

Section 2

Community Club Accreditation Level

Section 2.1

Planning

Introduction to Sports Development

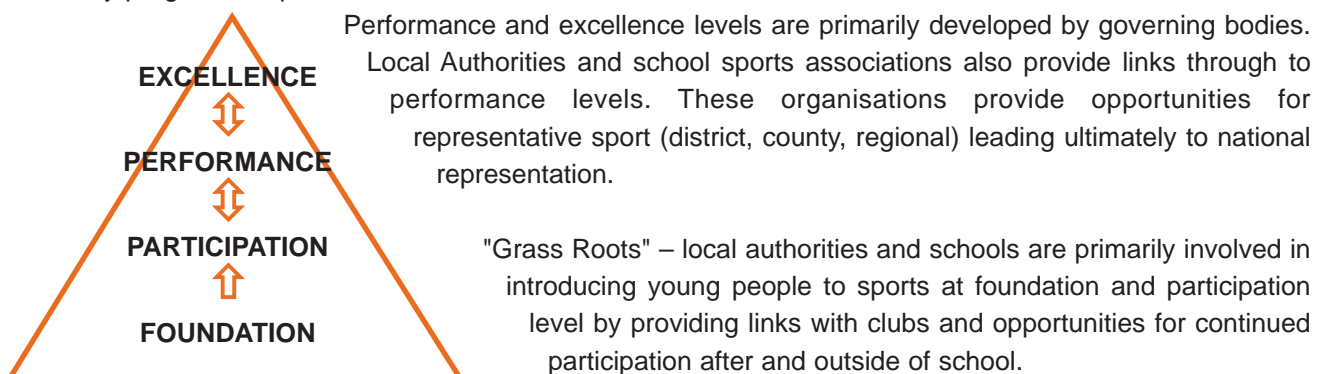
SPORTS DEVELOPMENT IS:

"Ensuring that the pathways and structures are in place to enable people to learn basic skills, participate in sports of their choice, develop their competence and performance and reach levels of excellence".

sportscotland

Sports Development is about building partnerships in order to provide appropriate and accessible sporting opportunities for all. The partners involved in sports development range from local authorities, schools (primary and secondary), colleges/ universities, clubs, governing bodies of sport, community clubs and services, leisure centres, specialist sports facilities as well as national organisations such as **sportscotland**, the Youth Sport Trust and the sports coach UK.

The Sports Development Continuum is often used to identify the pathways for participants to move through as they progress in sport.



Sports Development Officers (SDO's)

SDO's are employed by local authorities to implement the area's sports strategies. Each SDO is usually responsible for developing a number of focus sports and developing active links with local agencies including clubs, schools, colleges and leisure centres as well as with national organisations. Sports Development Officers are the catalyst for ensuring that quality opportunities are accessible throughout the continuum, from grass roots through to performance and excellence programmes. One of the ways that SDO's implement this at a local level is by co-ordinating District Development Groups.

District Development Group/ Forum

Some of the sports in West Lothian have a District Development Group. This group is usually co-ordinated by an SDO and consists of volunteer representatives from local clubs and representatives from the national governing body, education (primary and secondary schools, colleges, universities) and specialist sports facilities. The aim of the District Development Group is to create a positive working partnership between all agencies involved in that sport as well as write and implement a Development Plan for the district. The Group ensures that there are appropriate and accessible opportunities for all participants from grass roots sport through to performance and excellence.

For more information on your local District Development Group or how you can get involved please contact the Sport & Recreation Team, West Lothian Council, Balbardie Park, Torphichen Road, Bathgate. Tel: 01506 776295.

Club Action Planning

Sport is rapidly moving into a more 'professional' culture, partly as a result of changes in legislation, but largely from the desire to improve. The most effective way for clubs to develop and improve is to be involved in a planning process that sets your club on the path to a better future.

WHY PLAN?

There are many reasons why a club will benefit from planning:

- 👉 Use your club resources more effectively
- 👉 Identify and prioritise the club's aims and aspirations for the future
- 👉 Recognise where the club has come from and where it is now
- 👉 Improve team spirit by involving members in decision making
- 👉 Forward planning is essential for accessing funding support, such as local grant aid
- 👉 Ensure a professional approach
- 👉 Demonstrate what the club can offer potential new players/ members
- 👉 Can demonstrate the club's commitment to local schools or the Local Authority
- 👉 The planning process can develop team work off the sports field
- 👉 Cope with change
- 👉 Check on the club's progress.

HOW TO PRODUCE A CLUB ACTION PLAN

There is no right or wrong way to produce a plan, but the following guidelines should give you some positive ideas on how to get started. There are two types of plan:

DEVELOPMENT PLAN

- a long term plan (usually 3 to 5 years), this plan focuses on the club's "vision" for the future

ACTION PLAN

- a short term plan (usually 1 year), this plan prioritises the short term actions required to get the club on the right path to achieving its long term "vision"

WHO SHOULD TAKE PART IN THE PLANNING PROCESS?

The most difficult part of action planning is that it takes TIME, a limited resource for all clubs!

Before you start the planning process you will need to consider the best way of managing the process within your club. It is important that members take an active role in shaping the club's future, therefore involve and consult the members wherever possible. Ensure that the participants involved in this planning process represent all interests in the club. However, it is highly recommended that a small working group is identified to carry out the necessary paperwork and action points.

Remember: It is the club that has to DO the work, not the action planner & the process is almost as important as the final document itself.

sportscotland offer a Running Sport workshop and introductory booklet 'Planning for Sports Development' which is highly recommended for any club wishing to progress.

For more information call the Running Sport Hotline on 0845 7585136 or contact the Sport & Recreation Team about localy run workshops on 01506 775123.

ACTION PLANNING CAN BE SPLIT INTO FOUR STAGES:

1. WHERE ARE WE NOW? - THE AUDIT

All clubs provide varying sporting opportunities for many different levels and abilities, therefore before you can begin to plan for the future it is important that you consider the clubs current circumstances.

By carrying out an AUDIT the club can identify its strengths and weaknesses, as well as look at any possible opportunities or threats for development. This process will provide a clear base for setting some realistic aims and objectives for the clubs future.

2. WHERE DO WE WANT TO BE? - THE AIMS

Having undertaken the audit you will have established your current status (where are we now) and started the process of identifying the clubs main objectives for the future (where do we want to be). To ensure that the aims and objectives are achievable it is important to keep them realistic. You should now be ready to formulate an 'Action Plan' to identify how you will achieve these objectives.

3. HOW WILL WE GET THERE? - THE PLAN

Once the club has completed the audit and identified the aims, the third stage - action planning, should fall easily into place.

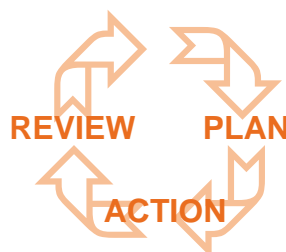
The Plan identifies how you will begin to work towards the club's 'vision' and achieve it's aims. Therefore you will need to break down each aim into specific targets for your club to achieve in the first year and some proposed targets for future years.

In order to produce an Action Plan you will need to go through the following five questions:

- 👍 The Target - WHAT do you want to achieve?
- 👍 The Action - HOW can it be achieved?
- 👍 Timescale - WHEN will it be done?
- 👍 Led by - WHO is going to do it?
- 👍 Cost - What will it COST in terms of money, time, people and facilities.

4. THE REVIEW

Once the action plan has been agreed and is a working document, it is vital that the plan is reviewed and updated periodically, at least annually.



Monitoring and reviewing your club's progress is invaluable for ensuring that the club continues to move forward. Provided that the targets set in the action plan are measurable, the process should be simple and not too time consuming.

This process will look at future developments, it will also help to reflect on where the club has come from and where it is now. Importantly the club should then formally recognise the volunteers (committee members, administrators, coaches and officials) who have put in the hard work to make it happen!

The Audit

BEFORE your club can begin to plan for the future it is important to consider the clubs particular circumstances and what opportunities it currently provides. The easiest way to do this is to work through a club audit.

The Club Quest application pack provides the club with the perfect audit template. By working your way through each section the club can assess all aspects of its own organisation i.e. club structure, management structure and coaching structure.

The club audit should be used as a guide for a SWOT analysis:

- 👍 Strengths - e.g. lots of volunteer helpers
- 👎 Weaknesses - e.g. few qualified volunteer helpers or coaches
- 👍 Opportunities - e.g. potential links with the local secondary school
- 👎 Threats - e.g. reduction in junior members this season

AUDIT OF LOCAL PROVISION

In addition to your own club audit you can also explore the local provision and identify what support is available from other sports providers or partners in the area. For example there may be coaches or officials working for the local authority who may be able to offer your club some additional support, or there may be a junior after school club who may like to develop their skills in a larger club.

Active Coaches	Qualifications	Our Club	Other Local Clubs	Leisure Centres	Schools	Local Auth/ Sports Dev.
<i>John</i>	<i>Club Coach</i>	<i>local hockey club</i>	<i>none</i>	<i>none</i>	<i>St Margaret's</i>	<i>Sports Unit</i>
Active Officials	Qualifications	Our Club	Other Local Clubs	Leisure Centres	Schools	Local Auth/ Sports Dev.
Junior Activity	Level of Activity ie Participation/ Performance/ Excellence	Our Club	Other Local Clubs	Leisure Centres	Schools	Local Auth/ Sports Dev

FOR ANY AUDIT TO BE USEFUL AND A TRUE BASIS FOR PLANNING, TIME SHOULD BE TAKEN TO COMPLETE IT HONESTLY AND ACCURATELY.

The Aims

Having completed the club audit and the SWOT analysis you should be able to identify some aims to build upon your club's strengths and tackle its weaknesses.

THE AIMS SHOULD BE:

- 👍 **S**pecific to your club
- 👍 **M**easurable – consider how the clubs progress will be assessed
- 👍 **A**greed – it is vital that the club involves all committee staff and coaches in the process
- 👍 **R**ealistic – the aims should be challenging yet achievable
- 👍 **T**imescales – the club must consider the time needed to achieve the aims.

EXAMPLES OF THE STRENGTHS, WEAKNESSES AND AIMS

STRENGTHS
<ul style="list-style-type: none"> - Membership secretary ensures members records are up to date/ reviewed annually - Good social calendar - Successful competition programme
<ul style="list-style-type: none"> - Good committee structure - Job Descriptions for Treasurer, Secretary, Chairman - Excellent junior section
<ul style="list-style-type: none"> - Good procedures in place to ensure club, coaches and officials are insured - Good training schedule for senior and junior members
WEAKNESSES
<ul style="list-style-type: none"> - No qualified first aiders - No current budget available for training & education
<ul style="list-style-type: none"> - Club Secretary - workload too heavy - Not all personnel or coaches have job descriptions - Juniors require more competition
<ul style="list-style-type: none"> - Need to recruit more junior beginners & follow their progress - Seniors require higher level of coaching - Few community links
AIMS
<ul style="list-style-type: none"> - Job description for all 'staff' - 2 Child Protection Officers - At least 2 volunteers to attend scUK workshop 'Good Practice & Child Protection' - Produce a Child Protection Policy
<ul style="list-style-type: none"> - 3 members to be first aid qualified - Seek sponsorship & increase fund-raising events - Produce 'new members' leaflet/ offer advertising space
<ul style="list-style-type: none"> - Recruit more juniors and talent ID via school to club links - 1 coach level 3 qualified - 2 coaches level 2 qualified - 2 members to gain 'officials' qualification - 2 coaches to attend scUK workshop 'Coaching children & young people'

YOU SHOULD NOW BE READY TO FORMULATE THE PLAN TO ACHIEVE THESE AIMS.

