

# Sport England Clubmark Resource Pack

Safe, effective, child-friendly





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# Foreword

Sport England welcomes your commitment as volunteers in sports clubs working with children and young people. We have developed an accreditation scheme – Sport England Clubmark – which is integrated into your national governing body club development work and that of the Active Sports programme – to support the development and recognition of clubs that are safe, effective and child-friendly. The *Sport England Clubmark Resource Pack* has been written to assist your club and I hope you will find it a valuable tool.

The development of a network of quality sports clubs, to encourage young people to take up sport and to improve their sporting talents is an essential part of the sporting infrastructure of England. Sport England's aim is to support at least 2000 clubs by 2003 to ensure that they are committed to providing a high quality experience for young people. With your help we can achieve this ambitious target.

A handwritten signature in black ink, reading 'Trevor Brooking', with a long horizontal flourish underneath.

Trevor Brooking CBE  
Chair, Sport England



# Acknowledgments

Sport England is grateful to everyone who has contributed to the development of this Pack, including:

**sports coach UK** for its helpful comments during the Pack's initial development

The Sports Council for Northern Ireland for allowing the adaptation of some of its Junior Clubmark Scheme resources for inclusion in this Pack

Nicky Fuller, Sports Consultant, for her help in researching and developing the Pack and editing this version in conjunction with Andy Lyons of the Sport England Active Sports team

National governing bodies of sport (NGBs) for their comments on the Pack during its development.



# Introduction

## Welcome to the *Sport England Clubmark Resource Pack*

Sports clubs provide opportunities for millions of people in England to take part in sport as performers, coaches, officials and administrators, working both as volunteers and as professionals. Clubs play a key role in encouraging sports participation and in developing young performers through age-group structures to international standard. With such roles come responsibilities and the need to ensure that clubs are providing high quality, safe and enjoyable experiences for their members.

The *Sport England Clubmark Resource Pack* was previously published under the title *Active Club Pack*. This updated version has been produced to improve guidance and information for those clubs working towards accreditation through NGB programmes and the Sport England Clubmark scheme.

The *Sport England Clubmark Resource Pack* aims to:

- Provide a generic resource for sports clubs that wish to improve. It is of particular relevance to clubs whose NGB does not have a sport-specific club development manual
- Highlight the main issues that clubs need to be aware of when working with children and young people and support that work by providing resources to assist clubs to gain Clubmark accreditation

Sport England has been working to develop a common approach to accredit sports clubs that work with children and young people. Through consultation with NGBs criteria have been agreed for NGBs to incorporate in their own accreditation schemes. Clubs then work with their own NGB to meet the criteria, successful fulfilment of which will result in the Clubmark recognition.

Further information about sports club development work is covered in Sport England's Running Sport and Volunteer Investment Programme workshops and resources. Other key organisations including **sports coach UK** and the Child Protection in Sport Unit are also contributing to the ongoing development of sports clubs. The appendix lists a number of useful contacts. Contact details for NGBs can be obtained from the Gateway section of Sport England's website:

[www.sportengland.org](http://www.sportengland.org) Further information about sports club development through Active Sports can also be found through the website.

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NB The term 'performer' is used as a generic term in this pack and does not indicate level of ability. The term 'volunteer' has been used to describe people who work in sports clubs. It is acknowledged that some volunteers may receive a financial contribution, usually in the form of expenses, for their efforts.

### **How to use the Sport England Clubmark Resource Pack**

The Pack is arranged in six main sections. **Sections 1-4** describe key aspects required to develop a safe, effective, child-friendly club:

- The playing programme
- Duty of care and child protection
- Sports equity and ethics
- Club management

(In some NGB schemes the accreditation criteria are set out under different sections to the ones listed above. It is important to note, however, that all the individual Clubmark criteria do appear in each sport NGB scheme).

**Section 5** focuses on good practice in volunteer management – whilst this is not a criteria of Clubmark it is an area of development that sports clubs may consider important.

**Section 6** shows the text of templates that clubs can use to assist the development of their policy, procedures and practices – electronic versions of each template can be found on the accompanying disc. The section begins with an explanation of how to use the templates.

Within each section the necessary criteria required to gain Clubmark recognition are printed in *blue italics*. This provides easy reference to criteria that will support a club's application for accreditation and, where appropriate, relevant template numbers are given in brackets.

**Appendix 1** is a list of publications supplied as part of The Clubmark Resource Pack  
**Appendix 2** gives useful contact details for supporting and related agencies.

# 1 Duty of care and child protection

Every year, millions of young people, coaches, officials and other volunteers derive great fun and satisfaction – and achieve personal development – from belonging to a sports club. There are increasing demands on people's time, and growing demands for quality from 'customers' as well as greater need for everybody to be more aware of safety and child protection issues. It is therefore the duty of every club to ensure that everyone can enjoy their sport in a safe environment.

This section of the *Sport England Clubmark Resource Pack* focuses on raising awareness of good practice that will help you to take responsible measures in the organisation and administration of your club's activities. Sports clubs work with a range of individuals and organisations including young people, parents/guardians, coaches, officials, volunteers, NGBs, schools, local authority sports development departments and sponsors. In order to attract and retain club members it is important that your club is promoted within the local area by your various partners – including your local authority sports development units. To ensure their support, your club will need to demonstrate that it is taking its duty of care seriously in terms of child protection measures and organisation of safe, quality, sporting programmes.

