



MANAGEMENT POLICY

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1 Objectives

- 1.1 Old College Lawn Tennis and Croquet Club provides high quality tennis and croquet services and facilities so that members can enjoy and improve their game, whatever their playing standard, in a supportive and sociable atmosphere. We are committed to upholding the values of fairness, transparency and inclusiveness in all our activities.
- 1.2 The Objects of the Club are set out in Club Rule 3. In practice, the Club expects also to:
- i) Provide competitive play in the form of tournaments, leagues, and inter-club matches;
 - ii) Provide a high quality tennis coaching programme to support members of all standards;
 - iii) Provide a programme of social club play sessions for members of all standards
 - iv) Arrange social activities and events
 - v) Support and promote tennis in the local community
- The Club will consider and seek to reduce the environmental impact in all its activities.
- 1.3 This Management Policy is determined by the Club Committee and describes the management structure of the Club, including the terms of reference of the various committees, and roles and responsibilities of committee positions. Where there is a conflict with the Club Rules, the Club Rules apply.

2 Management structure

- 2.1 The Club Committee is accountable to the membership and is responsible for delivering the Objects of the Club and managing all Club activities including, but not restricted to, ensuring:
- i) All licences, policies and procedures are in place for required legislative compliance¹
 - ii) Compliance with requirements for LTA Venue registration
 - iii) Good financial management of Club funds, including risk management
 - iv) Management and maintenance of Club facilities
 - v) Ongoing leadership and strategic direction for the Club
 - vi) A long-term development plan is in place, including investment needs for future sustainability of the Club
 - vii) Monitoring and management of membership numbers, including recruitment plans as required
 - viii) Delivery of tennis and social activities, including managing the purchase and sale of alcoholic drinks
 - ix) The health and safety of all members, and safeguarding of juniors and adult members at risk, while engaged in Club activities
 - x) Regular and transparent communication with members on Club activities

¹ See Appendix 1 for a list of legal and regulatory obligations

2.2 The Club Committee may delegate responsibility for some activities to sub-committees and establish working groups from time to time to undertake specific activities or projects. Permanent sub-committees are:

- Tennis Committee
- Finance Committee
- Conduct Committee
- Social Committee

Additional sub-committees may be formed as required by the Club Committee.

2.3 Where not holding a Club Committee position, the Chair of a sub-committee or working group is approved by the Club Committee and may then nominate members which are approved by the Club Chair.

2.4 Sub-committees may make decisions or recommendations within their remit, and report back to the Club Committee. Minutes should be included in papers for the following Club Committee meeting where possible.

3. Tenure

3.1 Club Rule 6.7.5 on tenure applies to sub-committees.

4 Conduct of meetings

4.1 The Club Committee meets as prescribed in Club Rule 7.1. Subcommittees and working groups to meet as required, as determined by their respective Chairs.

4.2 Meetings should have agendas and, as far as practicable, supporting information for any item which is pre-circulated to all committee members prior to the meeting.

4.3 If a member of the Club Committee or a sub-committee believes they have a potential conflict of interest on a matter being considered they must declare this. Depending on the materiality of the conflict, at the discretion of the Chair of the meeting the member may be present for discussion but not participate in the decision-making, or must leave the meeting for the duration of the discussion and decision on that topic.

4.4 Non-committee members may attend to aid discussion of specific agenda items but may not participate in the decision-making.

4.5 If a member of a committee is unable to attend more than three consecutive meetings without the agreement of the Chair of the committee or sub-committee then the committee Chair can request that the member resign.

4.6 If consensus cannot be reached on an agenda item requiring a decision, then the voting convention as prescribed in Club Rule 7.5 applies to all sub-committees.

5 Club Committee

5.1 Roles and responsibilities:

Club Chair provides overall leadership for all principal activities of the Club. Working in line with the Club's values, they are responsible for ensuring good governance and management across the club; for delivering a clear direction for the club including a long-term development plan; and for maintaining relationships with key external stakeholders such as the LTA, landlord, local authority and residents, acting as the principal point of contact for external organisations where not in the specific remit of specific Club Committee members.

Club Vice-Chair supports the Club Chair and acts in place of the Club Chair as required. Responsibilities include: working with the Club Chair to generate and manage the Club's development programme, including the resurfacing of tennis courts; maintaining the club risk register; landscaping for funding opportunities for major projects; keeping abreast of LTA regulations for clubs; assisting in local authority planning applications; working with Club Chair and Executive Secretary to maintain club policies, ensuring they remain relevant and fit for purpose.

Executive Secretary is responsible for club administrative and legal activities, including: ensuring compliance with national or local legislation; ensuring compliance with terms of Club lease; maintaining and storing required licences and insurance; acting as point of contact with landlords and other stakeholders for legislative issues; ensuring that Club policies and guidelines are codified; advising the Chair on governance.

