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Foreword

Sport England recognises and values the commitment made by sports clubs to develop high quality, welcoming environments for young participants. The development of clubs that encourage young people to take-up sport, improve their talents, possibly play a leadership role and give them the option to initiate and maintain life-long participation in sport is an essential part of our work to support the sporting infrastructure in England.

Clubmark is built around a set of core criteria which ensure that accredited clubs operate to a set of consistent, accepted and adopted minimum operating standards. It is now universally recognised, and is promoted and carefully branded, by Sport England. It is endorsed by all the main sporting, youth and education agencies involved in delivery of sporting opportunity for young people as the accreditation scheme for clubs with quality assured junior sections.

A club is accredited via either its licensed National Governing Body (NGB) or County Sports Partnership (CSP). It must, therefore, be affiliated to the relevant NGB in order to be accredited. This Resource Pack sets out and explains the issues that clubs must address, and provides guidance about the core criteria that they have to meet, in order to gain Clubmark accreditation.

Core Clubmark criteria apply to all clubs across all sports. Some NGBs/CSPs also add their own specific, additional requirements. To determine whether this applies to your organisation, you should consult with your NGB or CSP. (Contact details are contained on the Clubmark website; www.clubmark.org.uk).

Great care has been taken in the preparation of this Resource Pack and in the development of Clubmark. It is, however, important to note that the safety of young people (and in fact all people) at your club and the conduct of your activities remains entirely the responsibility of your club. Please read the notice in Appendix 1.

We hope that you and your club find this pack to be a valuable tool as you work towards Clubmark accreditation and wish you every success in achieving this quality standard.

Jennie Price,
Chief Executive, Sport England

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- ✓ **sports coach UK**
- ✓ **runningsports**
- ✓ The Child Protection Sports Unit
- ✓ English Federation of Disability Sport
- ✓ Women's Sports Federation
- ✓ Sporting Equals
- ✓ The Sports Council for Northern Ireland
- ✓ NGBs and CSPs

Glossary

The following terms and acronyms are used throughout the pack:

- ✓ **'Participant'** - any person (regardless of age, ability, membership) participating in an activity taking place at, or organised by, a sports club (including members of other clubs/teams).
- ✓ **'Visitor'** - any person other than participants visiting or attending events at premises owned or occupied by a sports club (to include parents/carers of participants and any spectators).
- ✓ **'Volunteer'** - any person acting as an officer of a sports club or otherwise providing services to or on behalf of the club (including coaches, team managers, administrative and catering staff) or assisting a club (whether or not financially remunerated).
- ✓ **NGB** – a National Governing Body of sport (either covering England or a wider portion of Great Britain that includes England).
- ✓ **CSP** – a County Sports Partnership; one of the 49 that operate covering all areas of England.

Introduction

Clubmark accreditation is awarded to acknowledge the fact that your club has complied with its licensed accrediting agency's key requirements with regard to:

- ✓ Its playing/participation programme.
- ✓ Duty of care and safeguarding and protecting children.
- ✓ Knowing your club and its community.
- ✓ Club management.

Because it is a single, national standard, Clubmark gives sports clubs of all types structure and direction. This is of benefit in several ways:

- ✓ **Increasing membership:** Evidence gathered from Clubmark accredited clubs suggests that gaining the award has enhanced their ability to recruit young people and led to increased levels of participation among young people, coaches and volunteers. It also gives parents/guardians confidence when choosing a club for their children.
- ✓ **Developing your club:** Part of the accreditation process is to develop an action plan for the future. You will be putting into place a foundation to encourage and attract young members; enabling your club to build a strong, sustainable future.
- ✓ **Developing your coaches and volunteers:** Underpinning club success are coaches and volunteers. Clubmark incorporates devices to further develop the skills of all the people involved in your club.
- ✓ **Raising your club's profile:** Once accredited, your club is listed on a national database and in other sporting directories. This will help you to attract new members and to grow.

Clubmark core criteria are the result of consultation between Sport England and a range of NGBs plus, more recently, CSPs. Normally, an affiliated club works directly with its own NGB to meet the criteria. A licensed NGB would normally expect to assess and award the accreditation. CSPs tend to accredit clubs that either operate in a sport where the NGB is not licensed, or in sports where a licensed NGB (for example for reasons of capacity) is unable, or is happy to work with/through an appropriate third party, to accredit clubs in its sport.

Further information to support volunteers and assist club development can be found on the **runningsports** website: www.runningsports.org. Appendix 2 to this document also lists useful contacts. These can also be obtained from the dedicated Clubmark website: www.clubmark.org.uk.

How to use the Clubmark Resource Pack

The pack is arranged in six main sections:

○ **Sections 1 - 4** describe the four key areas that your club must address in order to achieve Clubmark accreditation. NGBs/CSPs may set out the criteria under different headings and may stipulate specific additional requirements relevant to the particular sport:

Section 1: The Playing Programme.

Section 2: Duty of care and safeguarding and protecting children.

Section 3: Knowing your club and its community.

Section 4: Club management.

Section 5 focuses on good practice in volunteer management. This is not currently a criterion for Clubmark but is an area of development that will significantly assist your club to achieve and sustain ongoing development.

○ **Section 6** sets out templates that your club can use to assist in the development of its policy, procedures and practices. Electronic versions of each template can be downloaded from the Clubmark website: www.clubmark.org.uk



Within each section the standard Clubmark criteria are printed in coloured boxes. Where appropriate, relevant template numbers are given in brackets.

The appendices in this pack are designed to assist you to build up your resource bank of information on club development. They are:

Appendix 1: Use of resource pack and liability.

Appendix 2: Useful contacts.

Appendix 3: Duty of care briefing paper.

Publication information

This Clubmark Resource Pack has been created as a tool for clubs working towards Clubmark accreditation.

It can be provided in alternative languages, or alternative formats upon request. Please contact Lynne Harrop at Knight, Kavanagh & Page for more details.

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Summary of Clubmark criteria

The criteria below are a summary of the generic minimum criteria required for a Clubmark accredited club and can be used as a checklist for your club. Some NGBs stipulate additional criteria so it is advisable to check with your national or regional NGB contact to ensure that you meet its requirements.

