

East Glos Volunteer Roles

(30/9/25)

The purpose of this document is to emphasise the importance of member volunteer roles in the running of the Club and to explain how they fit into the Board and Committee structure. It explains when and how volunteers are recruited, what is required in each type of role, and the support provided by the Club.

1. Recruitment of Volunteers

We encourage members to volunteer for Board and Committee positions. The time commitment varies depending on the role; however, those who volunteer often find the experience rewarding and fulfilling, as well as an opportunity to give back to their club. Apart from the Annual General Meeting (AGM) elections when most member roles are decided, additional volunteers can also be co-opted for other roles at all times during the year. If a member is interested in volunteering in any way, please see the information below and contact the relevant Chair or Club Manager.

Some volunteer roles, especially Directors, have significant regulatory requirements. The current Board and Committee members can be found [on the Club website](#).

2. Club Company Structure

East Glos Club was established in 1883 as a members unincorporated association sports club, originally playing cricket but changing over the ensuing years to the current racket sports. In 2016 we incorporated to become a limited liability company registered at Companies House as East Gloucestershire Club Ltd, with a wholly owned subsidiary company East Glos Club Coaching Ltd.

We have been registered with HMRC as a Community Amateur Sports Club (CASC) since 2004. This status gives us financial benefits but also requires us to comply with certain requirements. These include being open to the whole community, organised on an amateur basis and using any annual financial surplus for the provision of sporting facilities.

We are registered with HMRC for VAT purposes and, as a sports club, have partial VAT exemption. The main benefit of this is that we do not have to add VAT on to any charges that are directly sports related, whereas charges for all non-sports related items must include VAT.

3. Structure of the Board and Committees

The main Club Board is the highest level decision-making body in the Club and comprises three officers (Club Chair, Treasurer and President) plus six other Directors, all primarily non-executive type roles. They are volunteer members who are elected at the AGM, with provision for co-option if unexpected vacancies occur. The Club Manager acts as Company Secretary and attends Board meetings, normally held monthly.

The Board has three important sub-committees for Finance, HR/Staffing and Development; and also several working groups specialising in specific areas including Marketing/Member Communications, Sustainability, Community Relations, Procedures and IT.

East Glos Club Coaching Limited is a trading subsidiary company which manages our coaching and tournament activities, as well as dealing with some of our non-member income. It has a separate board, appointed by the main Club Board, normally comprising four of the main Club Directors, the Club Manager (acts as Company Secretary) and the Rackets Manager.

Beneath Board level there are three Sports Committees, one for each of the main Club sports – Tennis, Squash/Racketball and Padel. Each of these committees has six volunteer members who are elected annually at the AGM, plus an appointed Club Board Director who actively plays that sport, plus other non-

voting attendees such as the relevant coaching manager. The Committees have an overall coordination role in the playing activities within their respective sports and work closely with all senior staff.

The Club Manager has a team of departmental managers and staff who are responsible for the general management of the Club and all the day-to-day operations. Several of the more senior staff attend the above Boards and Committees in a non-voting capacity, and also are key participants in the various Board sub-committees and working groups.

With the significant growth and success of the Club over recent years, it has become necessary to employ more senior professional and qualified staff and rely less on volunteers. Allied to this, there has been a natural progression for the Club Directors to increasingly move towards non-executive type roles concentrating on governance, risk management, strategy and overall objectives of the Club.

Fuller details of the formal Club, Board and Committee structures can be seen in the Club website documents - Articles of Association, Club Regulations and Community Amateur Sports Club Status.

4. Election and Appointment of Volunteers

The Club Board and the Sports Committees are elected at the AGM. If there is a vacancy during the year, a replacement can be co-opted subsequently. Each of these roles can only be filled by a full voting member of the Club; this includes social members but excludes juniors under 16 years and any member who is also employed by the Club. The list of roles is given below.

- a) **Club Chair** – a full Club Board Director; serves a 3 year term; nominated for election at the AGM; eligible for re-election with a maximum of 6 years.
- b) **Treasurer** – a full Club Board Director; serves a 3 year term; nominated for election at the AGM; eligible for re-election with an unlimited number of terms.
- c) **President** – a non-voting member of the Club Board (not a Director); serves a 3 year term; nominated by the Board and elected at the AGM; eligible for re-election with an unlimited number of terms.
- d) **Club Director** – a full Club Board Director; serves a 1 year term; nominated for election at the AGM; eligible for re-election with an unlimited number of terms. Normally there are 6 Club Directors and their various roles are decided at the first Club Board meeting after the AGM.
- e) **Coaching Ltd Director** - normally four of the existing Club Board Directors are appointed at the first Club Board meeting after the AGM.
- f) **Sports Committee Member** - serves a 1 year term (normally on only one committee); nominated for election at the AGM; eligible for re-election with an unlimited number of terms. Each Sports Committee comprises a maximum of 6 such elected voting members, plus the Club Director appointed as Board Representative by the Club Board at their first meeting after the AGM. Sports Committees appoint a Chair and decide on their various roles at their first meeting after the AGM.
- g) **Co-optee** - a Club member can be formally co-opted as a Club Director or a Sports Committee Member to fill a vacancy caused by insufficient nominations at the AGM or a mid-term resignation. Also, if it is deemed to be necessary, the Board can co-opt one additional Club Director (making a maximum of 9).
- h) **Non-voting attendee** – a Club member or an employee can be invited to join a Sports Committee or a Board sub-committee or working group. For example, it is normal practice for the relevant coaching manager to serve on a Sports Committee, and for senior employees to serve on relevant Board sub-committees and working groups.