The Plan

The plan of action formally identifies and prioritises the club's aims. The Plan should be used to establish the timescales, personnel and costs for each aim. This plan may be used as a business plan when applying for some funding grants. Example of an Action Plan:

Target/ Aim	Action How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Impact Money, time, people, facilities
Job descriptions for all 'staff'	<ul style="list-style-type: none"> • Use the templates provided in Club Development Pack as a guideline to write individual job descriptions • Discuss the job description with each individual to ensure that they are happy to carry out the tasks identified. 	Sept 2002	Secretary & Chairman	Additional staff meetings 1hr per week
2 child & vulnerable adult protection officers	<ul style="list-style-type: none"> • Identify 1 female & 1 male club representative to take up position of child protection officer. • Both attend scUK workshop 	Dec 2002	Secretary/ current child protection officer	£22 x 2
At least 2 to attend scUK workshop 'Good Practice & Child Protection'	<ul style="list-style-type: none"> • Identify suitable club representatives to attend workshop • Identify date of next local course • Establish a training budget to subsidise all course fees 	Dec 2002	Secretary	£22 x 2
Produce child & vulnerable protection policy	<ul style="list-style-type: none"> • Use template provided in Dev. Pack as guideline. • Discuss with those who have attended workshop • Copy and distribute to parent and put on club notice board 	Dec 2002	Committee/ Child Protection Officers	£5 photocopy costs & 1 hr admin. time

REMEMBER TO:

REVIEW

Once the club has completed and agreed the action plan it is important to set up a regular review meeting to monitor progress. The plan should be a working document that can be modified and adapted to reflect the progress and any change in circumstances. Provided that the targets are measurable, this process should be simple and not too time consuming.

Club Development Policy

A development policy clearly demonstrates the club's commitment to developing quality opportunities for its members. The policy should be a working document that can be changed as the club develops and should be supported by an action plan which ensures that the policy is put into practice and that the aims are met.

To raise the profile of the club's commitment to development include the policy in the club handbook or maybe post it on the club notice board.

COMMITMENT TO CLUB DEVELOPMENT:

" (insert club name)is committed to developing quality opportunities for our members. In order to do this we will identify new opportunities and ways to progress and improve on current practices and procedures for the good of the club and the members".

THE DEVELOPMENT POLICY AIMS TO:

- 👍 Ensure the future success and sustainability of the club
- 👍 Increase membership and participation within the club
- 👍 Create sustainable opportunities for competition at county/ regional/ national level
- 👍 Increase awareness of sports development
- 👍 Ensure that all members are aware of, understand and work towards the club's development philosophy
- 👍 Ensure that the club committee, coaches and volunteers consider development and moving the club forward in all areas of the club's services
- 👍 Ensure that the implementation of the policy is put into place via a club action plan which is reviewed and monitored annually.

Signed: Chairman

Junior Development

WHY DEVELOP A JUNIOR SECTION?

Sports clubs have a vital role to play in providing sporting opportunities for young people, and vice versa; young people have a vital role in providing the future success and development of sports clubs.

In most sports it is crucial to the success of the club that they attract and encourage young players. However, all clubs are unique and not every club may feel that a junior section is appropriate for them. Before introducing young players to your club you need to consider the responsibility of providing and taking charge of young people and how young people will effect other members in the club. Also consider the numerous benefits of introducing junior players to your club:

BENEFITS FOR THE CLUB

- 👍 Regular supply of new players ensuring the club's future.
- 👍 Increase membership, including parents.
- 👍 Additional volunteers.
- 👍 Provide future officials and administrators.
- 👍 Increased income and more opportunities to raise funds.
- 👍 Enhance the club status and reputation.
- 👍 Improve social calendar.
- 👍 Give existing members the opportunity to accept new challenges, roles and responsibilities.
- 👍 Provide a focus or stimulus for club development.
- 👍 Recruiting participants for your 'sport'.
- 👍 Developing competitors/ performers from an early age will improve your 'sport'.
- 👍 Raise the club's profile.

BENEFITS FOR YOUNG PEOPLE

It is important to ensure that children are given fun and positive sporting experiences. If they are encouraged to enjoy the experience and they participate successfully in your sport then they are more likely to remain involved in that sport for life.

In order to attract young people to your club you will need to establish a quality junior section that they wish to join. **A quality junior section should provide and encourage:**

- 👍 The opportunity to socialise
- 👍 The opportunity to work as part of a team
- 👍 Co-operation and an ability to handle success and failure
- 👍 Development of health and fitness
- 👍 Positive & fun sporting experiences
- 👍 Self confidence and positive self image
- 👍 Positive attitudes towards exercise and healthy living
- 👍 An opportunity for young people and parents to work together
- 👍 Keeping young people 'off the streets'.

WHY YOUNG PEOPLE TAKE PART IN SPORT

- 👍 For enjoyment and fun
- 👍 To be with friends
- 👍 To be part of a team
- 👍 To play the game and improve their skills
- 👍 For the excitement of competition

WHY YOUNG PEOPLE DON'T TAKE PART IN SPORT

- 👍 The school environment - national curriculum pressures, no after school clubs
- 👍 The home environment - working parents, single parents, unemployment, transport
- 👍 Passive leisure pursuits - technology, computers, internet, socialising/ hanging out

Junior Action Planning

WHY WRITE A JUNIOR CLUB ACTION PLAN?

As identified in the previous section an action plan gives the club a focus for development, whereby clear aims, targets and timescales for achievement are agreed. By producing a separate junior action plan the club will be able to cover specific junior aims in more detail and provide a positive work plan for the junior coaches and the junior development officer (if the club has one!). This plan can then be reviewed and adapted as the targets are achieved, without having to re-work the club's overall action plan.

The following key areas should be considered when writing the action plan:

- 👍 The club's overall 'vision' and its strengths and weaknesses
- 👍 All young people should be given the opportunity for learning regardless of their ability
- 👍 Prioritise child protection
- 👍 Focus on the needs of the young person rather than the needs of the club or the coach
- 👍 Skill progressive training programme
- 👍 Encourage the parents and the young people to get involved in the running of the club
- 👍 Ensure that all activity is FUN and carried out within a friendly environment

JUNIOR ACTION PLAN

Target/ Aim	Action How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Impact Money, time, people, facilities
Junior club co-ordinator	<ul style="list-style-type: none"> • Identify a club representative that would like to take on the role 	DD/MM/YY	Committee	
2 junior training sessions per week	<ul style="list-style-type: none"> • Book additional training facility at a suitable time for juniors • Contact local leisure centres, schools, colleges, sports development to seek facility 	DD/MM/YY	Secretary/ Junior Coach	1hr facility hire - up to £40 per week.
Attract new members	<ul style="list-style-type: none"> • Establish links with local schools & local Sports Development Officer 	DD/MM/YY	Junior coach/ Assist. coach	1hr per week Coaching time, expenses for transport to schools
Competition Friendly/ League	<ul style="list-style-type: none"> • Contact other local clubs and schools • Identify suitable competition venue and dates available • Identify transport needs and costs if required 	DD/MM/YY	Head Coach/ competition secretary	Transport expenses, facility hire, coaches time, chaperone
Junior 'Welcome Leaflet'	<ul style="list-style-type: none"> • Identify person to produce leaflet • Leaflet to include: How to get there/ map Contact details of key personnel How much it costs Times and duration of sessions Sports equipment needed & what to wear Club's child protection statement 	DD/MM/YY	Junior Club Co-ordinator	Photocopying up to £50

Section 2.2

Management

Club Meetings

All sports clubs require a structure under which their club meetings are organised. The club's meetings should be referred to in the constitution (see constitution example section 1.1) in which there are usually two types of general meeting; the ANNUAL GENERAL MEETING (AGM) and the EXTRAORDINARY GENERAL MEETING (EGM). The rules for these general meetings are also stated in the constitution i.e. quorum for a meeting, minimum number of days notice required etc.

The main reasons for holding an AGM:

- 👉 To consider the club's annual report
- 👉 To elect officers
- 👉 To discuss and vote on amendments to the constitution or club rules
- 👉 To produce the annual accounts
- 👉 To produce the chairman's annual report.

It is important to make sure that the AGM is well publicised and welcoming to ALL members. The members need to be involved in the AGM to ensure that the club's decision making process is fair and representative of the club. It is also an opportunity to recruit 'new blood' onto the committee.

The secretary is responsible for making all of the arrangements for the meeting. Usually notice for an AGM is a minimum of 21 days, therefore the venue, date and time should be arranged well in advance. The members should be notified and invited to make nominations for the election of officers.

EXTRAORDINARY GENERAL MEETINGS are called upon if at least a third of the club's members wish to amend a club rule, amend the constitution or discuss any other important, urgent matters which cannot wait until the AGM.

COMMITTEE MEETINGS are organised by the elected officers to manage the day to day running of the club. Regular meetings ensure that the club is successfully planning, communicating and monitoring progress. It is vital to make sure that these meetings are kept short, to the point and are completely necessary, otherwise you may lose the interest of many officers.

The role of the officers on the club's **MANAGEMENT COMMITTEE** vary from club to club, depending on the sport and the size or level of the club. Some clubs only need to have one management committee whilst other larger clubs may have a series of sub-committees i.e. Playing committee, Junior committee or Coaches committee which are all overseen by the Executive committee.

There are many varied roles and workloads taken on by the officers on these management committees. Unfortunately in many clubs the same few officers are continually relied upon to take on the majority of the work. **JOB DESCRIPTIONS** should be used to share out the tasks and clearly define the roles of all committee officers, administrators, coaches and helpers.

Template job descriptions contained in this pack:

- | | |
|----------------------------------------|-------------------------------------------------------------|
| 👉 Chair Person (section 2.2) | 👉 Junior Club Co-ordinator (section 2.1) |
| 👉 Treasurer (section 2.2) | 👉 Child & Vulnerable Adult Protection Officer (section 2.3) |
| 👉 Publicity Officer (section 2.2) | 👉 Coach (section 3.2) |
| 👉 Volunteer Co-ordinator (section 2.2) | 👉 Club Helper (section 3.2) |

Job Description Template - Treasurer

The template below provides some ideas for the type of skills and duties that can be included on a job description for a Treasurer. The duties should be amended, improved, added to or deleted to suit the circumstances of the club, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

JOB TITLE: Treasurer

RESPONSIBLE TO: The Club Management Committee

SKILLS REQUIRED:

- Well organised
- Able to keep records
- Confident about handling figures and money
- Honest
- Prepared to make a regular time commitment

MAIN DUTIES:

- 1) Responsible for the club finances
- 2) Deal efficiently and effectively with all invoices and bills
- 3) Keep up to date records of all the financial transactions
- 4) Ensure that funds are spent properly
- 5) Issue receipts and record all money received
- 6) Attend committee meetings and present the budget report
- 7) Prepare the end of year accounts to present to the auditors
- 8) In agreement with the committee plan the annual budget
- 9) Monitor the budget throughout the year.

TIME COMMITMENT:

SIGNATURES:

Treasurer
Date

Chair Person
Date

Job Description Template - Publicity Officer

The template below provides some ideas for the type of skills and duties that can be included on a job description for a Publicity Officer. The duties should be amended, improved, added to or deleted to suit the circumstances of the club, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

JOB TITLE: Publicity Officer

RESPONSIBLE TO: The Club Executive Committee

SKILLS REQUIRED:

- Enthusiastic
- Well organised
- Prepared to make a regular time commitment
- Confident and imaginative

MAIN DUTIES:

- 1) Take responsibility for publicising the club, its events and members
- 2) Liaise with the Chair Person to promote the Club
- 3) Build a list of local media contacts
- 4) Collate the results/ match reports and send to the local/ national press
- 5) Produce press releases/ articles to promote and publicise the club through the media
- 6) Invite the press to attend club events and crucial matches
- 7) Keep a record of all press cuttings, radio and TV coverage
- 8) If unable to attend the committee meeting, send a written report to the secretary
- 9) Liaise with the Sponsorship/ Events Officer regarding potential sponsors.