The Playing Programme

The club provides a coaching programme for a minimum number of hours and weeks in a year, determined on a sports specific basis.

The club uses the skills awards and other coaching resources of the NGB to enhance its coaching and assessment programme.

The club provides suitable intra and inter club competition according to NGB guidelines.

The performer: coach ratio for coaching/training sessions reflects NGB guidelines.

The coaches responsible for the programme are suitably qualified to NGB specified standards.

The coaches and volunteers responsible for the programme have job descriptions with clear roles and responsibilities assigned.

The coaches responsible for the programme hold professional indemnity and/or public liability insurance.

All coaching and competition takes place at safe venues and uses safe equipment – as specified by the NGB.

Duty of care and safeguarding and protecting children

The club has adopted the NGB child protection policy and procedures and is working to the guidance laid down (these cover issues like CRB checks and sports specific guidance on contact issues).

At least two members of the club, one of whom must be a coach have attended recognised *Direct Delivery Child Protection* training.

The club has adopted codes of practice for all coaches, officials and volunteers working with children and young people.

The club has access to first aid equipment at all coaching and competition sessions.

The club has emergency procedures for dealing with serious injuries/accidents, including ensuring contact through telephone/radio to emergency services.

The club has the contact details of parents/carers and emergency/alternative contacts.

The club has information on any medical conditions of its children and young people and informs coaches on a need to know basis.

Knowing your club and its community

The club has an open/non-discriminatory constitution.

The club has adopted an equal opportunities/sports equity policy.

The club has an action plan identifying how it will recruit and retain members from its community.

Each coach has successfully completed an equity task or one coach has attended a **sports coach UK** *Equity in your coaching* workshop.

The club has codes of practice for parents/carers and other supporters.

The club has a set of rules for children and young people.



Club management

The club is affiliated to its NGB.

The club has public liability insurance.

The club has a specific membership category and pricing policy for children and young people.

The club communicates regularly with parents/carers.

The club has a Junior/Volunteer Coordinator to act as a liaison with, for example, its local School Sport Partnership, County Sports Partnerships and the National Governing Body.

The club has contact with at least one local school/youth organisation.

The club is committed to further development and outreach work as evidenced by a club development plan.



1 The Playing Programme

This section covers key elements deemed to be important in creating a quality playing programme for young people in your club. It identifies the characteristics associated with a well-planned coaching and competition programme. However, it does not provide specific recommendations on aspects such as; age grouping, player: coach ratios, equipment etc. This is determined by individual NGBs/CSPs.

Ultimately, the playing programme (the combination of coaching, training and competition) should assist the participant to realise his/her potential. It should, for all sports, take account of the Long Term Athlete Development model (LTAD) as the development of talented young people is a complicated process that is influenced by many factors.

NGBs realise the importance of getting the playing programme right for children and young people and many link their recommendations on playing programmes to the LTAD model. These may well evolve over time in response to new information and research, reviews of coaching techniques and revisions of competition structures. Your club needs to be aware of the following list of factors when you structure your playing programme and use coaches with appropriate NGB qualifications.

1.1 Club coaching activity

Participant: coach ratios

This will vary according to the age and ability of those taking part, but should as a minimum identify the numbers of coaches qualified at **different** levels that should work in a team. For example, a lead coach with x qualification working with y number of players with an assistant coach who holds z qualification. The coaching ratio must reflect the guidance/codes of practice of the sport's NGB to which the club is affiliated.

Number of coaching/training sessions per week and per year



Different sports have differing requirements in relation to minimum number of coaching sessions per week and over the course of the year. These are designed to take account of the competition structure and its duration. An off-season or break may be recommended. Your club training programme may also identify specific fitness training which takes place in addition to skills-based sessions.

Coaching/training activity

This may well depend upon the age group(s) of young people taking part. Coaches should be aware of recommended activity appropriate to the development phase of the individual(s) that they coach. Many NGBs offer skills or attainment awards for young people which can be used to enhance the playing programme and give them the chance to assess their skills, ability and progress.

Clubmark criteria

The club must:

- ✓ Provide a structured coaching programme (as determined by the NGB) which is published and about which information is made available to both members and parents.
- ✓ Use relevant NGB skills or performance awards and other NGB provided coaching resources to enhance coaching and assessment programmes.
- ✓ Ensure that participant: coach ratios for coaching/training sessions comply with NGB guidelines.

1.2 Competitive structures

Developing a competition programme is vital for young people as it is one reason why many join a sports club in the first place. Ensuring that competition is appropriate means that your club must be aware of, for example, recommended age banding, performance standards for competition and what appropriate competition involves. For example, some sports recommend a modified or mini game to be played by certain age groups.



Clubs should also, where practical, seek to hold events and competitions to reflect (or take account of) cultural or religious festivals that affect member availability. Competition opportunity need not necessarily be inter-club based. A club with a suitable level of membership among young people may be able to cater for a significant proportion of this internally.

Clubmark criteria

- ✓ The club must provide suitable intra and/or inter club competition according to NGB guidelines.

1.3 Coaching staff

Coaching staff have a key role in establishing an appropriate coaching environment and creating a successful playing programme in which young people can learn, as they tend to direct most club activity. It is, therefore, important that they comply with the club policies on safeguarding and protecting children and equity, hold appropriate coaching qualifications to coach young people, are Criminal Records Bureau checked (see section 2.1) and attend continuous professional development training.



The UK Coaching Certificate (UKCC), a quality assured endorsement of sport specific coaching programmes, states that a coach should be UKCC Level 2 qualified in order to coach unassisted and that attaining UKCC Level 1 qualifies a coach to assist within coaching sessions. For more information on UKCC and your sport's adoption of it, please see www.ukcoachingcertificate.org.uk

Often, newly qualified coaches are appointed by clubs to work with players in younger age groups to help them to 'cut their teeth'. This may or may not be appropriate. Your club should ensure that the most appropriate coach is deployed to realise the potential of the individuals s/he is coaching. It is important to remember that the correct early learning of 'FUNdamental skills' is vital to a child's future athletic development.

sports coach UK provides the following workshops for coaches of all sports, which include:

- ✓ Safeguarding and protecting children (formerly Good Practice and Child Protection).
- ✓ Equity in your coaching.
- ✓ How to coach disabled people in sport.
- ✓ Coaching young people and young performers.
- ✓ Introduction to Long Term Athlete Development.
- ✓ Introduction to the FUNdamentals of Movement.