As a club you have responsibility for the safety and welfare of members, volunteers and visitors, including spectators, parents and members of opposing teams.

Although the legal obligations of voluntary organisations under health and safety law are not clear, sports clubs do have obligations towards volunteers and those in their charge. All voluntary organisations have a duty in law not to harm or endanger anyone as a result of their activities. This is termed as 'duty of care' and has been developed by the legal system over many years. Your responsibility is to consider the duty of care owed to your club members and others visiting the club.

The application of some safety measures will depend on whether your club has its own facilities or hires them from, say, a local authority or school.

If you hire facilities from a professional organisation – for example, a basketball court from a local authority – you will be bound by the local authority's health and safety legislation. The local authority will have a health and safety policy in place covering the facility, including emergency operating procedures, risk assessment procedures, first aid support, accident reporting measures, fire risk measures and so on. Before

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activity starts, club personnel should familiarise themselves with any of the facilities' health and safety procedures relevant to their activity, and follow those procedures in the event of an incident or emergency.

You may hire facilities from another voluntary organisation where health and safety procedures are not well developed. Your club may, therefore, wish to take responsibility for developing health and safety measures of its own during the use of such facilities.

If your club owns or leases facilities to which members of the public have access, you must take reasonable measures to ensure that, so far as is practicable, the premises and facilities are safe and without risks. You will, by law, have a number of safety measures in place, such as maximum capacity figures for fire safety, and evacuation procedures. As a matter of good practice you should discuss with your local authority leisure department the health and safety measures you might take. All staff who take responsibility for sessions, including coaches and team managers, should be aware of these procedures and any new ones that the club develops. At your own facility, a copy of the emergency procedures should be posted in a public area of the club, and all coaches, officials and other volunteers should be given copies when they join. Relevant emergency contact telephone numbers should also be posted near the telephone to avoid delay in the case of incident/accident.

National governing bodies may have rules, policies and procedures relating to safety and best practice for their particular sport. You should familiarise yourself with these and adhere to them.

Identifying some of the core standards of good practice in relation to duty of care and child protection is essential. Many of the procedures have been adopted from the requirements laid down by health and safety legislation in relation to 'professional/workplace environments'. By using these standards or those of a NGB, your club will be able to demonstrate that it is taking its duty of care responsibilities seriously. It is also strongly advisable to discuss the issues with your local authority. This section takes a wide definition of duty of care; i.e. it not only considers the physical welfare of club members, volunteers and visitors, but also how the well-being of members and visitors can be affected by the conduct of club coaches, officials and volunteers. The safety of the actual facility and equipment used is referenced in Section 2: The playing programme.

## 1.1 Child protection

Many clubs are increasingly offering coaching and playing opportunities for young people. This development will continue to expand and is an important part of the sporting infrastructure in this country. In order to protect young people, the coaches and volunteers working with them, it is important for your club to raise awareness of child protection issues and adopt recommended working practices.

All NGBs are required by Sport England to adopt child protection policies. If your club provides opportunities for young people, you should look to implement the relevant child protection guidelines and procedures issued by your NGB. Your local authority and local Active Sports Partnership will also have guidelines that you may be required to follow, especially if you hire facilities or receive grant aid from them.

The child protection policy of your NGB may contain procedures for screening volunteers, and deal with issues such as contact between coaches and children and guidelines for taking them away on trips. Screening adults who have personal contact in any capacity with young people within the club is considered good practice, although new practices are currently being developed by the Criminal Records Bureau. The implementation of screening will vary from sport to sport and local authority to local authority. Your NGB will provide other information on child protection issues. Sport England has joined forces with the NSPCC to create a Child Protection in Sport Unit that will assist NGBs and other sports organisations to improve policies and practices. Your club should stay up to date with child protection issues as they develop.

Your club should identify an individual who will be the key contact within the club for managing child protection procedures. This person should be the contact between your club, your NGB and your local authority. His or her role is to drive through implementation of the NGB's child protection policy as well as raise the awareness of this important issue within the club environment. One other member, alongside the key contact, should have undertaken an approved child protection course to ensure a ready back-up. Other club coaches and volunteers should be encouraged to undertake child protection training or at least read the resource materials available.

The following training programmes/resources are available for club personnel working with young people:

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- ‘Making Sport Safe’ NSPCC Child Protection Awareness Programme, supported by EduCare and Sport England
- ‘Good Practice and Child Protection’ run by **sports coach UK**
- ‘Protecting Disabled Children and Adults in Sport’ run by **sports coach UK**

Your NGB may also offer sports-specific child protection training as part of its training and awards structures. Your county or regional development officer should be able to provide you with information on training available.

Two copies of the **sports coach UK** leaflet *Safe and Sound*, which includes information relating to child protection and good practice, are included in this Pack. As a minimum, it is suggested that coaches and other volunteers working with young people should read this leaflet to help raise awareness of this important issue. Further copies are available from **sports coach UK** (see Appendix 2: Useful contacts).