TIME COMMITMENT:

SIGNATURES: **Treasurer**

Date

Chair Person

Date

Press Release Example

(add club logo)

PRESS RELEASE EXAMPLE

(insert date of issue here)

CLUB DEVELOPMENT PACK LAUNCH

Olympic Silver Medallist XYZ will be launching the new 'Club Development Pack' scheme for all sports clubs within West Lothian at Bathgate Academy on DD/MM/YY.

The scheme aims to identify sporting ability by increasing the number of qualified coaches and improving the level of coaches. It will also encourage all 300 sports clubs in West Lothian to plan for the future with a view to attracting and retaining members and providing a safe and challenging junior section.

"This is a tremendous idea," XYZ said. "We have to offer help and assistance at all levels to ensure that everyone gets the chance to reach their full potential. Sport has given me so much, I want everyone else to have the same opportunity"

Developed by the Sports Development Team at West Lothian Council on behalf of West Lothian Sport & Recreation Association, the Club Development Pack has been endorsed by **sportscotland**.

Full details are available from XYZ at on 0000 123456

Ends.

REMEMBER TO:

- 👉 Keep the press release short and to the point
- 👉 Catch the readers attention in the title and first sentence
- 👉 Preferably typed and not hand written
- 👉 Choose a font and letter size that are easy to read.

It is sometimes worth enclosing a quality photo of the event or the competition, as it may be used if there is room on the newspaper/magazine page. However, be prepared that the photo may not be returned.

Recruiting Volunteers

As most clubs are very aware, volunteer administrators, officials, coaches and helpers are crucial to the successful running of their club and the dedication of volunteers is worthy of considerable recognition. However many individual volunteers are often over burdened and not always given the thanks that they deserve, as a result many clubs struggle to recruit and retain volunteers.

The following guidelines provide some stimulus for recruiting, managing, supporting and recognising your club's volunteers. For more ideas and in depth guidance contact **sportscotland** for details on their 'Valuing Volunteers' workshops and/or resources.

WHY VOLUNTEER?

It is also important to recognise why people do volunteer. Encourage your members to consider some of the following reasons for getting involved in the running of the club:

- 👉 Give back to the sport/ the club
- 👉 Use your skills and learn new skills
- 👉 Social and family involvement
- 👉 Develop new interests
- 👉 Prestige and new responsibilities
- 👉 FUN!
- 👉 Help others and share your skills
- 👉 Feel needed and be part of a team
- 👉 Confidence/personal development
- 👉 Sense of personal achievement.

WHY PEOPLE DO NOT VOLUNTEER/ WHY VOLUNTEERS LEAVE

There are many drawbacks to volunteering and it is important that the club understands the potential problems if it is going to successfully attract and retain volunteers.

- 👉 People don't have the time to give, volunteering takes up too much time.
- 👉 Lack of confidence.
- 👉 Most people join a club for their leisure only, somewhere to relax away from the everyday stresses.
- 👉 Parents only interested while their children are involved.
- 👉 Too much bureaucracy.
- 👉 Sport is becoming professional, too many demands on the volunteer.
- 👉 Poor organisation within the club.
- 👉 Lack of volunteer management or appreciation from the club.
- 👉 Cannot cope or bored with the tasks.
- 👉 Out of pocket.
- 👉 Same people doing lots of jobs leading to overload or burnout.

RECRUIT VOLUNTEERS

Before recruiting any new volunteers the club should review all jobs carried out within the club, identify the tasks involved in each job and the timescale involved. People will be more willing to offer their time and support if they know exactly what is required.

- 👉 Conduct a **SKILLS AUDIT** of existing membership to find out what resources there are in the club.
- 👉 Have **CLEAR ROLES & expectations** - produce **JOB DESCRIPTIONS** and identify time commitment.
- 👉 Do not leave recruitment of volunteers to the **LAST MINUTE**.
- 👉 Get the **RIGHT VOLUNTEER FOR THE JOB** and the right job for the volunteer.
- 👉 **DO NOT RECRUIT THE FIRST PERSON WHO COMES ALONG** - they may not have the skills for that particular job which can lead to boredom or lack of confidence and you may lose a very good volunteer for ever.
- 👉 Appoint a **VOLUNTEER CO-ORDINATOR** to support and guide the clubs volunteers as well as co-ordinate their recruitment, training and recognition.

ATTRACT AND MOTIVATE VOLUNTEERS

- 👉 Every job is important enough to have a **JOB DESCRIPTION**.
- 👉 New volunteers encouraged to start with less demanding roles and increase workload gradually.
- 👉 Where possible offer **SUPPORT FOR EXPENSES** or club fees.
- 👉 Make volunteering a **CONDITION OF MEMBERSHIP**.
- 👉 Encourage **VOLUNTEERING FROM A YOUNG AGE**. All juniors expected to help no matter how small the job.
- 👉 **ADVERTISE** - club newsletters, notice boards, word of mouth, local media.
- 👉 Offer **FREE** or **SUBSIDISED TRAINING** or **COURSES**.
- 👉 **GET TO KNOW THE MEMBERS** and ask them directly to help.
- 👉 Ensure that all volunteers understand their role in achieving the club's objectives.
- 👉 Provide **MENTORS** and 'buddies' to give people support and confidence.
- 👉 Demonstrate trust in volunteers ability.
- 👉 Invite people to spend time at the club **BEFORE COMMITTING**.
- 👉 Annual **RECRUITMENT FAIR** linked to social events.
- 👉 Make it the job of the current post holder to **FIND THEIR SUCCESSOR**.
- 👉 'Parents committee' – organise informal rotas for **PARENT HELPERS**.

Support and training for Volunteers

SUPPORT FOR VOLUNTEERS

In order to identify the clubs volunteer strengths and weaknesses it is important to speak to your members and your volunteers:

- 👉 Do they feel well supported?
- 👉 Do your volunteers feel valued?
- 👉 Are they overworked?
- 👉 Do they have too much responsibility?
- 👉 Would they like to become more involved?
- 👉 Are they offered any/ suitable training?

Use the feedback constructively and be receptive to the ideas volunteers may have for improvements.

Support is fundamental to retaining your club's volunteers and ensuring that they remain interested and motivated. There are many simple ways to support your volunteers:

- 👉 Be **APPROACHABLE**, open and honest
- 👉 Find out what the **VOLUNTEER WANTS** from the club
- 👉 Ensure **GOOD COMMUNICATIONS**
- 👉 Recruit many volunteers to **SPREAD THE WORKLOAD**
- 👉 Provide opportunities for fun and **SOCIALISING**
- 👉 Provide feedback and review **TRAINING & SUPPORT NEEDS**
- 👉 Recognise **OTHER COMMITMENTS**, families, jobs etc
- 👉 Make all volunteers feel **PART OF THE TEAM**
- 👉 **RECOGNISE CONCERNS** and discuss ways to get around problem areas.

RECOGNITION FOR VOLUNTEERS

It is vital that the club shows volunteers that they are fully appreciated.

- 👉 **THANK VOLUNTEERS** - personal praise during the programme/ at committee meetings/ letters of thanks.
- 👉 Ensure that **ALL** volunteers feel **VALUED**, regardless of their role within the club.
- 👉 Appoint a **VOLUNTEER COORDINATOR**.
- 👉 **ACKNOWLEDGE VOLUNTEERS (BY NAME)** in your club programme, newsletter & notice board.
- 👉 Run **NEWSLETTER FEATURES** about people behind the scenes.
- 👉 Present an annual award for the **VOLUNTEER OF THE YEAR** or **LONG SERVICE**.
- 👉 Provide **REFRESHMENTS** for staff and volunteers as much as possible.
- 👉 Remember **BIRTHDAYS**.
- 👉 **PROVIDE GOODIES** such as club kit bags, t-shirts or sweatshirts.
- 👉 If possible, try to reimburse travelling **EXPENSES** and pay them in advance.

If the club is able to offer expenses, then it is advisable that all volunteers are encouraged to take up expenses so that those who really need to do not feel stigmatised. Those who do not wish to keep up their expenses can re-pay them as a donation to the club.

If offering a volunteer expenses or reimbursements it is worthwhile to draw up a document stating exactly what expenses will be paid, how much and what for, such as; 30p per mile for travel to and from coaching session or a match, meals taken up to a value of £xxx, postage and telephone costs, protective clothing or other essential equipment.

TRAINING FOR VOLUNTEERS

Training is an integral part of the support and recognition that all clubs should give their volunteers. By providing external or internal training for volunteers they should feel more motivated and confident to carry out their tasks effectively. Training for volunteers ranges from NVQ qualifications in coaching provided by the National Governing Bodies (NGB), through to generic workshops such as those provided by the sports coach UK (scUK) or **sportscotland** where a certificate of attendance is issued.

INTERNAL/ CLUB TRAINING

The Club can provide its own training and support for volunteers by implementing some of the following:

- 👉 Provide a proper club **INDUCTION & CLUB INFORMATION** pack
- 👉 Explain the aims of the club and their **RIGHTS AND RESPONSIBILITIES** as a volunteer
- 👉 Inform them of all **CLUB POLICIES AND PROCEDURES**: Constitution, Code of Conduct, Fair Play, Ethics, Child Protection, Equal Opportunities, Health & Safety, Emergency & Accident Procedures
- 👉 Encourage new volunteers to **'SHADOW'** committee officers, administrators or coaches
- 👉 **INTRODUCE** new volunteers to current club staff
- 👉 Involve volunteers in **EXTERNAL TRAINING OPPORTUNITIES** i.e. NGB awards, scUK & Running Sport workshops.

EXTERNAL TRAINING

NATIONAL GOVERNING BODY (NGB) AWARDS

NGB Awards are sport specific coaching courses. The majority of NGB Awards are equivalent to the National Vocation Qualification (NVQ) Levels 1, 2 or 3. These awards vary in length depending on the level and usually contain both theoretical and practical work.

NATIONAL COACHING FOUNDATION (NCF) WORKSHOPS

A programme of generic coaching workshops targeted at coaches of any level. All workshops are up to three hours long and are mainly theory based. Each workshop is supported by comprehensive resources and certificate of attendance.

Introductory Workshops

Coach in Action
Body in Action
Safety and Injury
Improving Techniques
Mind Over Matter
Planning and Practice
Working with Children
Working with Disabled Sports people

Coach Workshops

Analysing your Coaching
Coaching Children and Young People
Fitness and Training
Coaching Methods & Communication
Goal Setting and Planning
Motivation and Mental Toughness
Fuelling Performers
Injury Prevention and Management
Improving Skills and Practices
Good Practice and Child Protection
Equity in Your Coaching Observation Analysis of Video

Performance Workshops

Field based fitness testing
A Guide to Mentoring Sports Coaches
Imagery Training
Performance Profiling

**For more information contact: sports coach UK, 114Cardigan Road, Headingley, Leeds LS6 3BJ
Tel: 0113 274 4802. Fax: 0113 275 5019. e-mail: coaching@sportscoachuk.org**

scUK HOT TOPICS

These workshops are developed in response to current issues that impact on the role of the coach i.e. law issues and child protection. The workshops are 2 hours long and meet the needs of volunteers and coaches working at all levels. **For more information contact: sports coach UK on 0113 274 4802**

RUNNING SPORT WORKSHOPS

The Running Sport programme is designed to improve the knowledge and skills of everybody working in sport, both voluntary and professional. It provides booklets for home study and workshops offering practical support. There are 10 workshops to choose from in this programme including some of the following;

- 👉 Developing a junior club
- 👉 Looking after the money
- 👉 Smart marketing
- 👉 Managing the risks
- 👉 Running meetings
- 👉 Action Planning

For full details of all the Running Sport resources or a copy of the free booklet 'Essential Workshop Developments!', A MUST FOR EVERYONE INVOLVED IN THE RUNNING OF A SPORTS CLUB, please contact: sportscotland on 0131 317 7200

YOUTH SPORT TRUST (YST) COMMUNITY TOPS TRAINING

To support the Top Sport programme for 7 – 11 year olds, the YST run a series of curriculum and community training, the latter being aimed at after school clubs or organisations. The training takes approximately 4 hours and consists of some theory but is mainly practical. Community training is organised locally and facilitated by local sports development officers.