Clubmark criteria

- ✓ The club must employ/deploy suitably qualified coaches (qualifications to be determined by the relevant NGB) for coaching contact work involving young people. In addition, the club should employ suitable recruitment, selection and vetting procedures for all coaches.

Coaching task description of roles and responsibilities

Coaches, whether lead coaches or assistants, should be aware of the club's expectations of them. These may include where their role starts and finishes, their responsibilities to the club, participants, visitors and volunteers. Defining roles and responsibilities in a role outline will help to clarify this. Templates 6 and 7 provide sample role outlines for:

- ✓ Head Junior Coach

- ✓ Assistant Junior Coach

Clubmark criteria

- ✓ The club must ensure that its coaches are given role outlines that assign them clear roles and responsibilities. (Template 6 and Template 7).

Professional indemnity and/or public liability insurance

The personal responsibility of coaches to hold professional indemnity and/or public liability insurance is identified in the coaches' code of ethics and practice. Regardless of how well qualified a coach is, accidents can happen and they need to protect not only themselves but also to provide a safeguard for those who may be hurt as a result.

It is important to check NGB insurance schemes and those of the club. Coach insurance cover should also be carefully examined and applied to the various club situations in which a coach may find her/himself. For example, will s/he always coach affiliated members of the NGB – what about new club members, will s/he always coach at the club venue and does this affect insurance cover. NGBs should be in a position to advise on this subject as can **sports coach UK** which offers insurance for qualified coaches.



Clubmark criteria



The club must ensure that all coaches that operate in or on behalf of the club hold the appropriate professional indemnity and/or are covered by appropriate public liability insurance.

1.4 Club venue(s)

It is important that the club ensures that both the venue and equipment it uses are fit for purpose and appropriate for the age groups and ability levels of the performers using them. One method of ensuring this is to undertake a risk assessment. This is a check of facilities, equipment and safety procedures to assess whether they comply with the standards expected by the NGB. Undertaking a risk assessment is a good means of preventing accidents by ensuring that key elements of activity delivery and the safety of provision made is checked on a regular basis. If risks or hazards are identified they should be noted and reported so that action can be taken and other users can be made aware of them.

Risk assessments need not be undertaken at every session, but your club should demonstrate that checks are done and results recorded on a regular basis. In addition, this does not preclude coaches or officials/volunteers from carrying out their own checks prior to the start of a session. It is good practice to run routine checks at each coaching training/competition session; home or away. For a sample risk assessment form see Template 8.

Clubmark criteria



The club must have systems in place to ensure that safe venues and equipment are used for all coaching and competition sessions/activities run at its 'home' venue(s).



2 Duty of care and safeguarding and protecting children

Every year, millions of young people, coaches, officials and other volunteers derive great fun, satisfaction and achieve personal development from belonging to a sports club. There are increasing demands on people's time and growing demands for quality as well as greater need for everybody to be more aware of safeguarding and protecting children issues.

*It is the **duty of every** club to give serious consideration to the manner in which it conducts its activities and to take all **reasonable** steps to ensure that participants, visitors and volunteers can enjoy the sport offered by the club in a safe environment. That obligation is particularly important with regard to the safety and welfare of young sports participants.*

The CPSU has published a 'Duty of Care' briefing paper which can be found in Appendix 3.

Sports clubs work with a range of individuals and organisations, including young people, their parents/carers, coaches, officials, volunteers, NGBs, schools, local authority sports development departments and sponsors. This section of the Clubmark Resource Pack focuses on raising awareness of good practice that will help your club to take responsible measures in relation to the organisation and administration of activities.

In order to attract and retain club members it is important that clubs are valued and considered to offer a safe, high quality experience by people and agencies within their own local catchment and sporting community and by partners such as County Sports Partnerships and local authority sports development units.

To gain support from partner agencies, clubs need to demonstrate that they take their duty of care seriously in terms of safeguarding and protecting children and the organisation of appropriate, high quality programmes. All clubs have a duty in law not to harm or endanger anyone as a result of negligent acts or omissions in the performance of their activities.



This 'duty of care' has been developed by the courts over many years and liability may arise in a wide variety of circumstances. Your responsibility is to consider the duty of care owed to your members, participants, visitors and volunteers and to take such steps as may be necessary to comply with it.

The Management of Health and Safety at Work Regulations (1999) place a duty on organisations to assess the risks to anyone who may be affected by the activities being undertaken. As a result of this assessment, appropriate preventive and protective measures have to be taken to reduce risks identified if they are not being adequately controlled.

In general, the same health and safety standards apply to volunteers and employees exposed to the same risks. The Health and Safety Executive (HSE) considers it good practice for a volunteer to expect and receive the same level of health and safety as s/he would in an employer/employee relationship.

Licensed NGBs will have rules, codes of practice, policies and procedures relating to safety and best practice for their particular sport. Licensed CSPs will have comparable requirements. Clubs should familiarise themselves with NGB/CSP safety measures and adhere to them.

The application of some safety measures will depend upon whether your club has its own facilities or hires them from say a local authority or school. If your club hires facilities; for example a basketball court from a local authority, you will be bound by the local authority's health and safety legislation. The facility will have a health and safety policy in place to cover issues such as; emergency operating procedures, risk assessment procedures, first aid support, accident reporting measures and fire risk measures.

Before any activity starts, club personnel should familiarise themselves with procedures that a facility has in place in the event of an accident or emergency. Clubs should also understand that it is their responsibility to ensure that what is hired is fit for the purpose which it has been hired. Any actual/potential risks should be reported to the management of the facility.