Clubmark criteria in this area require clubs to:

- *Be in receipt of the relevant NGB child protection policy and to work towards the procedures laid down. This will cover issues such as police checking and guidance on contact and taking children away on trips.*
- *Ensure that at least two club members, one of whom must be a coach, have attended Clubmark-recognised child protection training.*

## 1.2 Codes of conduct for coaches, officials, and volunteers

Developing, promoting and adopting ‘codes of conduct’ for coaches, officials and volunteers helps to identify standards of acceptable behaviour. A code helps to establish a good tone for conduct and ensures that people are aware of what is expected of them. Most NGBs have adopted codes of conduct for coaches, usually based on the **sports coach UK** code – copies of which all club coaches should have. In addition to coaches, anyone who works and supports young people within a club should adopt a code of conduct, adding to the safety and care the club takes with regard to its young members. These codes should address issues and set standards in respect of the relationship between adults and children and young people in the club.

Template 1 gives a suggested format for a code of conduct for club officials and volunteers.

Clubmark criteria in this area require clubs to:

- *Adopt codes of conduct for all coaches, officials and volunteers working with young people and children (Template 1)*

### 1.3 First aid

In recent years, the issue of first aid and who should provide treatment, has been the subject of much debate.

Health and safety regulations require the provision of adequate and appropriate equipment, facilities and personnel to enable first aid to be given to employees at work. Whilst this does not directly relate to many sports clubs where volunteers are largely deployed, it is advisable for a club to take action in the area of first aid.

It is desirable for a qualified first aider to be present at club training sessions and events. This is not usually a problem where a club hires a facility from a local authority, which normally has a qualified first aider on the facility's staff. In these circumstances, clubs should make themselves aware of the staffing and facilities available at the premises they use. However, clubs often have to use their own facilities or be at a site where there is no qualified first aider. In these circumstances, it is recommended as good practice to encourage and support club members – coaches, team managers, officials etc – to attend recognised first aid training courses, so that they can respond to first aid situations confidently and appropriately when they arise.

There is a range of first aid training courses available for club personnel. Some NGBs offer their own training courses. Other key training providers include the St John Ambulance, British Red Cross, **sports coach UK** and the Health and Safety Executive (see Appendix 2: Useful contacts). First aid training may be available through Active Sports Partnerships.

As a minimum standard your club should be able to deal with minor accidents/injuries swiftly. You should also maintain one or more first aid kit(s), which should be available at the club and at training/competition events. It is recommended that a

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nominated club officer should be responsible for ensuring that the first aid kit is kept in an easily accessible place, that it is fully stocked and that items are within their shelf life.

Who should use the first aid kit can be a confusing issue. Whilst no-one should undertake first aid treatment for which they are not qualified, issuing treatment for minor injuries is sometimes a necessity. As soon as it is apparent that an injury is too serious for a coach or volunteer to confidently deal with it, the injured party should receive attention from the ambulance service or a hospital Accident and Emergency department.

Some sports rule that, if an individual is cut or bleeding, they must leave play until the injury is dealt with. In minor cases this can mean cleaning a cut and applying an adhesive dressing. It is recommended that anyone handling even the smallest of blood injuries should take precautions to protect themselves as well as the casualty by wearing protective gloves.

There is no standard list of items for a first aid box. It depends on what you assess the needs to be. However, guidance from the Health and Safety Executive (HSE) suggests that a minimum stock of first aid items would be:

- the HSE leaflet *Basic Advice on First Aid at Work* giving general guidance on first aid
- 20 individually wrapped sterile adhesive dressings (assorted sizes)
- two sterile eye pads
- four individually wrapped triangular bandages
- six safety pins
- six medium-sized (approximately 12cm x 12cm) individually wrapped sterile unmedicated wound dressings
- two large (approximately 18cm x 18cm) sterile individually wrapped unmedicated wound dressings
- one pair of disposable gloves.

### **You should not keep tablets or medicines in the first aid box.**

The above is a suggested contents list only. You should consult your NGB to ascertain whether there are any other specific items that it recommends for club first aid kits.

Clubmark criteria in this area require clubs to:

- *Have access to first aid at all coaching and competition sessions*

### **1.3 Incidents/accidents**

It is good practice to have a set procedure and to record and store reports on any incidents or accidents that are dealt with by club members. Such information can help identify trends and provide documented evidence of action, should this ever be required.

As soon after the event as possible, an incident/accident report form should be completed by the main person who dealt with the incident/accident and the completed record should be kept by an identified club member.

Template 2 gives suggested guidelines for dealing with an incident/accident.

Template 3 gives a sample incident/accident report form.

Clubmark criteria in this area require clubs to:

- *Have emergency procedures for dealing with serious injuries/accidents, including telephone/radio contact with the emergency services (Templates 2 and 3)*

### **1.4 Keeping records; attendance and medical registers**

It is strongly recommended that the appropriate coach or team manager keeps a register of attendance at each coaching session for young people. This may help in picking up trends in attendance that could be related to the effectiveness of the sessions.