Treasurer is responsible for all financial matters including: keeping accurate financial records; producing and filing statutory and management accounts; maintaining long-term financial forecasts; providing the Club Committee with annual budgets and regular financial reports; ensuring appropriate financial policies and procedures are in place. The Treasurer manages the Book-keeper and chairs the Finance Committee.

Member Representative and Director of Membership acts as point of contact for members wishing to raise an issue to be considered by the Club Committee or Tennis Committee, and is responsible for all activities associated with managing membership, including: oversight of the admission of new members and their introduction to the club; managing the annual renewals process; maintenance of application forms ensuring they are up to date and contain required and relevant information; monitoring membership management and numbers, leading on resolution of identified issues; providing reports on membership to the Club Committee or Chair as required.

Director Club House & Grounds leads a team with responsibility for the maintenance, security and cleanliness of all club facilities including tennis courts and surrounding grounds, clubhouse and bar, and floodlights. They will engage and manage external third parties as required, with financial approval from the Treasurer. The Director Clubhouse and Grounds manages the Facilities Manager.

Director of Tennis leads the Tennis Committee which is responsible for all tennis services as detailed in the Tennis Management Policy, including: establishing and monitoring playing standard categories; managing court allocations for different tennis activities; running tournaments and leagues; establishing an inclusive programme of club play sessions to cater for all standards; managing team selections. They provide the primary liaison with the Head Coach.

Social Secretary leads a team with responsibility for the social activities of the Club. Also acts as point of contact for members wishing to use club facilities for private events, ensuring appropriate policies are in place and advising on compliance with relevant insurance and licence requirements.

5.2 The Club Committee will include 'Member Issues' as a standing item on its agenda. Any member can ask for any matter to be considered at the Club Committee through consultation with the Member Representative. If appropriate, supporting documentation will be requested.

5.3 A report of decisions made by the Club Committee should be posted on the website.

6 Club sub-committees

6.1 Finance Committee

- 6.1.1 The Finance Committee consists of the Treasurer (Chair) and two or more other members. Members shall be nominated by the Treasurer and should ideally have knowledge of financial management or accounting procedures.
- 6.1.2 The Finance Committee advises the Club Committee on finance-related activities including: annual budgets; investment strategy; consideration of the need for fund raising; sinking fund maintenance. It will also ensure good financial working practice at the Club.

6.2 Conduct Committee

- 6.2.1 The Conduct Committee consists of Club Chair, Chair of Tennis and two or more members. Its role is to investigate allegations of misconduct breaching Club Rules or the Tennis Management Policy and to recommend course of action to Club Committee where allegations are upheld.
- 6.2.2 Allegations should be made in writing to the Chair of the Conduct Committee. The Conduct Committee will consider and determine (at its sole discretion) the need for investigation. If an investigation is considered warranted it will request written evidence from both parties and may either (at its sole discretion):
- a) hold a meeting at which both parties are entitled to present their case, or
 - b) uphold or dismiss the complaint without holding a meeting with other parties.
- 6.2.3 If a complaint is upheld the Conduct Committee may impose a warning or sanction proportionate to the incident(s) in question. These may include temporary suspension from teams or social play. Recommendations of more severe sanctions, such as temporary or permanent exclusion from the club or suspension of membership, for serious breaches of club policy must be referred to the Club Committee. Consideration of refusal or suspension of membership is governed by Club Rule 5.6.
- 6.2.4 The Conduct Committee will provide both parties with a written decision within one month of notification of the allegation(s).

6.3 Social Committee

- 6.3.1 The Social Committee consists of the Social Secretary (Chair), Facilities Manager plus two or more other club members. Its responsibilities are to develop and manage a programme of social activities for the club, including those associated with Final's Day

6.4 Tennis Committee

The Tennis Committee consists of:

- Chair (Director of Tennis)
- Vice Chair (Chair of Club Committee)
- Head Coach
- Men's Captain
- Women's Captain
- Mixed Captain
- Director Juniors
- Surrey Tennis Representative
- Welfare Officer

- 6.4.1 The positions of Men's Captain, Women's Captain and Mixed Captain are appointed following nomination by the Chair of Tennis and approval by the Club Committee.

Appointments must be endorsed by voting tennis members at a General Meeting. They are appointed for a period of three years, with a mutual review with the Chair of Tennis after one year. They may be re-appointed for one further year if no other member wishes to take up the role.

6.4.2 All other positions are nominated by Director of Tennis and approved by Club Chair (per clause 2.3). One person may fill two roles if needed (for example, the Men's Captain could also fill the role of Welfare Officer).