You may hire facilities from organisations where health and safety procedures are not well developed, such as village halls. In such cases it may be necessary for your club to take responsibility for developing safety measures of its own. Good advice can be obtained through NGBs and the HSE (see Appendix 2) or by viewing the **runningsports** 'Top Tips Health and Safety for Volunteers'. Download for free from www.runningsports.org.

If your club owns or leases facilities you must take reasonable measures to ensure that, as far as is practicable, the premises and facilities are safe and without risks. By law there should be certain safety measures in place, such

as maximum capacity figures for fire safety and evacuation procedures etc. As a matter of good practice it is advisable to discuss health and safety measures with your local authority.

All volunteers who are involved in delivery and supervision of coaching and activity sessions should be aware of these procedures. Your club's emergency procedures should be posted in a public area and individual copies distributed directly to those taking a role in the club.

Relevant emergency contact details should also be included in such information to avoid delay in the case of an accident/incident.

Identifying some of the core standards of good practice in relation to duty of care and safeguarding and protecting children are **essential**. Many of the procedures have been adopted from requirements laid down by health and safety legislation in relation to workplace environments.

By following such standards and those set by your NGB (and subject to specific circumstances), your club should be able to demonstrate that it takes its duty of care responsibilities seriously. As stated above, taking advice from local authorities is advisable. This section adopts a broad interpretation of the duty of care and is intended to address the general well-being and welfare of participants, visitors and volunteers, as well as their physical safety.

2.1 Safeguarding, protecting and promoting the welfare of children

Many clubs offer new 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 safeguard and protect young people, coaches and other volunteers working with them, it is important for your club to raise awareness of safeguarding and protecting children issues and adopt recommended working practices.

All funded NGBs are required by Sport England to implement the National Standards for Safeguarding and Protecting Children in Sport. These standards were developed by the NSPCC Child Protection in Sport Unit in partnership with the sport sector to help create a safe sporting environment for children and protect them from harm. NGBs and CSPs working towards

the standards have developed child protection policies, procedures and systems that promote best practice and support effective safeguarding and protection of children. If your club provides opportunities for children and young people, under 18 years of age, you should ensure that you comply with the child protection guidelines and procedures issued by your NGB and/or the CSP covering your area.

The National Standards for Safeguarding and Protecting Children in Sport and statutory government guidance require all organisations, including sports clubs, which provide activities for children to undertake appropriate screening or checking staff and volunteers (including coaches) whether they are paid or unpaid. It is also a requirement that clubs have a policy, procedures and systems for dealing with child welfare and protection issues. This normally covers issues such as club procedures and systems, good practice guidance and guidance on physical handling of participants, taking young people on trips, transportation, education etc.

Screening adults who have significant contact with young people within the club is an essential element of good practice. Screening can include a number of processes including; self-declaration forms, Criminal Records Bureau checks (enhance disclosures), asking for and taking up references and interviewing. For general information download 'Screening Volunteers - A Guide for Clubs' for free from www.runningsports.org.

All processes must be properly conducted and recorded. Both NGBs and CSPs can advise and assist clubs with this. Your club should stay up to date with safeguarding and protecting children issues as they develop.

It is a requirement of Clubmark that your club must identify an individual to be its key contact and to manage child welfare issues (a Cub Welfare Officer). This person will be subject to appropriate safeguarding and recruitment checks including an enhanced CRB disclosure. S/he should also be the contact between the club, the NGB, CSP and local authority (including schools with which the club develops links). S/he will hold lead responsibility for supporting implementation of the NGB child protection policy within the club as well as raising awareness about this important issue with club members and other volunteers.

The welfare officer and at least one other club member must have attended a recognised child protection course.



To find out more about recognised basic awareness child protection training opportunities go to www.thecpsu.org.uk and/or email cpsu@nspcc.org.uk. Information on this site clarifies what constitutes a 'recognised' course via which your child welfare officer can get 'qualified' and lists the providers of these. Appropriate courses/modules include, for example, those developed and delivered by Local Safeguarding Children Boards (LSCBs). The following training programmes and resources are recommended for the child welfare officer and would also be beneficial for other club personnel who will work with young people:

- ✓ Safeguarding and Protecting Children (formerly Good Practice and Child Protection) run by **sports coach UK**. This is also delivered under license by some NGBs.
- ✓ Some NGBs sport specific basic awareness workshops e.g., the FA's Best Practice and Child Protection that have been subject to external evaluation and are indicated on the CPSU's website.

It is important to encourage other coaches, officials, administrators and managers to undertake child protection training or at least read and comply with the club's safeguarding and protecting children policies.

The NSPCC offers a distance learning package which, although it cannot 'qualify' a Club Welfare Officer, can be used to introduce others who do not have significant roles with children and young people to the subject.

Copies of the leaflet *Safe and Sound*, which includes information relating to child protection and good practice, are available and included with NGB Clubmark resources. As a minimum, coaches and other volunteers working with young people should read this leaflet to raise their awareness of this important issue. Further copies are available from **sports coach UK**. (See Appendix 2: Useful contacts).

Clubmark criteria

- ✓ The club must comply with its NGB's (or the relevant CSP's) child protection policy and implement the procedures laid down.
- ✓ The Club Welfare Officer and at least one other club member (who has responsibility for coaching) must have attended a recognised basic awareness child protection training course.

2.2 Codes of practice for coaches, officials, and other volunteers

Developing, promoting and adopting 'codes of practice' for club members with specific tasks helps to identify standards of acceptable behaviour. A code helps to establish a good tone for practice and ensures that people in a position of responsibility are aware of what is expected of them. Most NGBs have adopted codes of practice for coaches (usually based on the **sports coach UK** code of practice – copies of which should be held by all club coaches).



All club members who work with, and support, young people should adopt the code of practice. The code should address potential issues and set standards in respect of the relationship between adults and young people in your club.

Template 1 suggests a model format for a code of practice for club officials and volunteers.

Clubmark criteria

- ✓ The club must adopt a code of practice for all coaches, officials and other volunteers working with young people and children (Template 1).