Clubs should collect details on each performer in order to ensure that those with responsibility for young people are fully informed. Details to be collected include:

- Contact details for parents/carers whilst at the club
- Home address and telephone number

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- Important medical information (including allergies) and emergency contact details, in case of accidents or incidents. This will enable quick access to the information should the need arise during competition or coaching. It should be noted that only medical information relevant to the sport environment should be included and kept in the strictest of confidence.

A suggested format for such a register can be found in Template 4. The information required for a register can be collected from a club membership form, the suggested format for which can be found in Template 5.

Clubmark criteria in this area require clubs to:

- *Have the contact details of parents/carers and emergency/alternative contacts (Templates 4 and 5)*
- *Have information on any medical conditions of young people at the club and inform club personnel where appropriate (Templates 4 and 5)*

## 2 The playing programme

This section covers the key elements deemed important in creating a quality playing programme for young people in a club. It identifies general issues associated with a well planned coaching and competition programme. However, it cannot give specific recommendations on aspects such as age grouping, player :coach ratios and equipment etc. These kinds of details will be determined by each NGB. The nature and demand of each sport will play a part in shaping the playing programme required for a quality experience.

Ultimately the playing programme (a combination of training and competition) should help each individual performer realise their potential. Getting better and improving is not necessarily achieved by training or competing seven days a week. Realising the potential talent of young people is a complicated subject in which a host of factors impact. However, NGBs realise the importance of getting the playing programme right for children and young people and make recommendations, which will change over time as new information, coaching techniques and competition structures are reviewed. Below are a list of factors which clubs need to be aware when they structure their playing programme. With regard to specific activity and skills, coaches qualified through their NGB should be able to direct appropriate coaching sessions.

### 2.1 Club coaching sessions

#### ***Performer : coach ratios***

This ratio, which may vary according to age and ability should identify numbers of coaches qualified at different levels who could work in a team. For example, a lead coach with x qualification working with x number of players with an assistant coach who holds x qualification.

#### ***Number of coaching/training sessions per week and per year***

Different sports will recommend a minimum number of coaching sessions per week and over the course of a year. This might need to take account of the competition season and its duration. An off season or break may be recommended, to give young people the chance to taper their training and perhaps try another

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sport. The club training programme may also identify specific fitness sessions which take place in addition to skill training sessions.

### ***Coaching/training activity***

This may well depend upon the age group/s of young people taking part. Coaches should be aware of the recommended types of activity appropriate to the age group/s that they coach. In addition, many NGBs have skill or attainment awards for young people. These can be used to enhance the playing programme and offer young people a means of assessing their skills/ability.

Clubmark criteria in this area require clubs to:

- *Provide a structured coaching programme – as determined by the NGB*
- *Use relevant NGB skills or performance awards and any other coaching resources of the NGB to enhance its coaching and assessment programme*
- *Ensure the performer:coach ratio for coaching/training sessions is in accordance with NGB guidelines*

## **2.2 Competitive structures**

Developing a competition programme is vital for young people, as it is often the reason they join a sports club in the first place. Ensuring that competition is appropriate requires clubs to be aware of suggested age banding or performance standards for competition and what the competition should involve. For example, some NGBs recommend a modified or mini game to be played by certain age groups. Remember, competition does not necessarily have to come from outside the club. If the club has a suitably large membership of young people it may hold competitions internally.

Clubmark criteria in this area require clubs to:

- *Provide suitable intra and/or inter-club competition according to NGB guidelines*

## 2.3 Coaching staff

Coaching staff play a key role in creating successful playing programmes since they will direct most of the activity for young people at the club. It is therefore important that they hold appropriate coaching qualifications to coach young people. Some sports have developed coaching awards that deal with the specifics of coaching certain age groups of performer, which can be an advantage. Workshops on Coaching Young Performers, open to coaches of all sports, are available through **sports coach UK**.

Often newly qualified coaches are appointed to younger age groups to help them 'cut their teeth'. However, clubs should ensure that they are the most appropriate coaches to realise the potential of the age group concerned. It is important to remember that the correct early learning of skills is vital to a child's future development in a sport.

Clubmark criteria in this area require clubs to:

- *Employ/deploy suitably qualified coaches (qualifications to be determined by the relevant NGB) for sessions involving young people.*

### **Coaching task description of roles and responsibilities**

Coaches, whether lead coaches or assistant coaches should be aware of the expectations their club will have of them. This may include determining where their role starts and finishes as well as their responsibilities to the club, young people, parents and other club officials or volunteers. Setting down roles and responsibilities in a task description will help to clarify this. Templates 6 and 7 provide sample task descriptions for:

- Head Junior Coach
- Assistant Junior Coach

Clubmark criteria in this area require clubs to:

- *Have job descriptions with clear roles and responsibilities assigned. (Templates 6 and 7)*

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### ***Professional indemnity and/or public liability insurance***

Identified in the coaches code of conduct is the need to have professional indemnity and/or public liability insurance. Regardless of how well qualified and safe a coach is, accidents can happen, against which he/she needs to protect him/herself.