The YST have recently introduced the 'Sports Parent' programme which offers excellent resources and training for clubs on how to involve parents in youth sport.

For further information contact: The YST on 01509 228293

BRITISH SPORTS TRUST - SPORTS LEADERS AWARDS:

Training for young people in communication skills, planning and organisation and motivation.

Junior Sports Leader - for 14 years and over, taught mainly within the school national curriculum.

Community Sports Leader - for 15 years and over, taught in schools, colleges and youth clubs etc.

Higher Sports Leader - for 17-18 years and over, teaching advanced leadership skills.

Basic Expedition Leader - for 17-18 years and over interested in the outdoors, developing the ability to organise safe expeditions and overnight camping trips.

For further information contact: The British Sports Trust on 020 7828 3163

Membership Recruitment - Action Plan

HOW WILL WE RECRUIT MORE MEMBERS?

Target	Action	Responsibility	Timescale	Costs
Recruit at least 10 new junior members	<ul style="list-style-type: none"> • Improve and increase club promotion and marketing • Hold open event/ trials/ come & try coaching sessions/ festival/ friendly league. • Posters on club notice board. • Match report in local press. • Partnerships: Sports development/ local schools/ feeder clubs/ leisure centres 	Head Coach (jnr Squad)	dd/mm/yy	Printing £30.00
Recruit at least 5 - 10 male / female senior members	<ul style="list-style-type: none"> • Improve club promotion/ marketing/ media attention • Directly ask members to recruit • Posters on club notice board • Partnerships: Sports development/ local schools/ feeder clubs/ leisure centres 	Club captain	dd/mm/yy	Printing £20.00

MORE IDEAS:

- 👉 Open days
- 👉 Active social programme
- 👉 Club 'welcome' leaflet
- 👉 Marketing and promotion plan
- 👉 Welcoming environment at all times
- 👉 Timing of any recruitment drive needs careful consideration, dependant on the sporting season i.e. mid-season, pre-season, post season

Job Description Template - Volunteer Co-ordinator

The template below provides some ideas for the type of skills and duties that can be included on a job description for a Volunteer Co-ordinator. The duties should be amended, improved, added to or deleted to suit the circumstances of the club, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

JOB TITLE: Volunteer Co-ordinator

RESPONSIBLE TO: The Club Executive Committee

SKILLS REQUIRED:

- Approachable and a good listener
- Well organised
- Able to delegate
- Confident and effective communicator
- Enthusiastic and a good motivator
- Tactful and discrete
- Prepared to make a regular time commitment

MAIN DUTIES:

- 1) Supervise/ oversee all club volunteers
- 2) Ensure that opportunities for feedback and training are provided
- 3) Act as the main contact for all volunteers
- 4) Liase with the Chairperson to ensure that all tasks required to run the club efficiently are carried out
- 5) Ensure that each task has been assigned to a volunteer
- 6) Ensure that each volunteer understands their job and their role within the organisation
- 7) Get to know all club volunteers and potential volunteers by name
- 8) Ensure that all jobs have a job description - consult volunteers and executive committee to write job descriptions
- 9) Motivate volunteers through recognition and feedback
- 10) Co-ordinate the 'volunteer of the year' award
- 11) Co-ordinate the implementation of the volunteer recruitment plan
- 12) Annually monitor and evaluate the plan for effectiveness, and report back to the committee.

TIME COMMITMENT:

SIGNATURES: **Volunteer Co-ordinator**
Date

Secretary
Date

Valuing Volunteer Policy

..... (insert club name)

IS COMMITTED TO SUPPORTING AND VALUING OUR VOLUNTEERS

**"OUR VOLUNTEER ADMINISTRATORS, COACHES, OFFICIALS AND HELPERS
ARE CRUCIAL TO THE SUCCESS OF OUR CLUB.
THEIR DEDICATION IS WORTHY OF CONSIDERABLE THANKS AND RECOGNITION"**

signed Chair Person

THE CLUB'S COMMITMENT TO THE RECRUITMENT, SUPPORT AND TRAINING OF ALL VOLUNTEERS INCLUDES THE FOLLOWING DUTIES:

- 👉 To provide a friendly induction to all new volunteers
- 👉 To provide job descriptions for all long term positions
- 👉 To support the Volunteer Co-ordinator with co-ordination of volunteer recruitment, training and recognition
- 👉 Ensure that the external commitments and needs of volunteers are considered at all times
- 👉 Ensure that all volunteers are given ongoing and professional development training
- 👉 Ensure that all members are aware of, understand and follow the club's valuing volunteers policy
- 👉 To present a 'volunteer of the year' award at the end-of-season club presentation evening
- 👉 To follow the volunteer recruitment plan - annually monitor and evaluate the plan for effectiveness
- 👉 To encourage all members and associate members to offer their time and support to the club whenever possible.

NO JOB IS TOO SMALL - VOLUNTEERS ARE REQUIRED FOR THEM ALL!

Volunteer Co-ordinator:

Name: Contact details:

Section 2.3

Health and Safety

Health & Safety

Health and safety is important to all clubs and organisations. Clubs have a legal obligation towards the health and safety of volunteers.

As a start, the club should demonstrate its commitment to the protection of its members and volunteers against the risk of harm or injury by producing a HEALTH & SAFETY POLICY. It is important to write the policy in consultation with the club committee and the club members so that as many people as possible understand the policy and therefore are more likely to put it in to practice and adhere to the regulations.

DUTY OF CARE

"The duty of care is a general legal duty on all individuals, sports clubs and governing bodies to avoid carelessly causing injury to persons. The system has developed over many years and it is relevant to all, regardless of the size of your organisation, its income or whether you have paid staff."

A duty of care can arise in many ways, such as:

- 👉 Loaning equipment to others
- 👉 Fund-raising walks, events and sponsored runs
- 👉 Hosting tournaments and competitions
- 👉 Organising day trips
- 👉 Selling food at events.

For more information on your duty of care contact Sport England, Volunteer Investment Programme on the VIP Hotline 0800 363373. Also see the contacts section for more advisory organisations.

THE HEALTH & SAFETY EXECUTIVE (HSE)

Any club employing staff must register with the HSE. Clubs with volunteers only do not normally have to register their activities unless they are classed as dangerous activities.

The HSE often works with the National Governing Bodies (NGB's) of sport to develop guidance on the approach to risks, however self-regulation also plays an important role in the majority of sports.

Clubs that own or are responsible for premises or buildings must register with the local Fire Authority.

Clubs that prepare, store, supply or sell food on five or more days in any five week period must register with the local Environment Health Department.

The HSE have not published any information specific to sports clubs, however in conjunction with the CHARITIES SAFETY GROUP, they have published a guidance book 'Charity and Voluntary Workers, a guide to health and safety at work', this publication states:

"In general, the same health and safety standards should be applied to voluntary workers as they would to employees exposed to the same risks. However, if the risk assessment shows that the risks to voluntary workers are different, the preventative and protective measures taken should reflect the different risks.

HSE considers it good practice for volunteers to provide the same level of health and safety protection as they would in an employer/ employee relationship, irrespective of whether there are strict legal duties".

This publication also gives general guidance with regards to how health and safety legislation applies to voluntary workers, and is available from HSE books (details in contacts section).

For any further advice contact the Health & Safety Executive (HSE) Info. Line 08701 545500 or visit their website; www.open.gov.uk/hse/hsehome.htm

The **HEALTH & SAFETY POLICY** overleaf provides examples of good practice and guidance on the contents required. Each club's policy will differ depending on the sport, the type of club premises, if the club owns or hires its facilities, if it has paid employees, junior members or participants with special needs etc.

Health & Safety Policy

HEALTH & SAFETY POLICY STATEMENT:

".....(Insert club name)..... is strongly committed to encouraging our members to take part, but the health, well-being and safety of each individual is always our paramount concern. We recommend levels of training dependent on age and ability, and expect our junior athletes to participate within these boundaries."

HEALTH & SAFETY POLICY:

To support our Health & Safety policy statement we are committed to the following duties:

- 👉 Undertake regular, recorded risk assessment of the club premises and all activities undertaken by the club
- 👉 Create a safe environment by putting health & safety measures in place as identified by the assessment
- 👉 Ensure that all members are given the appropriate level of training and competition by regularly assessing individual ability dependant on age, maturity and development
- 👉 Ensure that all members are aware of, understand and follow the club's health & safety policy
- 👉 Appoint a competent club member to assist with health and safety responsibilities
- 👉 Ensure that normal operating procedures and emergency operating procedures are in place and known by all members
- 👉 Provide access to adequate first aid facilities, telephone and qualified first aider at all times
- 👉 Report any injuries or accidents sustained during any club activity or whilst on the club premises
- 👉 Ensure that the implementation of the policy is reviewed regularly and monitored for effectiveness.

AS A CLUB MEMBER YOU HAVE A DUTY TO:

- 👉 Take reasonable care for your own health & safety and that of others who may be affected by what you do or not do
- 👉 Co-operate with the club on health & safety issues
- 👉 Correctly use all equipment provided by the club
- 👉 Not interfere with or misuse anything provided for your health, safety or welfare.

CLUB HEALTH & SAFETY OFFICER:

FIRST AID: Location of first aid facilities:

Location of telephones:

QUALIFIED FIRST AIDERS: 1.

2.

Injury/Incident Report Form

TO BE FILLED IN BY THE COACH/ INDIVIDUAL IN CHARGE AT THE TIME OF THE INCIDENT.

Coach/ Individual's name: Tel no:
.....
Address:
..... Postcode:

About the injured person:

Full Name: Tel no:
Address:
..... Postcode:
Male/ Female: Age:

About the Incident:

Activity taking place at time of incident:
Date & Time of incident:
Place of incident:
Description of incident:
.....
.....

Action Taken:

Action taken by Coach/ Leader/ Club Rep:
.....
.....

Were the emergency services called (if yes, provide details):

.....
.....

Action taken by Doctor or Nurse (if appropriate):

.....
.....

Diagnosis:

Signatures:

Signature of Coach/ Leader/ Club Rep:
Signature of casualty (if possible):

Signature of witness (1)
Address:

Signature of witness (2)
Address:

Risk Assessment

In order to create a safe environment, as identified in your Health & Safety Policy, the club must carry out regular risk assessments. These assessments are necessary to identify and remove any hazards and therefore reduce the risk of harm or injury to its members.

DEFINITIONS

A HAZARD – defined as anything with the potential to cause harm.

RISK – the chance that someone will be harmed by the hazard.

RISK ASSESSMENT – a formal and recorded process to weigh up the suitability and safety of any activity by identifying the hazards that could potentially cause harm and taking the appropriate precautions or actions required to prevent harm or injury.

THE RISK ASSESSMENT HELPS YOU TO:

- 👉 Identify an unsafe condition
- 👉 Decide what corrective action is required
- 👉 Determine who is responsible for correcting it
- 👉 Follow up to ensure that it was corrected properly

The **FREQUENCY OF ASSESSMENT** will be determined by a number of factors e.g. nature of the group, experience of staff, location or weather. Therefore risk assessments should be an ongoing process.

The risk assessment should be undertaken by a 'competent' person,. Ask other club members or committee members what they think as they may have noticed things which are not immediately obvious.