2.3 First aid

In recent years, the issue of first aid and who should apply treatment has been the subject of much debate. Health and safety regulations require provision of adequate and appropriate equipment, facilities and personnel to enable first aid to be given to employees at work. Whilst this may not directly relate to many voluntary sports clubs, it is advisable for your club to understand its responsibilities in relation to both normal club activities and any major events/competitions it may run.

○ 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 facilities at a local authority sports centre – where a qualified first-aider should be on duty at all times. In these circumstances, clubs should make themselves aware of the staffing and facilities available at the premises they use. However, clubs often use their own facilities or 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.

○ A range of first aid training courses are available for club personnel and some NGBs offer their own training courses. Other key training providers include the St John Ambulance, British Red Cross and the Health and Safety Executive (see Appendix 2: Useful contacts). Many CSPs also offer first aid training as part of their training programme for clubs.

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 venue and at training/competition events. It is recommended that a nominated club officer should be responsible for ensuring that the first aid kit is kept in an easily accessible place, and that it is fully stocked with items that are within their shelf life.

Who should use the first aid kit can be a confusing issue. Whilst it is preferable that only those qualified to undertake first aid treatment should administer it, circumstances vary and issuing treatment for minor injuries is sometimes a necessity. 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.

By supporting club personnel to gain first aid qualifications, you can help to avoid uncertainty in this area and ensure that immediate action can be taken when accidents occur. There is no standard list of items for a first aid box. Its contents should depend upon what you assess the need to be. However, guidance from HSE suggests that a minimum stock of first aid items would be:

- ✓ The HSE Basic Advice on First Aid at Work leaflet 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 un-medicated wound dressings.
- ✓ Two large (approximately 18cm x 18cm) un-medicated wound dressings.
- ✓ One pair of disposable gloves.

N.B. 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/CSP to ascertain whether it recommends any other specific items for club first aid kits.

Clubmark criteria



The club must ensure that access is provided to first aid equipment at all coaching and competition sessions.

2.4 Emergency procedures/reporting incidents and accidents

It is good practice to record and store reports of any accidents or incidents dealt with by club members. Such information can help identify accident trends and provides documented evidence of action, should this ever be

required. If a club employs ten or more people it is a legal requirement to keep an accident report book. If someone is taken directly to hospital from the club setting, it is a legal requirement to record the information under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). The report can be made to the Incident Contact Centre via a number of methods:

- ✓ By phone: 0845 300 9923 (8.30am - 5.00pm)
- ✓ By fax: 0845 300 9924
- ✓ By internet: www.riddor.gov.uk
- ✓ By email: riddor@natbrit.com
- ✓ By post: Incident Contact Centre, Caerphilly Business Park, Caerphilly CF83 3GG



Template 2 gives suggested guidelines for dealing with an incident/accident. Template 3 gives a sample incident/accident report form.

Clubmark criteria

- ✓ The club must have emergency procedures for dealing with serious injuries/accidents, including ensuring contact through telephone/radio is available to call the emergency services (See Template 2 and Template 3).

2.5 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 participant in order to ensure that those with responsibility for young people are fully informed. Details to be collected include:

- ✓ Contact details for the parents/carers of club members.
- ✓ Members' home address and telephone number.
- ✓ Important medical information (including allergies) and emergency contact details, in case of accidents or incidents.

This will enable rapid access to the information should the need arise in competition or during coaching. It should be noted that only medical information relevant to the sport environment should be included and that this must be 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 via the club membership form, the suggested form can be found in Template 5. It is good practice to update this information on a regular basis (for example, annually).

Clubmark criteria

- ✓ Contact details of parents/carers and emergency/alternative contacts must be recorded (Template 4 and Template 5) and be 'reasonably accessible' to the relevant coach/session organiser.
- ✓ The club must take reasonable steps to obtain information on any medical conditions of its young people. Such information should (on a 'need to know' basis) be made available to club coaching personnel and others working with those young people (Template 4 and Template 5).

3 Knowing your club and its community

This section suggests ways of promoting the right culture in your club so that its policies, practices and ethos encourage all members to adopt an inclusive, child-friendly approach to sport. Simply adopting new policies will not change the atmosphere of an unwelcoming club.

It must be the aim of the club management group to ensure that the club is, or becomes, and stays a place that is child-friendly and free from discrimination and unfair behaviour.

3.1 Being an accessible club

It is important in sport, as elsewhere, that everyone has equal status and opportunities. Being accessible is about making opportunity available (as players, performers, administrators, officials or coaches) to all members of the community.

Clubmark clubs are committed to ensuring that they are accessible to the local community, taking into account their local circumstances. Clubs that are representative of their local community tend to be more sustainable.

The importance of clubs in promoting sports equity and equal opportunities cannot be underestimated. Sport England's definition states that: *'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 equity is central to the efficient, fair distribution of club resources to all members. It is also about ensuring that all members of the community are given fair access. Your club should be able to demonstrate through its policies and more importantly its actions, that it is committed to ensuring that accessibility is central to how it operates.

The adoption of a published equity policy statement that is made clear to existing and potential club members is good practice.

Your NGB (or CSP) should be in a position to provide advice about this and may offer training on how to make your club more accessible. (Template 9 provides a sample equity policy statement if one is not available from your NGB).

However, policy on its own won't make a difference, it is action that counts! Clubs must produce a separate Equity Action Plan or integrate equity into a general club development plan. Either way, relevant key actions and targets must be considered to make your club more accessible.

Template 10 provides a sample equity action plan, if one is not available from your NGB. In this, you should take account of the following aspects:

Type of club

The action plan takes account of the type of club you are and who you realistically want to encourage into your club. For example, you may wish to attract more under 11 girls, more disabled young people or have a greater ethnic diversity.

Your plan should be based on a number of factors, for example local competition, rural/urban environment, the expertise of your coaches and/or the capacity of your facility.

Barriers and issues

When planning to recruit new members you should identify issues or barriers that may hinder your growth. Here, most people tend to think of money or facilities. However, improved knowledge and understanding of your local area may help to attract more people into the club.