5. Governance

The Club follows strict procedures to ensure that all volunteers are compliant with good governance practice and regulatory obligations, as defined in our Articles of Association. The CASC regulations require that the Club is managed by fit and proper persons.

In addition, the Companies Act states that a Board Director has both general and specific legal duties and responsibilities, primarily focused on acting in the best interests of the Club. These include working within authorised powers, promoting the Club's success, exercising independent judgment, avoiding conflicts of interest, and maintaining accurate records. Directors can be held personally liable for misconduct, but can mitigate risks through good practices and insurance. All directors must be fully aware of their duties

The various procedures that the Club applies to all volunteers are listed below.

- a) **Companies House** registration is legally necessary for new (and resigning) Board Directors, this is organised by the Club Manager as Company Secretary. From November 2025, directors are also now required to complete a Companies House online identity verification (IDV) process using their passport or driving licence.
- b) The **AGM Nomination Form** has to be completed by the nominee, including a conflict of interest statement; then signed by a proposer and a seconder who must both be Club members. Most potential volunteers will probably already be known in the Club and, although there is no formal assessment or interview process, nominees may be asked to provide a brief CV to supplement to their nomination.
- c) **AGM Voting** is carried out on an individual basis using ballot papers if there are more nominations than vacancies. Otherwise nominations are agreed en bloc by a show of hands at the AGM.
- d) The **Co-option Nomination Form** is very similar to the AGM Nomination Form but the proposer and seconder are normally serving members of the Board or Sports Committee. A co-option is always for a full voting member, and for a Sports Committee must also be agreed by the Board.
- e) A **Fit and Proper Persons Declaration** must be completed and signed by all new Board Directors and Sports Committee Chairs.
- f) **Confidentiality** of Club information must be maintained at all times by volunteers, both during and after their term of office. Any private data must be treated in line with Data Protection Regulations as defined in the Club's Data Privacy notice. When a volunteer resigns, they will be asked to destroy, delete or return all confidential information and private data they hold, whether in hard copy form or on their electronic devices.
- g) **Expenses** will be reimbursed to a volunteer if they are incurred on Club business as part of their agreed role. This will only be for ad hoc administration costs or travelling / subsistence expenses, normally pre-approved. A volunteer will receive no other remuneration, benefit or other allowance.
- h) An **informal induction process** is organised as necessary for new Directors and Sports Committee members. They are encouraged to look at the internal Club Policies and Procedures Manual and be aware of the more important and relevant published documents. Directors and Sports Committee Chairs will be allocated an individual @easglos.co.uk email address, and Directors will be given access to confidential Board information held electronically on SharePoint. This will apply for the duration of their term of office.
- i) The Club has a **Directors & Officers liability insurance** policy which provides protection from the costs of legal claims arising from alleged "wrongful acts" committed whilst carrying out their agreed volunteer role. This is in addition to the normal Directors' indemnity as specified in our Articles which indemnifies the directors using the assets of the Club.
- j) A formal signed **volunteer agreement** is not considered necessary, but the Club will use its best endeavours to support a volunteer at all times whilst carrying out their agreed role.

6. Role Definitions

These Board and Committee roles are very important in the leadership of the Club and volunteers should have the appropriate diverse balance of skills, life experience, independence, and knowledge to contribute effectively. Volunteers should also be aware of the amount of work involved, which can be considerable, and should be prepared and able to commit to this.

Over recent years the organisation of the Board has been changed so that most Directors now have specific aspects of strategic responsibility. In addition to the three main designated officer roles (President, Chair and Treasurer), other Directors are assigned to the general oversight of various areas including Development, Governance, HR, IT & Systems, Legal, Communications and Community.

Therefore, volunteers should be aware of the requirements of the role they aspire to, and be prepared to demonstrate their suitability to the whole membership. For example, the Treasurer role requires a proper accounting qualification or substantive background in finance; the Legal role requires a legal qualification; the Development role requires a good business background together with a good awareness of the Club activities and the wider sporting context.

The Club is very cognisant of the need for succession planning with these important roles, especially as several may have a relatively short term of office. Current volunteer roles and future vacancies are reviewed on an ongoing basis.

