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# Introduction

Structures need to be in place for a volleyball club to promote and maintain sound governance and administration. A club’s board enables the organization to be run effectively by applying good governance, principles, and practices.

The following document provides general information on what to look for in a Board, as well as examples of descriptions of Board Members and Roles and duties that are needed to have in place, along with different policies clubs should have in place for good governance and practice.

# Governance Structure & Style

## General Club Structure

### An Unincorporated Association

This is a common structure used by the vast majority of volleyball clubs starting out. The members come together and agree to establish the club with its own rules and

Operating procedures. These are then set down in the Constitution and By-laws and Club Handbook.

This is the simplest form of club structure, the easiest to run and operate, and the one that most members will be familiar with. It's an "Association" because the club does not have a separate and distinct legal identity. There may or may not be a formal Board of Directors, and it could be a group or one individual that begins this type of club. For legal purposes, the club is regarded as a voluntary coming-together of its member’s -literally, an association of members.

An Unincorporated Association structure is most suitable for:

* The majority of small local clubs starting out
* Clubs that provide services primarily for their own members (rather than the general public)
* Clubs that are not engaged in high-risk activities where accidents are far more likely and potentially costly if negligence could be proved (example no extensive travel or tournament play)
* Clubs that are protected against third party liability and negligence through a standard insurance policy under the Provincial Sport Organization (Volleyball BC for example).

One consequence that you should be aware of with this type of structure is that - on

the rare occasions that something does go seriously wrong - ALL the members of the

Association may be liable. So, if the club goes bankrupt, all the members could be liable

for the debts, irrespective of their individual financial circumstances. Because this

liability is unlimited, those with more wealth could be hit harder than those with

relatively little money.

On the positive side, unincorporated associations are simple to set up and run. You

Do not need to apply through the provincial government to become a non-profit and will only need to comply and register with your affiliated organization (Volleyball BC + Volleyball Canada). You create your own constitution and run your own affairs within these rules. With a constitution, you'll be able to open a bank account and organize your finances. If you want to borrow money, one of your members will probably need to provide the lender with a personal guarantee or security for the loan.

Most clubs are able to insure themselves against the more common risks and the

Governing Body (Volleyball BC) is likely to offer an insurance scheme that you can join.

### A Non-Profit Club/ Society

There are many benefits for incorporating your club as a non-profit society, and it is highly recommended to register once your club has been running for a few seasons. Some of the reasons and benefits of becoming a non-profit society are:

* The Club acquires the same powers as an individual would, and becomes a legal identity. This reduces a Clubs liability.
* The Club acquires independent existence.
* Allows a club to access a wide variety of funds including both public and private grants such as Gaming Funds.
* Brings a Club more peace of mind. Members and Directors are generally protected from Personal Liability.

**See the Document:** *Creating or Becoming a Non-Profit Club/Society*for more information on how your Club can become a non-profit society.

## Types and Sizes of Clubs

Below are typical characteristics of clubs and associations. Where does your club fit?

|  |  |  |  |
| --- | --- | --- | --- |
| **Characteristics** | **Type 1: Unincorporated Club** | **Type 2: Smaller Not For-Profit Club** | **Type 3: Registered Not- for Profit Club** |
| **Legal status** | Basic constitution, unincorporated, or small incorporated club | Small incorporated club | Medium to large incorporated club |
| **Workforce** | Volunteer | Volunteer, paid administrators | Paid administrators |
| **Club structure** | Basic committee | Properly constituted Board of Directors Possibly with committee/sub committees | Board of directors with management committee and with committee/sub committees |
| **Management expertise** | Volunteer only | Training encouraged/ offered | Expertise sought/paid |
| **Planning** | Short term | Short – medium term | Long term |
| **Membership** | <50 players | <100 | 150+ |
| **Technical expertise/ Coaching** | Unaccredited but recommended (required in VBC events) | Accreditation encouraged and supported | Accreditation required |
| **Range of activities** | Narrow | Expanding | Broad |
| **Assets** | Basic Equipment only | More Equipment, and possible Storage location or training facility | Extensive Equipment, training facility, offices |

#### Simple Complex

## Board of Directors Structure

Today, governance models are becoming more flexible, open, and egalitarian. There is more of an emphasis on collective responsibility, efficiency and transparency. There is no one right structure for clubs. Generally basic volleyball clubs will have an administrative governing board, where the board plays a more hands-on role in managing the organization with the support of committees and staff vs. a policy board, where policies are developed and a club hires an Executive Director or figurehead to implement the policies. However clubs may choose to have a blend of these two types.

*Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector* states that organizations governed by a board should have at least three basic elements:

1. A board capable of providing objective oversight
2. An independent nominating committee to ensure the appropriate succession of the board
3. An audit committee, whose primary responsibility is to report whether the organization is in compliance with the laws, rules, regulations and contracts that govern it

**The following are common types of Board models:**

* **A Policy Board**: Sometimes referred to as Management-Team Board, this model is commonly used in non-profit organizations. Several committees help carry out the activities of the organization, and the relationship between the board and staff is one of a partnership.
* **A Working Board:** Directors on this type of board play a more hands-on role with some of the administrative functions of the organization such as public relations, financial management, program planning and personnel. It's not uncommon for these boards to not have any staff.
* **A Collective Board:** Sometimes known as a cooperative or coalition, a Collective Board also carries out many administrative functions of the organization. These boards are comprised of like-minded people that support a specific goal. Staff and directors operate together as a single entity.
* **For more information on Types of Board models please visit:** <http://literacybasics.communityliteracyofontario.ca/boardgov/structur/different1.htm>

## Board of Directors Structure Sample

|  |  |  |
| --- | --- | --- |
| **Club Board Structure** | | |
| **Operational Committees** | **Board of Directors** | **Standing Committees** |
| TBD | President | Nominating Committee |
| Vice President | Fundraising Committee |
|  | Treasurer |  |
| Secretary |
| Other Directors:  Volunteer coordinator/  Etc. |
|  | | |
| **Paid Club Staff / Employees** | | |
| * Technical Coach * Administrator | | |
| **Stakeholders and Club Members** | | |