It is important to check NGBs' insurance schemes and those of the club. Under the All England Netball Association (AENA)'s scheme, for instance, a coach is covered by insurance when coaching any affiliated member of the AENA. A coach's insurance cover needs should be carefully examined and applied to the various club situations that he/she may find him/herself in. For example, will the coach always coach affiliated members of the NGB? What is the situation with regard to new club members? Will the coach always coach at the club venue and if not does this affect insurance cover? NGBs should be able to advise on this subject as can **sports coach UK**.

Clubmark criteria in this area require clubs to:

- *Ensure that all coaches in the club hold appropriate professional indemnity and/or public liability insurance.*

## **2.4 Club venue**

It is important to ensure that both the venue and the equipment are safe and appropriate for the age groups and ability levels of the performers using them.

A risk assessment is a check of facilities, equipment and safety procedures to ensure that they are fit for the intended purpose. Undertaking a risk assessment is a good means of preventing accidents by ensuring key aspects relating to activity delivery and safety provision are checked on a regular basis by the club. If risks or hazards are identified they should be noted and reported so that action can be taken and other users alerted.

Risk assessments need not be undertaken at every session but a club should demonstrate that checks are undertaken on a regular basis.

Undertaking a risk assessment should not preclude coaches or officials/volunteers from carrying out safety checks before the start of a session. As a matter of good practice, routine checks should be done at each training/competition session.

For a sample risk assessment form see Template 8.

Clubmark criteria in this area require clubs to:

- *Use safe venues and equipment for all coaching and competition sessions.*



## 3 Sports equity and ethics

This section suggests ways of promoting the right culture in a club so that its policies, practices and culture encourage all members to adopt an inclusive and child-friendly approach to sport. Whilst the atmosphere of a club and the behaviour of its members cannot be directly changed by the adoption of policies, it is true that an unwelcoming club will not attract and retain members. It must be the aim of the club management group to foster and nurture the club so that it becomes a place that is child-friendly – free from discrimination and unacceptable behaviour.

### 3.1 Sports equity

It is important in sport, as elsewhere, that everyone has equal status and opportunities. Sports equity is about opening up sport to all members of the community. It is about making sport accessible to anyone who wants to get involved, whether as a performer, administrator, official or coach.

The importance of clubs such as yours in promoting sports equity and equal opportunities cannot be underestimated.

Sport England's definition of sports equity is:

*Sports equity is about fairness in sport, equality of access, recognising inequalities and taking steps to address them. It is about changing the culture and structure of sport to ensure it becomes equally accessible to everyone in society.*

The issue of sports equity is central to the efficient and fair distribution of club resources to all members. It is also about ensuring that all members of the community are given fair access to clubs. Your club should be able to demonstrate through its policies – and, more importantly, by actions taken – that it is committed to ensuring that sports equity is central to how it operates.

The adoption of a sports equity policy statement that is published and made clear to all club members and potential members, is good practice for clubs. Your NGB should have an equity policy statement and should be in a position to offer advice and guidance in the area of sports equity. Template 9 provides a sample equity policy statement if one is not available from your NGB.

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You should also consider what action needs to be taken by the club to ensure that the equity policy statement is implemented. Equity targets and key actions should be considered when producing your club development plan. Remember, policy on its own won't make a difference – It is action that counts!

In order to encourage a positive approach to the issue of sports equity within the club environment, it is also recommended that coaches and other club volunteers attend training on sports equity. The following training programmes are recommended for club personnel:

'A Club for All – Welcoming All Members of the Community' offered through the Sport England Running Sport programme

'Equity in Your Coaching Practice' run by **sports coach UK**

Your NGB may also offer training on sports equity. Your county or regional development officer should be able to provide you with information on courses available.

Clubmark criteria in this area require clubs to:

- *Adopt an equal opportunities/sports equity policy (Template 9)*
- *Ensure one member of the club attends the Running Sport 'A Club for All' workshop*
- *Ensure one member of the club attends the **sports coach UK** 'Equity in your Coaching' workshop*

## 3.2 Club constitution

In order for a sports club to be appropriately administered and regulated, it is usual to have a club constitution. This is often a prerequisite of many grant aid bodies and key funding programmes, such as the Awards for All programme.

A club constitution should be a simple document that outlines the functions of the club, procedures for membership, meetings, committees and so on. Having a constitution will help to clarify how the club's procedures should work. We have included the constitution in this section because it is very important the club constitution does not close off membership to anyone on discriminatory grounds.

If your club does not have a constitution your NGB may be able to provide you with a model constitution, which you should look to adopt. If your NGB is not in a position to do this, a sample version, that you can adapt to suit your own circumstances is included as Template 10.

Clubmark criteria in this area require clubs to:

- *Have an open/non-discriminatory constitution (Template 10).*

### **3.3 Code of conduct for parents/carers**

Parents and guardians can provide useful support for any junior club. Your club should make them feel welcome and encourage the support of their child or children. You should also encourage parents/carers to take on roles in the club. They are frequently an untapped resource and often just need a bit of encouragement to get involved.

However, sometimes, over-excited parents/carers can present a problem if their behaviour is extreme. Issuing a simple code of conduct when a child joins the club encourages parents' support but identifies the boundaries of acceptable behaviour. A sample code for parents/carers is given in Template 11 and can be used by your club if your NGB has not developed its own such code.