Current situation

Evaluating your current membership and the wider catchment of your club and its community will help to identify gaps and opportunities for encouraging more people into your club.

This evaluation can incorporate:

- ✓ Details of your current membership levels (see Template 10 for categories).
- ✓ Location and overall population of your community.
- ✓ Local secondary and primary schools.
- ✓ Opportunities for disabled young people.
- ✓ Similar clubs in your community from your sport.



To help with this, we have identified a number of websites that can help you identify your local situation:

- ✓ For further information of where your club is situated go to: www.neighbourhood.statistics.gov.uk/dissemination
- ✓ To find out the names of secondary and primary schools within a catchment area of your club, you can contact your local education authority, or go to www.schoolfinder.direct.gov.uk
- ✓ If you are not aware of other clubs (of the same sport) in your area, you can find details from the Clubmark database of accredited and working towards clubs: www.clubmark.org.uk



Opportunities and gaps

Having documented the current situation of your club and its community, you can start to consider who you realistically want to encourage into your club. Examples of categories of people you may want to attract to your club include:

- ✓ More juniors in general.
- ✓ Specifically target under 11 boys/girls.
- ✓ 11-15 year old girls/boys.
- ✓ 16-18 year old girls/boys.
- ✓ More disabled young people.
- ✓ Greater representation by ethnic groups within the specified age groups.
- ✓ Young people from low income families.

For further information on helping to increase opportunities for disabled people go to www.efds.co.uk or www.runningsports.org

To encourage a positive approach to the issue of equity within the club environment, it is 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 – attracting more members from the community'*, run by **runningsports** for volunteers and club/committee personnel.
- ✓ *'Equity in Your Coaching'*, run by **sports coach UK** for coaches.

Clubmark criteria

The club must:

- ✓ Adopt an equal opportunities/sports equity policy (Template 9).
- ✓ Have an action plan identifying how it will recruit and retain members from its community.
- ✓ Ensure that each coach has successfully completed an equity task or one coach has attended a sports coach UK 'Equity in Your Coaching' workshop.

For more information on equity tasks and example equity action plans, please see the Clubmark website: www.clubmark.org.uk

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 grant aid bodies and key funding programmes, before they will consider investing in your sports club.

A club constitution can be a simple document that outlines the club's functions, membership procedures, meeting cycles, committees and so on. Having a constitution will help to clarify how the club's procedures should work and it is important the constitution does not preclude 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. If it is not in a position to do this, a sample constitution that you can adapt to suit your own circumstances, is included as Template 11.

This also contains a reference to an alternative Community Amateur Sports Club (CASC) constitution, which should be seriously considered as it offers significant tax concessions for clubs. For further information on CASC visit www.cascinfo.co.uk.

Clubmark criteria



The club must have an 'open/non-discriminatory' constitution (Template 11).

3.3 Code of practice for parents/carers

Parents and carers often provide useful support for clubs. Good clubs make them feel welcome and encourage their involvement and support for their child or children. Most clubs are positively disposed to recruiting parents/carers to take on specific roles; they are frequently an untapped resource and often just need encouragement to get involved.

However, sometimes the attitudes and behaviours of parents/carers can present a problem. Issuing a simple code of practice when a child joins the club encourages parental support but identifies the boundaries of acceptable behaviour and potential sanctions, should these be breached. Many NGBs have developed excellent templates outlining codes of conduct for all members, which are signed up to upon joining and annually to ensure everyone is clear about expectations. A sample code of practice for parents/carers is provided as Template 12 and can be used by your club if your NGB has not yet developed its own such code.

Clubmark criteria



The club must have a code of practice for parents/carers and other supporters (Template 12).

3.4 Code of practice for junior members

Your club may wish to establish a simple code of practice for young people, to provide guidance on acceptable behaviour and fair play. Some clubs ask young members to sign-up to such rules to demonstrate they have read, understood and accept them. Involvement of children and young people in developing and reviewing club rules and appropriate sanctions for breaching them is considered best practice across the sports sector as it helps to engender credibility and ownership among young members. Many NGBs are now delivering training for their welfare officers that provides guidance about how this child focus can be supported at club level.



Each club needs to decide what rules are appropriate and how to implement them with the active support of its young people. Most NGBs have anti-bullying policies and template codes of conduct for young participants that can form the basis of club level discussions and code development. Within education, children and young people are increasingly familiar with the expectation that they will be consulted about issues that impact upon their experiences. Ideally, children and young people should be given the opportunity to contribute towards developing codes of practice which apply to them.

Clubmark criteria



The club must have a set of rules for children and young people (Template 13).

4 Club management

Clubs that are well managed tend to be successful, to have well ordered finances, well-informed volunteers and members, and good communication. Day-to-day running is dealt with efficiently; strong links are formed with external partners such as schools and local authority sports development staff and relationships with the NGB ensure that advice and good practice is maintained. A well-managed club also plans for the future as well as being prepared to deal with emergencies. This section of Clubmark covers some key issues associated with club management and section 5 provides examples of good practice in relation to the management of volunteers, as these are the people, in most cases, responsible for club management.



4.1 Insurance

A very important responsibility for all clubs is insurance; *of the club as opposed to individual coach insurance*. It is important to check that insurance adequately covers your club for the activities it delivers. If you are unsure about what your club should be covered for and the extent to which your policy does this, check with your NGB or a reputable insurance broker.

Clubmark criteria



The club must have, or ensure that at your playing/coaching venues, the appropriate Public Liability Insurance is in place.

4.2 National Governing Body affiliation

NGBs are the parent bodies of sport. They have responsibility for managing and developing services for sport in the respective country/ies they cover. Their duties include activities that range from organising national

competitions and selecting representative teams, to developing training courses for coaches and officials. They support sport at local level by providing guidance to clubs on issues such as health and safety, supply of equipment and so on.

Affiliating to the appropriate NGB will enable your club to enter competition run in/by the sport, to train and qualify coaches and officials and to be part of a bigger sports picture. Some of the potential benefits include wider support (e.g. recruitment and selection, CRB checking, management of concerns, including child protection, training and development opportunities) and the opportunity to access certain funding sources. Affiliation has an associated cost, but if your club and its members are serious about your sport, it will be of value.



