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# IWRF Governance Document

What you need to know, to set up a National Governing body for your Wheelchair Rugby Clubs

## Questions to consider when establishing a National Wheelchair Rugby Governing Body

If you are setting up a National Wheelchair Rugby Governing Body (can be called an organisation or an association but herein after referred to as an 'Organisation') there are a few statements/questions you should consider:

- If you have more than one wheelchair rugby club, you should have a national organisation for that sport.
- Are there enough potential wheelchair rugby clubs to enable you to set up a National Wheelchair Rugby Organisation?
- Are there enough volunteers to run the Organisation?
- Is the National Governing Body able to be inclusive and represent diverse views?
- Is there another governance organisation in the country that is already meeting the needs of your wheelchair rugby Paralympic Committee (NPC), a Wheelchair Sports Organisation, or some other sports organisation catering for persons with disabilities?
- Are there enough facilities in the country to facilitate the playing of the game now and if growth occurs?
- Can you source sports wheelchairs – new or second hand?
- Can the sports technical needs be serviced?

You can find useful information on the IWRF website <https://www.iwrf.com/> where you can find the Rules and Regulations relating to the playing of wheelchair rugby, the history, IWRF strategic plan, promotional videos and many other useful facts.

## What are you trying to achieve?

Asking questions such as this will provide you with answers that give you hope that setting up the association is possible and viable. Here are some further questions you might consider:

- What is your goal in setting up an Organisation?
- What would you like to achieve in the long term?

## What will the legal structure be?

One of the first things you will have to decide is **what legal structure** to use for the Organisation. This will depend upon the sports legal system and legal framework for sports organisations in your country.



### What will the rules of the Organisation look like?

A set of rules will need to be established **to regulate the relationship between the members** of the Organisation and the Organisation itself. This is known as the **constitution**, sometimes called **statutes**. It also usually provides for a committee to run the organisation's affairs. The minimum number for the committee would normally be three (3) to fulfil the roles of Chair, Secretary and Treasurer. A typical constitution of an IWRF National Member Organisation is included as **Appendix 1**.

The IWRF statutes can be found at: [http://www.iwrf.com/resources/iwrf\\_docs/IWRF\\_Statutes\\_-\\_2011.pdf](http://www.iwrf.com/resources/iwrf_docs/IWRF_Statutes_-_2011.pdf)

### Support is nearby

You should also look to take advice from established sports organisations such as your National Paralympic Committee (NPC), Wheelchair Sports Organisations, or other national sports organisations in your country, together with other neighbouring Wheelchair Rugby National Member Organisations who will have been through what you are going through. You can also contact the IWRF for assistance in locating the appropriate assistance at [development@iwrf.com](mailto:development@iwrf.com) or [office@iwrf.com](mailto:office@iwrf.com). If you are having difficulties in answering any of the questions above, we can help you find the answers.

### Planning is very important

It is particularly important that you have a plan in place to demonstrate to your members, IWRF, NPC or equivalent, potential funders and supporters, that you are serious about setting up an Organisation and have thought things through.

The following has been adapted from Sport England - <https://www.sportenglandclubmatters.com/club-planning/planning/club-development-plan/>

1. Who should be involved in developing the plan?
2. Where are you now?
3. Where do you want to be?
4. How will you get there? – Developing objectives
5. Writing the Plan

Below you can find out how you can answer these questions in the Guide to Creating an Organisation Development Plan.



## Guide to Creating an Organisational Development Plan

### Step 1: Who should be involved in developing the plan?

Before you start the planning process, an important question to consider is ‘who needs to be involved in developing the plan?’

Although it may be quicker for one person to write the plan, the key success depends on a handful of people with the right skills and knowledge shaping the plan.

A small group of people should therefore be identified as ‘drivers’ in developing the plan and they should all be on board at the start of the process.

