



Volunteer Policy

The aims of the Volunteer Policy are to ensure that the Club has adequate Volunteer support (in particular coaching) to meet its members needs and also to ensure that all Volunteers are supported, aided in their development and recognised for their efforts where appropriate. To these ends, this policy lays out guidelines for recruitment, retention and reward.

1. Recruitment

1. The Club will advertise for new Volunteers as/when necessary.
2. Recruitment channels will be appropriate to the role: including internally amongst the membership for Committee positions and both internally and externally for Coaching Volunteers when required.
3. External advertising may include using the "Swimming Times" magazine, local media, personal links and targeted social media (e.g. local university Facebook pages), as appropriate.
4. The Club will encourage existing members to volunteer when needed (whether for 1-offs, such as the annual gala, or on-going such as Committee positions, or coaching) in order to utilise the greatest cross-section of members and to give the membership maximum opportunity to get involved.
5. The Club will define roles clearly prior to advertising, in order that each volunteer knows what they are applying to undertake in advance.
6. The Club may from time to time, where appropriate and with the prior agreement of the Committee, offer certain defined benefits in kind (such as free training fees in return for coaching) to Volunteers, in order to attract the right people.

2. Retention

- 2.1 As Volunteers, there is no obligation for the Club to give any Volunteer payment, a 'wage' nor offer any benefits in kind, unless this has been agreed in advance between the individual and the Committee.
- 2.2 Where it has been agreed by the Committee in advance, reasonable costs incurred in the carrying out of any Volunteer role may be borne (or reimbursed) by the Club.

Claims for such costs will be limited to reasonable expenses incurred directly in carrying out the Volunteer's role and should be supported by relevant invoices &/or receipts. Examples may include but are not limited to (subject always to prior agreement of the Committee) such costs as: meet travel & accommodation for coaches; printing, stationary and postage costs incurred by Committee members etc.

- 2.3 The Club will encourage Volunteers' development in roles by disseminating information regarding appropriate courses and supporting volunteers' efforts on such courses as deemed appropriate in advance by the Committee.
- 2.4 It is the intention of the Club that all coaches should either hold a minimum of UKCC Level 1 coaching qualification and be working towards higher levels of qualification where appropriate.
- 2.5 Subject to prior approval by the Committee, the Club may agree to cover a proportion of, or all of the cost of, essential or developmental courses for volunteers. Only in exceptional circumstances will agreement to pay for a course be granted retrospectively and it will be strictly at the Committee's discretion. Course requests will be considered by the Committee on a case-by-case basis and volunteers must understand that no 'precedent' shall apply from previous Committee decisions regarding other courses or other volunteer's course costs. In particular this is intended to protect the Club's finances because circumstances can change over time. The Club will only consider paying for courses when the Club is making a regular operating surplus in the previous quarter and the cost of the course(s) will not take the Club's bank balance below that required for 3 months of operating expenses.
- 2.6 Course costs will be subject to a cumulative maximum of £1,500 per volunteer, per calendar year. Such courses must have direct relevance and benefit to the Club and the Club accepts no commitment to covering costs which were not agreed in advance. Approval for course costs will be by majority vote of the Committee.
- 2.7 This upper limit is just that; it is NOT a target figure for volunteers to aim for and it is anticipated that it will only be in exceptional cases that such a total sum will be granted in any 1 year, in particular because the Committee will only be approving such expenditure as will provide direct benefit to the Club and have a responsibility to ensure that Members' money is spent productively.
- 2.8 Where the Committee deem it appropriate (eg in cases of significant expenditure), volunteers will be required to sign a Bonding Agreement with the club, committing them either to continue providing their services to the club for a certain period of time following the course(s) completion and qualification being awarded or to repay a proportion (as specified in the individual agreement) of the course expense. This is to protect the club from a volunteer doing a course and then leaving before the club gains back appropriate benefit from its expenditure.
- 2.9 The Club should ensure that volunteers are appreciated and thanked for their efforts at appropriate points (in particular, but not limited to, at the AGM).
- 2.10 When appropriate, the Club may wish to show appreciation for a volunteer's efforts by the presentation of a one-off gift. The Committee must approve in advance any such gesture of appreciation which will incur a cost to the Club but this should not limit the Club utilising such means to ensure volunteers get the thanks and acknowledgement they deserve.

- 2.11 At the end of every quarter, the Treasurer will include in their financial statement a clear breakdown of costs relating to a) Volunteers' incurred costs and b) Volunteers' course costs for the previous quarter. The Treasurer will also provide an estimate of the amount available for both lines of expenditure in the next quarter. At the end of the final quarter of the financial year these figures must be clearly broken out in the Club's annual financial statement and described explicitly to the membership at the AGM. These actions are to ensure adequate oversight at all stages.