- 👉 **Make inventory** of club activities and tasks.
- 👉 **Identify the hazards** for each of these activities – on and off site – and decide if the hazards are minor or significant.
- 👉 **Evaluate the risks** and decide whether the existing precautions are adequate or whether more should be done.
- 👉 **Decide if the risk is acceptable and prioritise the significant hazards** – identify whether the risk is high, medium or low by deciding which could result in serious harm or affect several people - see over page for more details on prioritising risks.
- 👉 **Select method of control** – check that all reasonable precautions have been taken to reduce the risk and avoid injury, however be aware that even after all precautions have been taken, some risk usually remains
- 👉 **Record the findings** - keep the written record for future reference, it can help if you become involved in any action for civil liability. It can also remind you to keep an eye on particular hazards and precautions.
- 👉 **Implement measures** to reduce the risks
- 👉 **Monitor** – ensure that the standards are maintained.
- 👉 **Regularly review** – it is good practice to review your assessment to make sure that the precautions are still working effectively.

Risk Ratings

Having completed the risk assessment, you should be able to clearly identify the risk rating i.e. minimal – intolerable and prioritise them depending on how harmful the risks are, who may be harmed, to what extent, how likely etc.

RISK RATING = SEVERITY OF HARM X LIKELIHOOD OF OCCURRENCE

	Slightly Harmful	Harmful	Extremely Harmful
Highly Unlikely	Minimal Risk	Tolerable Risk	Moderate Risk
Unlikely	Tolerable Risk	Moderate Risk	Substantial Risk
Likely	Moderate Risk	Substantial Risk	Intolerable Risk

NB. Tolerable here means that risk has been reduced to the lowest level that is reasonably practicable.

ACTION PRIORITY:

(ranking risks in priority order)

Risk Level	Action/ Priority	Timescale
Minimal (low)	No immediate action is required and no documentary records need to be kept.	Review annually
Tolerable (medium)	No additional controls required. Cost effective solutions should be considered. Monitoring and auditing is required to ensure that the controls are maintained.	3 - 12 months
Moderate (medium)	Activity should NOT be started or continued until the risk has been evaluated and controls implemented.	1 - 3 months
Substantial (high)	Activity should NOT be started until the risk has been reduced. Considerable resources may have to be allocated to reduce the risk.	1 - 4 weeks
Intolerable (High)	Activity should NOT be started or continued until risk has been reduced. If it is not possible to reduce the risk, even with unlimited resources, activity has to be prohibited.	Immediate

Improving health and safety need not cost a lot. For instance, placing a mirror on a dangerous blind corner to help prevent vehicle accidents, or putting some non-slip material on slippery steps, are inexpensive precautions considering the risks. Failure to take simple precautions can cost you a lot more if an accident does happen.

Junior Risk Assessment

'This year about 10,000 children and young people will be permanently disabled as a result of an accident'

CHILD ACCIDENT PREVENTION TRUST 'IT'S A SAFETY THING' LEAFLET 1999

The evidence proves that children are particularly susceptible to harm or injury. In reaction to the above shocking statistic it is hoped that all club's ensure that formal and regular risk assessments are in place to prevent and reduce the risks of junior members being harmed or injured.

JUNIOR CLUB SESSIONS

The risk assessment process for junior sessions should only require the same procedures as your normal risk assessment process. You must be aware that many children have a lack of fear and they do not see the danger. Therefore ALL hazards, even those which have been rated as a minimal or tolerable risk must be regarded as a priority and actions must be put in place to reduce the risks.

It is unlikely that risk assessment is a new process to any club or coach, as informal risk assessment takes place at every session. All coaches and club helpers automatically assess the risks before and during their sessions. For example the coach arrives at the site early to set up the session and carry out a visual inspection to check for any unsafe conditions, any sign of damage to the equipment or facility which may cause a hazard.

It is recommended that all coaches continue to do their informal risk assessment, but this should also be backed up by a regular formal, written report.

The risk assessment should look for and correct any problem which may cause injury or harm, depending on the nature of the setting, resulting from:

- 👉 Breakages, weather damage or vandalism
- 👉 Inadequate cleaning
- 👉 Instability of large equipment, fences or barriers
- 👉 Non functioning of door or gate locks.
- 👉 Rubbish or animal faeces
- 👉 Blocked access to emergency exits or along walkways
- 👉 Dirty water in pools or playing areas

SAFETY BRIEFING FOR JUNIOR MEMBERS

It is important to brief junior members on their responsibilities for protecting themselves and others against injury or harm. They should be encouraged to enjoy the sessions and enjoy new experiences without being subject to high risks.

Ensure that all participants:

- 👉 Wear the correct sports clothing e.g. trainers not shoes, tracksuit not jeans
- 👉 Wear the correct protective clothing e.g. cycle helmet, shin pads
- 👉 All clothing and protective clothing fits correctly and laces are done up properly
- 👉 Remove all jewellery, chewing gum etc.
- 👉 Are familiar with the environment in which they are playing, point out any potential obstructions or hazards
- 👉 Report any damage to equipment to the person in charge
- 👉 Warm up so that they are ready for exercise
- 👉 Always listen to instructions
- 👉 Bring a drink with them to every session
- 👉 In the sun – wear a hat, long sleeved T-shirt, high protective sun cream.

Risk Assessment Form

CLUB SITE/ LOCATION:

ASSESSORS NAME:

ASSESSORS SIGNATURE:

ASSESSMENT DATE:

ASSESSMENT REVIEW DATE:

ACTIVITY:

HEAD COACH/ LEADER:

QUALIFICATION:

PROCEDURES:

- 1 Identify potential hazards which could reasonably be expected to result in significant harm
- 2 Identify who might be harmed
- 3 Consider existing controls - is the risk of significant harm low/ unlikely, medium/ possible or high/ probable
- 4 Where the risk is identified as medium or high, identify the action required
- 5 If the risk is low, further precautions are optional and the activity may proceed
- 6 Where the risk is medium, it is desirable that further precautions are taken before the activity proceeds
- 7 If the risk is high, it is essential that the activity does not proceed until the risk has been significantly reduced

TASKS UNDERTAKEN: activity/ area assessed	HAZARDS IDENTIFIED: NB: Any serious or imminent danger will need a procedure	RISK: Low/ Medium/ High	PERSON(S) AT RISK: i.e. coach, juniors, adults with special needs	EXISTING CONTROLS:	ADDITIONAL CONTROL MEASURES REQUIRED:	TARGET DATE: for action by	COMPLETED ON: date and initial

Staffing Ratios

The majority of National Governing Bodies set out minimum ratios for coaches/leaders to young people for coaching young people under the age of 18 years. The following circumstances should be considered for adjusting the ratio's of children per coach:

- 👉 The nature of the activities
- 👉 The sex, age, attitudes, disability, behaviour and competence of the young people
- 👉 The extent to which people with special needs are included within the group
- 👉 The competence, experience and expertise of the coaches
- 👉 The duration and nature of the travel to and from the activity
- 👉 The type of venue
- 👉 The weather conditions
- 👉 The need to maintain a complete programme of supervision
- 👉 The risk assessment for each activity – high, medium or low risk

Providers of open access activity (as defined in The Children Act 1989) should use the ratio of 1:8 as a guideline for all activities involving 4.5 to 8 year old children. Therefore the club must ensure adequate numbers of staff to organise these activities. A ratio of 1:10 is recommended for children aged 8 years plus.

In any club situation it is highly recommended that **TWO ADULTS SHOULD BE PRESENT AT ALL TIMES** with a group of children. This protects the children and also the coach from difficult situations or false allegations. Whenever possible ensure that there is a balance of **MALE AND FEMALE SUPERVISORS** for all activities regardless of whether the group of children are boys, girls or mixed. For all activities at least one adult should be a qualified first aider.

For sport specific information on coaching ratios refer to your National Governing Body who should be able to provide guidelines. This is largely determined by the coaching qualification held by the coach.

The responsibility delegated to all accompanying adults (coaches, instructors, leaders or helpers) should be clearly understood by all, including the children under their care. Thorough briefings for accompanying adults are vital. When a volunteer assumes the role of instructor it is essential that he/she is appropriately approved for the activity and relevant insurance's are in place.

SPECIAL NEEDS:

The safety of people with special needs requires more consideration and planning, as what may be a low risk activity for most individuals, could be a high risk activity for those with special needs. Attention should be given to:

- 👉 Access to the site and its facilities
- 👉 Medical needs
- 👉 Dietary requirements
- 👉 Security Arrangements
- 👉 Additional support staff and carers
- 👉 Emergency procedures and specialist advice in an emergency

Normal Operating Procedures

THE NORMAL OPERATING PROCEDURES MUST BE SPECIFIC TO THE CLUB'S CIRCUMSTANCES.

The NOP should follow headings such as:

1. Supervision of Junior sessions

- 👉 Identify the number of qualified first aiders required
- 👉 Identify the numbers of qualified coaches required
- 👉 Coach to participant ratios.

2. Junior Misbehaviour

Should unacceptable behaviour continue a final warning should be given by the head coach.

If rules are continually disobeyed the child should be asked to leave the session. The child's parent/guardian should be contacted and asked to pick them up, if they are not available then the child should be asked to sit by the side of the session put on warm clothing and have a drink!!!

3. Risk assessment

Regular and recorded risk assessments must be carried out for all on and off site activities.

- a) Identify potential hazards which could reasonably be expected to result in significant harm
- b) Identify who might be harmed
- c) Consider existing controls - is the risk of significant harm low/ unlikely, medium/ possible or high/ probable
- d) Where the risk is identified as medium or high, identify the action required
- e) If the risk is low, further precautions are optional and the activity may proceed
- f) Where the risk is medium, it is desirable that further precautions are taken before the activity proceeds
- g) If the risk is high, the risk should be significantly reduced before commencement of the activity.

4. Injury and incident reporting

To comply with the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995, it is a legal requirement to immediately report all accidents and dangerous occurrence incidents.

This report must be made to the committee who shall make a detailed record in the accident book of the accident/ dangerous occurrence and decide if the HSE should be informed.

All incidents which require police involvement (i.e. theft, assault) must be recorded in writing by completing an accident/ incident report form.

There is a statutory requirement to keep accident records for a period of 3 years.

5. Erecting and Dismantling Equipment

All equipment must be erected and dismantled with due regard for the health and safety of self or other members. In all cases equipment shall be set up in accordance with best practice as defined by the sports governing body, manufacturers, suppliers and any training.

Under no circumstances should high risk equipment be left unattended once erected.

Members or staff should only be asked to erect equipment in which they have previous experience, knowledge or training.

All identified defective equipment should be removed to a safe and secure place of storage and marked 'out of order'. Defective equipment must be brought to the attention of the committee who shall make arrangement for repair and replacement.

6. Facility Opening Procedure

- 👉 Open main doors and immediately turn off the security alarm
- 👉 Carry out a quick tour of the building ensuring that all corridors and fire doors are clear of obstructions
- 👉 Remove float from safe and place in till etc., etc....

7. End of day procedure

- 👉 Ensure all money is reconciled and locked in safe
- 👉 Check all windows are closed and lights are turned off
- 👉 Check all internal doors are closed
- 👉 Set alarm systems and lock front doors

Emergency Operating Procedures

Date Issued:

EMERGENCY OPERATING PROCEDURES (EOP), OFTEN REFERRED TO AS THE EMERGENCY ACTION PLAN (EAP) should be devised to assist club members in the event of any emergency situation arising. It is vital that all club members are aware of and understand these procedures. It is recommended that they are displayed in a prominent place i.e. club notice board if nearby to the training/ match facilities.

The procedures may vary in content depending on the size of the club or if the club owns the facility, club house, changing rooms etc. It is the responsibility of the club to ensure that it's members are aware of all emergency procedures. However, if the club uses hired facilities then facility manager should provide the emergency operating procedures.

Out of hours emergency contact numbers:

Person in charge of the following incidents:

The following procedures are based on a club which owns a large club facility. The EOP should follow headings such as:

1. First Aid

A first aid kit is located:

The nearest telephones are located:

Should a member of the club require first aid treatment a first aider should be summoned by the quickest available means. NB. A qualified first aider should be in attendance at all club sessions.