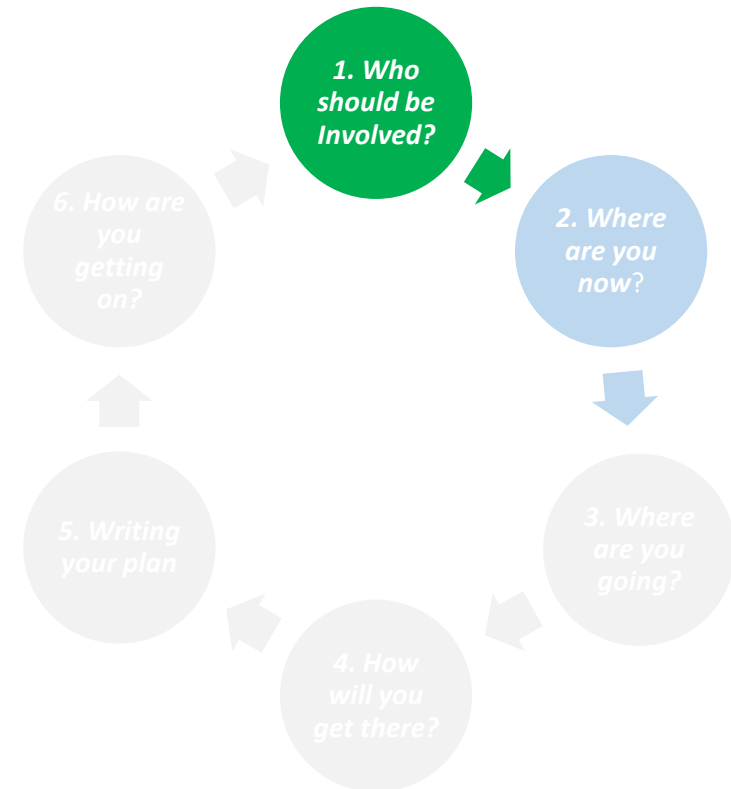
Your club may decide to therefore form a planning committee of just three or four people, for example:

- Chairperson
- Secretary
- Treasurer
- Volunteer

Although the process will be led by this committee, it is important that club members and other partners are also consulted and involved in the process as much as possible.

For example, the planning committee may wish to consult:

- Organisation members
- Volunteers and Coaches
- National Sports organisations
- National Paralympic Committee



## Step 2: Where are you now?

Once you have set up your planning committee, the next stage is to identify where you currently stand as an Organisation. Think about areas such as what **you offer to members and participants, the health of your organisational membership, your volunteers or workforce, your facilities, the state of your finances and who you work in partnership with**. Add in other relevant areas according to your Organisation.

The easiest way to identify your starting point is to work through a SWOT Analysis. A SWOT Analysis consists of four main sections:

**Strengths:** Characteristics of your Organisation that give you an advantage

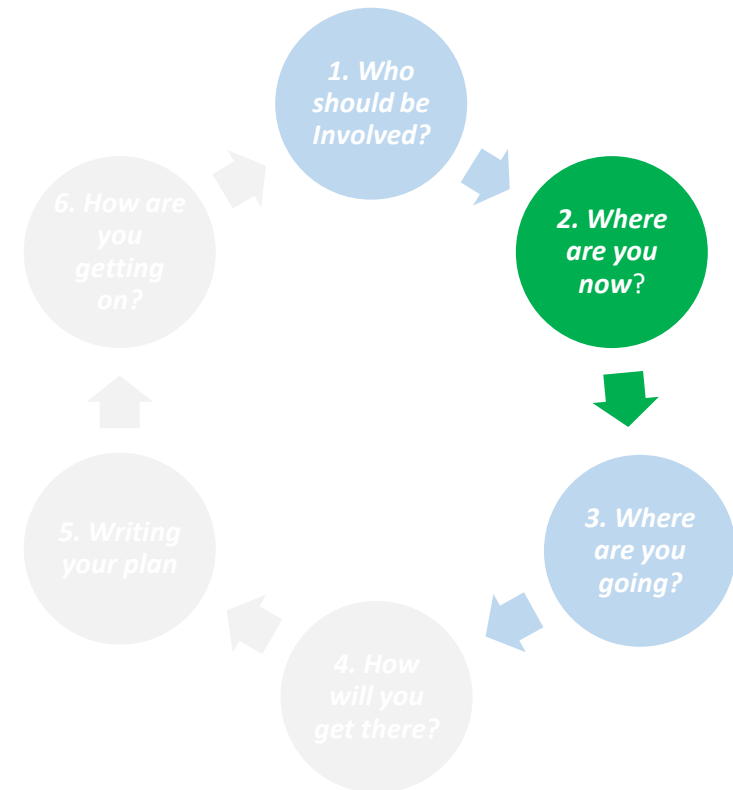
**Weaknesses:** The limitations of your Organisation or areas where you could improve or

**Opportunities:** External opportunities available to your Organisation that could help you expand or develop

**Threats:** External factors that could create problems or barriers for your Organisation

Once you have completed the SWOT Analysis it is important to discuss the findings and implications. You may decide to do this in one or more of the following ways:

- Agenda item at the next Committee Meeting
- Agenda item at your next Annual General Meeting
- Arrange an Organisation Meeting for all committee members, coaches and volunteers, members, and parents
- Questionnaire to members, coaches, and volunteers
- Informal discussions with all Organisation members and personnel

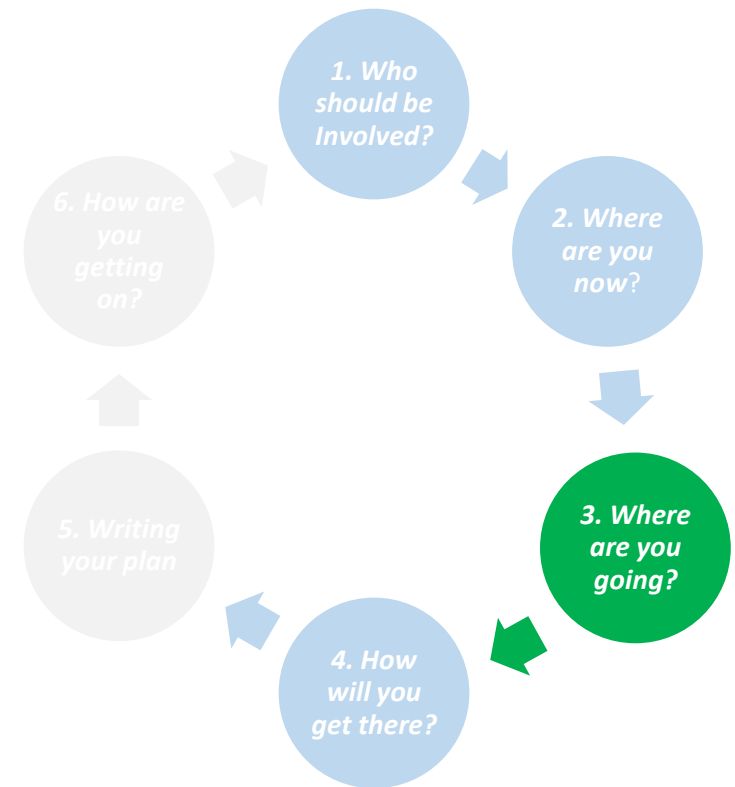


### Step 3: Where do you want to be?

Every sports organisation needs a clear vision of where they are going, or where they want to be and your Development Plan will be based on the vision for your Organisation, so it is important that everyone shares this.

It is therefore important at this stage that you identify

- A clear vision for your Organisation
- Key goals for the next 3-5 years
- Some longer term goals



#### Step 4: How will you get there? Identifying your objectives

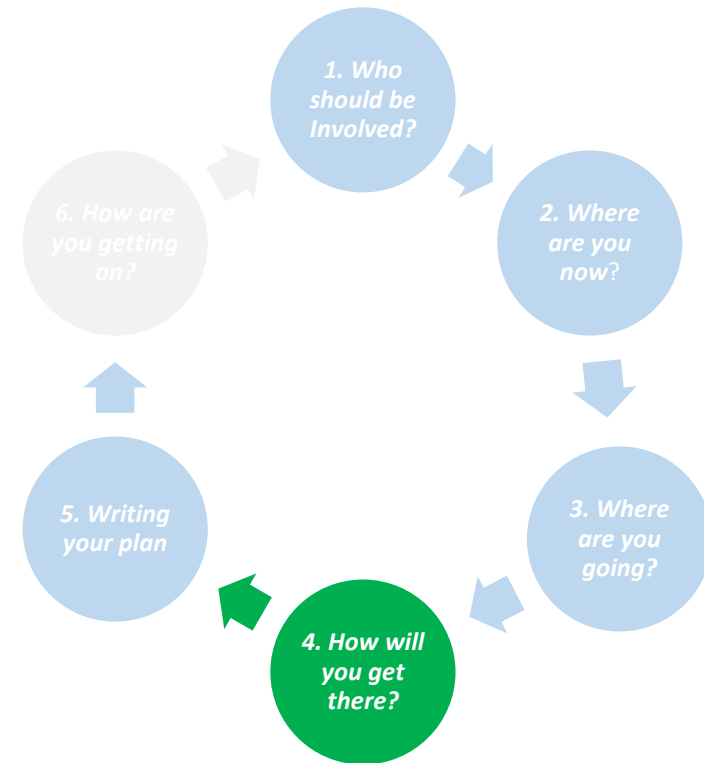
This stage focuses on how your Organisation is going to achieve its vision and can be broken down into objectives.