2.12 Appropriate PVG checks will be carried out on volunteer Coaches at least 3-yearly.

3 Reward

- 3.1 All volunteers who have been giving their time to the club for at least 1 month (effectively a 'probationary period' in this context), in particular coaches who attended poolside during any quarter, will be eligible to be considered for receipt of a discretionary honorarium payment following that quarter. In the case of coaches, the probationary period may be extended to a maximum of 3 months, at the discretion of the Committee, in order that sufficient sessions can be completed for the coach to demonstrate their capabilities (eg if they only do 1 session / week).
- 3.2 Quarters will be based on calendar months: Feb-Apr, May-Jul, Aug-Oct & Nov-Jan.
- 3.3 Volunteers who have left the club during the quarter will still be eligible for an honorarium, subject to the agreement of the Committee. In particular, only in exceptional circumstances should a coach who has left the Club during the quarter be denied their calculated share and this would not be the norm.
- 3.4 Honoraria will only be granted when the Club has a positive bank balance equal to, or greater than, 3 months of the Club's regular operating expenses.
- 3.5 The sum of money available for distribution via honoraria will not be more than the sum of the Club's bank balance, less 3 months of operating expenses and less any other amounts (for specific items or otherwise) that the Committee see fit. The Committee shall consider the medium to long term interests of the Club and its members when deciding on the amount to make available for any quarter and are under no obligation to make available any particular minimum sum, for example if the club happens to be cash-rich at any point.
- 3.6 The amount of money in the honorarium pot will be no greater than that required to provide all volunteers with remuneration at the market rate for their activities over the period, commensurate with their hours volunteered and level of qualifications where appropriate. Should the criteria above be met, it is the intention that the honoraria should aim to remunerate all coaching volunteers to a minimum of £8 per hour for time spent coaching on poolside, though this remains at the ultimate discretion of the club committee.
- 3.7 The honorarium pot for any quarter just passed will be proposed by the Treasurer and agreed by the Committee by simple majority vote, subject to the exclusion from the vote and discussion thereof of the Chief Coach (or nominated deputy) and any other Volunteer who is to benefit from the honoraria; who will not be eligible to vote due to the obvious conflict of interest. If this means that the Committee will not have a decision-making quorum, then the decision to grant the honoraria can be decided only via a vote by the Club Membership at an EGM or AGM. This is to protect the club from any opportunity to abuse this process.

- 3.8 The honorarium pot may, if necessary, be divided by the Committee into 2 elements; being that for division amongst the coaches and a separate amount for awarding to any other volunteers the Committee sees fit to reward. It is not anticipated that the latter shall be a regular occurrence. NB Volunteers only become eligible for 'coach' honoraria on completion of both a minimum of either their Level 1 coaching qualification or National Pool Lifeguard Qualification (NPLQ) and their probationary period. Where a volunteer has been giving their time for a period equal to or greater than their probationary period whilst gaining the minimum qualification, they can become eligible for the honoraria immediately on completion of their qualification.
- 3.9 The Coach's honoraria shall be distributed amongst the Coaching Team based on the following system, which takes account of hours coached, level of qualifications and amount of preparatory work required.
- 3.9.1 The Executive Committee will advise how many hours each member of the Coaching Team attended poolside that quarter as well as the individuals who prepared and provided set lists for each session coached.
- 3.9.2 For each coach, this number of hours will be multiplied by a factor representing their level of qualifications:
- Level 1 coach = times 1.0
 - Level 2 coach = times 1.3
 - Level 3 coach = times 1.5
- 3.9.3 For each eligible coach carrying out preparatory work in writing a setlist an additional multiplying factor of 1.2 will be applied to the number of hours spent "coaching" or delivering the set.
- 3.9.4 The Chief Coach will receive an additional £50 per month in order to reflect the additional responsibility and administrative duties relating to their position.
- 3.9.5 With this number calculated for each coach, the pot is then divided based on a simple pro-rate of each coach's number against the total number for all coaches added together.
- 3.10 Where a member of the club is training in some sessions and coaching in others and is paying for sessions using the Monthly payment then their honorarium will be increase by 5% of the Monthly training fee for every session they are coaching to compensate them for the lost opportunity for training.

Examples based on a monthly training fee of £35 and coaching honorarium of £10 per hour.

- 1 Coach trains 5 sessions per month and coaches 5 sessions.
Normal honorarium $5 \times 1.5 \times £10 = £75$
Revised honorarium = $£75 + 0.05 \times 5 \times £35 = £83.75$
Training fee £35
- 2 Coach trains 10 sessions per month and coaches 5 sessions.
Normal honorarium $5 \times 1.5 \times £10 = £75$
Revised honorarium = $£75 + 0.05 \times 5 \times £35 = £83.75$
Training fee £35
- 3 Coach trains 10 sessions per month and coaches 3 sessions.
Normal honorarium $3 \times 1.5 \times £10 = £45$
Revised honorarium = $£45 + 0.05 \times 3 \times £35 = £50.25$
Training fee £35

Where a member of the club is training in some sessions and coaching in others and is paying for sessions using the Pay As You Go option, then the training fees and honoraria are treated separately. The members will be responsible for paying their training fees but will also be eligible to receive an honorarium.

Examples based on a monthly training fee of £10 per session and coaching honorarium of £10 per hour

- 1 Coach trains 5 sessions per month and coaches 5 sessions.

Normal honorarium $5 \times 1.5 \times £10 = £75$

Revised honorarium = £75 + 0.05 × 5 × £35 = £83.75

Training fee $5 \times £10 = £50$

- 2 Coach trains 10 sessions per month and coaches 5 sessions.

Normal honorarium $5 \times 1.5 \times £10 = £75$

Revised honorarium = £75 + 0.05 × 5 × £35 = £83.75

Training fee $10 \times £10 = £100$

- 3 Coach trains 10 sessions per month and coaches 3 sessions.

Normal honorarium $3 \times 1.5 \times £10 = £45$

Revised honorarium = £45 + 0.05 × 3 × £35 = £50.25

Training fee $10 \times £10 = £100$

3.11 Distribution of honoraria will be via cheques signed by 2 signatories, which should not include the Chief Coach, or any other volunteer due to receive an honorarium, due to the clear conflict of interest.

3.12 At the end of every quarter, the Treasurer will include in their financial statement a clear breakdown of costs relating to volunteers' honoraria. The Treasurer will also provide an estimate of the amount available for this expenditure in the next quarter. At the end of the final quarter of the financial year these figures must be clearly broken out in the Club's annual financial statement and described explicitly to the membership at the AGM. These actions are to ensure adequate oversight at all stages.