Most emergencies can be resolved by an on the spot response, however in the event of a serious incident, which could range from an injury or illness requiring medical treatment to a fatality, formal procedures must be in place i.e.:

Minor Injury e.g. Small cut, graze, bumps, bruises

- a) Take appropriate First Aid action
- b) Make provision for the injured person to rest or continue as appropriate
- c) Record any incident or injury and complete the accident book/ forms.

Major Injury

- a) Arrange for injured person to be taken to hospital or ring for an ambulance. Use your discretion as to whether to administer First Aid.
- b) Telephone the next of kin.
- c) Record any incident or injury and complete the accident book/ form.

2. Contacting the emergency services

When calling the emergency services it is important that they are given the full information. Remember, when calling 999 for the police, ambulance or fire brigade, the 'control room' for these services may not be local, do not expect the operator to know where your club is located.

Procedure:

- 👉 Keep calm, speak clearly
- 👉 Give your name - state the service(s) that you require
- 👉 Give full name, address and telephone number of the club/ facility/ school
- 👉 Location, details and time of the accident/ incident
- 👉 Number of casualties and their condition together with the details of any treatment which is being administered or has been given
- 👉 Access point for ambulance
- 👉 Someone should be instructed to meet the ambulance which will aid the medics to reach the casualty as quickly as possible.

3. Fire

On discovering a fire the nearest fire alarm must be activated. Do not attempt to tackle the fire unless safe to do so (i.e. the fire can be quickly extinguished with the minimum of risk to self).

It is the responsibility of the club committee to ensure that all members and staff understand the basic fire precaution arrangements and procedures:

- 👉 The location of fire alarms and how to use them
- 👉 The location of fire exits
- 👉 The location of assembly points
- 👉 The location of fire extinguishers and fire fighting equipment

A fire point should be allocated. If evacuation is necessary it is important to remember the following golden rules:

- 👉 Do not panic – keep a clear head
- 👉 Raise the alarm and call the fire services
- 👉 Do not stop to collect personal belongings or allow others to do so
- 👉 No heroics – People before property
- 👉 Close doors behind you
- 👉 Where possible use the nearest fire exit
- 👉 Take all registers and once at the assembly point account for all participants and coaches
- 👉 Do not use any lifts
- 👉 Do not re-enter the building or allow others to do so until instructed by the Fire Officer in charge.
- 👉 Record any incident or injury and complete the accident book/ form.

4. Theft or facility break in

Complete an incident report form to record the name, address and telephone number of the person whom the theft has occurred against. The person should be asked if they wish the theft to be reported to the police.

If there are reasonable grounds to suspect that a particular person may have been involved in the theft then the police must be contacted and the person informed that this is the course of action being taken.

If the person is still on the premises then they cannot be physically restrained or held against their will, the same is applicable to the person's property or clothing as this constitutes assault. Every effort should be made to detain the person until the police arrive. An incident report form should be completed.

5. Assault

Should an actual or alleged assault incident take place the senior officer available should be informed or summoned if on the site.

The incident should be investigated in an attempt to find the background factors that led to the assault and seek witnesses (names and addresses to be taken).

Where injury has been sustained, first aid should be provided and if necessary the ambulance and police service should be called. An incident report form should be completed.

6. Drug/ alcohol abuse

All persons found to be under the influence of drugs and/ or alcohol shall be escorted off the club site by the most senior officer available. It is important that club members or staff do not unduly place themselves at risk when dealing with disruptive or threatening behaviour relating from drug or alcohol abuse: in all such cases the police service should be summoned.

In serious cases (i.e. unconscious casualty) the ambulance service must be called. During the interim period the casualty should be treated by a qualified first aider.

In such cases discarded items such as drug packaging should be brought to the attention of the ambulance service; this information may be vital to the emergency services to enable them to provide the appropriate care and treatment.

7. Lost person

In the event of losing a person i.e. in a leisure facility, an announcement should be made over the public address system requesting them to come to the meeting point. In the case of children, do not mention that they are lost.

Do not request the assistance of members of the public in the search (i.e. 'we have a lost child – has anyone seen them'?)

Should relatives/lost person not be located after an extensive search it may be necessary to call the police service (i.e. vulnerable persons).

I have read and understood the information contained in the Emergency Operating Procedures.

Name:

Position held within club:

Signature:

Date:

Section 2.4

Staff

Recruitment Procedures

It is important that your club establishes a set of formal procedures for recruiting or employing its staff.

Management recruitment procedures – to provide a straight forward process for managing club volunteers, whilst ensuring that both the club and the volunteer has a clear understanding of what is expected of them.

Child & Vulnerable Adult Protection recruitment procedures – to ensure that all the necessary precautions are taken to reduce the risk of recruiting someone who may not be suitable for working with children or vulnerable people.

RECRUITMENT PROCEDURE CHECKLIST:

1 PROFILE FORM

2 INTERVIEW/ INFORMAL MEETING

To be attended by at least two members of the executive committee. The interview or meeting can be as formal or informal as the club wishes, it simply provides the opportunity to meet and talk with the prospective coach/ helper/ volunteer.

3 2 UNRELATED REFERENCES

4 POLICE CHECK/ CRB - See Child & Vulnerable Adult Protection Section for details

5 INDUCTION PACK:

👉 JOB DESCRIPTION

👉 CRIMINAL RECORD DECLARATION

👉 RECRUITMENT TERMS & CONDITIONS

👉 CODE OF ETHICS & CONDUCT

👉 DUTIES & RESPONSIBILITIES

👉 CLUB DOCUMENTS & POLICIES

e.g. Constitution, Fair Play Policy, Health & Safety Policy, Equal Opportunities Policy, Child & Vulnerable Adult Protection Policy, Club Welcome Leaflet.

Profile Form

The following profile form can be amended to suit the job being applied for, or to gain more or less information about someone's past experience. This example provides some ideas for the type of personal details you may need to ask a coach before they are recruited. This form also gives the coach an opportunity to express their education and training needs or wants.

SECTION 1: PERSONAL DETAILS

1. Title: Mr Mrs Miss Ms Other

2. First Name(s):

3. Surname:

4. Address:

.....

..... Postcode:

5. Tel: (day) (eve)

7. Tel: (Mobile) Fax:

9. E-Mail:

10. Date of Birth

11. Gender: Male Female

12. Ethnic Origin: White (UK) White (European) Irish White (other)

Bangladeshi Black African Black (Caribbean) Black other

Chinese Indian Pakistani Arab

Asian (other) Other

13. National Insurance Number: (if applicable)

14. Occupation:

15. Are you registered disabled? Yes No

If Yes, please state disability/ special needs:

.....

.....

22. Please list below any other relevant qualifications (e.g. First Aid)

Name of Course	Date attended	Expiry Date (if applicable)	Awarded by (Organisation)

23. Development Opportunities

Please indicate if you would be interested in any of the following areas.

Area	Interested in attending (please tick)
Sport specific technical/tactical workshop	
Fitness development workshop	
Sports Psychology workshop	
Nutrition workshop	
Sports Injury & Management workshop	
Observation and analysis Workshop	
Work with more experienced coaches	
Topical workshops e.g. Child Protection, Sport & the Law	
Disability Workshops	

SECTION 3 – CURRENT COACHING ACTIVITIES

Please list below your current coaching activities

Sport	Sex Coached (male/female/both)	Age group	People with special needs?	Location (club/school/NGB/Local authority/other)	Name of scheme	Time (during term/holidays/both)	Days/time

24. Average number of coaching hours per week:

26. Are you paid voluntary both?

SECTION 4. REFERENCES

Please give details of two unrelated referees who can verify your coaching experience

1. Name:

Address:

..... Postcode:

Tel:

2. Name:

Address:

..... Postcode:

Tel:

I confirm that all of the above information is correct and true to the best of my knowledge.

Signature: Date:

Thank you for completing this Profile form, please return it to:

.....

Reference Form

Dear Sir or Madam:

..... (name of volunteer) has expressed an interest in becoming a volunteer/coach at our club, and has given your name as a referee.

If you are happy to complete this reference, all the information contained on the form will remain absolutely confidential, and will only be shared with the applicants immediate supervisor should they be offered a volunteer position. We would appreciate you being candid in your evaluation of this person.

1. How long have you known the above named person?

2. In what capacity?

3. What attributes does this person have that would make them a suitable volunteer?
.....
.....
.....

4. How would you describe their personality?
.....
.....
.....

5. Please rate this person on the following (please tick one)

	Poor	Average	Good	Very Good	Excellent
Responsibility					
Maturity					
Self Motivation					
Can Motivate others					
Energy					
Trustworthy					
Reliable					

This post involves substantial access to children. As an organisation committed to the welfare and protection of children, we are anxious to know if you have any reason to be concerned about this applicant being in contact with children or young people. Yes No

If you have answered 'yes' we will contact you in confidence.

Thank you for your time, please return this form to:

Yours sincerely

(Signed by Chair Person)

Job Description Template - Coach

The template below provides some ideas for the type of skills and duties that can be included on a job description for a Coach. The duties should be amended, improved, added to or deleted to suit the circumstances of the club, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

- JOB TITLE:** Head Coach/ Coach/ Assistant Coach
It is suggested that separate job descriptions are written for each coach.
- RESPONSIBLE FOR:** (Junior section/ ladies/ male/ 1st, 2nd team)
- RESPONSIBLE TO:** The Club Management Committee
- RECOMMENDED QUALIFICATIONS:**
It is recommended that the club contact their National Governing Body for advice on the minimum qualifications required for coaching i.e. Level 1 Coach Award and First Aid Qualifications.
- SKILLS REQUIRED:** The Coach should be able to:
- 👉 Motivate performers and volunteers, and communicate effectively with them
 - 👉 Make things FUN
 - 👉 Use time efficiently and effectively
 - 👉 Provide structured planning and make best use of time available
 - 👉 Show an appropriate level of technical knowledge
 - 👉 Break skills down if appropriate, analyse skills and make improvements
 - 👉 Make use of appropriate equipment and adapt if necessary
 - 👉 Provide advice on sports science and lifestyle guidance.
- MAIN DUTIES:**
- 1) Consult with team captain/ manager/ organiser about the aims of the sessions
 - 2) (Head Coach) Co-ordinate the coaches and coaching for the section
 - 3) (Head Coach) Provide support and advice to the assistant coaches and helpers within the coaching team
 - 4) Be prepared to delegate organisational jobs which do not need your coaching skills e.g. keeping the register, equipment and venue hire
 - 5) Brief all helpers and assistant coaches on the aims of the session and the purpose of each activity. Involve all helpers and make sure they are made aware of the value of their input
 - 6) Liaise with the club management committee to ensure there are regular, appropriate, competitive opportunities for members

- 7) Ensure that you are well briefed about any special needs of the participants involved i.e. levels of fitness, significant medical conditions, physical impairments or disabilities
- 8) Plan and deliver coaching sessions appropriate to the ability of participants
- 9) Make participants aware of their progress
- 10) Identify and recruit, in line with club procedures, additional volunteers to assist in the running of club activities e.g. parents
- 11) Ensure the Management Committee is aware of all club activities and ensure strong links and communication between each team throughout the season i.e. Juniors < Seniors, 4th team < 1st team
- 12) Provide information on where the participant can continue in the sport, and liaise with NGB to access county and national structure for talented performers
- 13) Abide by and promote sound ethics and club policy; child protection, fair play and equal opportunities to all members
- 14) Ensure that all coaching staff qualifications are kept up to date
- 15) Take responsibility for ensuring that the equipment is correct and is kept in good working order
- 16) Be aware of and follow the procedures for recording accidents
- 17) The coach should be aware of the clubs Health & Safety policy and Emergency Procedures and take their own responsibility for Health & Safety
- 18) Ensure that there is an accessible, well stocked first aid kit at the venue and a telephone nearby.