##### Objectives

Organisation Development Planning works best when the overall organisational vision is broken down into smaller, more manageable objectives that are realistic and achievable. You should ensure that these objectives are spread across all the main areas required to run your Organisation.

We recommend that you follow the SMART principle when setting your objectives:

- **Specific:** Identify what the Organisation wants to achieve
- **Measurable:** Is the Organisation able to measure whether it is meeting the objectives or not?
- **Achievable:** Are the objectives achievable and attainable?
- **Relevant:** Are the objectives relevant to the vision and goals?
- **Timed:** When does the Organisation want to achieve the set objectives?



### Step 5: Writing your Organisational Plan

The next and final step in the planning process is to write-up the plan using the information produced from Steps 1 – 4.

Ideally, your Organisation Development Plan should:

- Be linked to the overall 'Vision' for the Organisation
- Review the current position and health of the Organisation
- Highlight key short, medium- and longer-term goals
- Highlight projected actions, resources, finances, and timescales to achieve these goals
- Allow for a review of progress and outcomes throughout the year

Your plan should be easy to use, review and amend.



### Step 6: How are you getting on?

Conducting a regular review of your Organisation Development Plan, at least annually, is essential to ensure you are on your way to achieving your aims and overall vision. It is very common for Organisations to spend time and effort preparing a good action plan and then putting it in a filing cabinet to collect dust.

Your planning committee and Organisation members have invested time and effort into developing the plan so use it.

Furthermore, your Organisation Development Plan is an excellent tool to update local sports networks and funding agencies of your Organisations intentions and aspirations and regular review can help to keep an Organisation moving forward.

Provided that the targets set in the plan are measurable, the process should be simple and not too time consuming.

**A template for developing an Association Development Plan can be found in Appendix 2**



## Appendix 1: Example Constitution of an IWRF National Member Organisation

NAME

The Organisation shall be called ..... (Hereinafter referred to as the Organisation)

### 1. OBJECTS

The Objects should be specified clearly and should define the Organisation's purpose. E.g.

- i. The object of the Organisation shall be to combine wheelchair rugby clubs in membership.
- ii. The Organisation is committed to encouraging the highest ethical standards. All individuals involved in the Organisation should conduct themselves with integrity, transparency, accountability and in a fair and equitable manner.

### 2. MEMBERSHIP

- i. The membership shall consist of a constituted wheelchair rugby club.
- ii. Members shall pay Membership fees as fixed at each Annual General Meeting (AGM). The Organisation may also require Members to contribute to the funds of the Organisation by way of a special levy.
- iii. All members joining the Organisation shall be deemed to accept the terms of this Constitution and any Bye-laws from time to time, adopted by the Organisation. They will also be required to conduct themselves in accordance with the Organisation's ethical framework and the Bye-laws as to discipline set out therein.
- iv. Any Club seeking to join the Organisation shall submit an application in writing to the Executive Committee.
- v. Clubs seeking to join the Organisation shall be admitted by the Executive Committee. Membership is open to all and no application for membership will be refused on other than reasonable grounds.
- vi. The Secretary shall keep a Membership Register. In the event of a member's resignation or expulsion, his or her name shall be removed from the Membership Register.

### 3. THE COMMITTEE

i. The Organisation Committee shall consist of the following Organisational Officers: Chairperson, Vice Chairperson, Treasurer, Secretary and Minutes Secretary, plus up to five (5) other members, elected at an AGM. The Officers of the Organisation who shall be honorary (non-paid) shall be the

Chairperson, Vice-Chairperson, Treasurer and Secretary. All Committee members must be members of the Association.

ii. Committee Members shall hold office from the date of appointment until the next AGM unless otherwise resolved at a Special General Meeting (SGM). One person may hold no more than two positions of Organisation Officer at any time.

iii. The Organisation Committee shall be responsible for the management of all the affairs of the Organisation.

iv. Decisions of the Organisation Committee shall be made by a simple majority of those attending the Organisation Committee meeting. The Chairperson of the Organisation Committee meeting shall have a casting vote in the event of a tie.

v. Meetings of the Organisation Committee shall be chaired by the ..... or in their absence the..... .

vi. The quorum for the transaction of business of the Organisation Committee shall be three (3).

vii. Decisions of the Organisation Committee of meetings shall be entered into the Minute Book of the Organisation to be maintained by the Organisation Secretary.

viii. Any member of the Organisation Committee may call a meeting of the Organisation Committee by giving not less than 7 days' notice to all members of the Organisation Committee. The Organisation Committee shall hold not less than four (4) meetings a year.

ix. An outgoing member of the Organisation Committee may be re-elected. Any vacancy on the Organisation Committee which arises between AGM's shall be filled by a member proposed by one and seconded by another of the remaining Organisation Committee members and approved by a simple majority of the remaining Organisation Committee members.

x. The Organisation Committee shall have the power to decide all questions and disputes arising in respect of any issue concerning the Organisation Rules.