Clubmark criteria



To gain accreditation the club must be affiliated to the sport's (Sport England/UK Sport recognised) licensed NGB.

4.3 Communicating with parents/carers

Parents/carers are an important part of any club as they are often club supporters, willing volunteers, potential coaches and officials. They will also wish to know that their children are safe in your care and getting the most from their sport. Communicating with parents/carers is important. When a new member applies to and/or joins your club it is good practice to write to them and let them know about the club, how it operates and its expectations of them as parents. Establishing regular communication with parents/carers also helps to secure their ongoing support. A sample introductory letter is provided as Template 14.

They should also be informed about the significance of the Clubmark accreditation and that your club meets NGB criteria related to playing programme; safeguarding and protecting children; sports equity, ethics

and club management. Gaining Clubmark is an acknowledgement that the club take these issues seriously and that it is striving to provide a high quality, welcoming environment for young participants in the sport.

Clubmark criteria



The club should have a mechanism for regular communication with parents/guardians.

4.4 Developing a membership category for young people

Young people often face financial barriers when seeking to join a club. Along with other plans you make to ensure your club is suitable and attractive, junior membership fees should be considered. Setting a separate membership fee for children and young people is common practice. In addition to setting a reasonable membership fee it is useful if the club can offer different payment methods so that those who may have difficulty paying a substantial upfront fee are not disadvantaged.

Clubmark criteria



The club must have a specific membership fee and pricing policy for children and young people.

4.5 Club links

Creating partnerships between clubs and schools helps to create continuity between school sport and sport in the wider community. These links are important for young people and their respective organisations. Linking with a school can benefit clubs by:

- ✓ Increasing recruitment numbers and levels of membership of young people.
- ✓ Providing the opportunity for young people to develop volunteer roles, including coaching/leadership and officiating.
- ✓ Creating the opportunity to share school facilities, expertise and equipment.
- ✓ Ability to open access to a wider community.

Developing links with schools requires coordination and good communication so that both parties understand their roles and are clear about the commitments they make and the services/opportunities they provide. Template 15 provides an example of a partnership agreement between several schools and a club. This can be used to develop understanding and as the basis for an effective school-club link. Other organisations can also be of value to clubs; local authority sports development units and CSPs support club development in a number of ways:

- ✓ Keeping clubs informed about locally and nationally based sporting opportunities.
- ✓ Providing training opportunities for coaches, administrators and other club personnel.
- ✓ Supporting grant applications.
- ✓ Assisting with applications for funding.
- ✓ Creating links with schools.
- ✓ Sourcing facilities or accessing time at facilities.
- ✓ Linking with other sport and community programmes.
- ✓ Support for club promotions.
- ✓ Help in the writing of development plans.

Your NGB may employ a development officer in your area who can offer your club support. In addition, further guidance on making links with other partners can be gained by attending the **runningsports** workshop *Developing Partnerships with Clubs and Schools* and/or purchasing the **runningsports** workbook via www.runningsports.org

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

Clubmark criteria

The club must:

- ✓ Have regular contact with at least one local school sport partnership/youth organisation.
- ✓ Be in contact with the local authority/county sports partnership and its NGB.

4.6 Action planning

Preparing an action plan to develop your club does not need to be complicated; in fact, the simpler the better. Complicated plans can be difficult to follow and thus hard to achieve.

Good plans are realistic, 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. A good plan can help to focus activity. They are also now required by many local and national funding bodies to support applications for capital or revenue grants. When 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/wish to develop?
- ✓ How do you intend to do it?
- ✓ Who is going to do it?
- ✓ When is it going to be done?
- ✓ What will it cost?

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

Template 16 can be used to assist you to develop your own club's plans for the future. Your NGB/CSP may have a planning template and if you so wish, use it in preference to the one in this pack. Alternatively, you can develop your own document to suit your needs. Whatever template or style you adopt, your plan should be monitored, reviewed and revised to ensure that your club continues to develop.

Further information on how to produce an action/development plan for your club is contained within the **runningsports Quick Guide, Developing Your Sports Action Plan**, which can be downloaded for free from www.runningsports.org. NGBs/CSPs can provide resources to assist clubs with the planning process. Your county or regional NGB Development Officer, your local authority sports development unit and your CSP should be able to support the development planning process.



Clubmark criteria



The club must clearly demonstrate its commitment to further development and outreach work.

5 Good practice – volunteers

5.1 Volunteer management

Recruiting and retaining volunteers can be a difficult task but it is vital for the future of most clubs. Volunteers are the lifeblood of many clubs yet, all too often, they are taken for granted. Increasingly, as people's time becomes more valuable it is important that clubs consider 'human resource (workforce) development' and look at how they can recruit, support, recognise and reward their most valuable resource – people.



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 and support 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?
- ✓ Do you have a volunteer's policy?



Many of the **runningsports** resources including the *Top Tips*, *Quick Guides* and the workshop *Valuing Your Sports Volunteers*, contain more information designed to support clubs 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 Volunteer Centre Network and the Excellence in Volunteer Management

hub can provide up-to-date, cost effective and often locally available training in volunteer management. For further information go to www.volunteering.org.uk

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

5.2 Appointing a Volunteer Coordinator

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

- ✓ Getting to know the club membership.
- ✓ Identifying the needs of volunteers at 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.

For a sample volunteer role outline visit www.runningsports.org **runningsports** provide ongoing support to volunteers who take on this role – to take advantage of this support join the **runningsports** network via the website.

5.3 Role outlines for volunteers

Volunteer does not mean amateur. For roles within your club you will wish to develop role outlines. This can help to ensure that volunteers understand what is expected of them. It also outlines the support that can expect to be provided by the club. See Template 17 for an example.



N.B. It is important that volunteers don't 'sign' any kind of agreement as this can entitle them to employment rights for further information contact Volunteering England on www.volunteering.org.uk

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. This could contain information on your club, its equity statement and child welfare information, screening guidelines, task descriptions, volunteer agreement forms and any other information that you consider relevant, such as emergency procedures.