TIME COMMITMENT:

This will be different for each club – dependant on size of club, level of players, more during the peak playing season etc.

SIGNATURES:

Coach
Date
Chair Person
Date
Secretary
Date

Job Description Template - Club Helper

The template below provides some ideas for the type of skills and duties that can be included on a job description for a Club Helper. The duties should be amended, improved, added to or deleted to suit the circumstances of the club, but in particular to suit the person taking on the job e.g. their current commitments, skills, time constraints etc.

JOB TITLE: Club Helper

RESPONSIBLE FOR: (Junior section/ ladies/ male/ 1st, 2nd team)

RESPONSIBLE TO: Head Coach

RECOMMENDED QUALIFICATIONS:
The club may wish to encourage all helpers to attend an scUK course i.e. motivating performers, coaching children, injury prevention & management or first aid qualification.

SKILLS REQUIRED:

- ☞ Ability to motivate performers and communicate effectively with them
- ☞ Sound organisational skills
- ☞ Good time management skills.

MAIN DUTIES:

- 1) Under the direction of the coach, work with a small group of participants to help them achieve the aims of the session, whether it be practising skills or playing a game
- 2) Take on an organising/ supervisory role at the beginning and end of the session and during breaks
- 3) Keep a register of those attending, along with details of any particular needs they have and emergency contact numbers (parental consent forms for those under 18)
- 4) Ensure that you are well briefed about any special needs of the participants involved i.e. levels of fitness, significant medical conditions, physical impairments or disabilities
- 5) In liaison with the Head Coach ensure that the playing area is safe to use. If there are any hazards which cannot be overcome, point these out to the participants before you start the session
- 6) Identify, if required and in line with club procedures, additional volunteers to assist in the running of club activities e.g. parents
- 7) Abide by the Code of Ethics & Conduct and adhere to all club policies; child protection, fair play and equal opportunities to all members
- 8) Take responsibility for ensuring that the equipment is correct and is kept in good working order.

- 9) Be aware of and follow the procedures for recording accidents
- 10) Be aware of the clubs Health & Safety policy and Emergency Procedures and take their own responsibility for Health & Safety
- 11) Ensure that there is an accessible, well stocked first aid kit at the venue and a telephone nearby.

TIME COMMITMENT:

SIGNATURES:

Club Helper

Date

Head Coach

Date

Secretary

Date

Recruitment Terms and Conditions

It may be useful to ensure that all staff (voluntary or paid) are aware of the terms and conditions under which they have been employed or recruited. This document will establish the procedures for recruitment and is particularly pertinent if the club is offering paid expenses or reimbursements.

RECRUITMENT PROCEDURE

The recruitment of all staff is dependent upon the successful completion of the club's recruitment procedure.

INDUCTION

Once appointed, all new staff will be given an induction by a member of the Executive Committee. The induction includes:

- 👉 Welcome Pack – training nights, club newsletter, competition programme, club achievements etc.
- 👉 Tour of site and facilities
- 👉 Location of first aid and telephone
- 👉 Emergency equipment and procedures
- 👉 Club contacts list – committee, coaches, facility staff
- 👉 Club documents & policies.

EDUCATION & TRAINING

All qualified coaches are expected to ensure that their qualifications are valid and updated when required. If a qualification is due for renewal the coach must report to:

.....

Funding assistance may be available but unfortunately cannot be guaranteed. The club is committed to developing our staff and therefore we promise to seek and secure additional funding to support education and training.

The following courses are recommended:

1. **British Red Cross Basic First Aid Award inc. Sports Injuries module**
2. **The Responsible Sports Coach (scUK Workshop)**
3. **Coaching Children (scUK Workshop)**
4. **Coaching & The Law (scUK Workshop)**
5. **Good Practice & Child Protection (NCF Workshop)**

If you are interested in attending any of the above courses please contact:

.....

METHODS OF PAYMENT/ EXPENSES/ REIMBURSEMENTS

1. Payment

Coaches and officials rates of pay are determined in conjunction with your National Governing Body/NVQ level of qualification. These are agreed as follows:

Coach Level 1:	Official Assistant:
Coach Level 2:	Official Level 1:
Coach Level 3:	

2. Expenses/ Reimbursements

Travel – Mileage to be paid @ xxp per mile for certain journeys: To and from training sessions
To and from league matches

Food – Meal reimbursements up to £x.xx per day: After league matches only.

Protective Clothing – Up to a maximum of £xx per quarter will be paid towards specific sports clothing as follows:

-
-
-
-

All expenses will be paid retrospectively. Therefore please keep all receipts and keep a note of all mileage undertaken on compliance with the above. All expenses will be paid on a quarterly basis.

The payment, expenses and reimbursements as stated above are liable to change on a yearly basis. You will be informed of all amendments for the following year at the AGM.

SICKNESS/UNAVAILABILITY

In the event of any staff not being able to meet their responsibilities i.e. unable to attend training session, please notify your replacement as early as possible:

Emergency contacts:

.....

.....

.....

In the event of a cancellation please notify who will contact all participants or parents by telephone or letter (whichever is appropriate).

INSURANCE

Through affiliation with the NGB the club has a public liability insurance of up to £..... which gives all clubs representatives cover for

Additional personal insurance for qualified coaches and/ or officials is highly recommended via:

.....

Please contact for more details.

SIGNATURES:

Job Title

Signature

Date

Chair Person

Date

Code of Ethics and Conduct

Promote good practice and ensure that all staff agree to follow and adhere to a club code of conduct. This will reduce situations of abuse and protect your staff, coaches and volunteers.

Sample Code

All staff of(insert club name)..... are expected to conform to ethical standards in all areas including humanity, relationships, commitment, co-operation, integrity, advertising, confidentiality, abuse of privilege and personal standards.

This is clearly defined in the scUK leaflet '**CODE OF ETHICS AND CONDUCT FOR SPORTS COACHES**'. It is highly recommended that all clubs have a copy of this leaflet. To receive a copy phone, 0113 231 1310.

ALL STAFF REPRESENTING THE CLUB MUST:

- 👉 Place the well being and safety of the members above all considerations, including developing performance
- 👉 Comply with the laws of the game and the rules of any competition which they participate in
- 👉 Operate without discrimination on the grounds of gender, race, colour, language, religion, political or other opinion, national or social origin, association with national minority, birth or other status
- 👉 Respect the basic human rights, dignity and worth of each individual
- 👉 Provide a balance between the development of performance and social, emotional, intellectual and physical needs of the individual
- 👉 Not encourage members, performers or officials to violate the rules of the sport
- 👉 Observe the authority and decisions of all officials
- 👉 Encourage performers to obey the spirit of the rules and fair play on and off the sports arena at all times
- 👉 Ensure that all activities, training and competition programmes are appropriate for the age, maturity, experience and ability of the individual performer
- 👉 Treat opponents with due respect, both in victory and defeat
- 👉 Be able to present evidence of current qualifications upon request
- 👉 Treat all personal information about performers and members alike as confidential, except for in exceptional circumstances i.e. health & safety, legal or medical requirements, disciplinary action or to protect children from abuse
- 👉 Consistently display high personal standards and project an image of health and cleanliness
- 👉 Not drink alcohol or smoke either during or before supervising or coaching performers
- 👉 Seek ways of increasing personal and professional development.

Whilst representing the club I agree to abide by the Code of Ethics & Conduct at all times.

Signed:

Date:

Duties and Responsibilities

In order to ensure that the coach and the club understand what is expected of them, a duties and responsibilities list can be compiled to support the job description.

DUTIES & RESPONSIBILITIES OF THE COACH

- 👉 Arrive at the venue in sufficient time prior to the start of the session.
- 👉 Inspect the activity area, take the necessary steps to minimise health and safety risks.
- 👉 Ensure First Aid Kit is available and that there is access to a telephone.
- 👉 Ensure that you and the participants are aware of emergency fire exits, extinguishers, telephone point and vehicle access.
- 👉 Inspect, assemble and dismantle sports equipment in a way appropriate to the activity that minimises health risks.
- 👉 Register participants prior to the start of the course.
- 👉 Inform a member of club committee as soon as possible of any incident or injury and complete the accident/ incident report form.
- 👉 Consult the club committee if you wish to prevent attendance at further sessions by an individual, for example due to unruly or disruptive/dangerous behaviour.
- 👉 Ensure the equipment used is in good repair. Inform the club committee of any replacement/ repairs required.
- 👉 Ensure that the venue is left clean, tidy and secure (if appropriate) at the end of each session.
- 👉 Ensure children are supervised at all times. In circumstances where a child has not been picked up from a session the coach must remain on the premises with the child and take the appropriate steps to ensure the safety of the child until the parent or guardian arrives.
- 👉 Be aware of good practice guidelines on child & vulnerable adult protection.
- 👉 Be aware of unauthorised personnel at the venue.
- 👉 Sessions should be organised in accordance with current National Governing Body recommendations.
- 👉 Plan and coach sessions in a way appropriate to the age and ability of the performers concerned in order to promote enjoyment and skill progression.
- 👉 Assist performers to gain a greater understanding of the rules, safe practices and appropriate behaviour in the sport concerned.

- 👉 Promote the values of fair play, particularly to groups of children.
- 👉 Ensure coaches have the appropriate course administration prior to the start of all sessions. This includes the following:
 - a) Register of participants
 - b) Parent consent forms and personal details - address, emergency contacts, age, medical details
 - c) Accident/Incident Report Forms
 - d) Committee/ Club contacts list.
- 👉 Ensure the venue is accessible at least 15 minutes prior to the start of the course.
- 👉 In liaison with the coach ensure that there is a sufficient amount of equipment available for club training and competition.
- 👉 Ensure that all of the equipment and facilities are in good working order.
- 👉 Ensure coach/participant ratios are appropriate in accordance with relevant nationally recognised standards.
- 👉 Ensure that child & vulnerable adult protection guidelines are provided and adhered to by all staff working with children.
- 👉 Ensure that the club's safety procedures are understood and followed by all staff, coaches and volunteers.
- 👉 Ensure that a site risk assessment has been carried out.
- 👉 Provide opportunities for 'coach development', including access to information on appropriate coach education courses, workshops and programmes.

SIGNATURES:

Job Title

Date

Chair Person

Date

Secretary

Date

Section 3

Development Stage

Section 3.1

Programmes

Club Partnerships

There are many agencies who are committed to providing quality sporting and recreational programmes for young people in addition to clubs. In order to make the most of your resources and talent, as well as access the best opportunities for your members, it is beneficial to establish good working relationships with local partners including:

- 👉 Schools
- 👉 West Lothian Sport & Recreation Team
- 👉 West Lothian Leisure
- 👉 Youth & Community groups
- 👉 Disability organisations
- 👉 School Sports Associations
- 👉 Governing Bodies of sport
- 👉 Commercial/ Professional Organisations
- 👉 Local Media
- 👉 West Lothian Sport & Recreation Association.

Developing community links is an ongoing process. Try to prioritise those you need to contact first based on your aims and objectives.

SCHOOL TO CLUB LINKS:

One of the club's first points of contact should be the local schools. A club should be able to make a strong case for developing links with the local school as there are many benefits to be gained by both the school and the club.

School sport has in recent years suffered due to the pressures placed on schools from the ever changing national curriculum, financial constraints and limited time. Therefore both the number of hours available for PE and for after school sports clubs has in some schools diminished, leaving an opportunity for local sports clubs help to provide quality sporting opportunities for young people.

In order to assist in the provision of these additional sporting opportunities clubs are encouraged make contact with their local schools. By making contact, the club can identify the gaps in school provision and identify how the club and school can work together to complement the school sports programme and fill the gaps.