Clubmark criteria in this area require clubs to:

- *Have codes of conduct for parents/carers and other supporters (Template 11)*

### **3.4 Junior club rules**

Your club may wish to establish some basic rules for young people to provide guidance on acceptable behaviour and fair play. Template 12 can be modified and developed according to the nature of your own sport and the children you work with. This is something that goes beyond the rules of the sport – identifying acceptable club behaviour and expectations of club members. If issued to young people when joining the club rules identify boundaries from the outset. Some clubs may even ask young members to sign-up to such rules to demonstrate they have read, understood and accept them. Involving young club members in forming and

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reviewing club rules helps to give such rules credibility and ownership by young members. Each club needs to decide what rules are appropriate and how to implement them with the support of the children and young people of the club. One idea would be to identify the school and school playground rules that the young people are familiar with and adapt these to the specific situation of the club.

Clubmark criteria in this area require clubs to:

- *Have a set of rules for children and young people (Template 12).*

## 4 Club management

Successful clubs are well managed: the club's finances are kept in order; the volunteers of the club and the members receive the information they require; day-to-day business is dealt with efficiently, and the club is integrated in to its local sports development and NGB network to ensure that it keeps up-to-date with best practice and has access to advice and grant aid. A well managed club also means that there are plans in place for the future as well as in the event of any emergencies. This section of Clubmark covers some of the most important aspects of club management – and Section 5 gives more good practice in relation to the management of volunteers.

### 4.1 Insurance

A very important responsibility for all clubs is insurance, i.e. the insurance of the club as opposed to coaches' insurance. It is important that you check that your insurance covers the club for the activities that it delivers. If you are unsure about what your policy does and does not cover you for, check with your NGB or your own insurance broker.

The Running Sport booklet *Managing the Risks* provides more information on insurance guidelines for sports organisers, sportsmen and sportswomen.

Clubmark criteria in this area require clubs to:

- *Have Public Liability Insurance*

### 4.2 National governing body affiliation

National governing bodies are the parent bodies who take responsibility for managing and developing services for their sport. Their responsibilities include a whole range of activities, from organising national competitions and selecting teams to developing training courses for coaches and officials. NGBs support sport at a local level by providing guidance to clubs on issues such as health and safety, supply of equipment and so on.

By being affiliated to the appropriate NGB you can enter competitions run by the sport, train and qualify coaches and officials and be part of a bigger sports picture

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enabling you to access wider support and certain sources of funding. Affiliation has an associated cost, but assuming your club and its members are serious about their sport it brings them benefits.

Clubmark criteria in this area require clubs to:

- *Affiliate to their sport national governing body*

### 4.3 Communicating with parents/carers

Parents/carers are an important part of any club as they will often be club supporters, willing volunteers and potential coaches and officials. They will also want to know that their child is safe in your care and getting the most from their sport.

Communicating with parents/carers is therefore important. When a new member joins your club it is good practice for you to write to them and let them know a little about the club. Establishing regular communication with parents/carers will also help to gain ongoing support and help them to feel part of the club. A sample introductory letter to parents/carers is provided in Template 13

Clubmark criteria in this area require clubs to:

- *Communicate regularly with parents/carers*

### 4.4 Developing a membership category for young people

Young people can often face financial barriers when wanting to join a club. Along with other plans you make to ensure your club is suitable and attractive to young people, membership fees should be considered. Setting a separate membership fee for children and young people is common practice. In addition to setting the fee it is useful if the club looks at different payment methods so that people who would struggle to pay a large upfront fee are not excluded from joining the club.

Clubmark criteria in this area require clubs to:

- *Have a specific membership fee and pricing policy for children and young people*

## 4.5 Club links

Creating partnerships between schools and clubs helps to create continuity between school sport and sport in the wider community and is becoming increasingly common. Linking with schools can benefit clubs by:

- Increasing numbers and membership of young people
- Providing the opportunity for young people to develop volunteer roles within the club, including coaching/leadership and officiating
- Creating the opportunity to share school facilities, expertise and equipment
- Opening up club access to a wider community

Developing links with schools requires coordination and good communication so that both parties understand their role and the services/opportunities that they will provide. This could be used to develop an understanding and basis for an effective school-club link.

Other organisations in the community can also be of value to clubs. In particular, local authority sports development units and Active Sports Partnerships can support club development in a number of ways:

- Keeping clubs informed of wider sporting opportunities taking place locally and nationally
- Providing training opportunities for coaches, administrators and other club personnel
- Helping with applications for funding
- Creating links with schools
- Sourcing facilities or accessing time at facilities
- Linking with other sport and community programmes
- Supporting club promotions
- Helping in the writing of development plans

Your NGB may employ a development officer in your area who can offer your club advice and support. For further guidance on making links with other partners can be found in the Running Sport Developing Sporting Partnerships/Developing Junior Clubs workshops and study packs.

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The Clubmark scheme requires the club to name a person who is willing to act as a key link between the club and those organisations with whom it wishes to develop partnerships. This appointment enables the club to be more effective in its liaison with external agencies.