The various volunteer roles and duties are described below (with specific areas of responsibility as mentioned above). Further details can be obtained from the relevant Chair or the Club Manager

6.1 Club Board Member

- a) Attend all Club Board meetings, preferably in person rather than virtually (via Teams), except for unavoidable reasons. Board meetings are normally held monthly (currently at 5pm on the 3rd Wednesday) except for January, May and August. Anyone who attends less than six Board meetings per calendar year may be removed from office at the discretion of the Board.
- b) Participate in Board sub-committees and/or working groups as agreed.
- a) Contribute to all strategic aspects of the Club's business and operations - set the Vision & Mission, define the Five Year Business Plan, formulate the Development Plan for major facilities (primarily the Development sub-committee), agree the Annual Club Objectives (primarily the Club Manager).
- b) Oversee the annual financial budgets and monitoring of actuals, ensuring reasonable surpluses are generated (primarily Treasurer and Finance sub-committee).
- c) Provide necessary support and direction for each sport (primarily Sports Committees Board Representatives).
- d) Oversee Coaching Board activities (primarily Coaching Board Directors).
- e) Support the Club's community objectives (primarily Community Relations Director).
- f) Support the Club's sustainability objectives (primarily the Sustainability working group).
- g) Oversee HR and employment matters (primarily HR & Staffing sub-committee).
- h) Support hospitality, house/grounds, IT/systems, safeguarding activities (primarily Club Manager).
- i) Support member engagement activities (primarily Marketing & Member Communications working group).
- j) Ensure that all AGM business is publicised in advance for appropriate discussion, particularly any special resolutions.
- k) Oversee all governance, risk / resilience, policies, procedures, documentation requirements.

6.2 Club Chair

- a) Take the Chair at Club Board meetings, the AGM and any EGMs, with a casting vote if necessary.
- b) Lead in all strategic aspects of the Club's business.
- c) Be the Board figurehead and spokesperson for the Club, both internally & externally as necessary.
- d) Ensure that all necessary Board meeting information is provided by the Club Manager (as Company Secretary) for governance and member communication purposes. This will include Board agendas (including any discussion papers or reports or minutes of sub-committees) and Board minutes.
- e) Ensure that all Board Members and Sports Committee Chairs are motivated and supported.
- f) Build a culture of trust and inclusion within the Board by exercising effective organisational, teamwork, communication and diplomacy skills.
- g) Lead the succession planning, as necessary.
- h) Be responsible for the staff via the Club Manager (who reports into the Club Chair) and assist in any operational aspects where specific problems have arisen.
- i) Carry out the duties of a Club Board Member as above, including participation in the more important sub-committees as appropriate.

6.3 Treasurer

- a) Oversee all the Club's financial policies ensuring that proper accounting records are kept for budgets, management accounts, balance sheet, reserves and financial statement (primarily via the Finance sub-committee).
- b) Lead on the annual audit in conjunction with the Club Manager and Office Manager.
- c) Act as the Board financial figurehead of the Club, both internally and externally as necessary.
- d) Deputise for the Club Chair, as necessary.
- e) Carry out the duties of a Club Board Member as above, including participation in the more important sub-committees as appropriate.

6.4 President

- a) Represent the Club as a figurehead and an ambassador both internally and externally as necessary.
- b) Provide guidance and knowledge to the Board gained from previous experience within the Club.
- c) Take an overall view of the Club's activities to ensure that it is in line with its constitution and goals.
- d) Carry out some duties of a Club Board Member as above where appropriate, in non-voting capacity.

6.5 Coaching Board Member

- a) Attend all Coaching Board meetings, preferably in person rather than virtually (via Teams) except for unavoidable reasons. Board meetings are normally held quarterly.
- b) Undertake specific roles as agreed, including Chair and Finance.
- c) The Chair should ensure that Coaching Board meeting information is provided by the Club Manager (as Company Secretary), including agendas and minutes for publication.
- d) Monitor financial income/expenditure for coaching courses, events & some other trading income as appropriate
- e) Review and monitor coaching courses – charges, coaches, attendance figures.
- f) Ensure that coaching support is provided for each sport.
- g) Support the Club's community coaching objectives, including at Pittville and Montpellier.
- h) Advise on any HR issues relating to coach employment and self-employment.

6.6 Sports Committee Member (for either Tennis or Padel or Squash/Racketball)

- a) Attend all Committee meetings, preferably in person rather than virtually (via Teams) except for unavoidable reasons. Committee meetings are held regularly as appropriate. Anyone who attends less than four out of six meetings may be removed from office.
- b) Be responsible for coordinating all playing activities in the respective sport, as per the Sports Committee Terms of Reference.
- c) Undertake specific Committee coordination roles as agreed including social play, ladders, team matches, juniors, pickleball, table tennis.
- d) The appointed Chair should ensure that regular Committee meetings are held as necessary and that proper minutes are produced for publication.

East Glos Club, Old Bath Road, Cheltenham, GL53 7DF
01242 230562 www.eastglos.co.uk office@eastglos.co.uk