#### **Key Activities**

- Maintaining accurate records with regard to maintenance and upkeep of the Club premises with particular reference to: repairs and renovations; safety checks on gas, water and electricity; and checks on unseen areas for problems - roof, gutters, floor, apron, and pontoons.
- Ensuring compliance with regulations regarding insurances and fire safety. Arrange for regular servicing of fire prevention equipment
- Preparing and submitting to the Treasurer a timely annual budget for maintenance work required, as well as advising on equipment purchase and repair.
- If necessary, implementing systems to ensure the continued cleanliness of the club and all assets other than rowing equipment. (e.g. a cleaning rota).
- Reporting progress against maintenance plan and budget performance to the committee meetings and AGM.
- Coordinating maintenance activities with the Captain and Vice-Captains.
- Assisting with the organization and running of MRC events.
- Ensuring any safety concerns, accidents or incidents are reported without delay to the Club Safety and Welfare Officers.
- Where possible and relevant, ensuring compliance by members with Safety guidance and the Club Constitution.

#### **Recommended Experience**

No specific experience is mandatory; however, the following would prove beneficial:

- Previous experience on a Marlow Rowing Club committee or working group, or that of another club, giving insight into the types of issues that will need to be managed.
- Some knowledge of the fundamentals of facilities and asset management.
- Basic DIY skills
- Basic IT skills.



## **IT INFRASTRUCTURE AND PR OFFICER**

### **Roles and Responsibilities**

- Raise the profile of the club with the public, mainly via as many press articles as possible
- Communications with the membership/parents of juniors/other club associates
- Operate the club IT

### **Key Activities**

- Be responsible for the Club Website, Phone, internet connection, email (including bulk emails), domain names, other online facilities (e.g. membership database online, with the Membership Secretary), and other Internet presence (online listings, Facebook group, Twitter account etc.). Not the CCTV (Facilities Manager).
- Edit and distribute an online newsletter at least every other month.
- Maintain a database of contacts at local newspapers, radio and TV stations.
- Advertise club events to the local press
- Issue regular updates to the press about the club's progress
- Design, produce and maintain club brochures, marketing material/signs, branding/logos
- Assist event managers in marketing their event
- Assist/Liaise with the External Liaison and Sponsorship Officer to present a united external club image, and inclusion of any Sponsor logos in website etc as promised to Sponsor.

### **Recommended Experience**

- Ideally some experience as a publicity officer with an understanding of how to gain maximum publicity for the club in the local and if possible national press.
- Ability to communicate effectively to all club members.
- Is familiar with developing and maintaining databases.
- At least medium and preferably strong IT skills.
- Since they have access to all club data, must be trustworthy.
- Good literacy/written skills.