6.4.3 The Club Chair and Head Coach are ex officio members.

6.4.4 The Tennis Committee is responsible for managing all aspects of tennis play at the Club, including:

- a) Establishing and enforcing policy for regulating tennis play and court use, including: hours of play, booking times, attire, court conduct.
- b) Reviewing and establishing Club play sessions and managed courses, ensuring a programme that meets the needs of all members
- c) Organising and running Club tournaments and leagues
- d) Provision of tennis balls
- e) Allocation of courts for Club sessions, managed courses, coaching, team matches
- f) Management of the Club's court booking system
- g) Establishing and monitoring standards of play for playing categories

6.4.5 The roles and responsibilities of Tennis Committee members are:

Director of Tennis leads the club in the planning and provision of tennis services to members, ensuring they are provided in a manner that is consistent with the Club's values; identifies and nominates new committee members when existing members resign or tenure is completed; has oversight of team selection processes each season; approves club coaches expenses. They are a point of contact for members for discussion of tennis issues, and provide the primary committee liaison with the Head Coach.

Men's, Women's and Mixed Captains lead and manage the respective section teams. This includes: appointment of individual team captains; managing team selection processes; submission of league team entries; promotion of team practices; liaison with Head Coach for squad coaching. Each shall work with the individual team captains and the senior coaches to manage the respective section teams.

Director Juniors works with the coaching team to ensure development of the junior section; manages the junior teams with Head Coach and parent captains. Additionally, will liaise with the Welfare Officer to ensure awareness and compliance with Safeguarding Policy.

Surrey Tennis Representative is responsible for all Surrey Tennis related matters as they pertain to Old College, including: working with Executive Secretary to ensure timely annual LTA registration for the Club; registration of Old College teams in LTA leagues; representing Old College at Surrey Tennis forums; providing point of contact with Surrey Tennis development staff. Surrey Tennis Councillors representing Old College are nominated by the Club Chair and approved by the Club Committee.

Welfare Officer is responsible for promoting the safeguarding of children and adults at risk, for reviewing and maintaining the club Safeguarding Policy in line with changing regulation or LTA guidelines. They will act as the first point of contact for anyone wishing to report a concern about the welfare of a child or adult at risk.

7 Contracted Personnel

- 7.4 The Club Committee may appoint individuals into certain positions to deliver key services to the club on a contracted basis. These include, but are not limited to: Head Coach, one or more Club Coaches, Facilities Manager, Book Keeper. All personnel must abide by the terms and conditions of their contracts.
- 7.5 The Head Coach has responsibility for provision of coaching services for the club, including: group sessions, individual coaching, junior and adult team coaching, managing club play sessions as requested by the Tennis Committee.
- 7.6 Additional coaches, with appropriate qualifications and required LTA accreditation as described in the Tennis Management Policy, may be appointed if supported by a business case from the Head Coach taking account of demand and court availability. Nominations should be made following a fair and open recruitment process and appointments must be approved by the Club Committee. No member may undertake paid coaching on Club courts without the express permission of the Club Committee. Principles and guidelines for appointment of Club Coaches are found in the Tennis Management Policy.
- 7.7 Fees paid to contracted personnel must be approved by the club committee and should be reviewed every three years. Fees charged by the coaching team are proposed by the Head Coach and should take account of qualification level, market rates and experience.
- 7.8 All contracted personnel must have clear reporting lines, e.g. Book-Keeper to Treasurer, Facilities Manager to Director Clubhouse & Grounds, Head Coach to Director of Tennis. Each should have an annual performance review with their manager and Club chair (or representative) who should seek feedback from key stakeholders.

Authorised by: Club Committee

v1.1 February 2016

v1.2 December 2019 (revision)

v1.3 September 2020 (post AGM)

v1.4 May 2026 (revision Club Committee membership)

APPENDIX 1: Regulatory and legal obligations

Policy	Organisation	Responsible
Articles of Association	Companies House	Executive Secretary
Annual Accounts	Companies House	Treasurer
Directors registration	Companies House	Executive Secretary
Lease	Dulwich Picture Gallery	Executive Secretary
Club registration (annual)	Lawn Tennis Association	Executive Secretary Surrey Tennis Representative
Safeguarding Policy	Lawn Tennis Association	Welfare Officer
Diversity & Inclusion Policy	Lawn Tennis Association	Deputy Chair
Health & Safety Policy	Health & Safety Executive	Deputy Chair
DBS records for relevant members (coaches, leaders, Welfare Officer, Director Juniors)	Lawn Tennis Association	Head Coach Welfare Officer
Employers Liability Insurance	Hiscox (via LTA)	Executive Secretary
Public Liability Insurance	Hiscox (via LTA)	Executive Secretary
Directors and Officers liability insurance	Hiscox (via LTA)	Executive Secretary
Bar licence		Executive Secretary
Music and entertainment licence		Executive Secretary
TV licence		Facilities Manager