Clubmark criteria in this area require clubs to:

- *Have contact with at least one local school/youth organisation*
- *Have contact with the local authority/Active Sports Partnership and NGB*

## 4.6 Action planning

Putting action plans together to develop your club does not need to be a complicated task – in fact, the simpler the better. Complicated plans can be difficult to follow and therefore hard to achieve.

Good plans are realistic and achievable and should be directly relevant to the needs of your club. Committing plans to paper can be helpful as it serves as a reminder of what your club hopes to achieve and can help to focus activity. Also, development plans are now required by many local and national funding bodies to support applications for capital or revenue grants.

Whenever you make plans to develop new initiatives or implement new ideas, you should consider the following questions:

- What aspect of your club, or your club's work, do you need/want to develop?
- How are you going to do it?
- Who is going to do it?
- When is it going to be done?
- What will it cost?

Any plans should therefore be structured around the responses to these questions and based on an analysis of your club's strengths and weaknesses. As well as focusing on developing the training, playing and social aspects of your club, the development plan should concentrate on developing its infrastructure by addressing some or all of the elements identified in this pack.

For planning, Template 15, which is in the form of a table, can be used to develop your club's plan for the future. Your NGB may have developed a planning template, which you may prefer to use. Alternatively, you can develop your own document styled to suit your needs. Whatever document style you use, the club development plan should be monitored, reviewed and revised to ensure that your club continues to develop.

Further information on how to produce a development plan for your club can be found in the Running Sport publication *Sports Development Planning*.

Many NGBs can provide resources to assist clubs with the planning process, which are available from your local county or regional development officer. Alternatively, your local authority sports development unit or local Active Sports Partnership should be able to provide you with support to help with the development planning process.

Clubmark criteria in this area require clubs to:

- *Show commitment to further development and outreach work*



# 5 Good practice – volunteer management

## 5.1 Volunteer coordination

Recruiting and retaining volunteers can be a difficult task but it is vital for the future of most clubs. People who emerge as volunteers are the lifeblood of a sports club, yet all too often they are taken for granted. Increasingly, as people's time becomes more valuable, it is important that clubs consider the whole area of human resource development and how they can recruit, support, recognise and reward their most valuable resource – the volunteers.

Consider the following questions in relation to your own club:

- What volunteer roles are needed?
- What skills are needed by volunteers taking on these roles?
- Have specific tasks been outlined, together with the commitment needed to fulfil them?
- Do you have an open system for appointing volunteers?
- Do you check or screen your volunteers?
- Do you assist volunteers with their training needs?
- Do new volunteers get an introduction to the club and their role?
- Are volunteers given an opportunity to make suggestions?
- Does the club recognise or reward the efforts of volunteers?

The Running Sport publications *Volunteering Matters* and *Volunteer Management* contain information that will help you to:

- build volunteer planning and management into their broader management and development structures
- promote and support the role of a volunteer coordinator
- provide Volunteer Coordinators with the tools they need to do their job effectively

The following information is aimed at helping you to adopt resources and working practices to address some of the issues raised by the above checklist.

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## 5.2 Appointing a Volunteer Coordinator

Given that volunteers are essential to the effective running of sports clubs, you may wish to consider appointing a Volunteer Coordinator for your club. This type of role can make a big difference to the recruitment and retention of volunteers as it ensures that the area of volunteer development is given a strong lead from within your club. The role of the Volunteer Coordinator could focus on:

- getting to know the club membership
- identifying the volunteer needs of the club
- recruiting new volunteers
- providing feedback to help people be effective in their roles
- providing support to new volunteers and new post holders
- maintaining volunteers' motivation.

The Volunteer Investment Programme (VIP) can provide ongoing support to a club volunteer coordinator. By joining the VIP (free of charge) the coordinator will receive;

- An initial Welcome Pack
- Opportunities to gain training
- Free seminars to find out what is happening in sport
- Quarterly fact sheets/updates/hot topics
- Access to special promotional material and discounted publications

Further information on VIP can be found in the promotional leaflet supplied with this Pack.

You can join the programme by phoning 0800 363 373.

## 5.3 Volunteer agreements

Voluntary does not mean amateur. For some roles within your club you may wish to develop a volunteer agreement form. This type of agreement can help to ensure that volunteers understand what is expected of them. It also outlines the support that will be provided by the club. See Template 16 for an example.

## 5.4 Information packs

As a club you may find it useful to produce an information pack containing all the relevant information for club volunteers and paid personnel. The pack could contain information on your club, its equity policy statement, child protection information and screening guidelines, task descriptions, volunteer agreement forms and any other information that you feel is relevant, such as club emergency procedures.

Alternatively you may wish to introduce the information through a series of meetings. Whichever method you choose, it is important that the information is explained and understood by your volunteers.

You will find more detailed information on managing people in the following Running Sport publications:

- *Volunteer Management*
- *Employment Matters*
- *Volunteering Matters* (introductory booklet only).

Further information on these publications can be found in the *Running Sport Promotional Pack* supplied with this Pack.



# 6 Templates

## **How to use the templates**

The templates have been provided to help clubs produce development plans as well as the policies, procedures and printed matter that should be in place as a matter of good practice. Such documents are now essential requirements under many NGB club accreditation schemes and Sport England's Clubmark award.