#### 4. GENERAL MEETINGS

The AGM usually fulfils the basic purposes of electing officers and other members of the Executive Committee, of reviewing the Accounts and of considering other matters of importance to the Organisation membership. It also considers changes to the Constitution.

i. The Association shall hold an AGM in the month of ..... to:

- Approve the minutes of the previous year's AGM.
- Receive reports from the Chairperson and Secretary.
- Receive a report from the Treasurer and approve the Annual Accounts.
- Elect the Executive Committee.
- Appoint someone responsible for certifying the Association's accounts.
- Fix the subscription for the ensuing year.
- Consider changes to the Constitution.
- Review and consider any Bye-laws.

• Deal with other relevant business. ii. Nominations for election of members as Organisation Officers shall be made in writing by the proposer and seconder, both of whom must be existing members of the Organisation, to the Organisation Secretary no less than 21 days before the AGM. Notice of any resolution to be proposed at the AGM shall be given in writing to the Organisation Secretary no less than 21 days before the Meeting.

iii. A SGM may be called at any time by the majority of the Committee. 10% of the Organisation Members may also call such a meeting. The meeting must take place within 21 days of the Secretary receiving notice of the request. Business at an SGM may be any business that may be transacted at an AGM.

iv. The Secretary shall send to each member written notice of the date of a General Meeting together with the resolutions to be proposed at least 14 days before the Meeting.

v. The quorum for a General Meeting shall be .....

vi. The ....., or in their absence a member selected by the Organisation Committee, shall take the chair. Each member present shall have one vote and resolutions shall be passed by a simple majority. In the event of an equality of votes the Chairperson of the Meeting shall have a casting vote.

vii. The Organisation Secretary, or in their absence a member of the Organisation Committee, shall take Minutes of General Meetings.

## 5. FINANCE AND ACCOUNTS

- i. The financial year shall run from ..... to ..... each year.
- ii. The Treasurer shall be responsible for the preparation of Annual Accounts of the Organisation.
- iii. The Accounts shall be certified by an appropriate independent person elected annually at the AGM. (Ensure that the AGM date leaves sufficient time for certification of the Accounts. An independent Auditor is essential to protect the interests of the Organisation's members. The Auditor should be a reasonably independent person and may be an Organisation member with a knowledge of accountancy and who is not a member of the Executive Committee.)
- iv. All cheques drawn against the Organisations funds shall be signed by the Treasurer and one of two other nominated office-bearers. (The Organisation may decide that the signature of the Treasurer is sufficient for the issue of cheques of up to €25. A bank manager will be able to advice on the opening of bank accounts.)
- v. All members of the Organisation shall be jointly responsible for the financial liabilities of the Organisation. (This clause may require amendment if there is a category of member, e.g. juniors, who are to be excused liability).

## 6. DISSOLUTION

- i. The Organisation is a non-profit making organisation. All profits and surpluses will be used to maintain or improve or develop the Organisation's facilities or to carry out the objects of the Organisation to which it is affiliated. No profit or surplus will be distributed other than to another non-profit making body on a winding-up or dissolution of the Organisation.
- ii. If, upon the winding up or dissolution of the Organisation, there remains after the satisfaction of all its debts and liabilities any property whatsoever, the same shall be transferred to some other organisation or organisations having objects similar to the objects of the Governing Body Organisation. Such organisation or organisations to be determined by the members of the Governing Body Organisation by Resolution passed at a General meeting or in the absence of such a resolution (or that the extent to which it cannot be given effect) to an organisation to which the Governing Body Organisation is affiliated.

**Appendix 2: Development Plan Template**

**The Planning Team:**

- .....
- .....
- .....
- .....

**Where are we now:**

**Strengths**

**Weaknesses**

**Opportunities**

**Threats**

**Where we want to be**

**Vision**

**Goals 3 to 5 Years**

- .....
- .....
- .....

**Longer term goals**

- .....
- .....
- .....

**How we will get there – SMART Objectives - Specific, Measurable, Achievable, Relevant and Timed**

- .....
- .....
- .....
- .....
- .....
- .....

**Congratulations, you are now in a position to write your Organisation's Development Plan.**



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