Benefits for the school:

- 👉 Specialist coaching to complement and support the teaching programme
- 👉 Clear pathways/ exit routes for children to continue participating in sport outside of school
- 👉 Wider range of sports available for pupils
- 👉 Improved performance and sporting success
- 👉 Access to better facilities
- 👉 Increased potential for accessing other funding opportunities
- 👉 Increase in the number of school children keeping active, fit and healthy
- 👉 Contribute to a young person's social and personal development
- 👉 Raise the school profile
- 👉 Positive sporting and community image
- 👉 Teacher support and mentoring

Benefits for the club:

- 👉 Raise the club profile
- 👉 Boost junior membership
- 👉 Potential new income
- 👉 New opportunities for children to develop through 'your' sport
- 👉 Potential to share resources; equipment, facilities, coaching expertise
- 👉 Access to additional facilities
- 👉 Coach and Volunteer Development.

SCHOOL TO CLUB LINKS

Examples:

- 1) School raises the profile of the club and promotes opportunities provided by the club i.e. circulate/ display posters; invite representatives to school assemblies or arranged visits during PE lessons.
- 2) Coaching a class during curriculum time.
- 3) Club coaches attend after school clubs to identify talented pupils and invite them to attend a specific club session or development squad
- 4) Club runs an after school/ extra curricular club or coaching sessions at school site
- 5) Taster/ come and try sessions on school site followed by club site
- 6) Arrange for the pupils to visit the club
- 7) Club can get involved in organising competitions or tournaments

Remember that activities may vary from term to term and be open to attending activities for less traditional target groups.

DEVELOPING SCHOOL LINKS

Key Steps to Developing School Links:

- 👉 Who do we want to link up with and why?
- 👉 Before approaching the school identify some possible ideas for the partnership
- 👉 Identify the information needed from the school
- 👉 How will we make contact
- 👉 What can we offer the partnership
- 👉 How will we need to manage and promote the links

RECOGNISE THE DEMANDS AND TIME CONSTRAINTS OF THE SCHOOL CURRICULUM

A qualified coach who understands the role that their sport plays within the physical education programme and who is aware of the learning needs of pupils, can be of significant help to the class teacher particularly if they do not have the same level of sporting knowledge or expertise as the coach.

ROLES & RESPONSIBILITIES

The school's Head Teacher and organiser of the activity must be totally satisfied that the external coaches are qualified and competent to supervise the activities and that they have been fully briefed about their role and responsibilities and the school's roles and responsibilities.

The coach and school should agree a form of contract which outlines:

- 👉 A job description/ role of the coach
- 👉 The role of the class teacher
- 👉 The shared responsibility and development of the programme
- 👉 A commitment from the school to promote the sport and the club
- 👉 Agreement to encourage teachers/ parents to take part in appropriate coaching courses
- 👉 Specific manageable targets.

DURING CURRICULUM TIME

For sessions being undertaken during curriculum time a teacher must be present at all times, remember that the teacher has the ultimate responsibility for the pupils. The coach should work with, not instead of, the teacher. These sessions can be used to provide teachers with some new ideas for skill development specific to your sport, so it is important to encourage the teacher to get involved. Remember that there needs to be an education bias therefore the coach must learn how to educate children as well as coach them.

AFTER SCHOOL SESSIONS

Extra curricular or after school sessions require the attendance of a teacher on the school site at all times. It is also recommended that schools ask the parents to have complete and return parent consent forms.

All schools differ. A scheme that works in one school may not be suitable for another. School policy regarding external coaching and after school clubs also varies from school to school. Therefore each school's policy must be referred to before any activity commences.

CONSIDERATIONS BEFORE COMMENCING ACTIVITY

- 👉 School Site – facility risk assessment, teacher responsibility, caretaker's role and responsibilities.
- 👉 First aid and access to telephone.
- 👉 Board of Governors and the Club's Executive Committee have agreed the use of facilities.
- 👉 Equipment (club to school loan scheme may be required).

WHERE TO FIND US:

'INSERT MAP HERE!'

"We welcome all new players of any age and any standard. Please come along to a training session to find out more. We look forward to seeing you there".

..... (Chairman)

Welcome to 'THE CLUB' "year"

Affiliated to the 'NGB'

Supported by West Lothian Council and West Lothian Sport & Recreation Association

Welcome to the "year" season & 'hello' to all our new members!

Established 10 years ago, THE CLUB now has over 150 members. We are proud of our record of success, achieved at all levels and ages.

Yet again we have a busy season ahead of us. With a total of 7 teams entered into the SW league we are setting our sights high on providing some excellent opportunities and developing players.

Thanks to our newly qualified level 2 and level 3 coaches we now have the expertise and personnel to increase the **Club Programme** as follows:

Training:

Tuesday	Men 1st	8pm to 10pm
Tuesday	Men 2nd & 3rd	7pm to 8:30pm
Wednesday	Club fitness	8pm to 9pm
Thursday	Juniors	5:30 to 7pm
Thursday	Ladies 1st & 2nd	7:30pm to 9pm
Sunday	Mini's	9am to 11am

Matches:

Saturday	Club Matches	10am +
----------	--------------	--------

(Team captains will provide all fixture details)

**We are always on the look out for new members -
Any Age, Any Standard!**

If you are interested in joining the club, please come along to any training session where you can meet the other members and the team captain who will provide you with further information OR call
..... (club secretary)

There are 5 types of Membership available:

Senior (over 18) :	£.....	Student :	£.....
Junior :	£.....	Family :	£.....
Associate :	£.....		

(Prices are shown for the year April "year"– March "year").

Membership forms can be collected from (membership secretary)
OR from team captains.

The club caters for all abilities and emphasises participation, player development and enjoyment. There is more to our Club than competition alone. This season's **Social & Events Calendar** include some of the following:

- Trip to(insert details).....
- Fund-raising barbecue & disco
- Internal 6 - a - side tournament
- Sponsored run/cycle
- 1 day festival at
- Club Night

We are always keen to support members who are willing to attend Coaching & Officials courses. If you are interested please contact (club secretary) for more details.

Keep an eye on the Club Notice Board situated for the latest club news and information & why not visit our Website:

www.theclub.co.uk

Tax Relief for Community Amateur Sports Clubs (CASC's)

CASC's can now apply to be registered with the Inland Revenue to claim tax relief. This will offer them the support and recognition they have long deserved.

The new tax package is available to all CASC's in the country and ensures that community sport is given the best possible chance to nurture and enhance local sports people.

Any club which registers will enjoy each of the following:

- 👉 Fundraising income up to £15,000 exempt from tax
- 👉 Income from interest exempt from tax
- 👉 Rental income up to £10,000 exempt from tax
- 👉 Disposals assets exempt from capital gains tax
- 👉 Gift aid on individual donations
- 👉 Inheritance tax relief on gifts
- 👉 Gifts of assets on no-gain, no-loss basis for capital gains
- 👉 Business relief on gifts of trading stock

The general requirements a club needs to meet to be registered as a CASC are that it:

- 👉 is open to the whole community without discrimination
- 👉 is organised on an amateur basis; and
- 👉 provides facilities for, and promotes participation in, an eligible sport

Applications for registration as a CASC should be sent to:

**Sports Clubs Unit
Inland Revenue
Meldrum House
15 Drumsheugh Gardens
Edinburgh
EH3 7UN**

Section 3.2

Competition

Competitive Opportunities

It is vital that your club members are provided with the appropriate competitive opportunities. However it is important to ensure that the competition is tailored to suit the needs of the participants. Consider the following:

- 👉 Age and maturity
- 👉 Skill development
- 👉 Ability
- 👉 Attitude
- 👉 Experience of the participants.

If the competition is too difficult then the participants are likely to lose confidence which may result in the club and the sport losing an individual forever. If the competition is too easy then the participant is likely to get bored or feel unchallenged and may again be lost to the sport or move to another club.

PERSONAL BENEFITS OF TAKING PART IN COMPETITION:

- 👉 Skill progression
- 👉 Enjoyment/ fun
- 👉 Targets for achievement
- 👉 Reason to train
- 👉 Sense of belonging
- 👉 Measure of performance – improvement as well as decline
- 👉 Provision of pathways for participants to reach their full potential.

CLUB BENEFITS OF TAKING PART IN COMPETITION:

- 👉 Raise the profile of the club
- 👉 Prestige
- 👉 Attract more members
- 👉 Provide an aim for club planning
- 👉 Improve commitment of volunteers and participants

REQUIREMENTS FOR SUCCESSFUL COMPETITIVE PROGRAMME:

- 👉 Enthusiasm and motivation
- 👉 Access to appropriate competition
- 👉 Access to suitable competition facilities
- 👉 Access to suitable training facilities
- 👉 Access to quality coaching

To ensure the best opportunities for your members and gain access to some of the above, the club will benefit from developing partnerships with schools, other clubs or performance programmes, leisure facilities and/ or specialist training facilities.

FESTIVALS

Local festivals of sport are regularly used by sports development officers, schools and junior clubs to introduce children and beginners to a particular sport. Festivals are usually organised to introduce the competitive element of a sport under modified rules appropriate for the age of the participants. Most importantly festivals encourage the taking part, positive attitudes, fair play and FUN.

Festivals are an excellent tool for developing your sport at a local level:

- 👉 A festival can be followed or preceded with 'come and try' coaching sessions to identify local talent
- 👉 Use festivals to actively promote the club - hand out club flyers, newsletters, membership forms
- 👉 Organise a festival to launch a club mini league, club competition or new section of your club.

INTRA CLUB COMPETITION

To ensure that young people or beginners are prepared for competition it is suggested that competitive experience is provided within the club as a forerunner to external competition. This can be provided by simply gearing the training sessions to competition based practices or organising structured competition between different groups or individuals within the guidelines set out by your national governing body.

EXTERNAL COMPETITION

- 👉 Ensure that participants are well prepared – set realistic goals, advise on coping strategies for losing as well as winning.
- 👉 Advocate positive attitudes – taking part in competition is an excellent educational tool for mental as well as physical development.
- 👉 Consider a support mechanism for those moving through different levels of competition or squads e.g. employing a 'buddy' system to support newcomers/ beginners.
- 👉 The training schedule should complement the competition programme/ calendar to ensure that participants are at their peak performance for competition.
- 👉 Encourage able participants to trial for representative squads in order to extend and challenge the individual.
- 👉 Ensure that all participants are encouraged to act in a sporting manner in all competitive situations - as highlighted in your members code of conduct.
- 👉 Ensure that the attitude towards the competitors is supportive, otherwise participants may become demotivated and membership will drop.
- 👉 Encourage parents and supporters to act in a sporting manner and provide supportive feedback.
- 👉 Above all, participants should enjoy competing. Make it FUN!

REGIONAL OR NATIONAL COMPETITIVE EVENTS

Provide opportunities for participants and coaches to compete and/ or spectate at national competitive events in your sport. This can provide valuable experience for coaches and provide an excellent opportunity amongst the participants to raise enthusiasm for the sport, motivation for training, team spirit and gain experience.

Fund Raising Action Plan

HOW WILL WE FUND RAISE?

Example:

Target	Action	Person Responsible	Timescale	Costs
To send 2 competitors to an International Competition.	Hold a disco in local community centre.	Club Secretary	dd/mm/yy – dd/mm/yy	£100 DJ £25 Hall Hire

MORE IDEAS:

- 👉 Raffles
- 👉 Bag Packing
- 👉 Sponsored Event

Club/Organisation Questionnaire

- 1) Was the support offered by the Sport & Recreation Teamt useful to your organisation? Yes No

Please Comment

- 2) Were you given information on the appropriate benefits available to you? Yes No

Please Comment

- 3) Was the information and advice requested by your organisation supplied and explained to your satisfaction? Yes No

Please Comment

Please return to:

**Sports Unit
Balbardie Park
Torphichen Road
Bathgate
West Lothian
EH48 4LA**