Text files for the templates are provided on the disk that comes with this pack. These have been saved in Microsoft Word so that they can be accessed and adopted, adapted or developed to suit the needs of individual clubs.

To insert information specific to your club in the word-processed files of the templates, simply fill in the blank spaces, or replace any words that are in *ITALICISED CAPITAL LETTERS*, with the appropriate information in any text style. Text can also be added to the existing material.

## **List of templates**

Template 1 – Code of conduct for club officials and volunteers

Template 2 – Guidelines for dealing with an incident/accident

Template 3 – Incident/accident report form

Template 4 – Attendance register

Template 5 – Junior club membership form

Template 6 – Task description: Head Junior Coach

Template 7 – Task description: Assistant Junior Coach

Template 8 – Risk assessment form

Template 9 – Equity policy statement

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Template 10 – Constitution

Template 11 – Code of conduct for parents/carers

Template 12 – Junior club rules

Template 13 – Introductory letter to parents/carers

Template 14 – Club partnership agreement

Template 15 – Development plan

Template 16 – Volunteer agreement forms

# Appendix 1: List of publications supplied

The following titles are included with this Pack:

SPORT ENGLAND, *Running Sport Promotional Pack*, London: Sport England 2001

SPORT ENGLAND, *Volunteer Investment Programme* promotional leaflet, London: Sport England 2001

**sports coach UK (scUK)**, *Code of Ethics and Conduct for Sports Coaches*, Leeds: **scUK** 2001

**sports coach UK (scUK)**, *Are Your Young People Safe?*, Leeds: **scUK** 2001

## Appendix 2: Useful contacts

Sport England HQ  
16 Upper Woburn Place  
London  
WC1H 0QP  
Tel: 020 7273 1500  
[www.sportengland.org](http://www.sportengland.org)

Sport England Publications  
PO Box 255  
Wetherby LS23 7LZ  
Tel: 0870 5210 255  
Fax: 0870 5210 266  
Minicom: 0870 1207 405  
email (for order enquires only):  
[sportebooks@twoten.press.net](mailto:sportebooks@twoten.press.net)

British Red Cross  
9 Grosvenor Crescent  
Belgravia  
London  
SW1X 7EJ  
Tel: 020 7235 5454  
[www.redcross.org.uk](http://www.redcross.org.uk)

Central Council of Physical  
Recreation/British Sports Trust  
Francis House  
Francis Street  
London  
SW1P 1DE  
Tel: 020 7854 8500

Child Protection in Sport Unit  
National Training Centre  
3 Gilmour Close  
Beaumont Leys  
Leicester  
LE4 1EZ  
Tel: 0116 234 7200  
[www.sportprotects.org.uk](http://www.sportprotects.org.uk)

Commission for Racial Equality  
Elliot House  
10-12 Allington Street  
London  
SW1E 5EH  
Tel: 020 7828 7022  
Fax: 020 7630 7605  
[www.cre.gov.uk](http://www.cre.gov.uk)

Criminal Records Bureau  
PO Box 110  
Liverpool  
L3 6ZZ  
0870 9090811  
[www.crb.gov.uk](http://www.crb.gov.uk)

English Federation of Disability Sport  
(EFDS)  
Alsager Campus  
Manchester Metropolitan University  
Hassall Road  
Alsager  
Cheshire  
ST7 2HL  
Tel: 0161 247 5294  
[www.efds.co.uk](http://www.efds.co.uk)

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Health and Safety Executive  
Rose Court  
2 Southwark Bridge  
London  
SE1 9HS  
Tel: 020 7717 6000  
[www.hse.gov.uk](http://www.hse.gov.uk)

Contact details for national governing bodies can be obtained from the Central Council of Physical Recreation or from the Sport England website.

NSPCC  
National Training Centre  
3 Gilmour Close  
Beaumont Leys  
Leicester  
LE4 1EZ  
Tel: 0116 234 7200  
[www.nspcc.org.uk](http://www.nspcc.org.uk)

Running Sport Hotline  
Tel: 0845 758 5136

### **sports coach UK**

114 Cardigan Road  
Headingley  
Leeds  
LS6 3BJ  
Tel: 0113 274 4802  
[www.sportscoachuk.org.uk](http://www.sportscoachuk.org.uk)

St John Ambulance  
27 St Johns Lane  
London  
EC1M 4BU  
Tel: 08700 10 49 50  
[www.sja.org.uk](http://www.sja.org.uk)

Sporting Equals  
Yorkshire Bank Chambers  
1st Floor  
Infirmary Street  
Leeds  
LS1 2JP  
Tel: 0113 389 3636  
Fax: 0113 389 3601

Volunteer Investment  
Programme Hotline  
Tel: 0800 363373

Womens Sports Foundation  
305-315 Hither Green Lane  
Lewisham  
London  
SE13 6TJ  
Tel: 020 8697 5370  
[www.wsf.org.uk](http://www.wsf.org.uk)

Youth Sport Trust  
Brookington Building  
Loughborough University  
Loughborough  
LE11 3TU  
Tel: 01509 228293  
[www.youthsport.net](http://www.youthsport.net)

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