Alternatively, you may wish to introduce the information through a series of meetings. Whatever method is chosen, it is important that information is well communicated and understood by all volunteers.



6 Templates

How to use the templates

The templates are provided to help your club produce development plans as well as format policies, procedures and printed matter. They have been provided in Microsoft Word so that they can be accessed and adopted, adapted or developed to suit the needs of individual clubs. They can also be found on the Clubmark website www.clubmark.org.uk

To insert information specific to your club in 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 practice 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 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
- Template 10 Equity Action Plan
- Template 11 Constitution
- Template 12 Code of practice for parents/carers
- Template 13 Code of practice for junior members
- Template 14 Introductory letter to parents/carers
- Template 15 Club partnership agreement
- Template 16 Development plan
- Template 17 Volunteer agreement form
- Template 18 School – Club Links Agreement

Template 1: Code of practice for club officials and volunteers

NAME OF CLUB

The essence of good ethical conduct and practice is summarised below.

All volunteers must:

- ✓ Consider the well-being and safety of participants before the development of performance.
- ✓ Develop an appropriate working relationship with participants, based on mutual trust and respect.
- ✓ Make sure all activities are appropriate to the age, ability and experience of those taking part.
- ✓ Promote the positive aspects of the sport (e.g. fair play).
- ✓ Display consistently high standards of behaviour and appearance.
- ✓ Follow all guidelines laid down by the National Governing Body and the club.
- ✓ Hold appropriate valid qualifications and insurance cover.
- ✓ Never exert undue influence over performers to obtain personal benefit or reward.
- ✓ Never condone rule violations, rough play or the use of prohibited substances.
- ✓ Encourage participants to value their performances and not just results.
- ✓ Encourage and guide participants to accept responsibility for their own performance and behaviour.

Template 2: Guidelines for dealing with an incident/accident

NAME OF CLUB

- ✓ Stay calm but act swiftly and observe the situation.
Is there danger of further injuries?
- ✓ Listen to what the injured person is saying.
- ✓ Alert the first-aider who should take appropriate action for minor injuries.
- ✓ In the event of an injury requiring specialist treatment, call the emergency services.
- ✓ Deal with the rest of the group and ensure that they are adequately supervised.
- ✓ Do not move someone with major injuries. Wait for the emergency medics.
- ✓ Contact the injured person's parent/carer.
- ✓ Complete an incident/accident report form.

Template 3: Incident/accident report form

NAME OF CLUB

Name of person in charge of session/competition

Site where incident/accident took place

Date of incident/accident

Name of injured person

Address of injured person

Nature of incident/injury and extent of injury

Give details of how and precisely where the incident took place.

Describe what activity was taking place, for example training/game/getting changed.

Give full details of action taken during any first aid treatment and the name(s) of first-aider(s).



Were any of the following contacted?

- | | | |
|----------------|------------------------------|-----------------------------|
| Parents/carers | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Police | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Ambulance | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

What happened to the injured person following the incident/accident?

E.g., carried on with session, went home, went to hospital etc.



All of the above facts are a true record of the accident/incident

Signed:

Date:

Name:

In the event of an accident occurring through insufficient training or faulty equipment/facilities, follow up action to include completion of risk assessment form (Template 8).

Template 5: Junior membership form

NAME OF CLUB

We are very pleased to welcome you to the *NAME OF CLUB*.

To ensure we have the correct contact details for you, please fill out this form and give it back to *NAME OF JUNIOR COACH COORDINATOR*.

If you are under 16, please also ask your parent or carer to sign the form before it is returned. We will also use this information to ensure that you are kept informed about club events.

Name

Address

Postcode

Home telephone number

Mobile*

Email*

Date of Birth

* Neither the mobile number nor the email should be that of the child – this could make children vulnerable and is considered poor practice. For a child/young person these details should be those of the parent/carer.

Whilst it is not compulsory that the following section is completed the footnote at the end of this template explains why it is important.

Ethnicity

In order to help the club monitor its membership please will you tick one of the following boxes to identify your ethnic group/origin.

A. White

British
Irish
Any other white background (please specify)

B. Mixed

White & Black Caribbean
White & Asian
White & Black African
Any other mixed background (please specify)

C. Asian or Asian British

Indian
Pakistani
Bangladeshi
Any other Asian background (please specify)

D. Black or Black British

Caribbean
African
Any other Black background (please specify)

E. Chinese or other ethnic group

Chinese
Any other (please specify)

Disability

The Disability Discrimination Act 1995 defines a disabled person as anyone with 'a physical or mental impairment, which has a substantial long-term adverse effect on his or her ability to carry out normal day-to-day activities'.

Do you consider yourself to have a disability? Yes No

If yes, what is the nature of your disability?

Please detail below any important medical information that our coaches/junior coordinator should be aware of

- Visual impairment
 Hearing impairment
 Physical disability
 Learning disability
 Multiple disability
 Other (please specify)

Sporting information

Have you played NAME OF SPORT before? Yes No

If yes, where have you played the sport (please indicate below)

- Primary school
 Secondary school
 Local authority coaching session(s)
 Club
 County
 Other (please specify)

Medical information

Please detail below any important medical information that our coaches/ Junior Coordinator should be aware of (e.g. epilepsy, asthma, diabetes etc.)

Emergency contact details

To be completed by the parent/carer

Please insert the information below to indicate the person(s) who should be contacted in event of an incident/accident.

Contact name e.g. parent/carer

Emergency contact number

By returning this completed form, I agree to my son/daughter/child in my care taking part in the activities of the club.

I understand that I will be kept informed of these activities – for example timing and transport details.

I understand in the event of injury or illness all reasonable steps will be taken to contact me, and to deal with that injury/illness appropriately.

Name of parent/carer:

Signature of parent/carer:

Date:

Sport can and does play a major role in promoting inclusion of all groups in society. However, inequalities have traditionally existed within sport, particularly in relation to gender, race and disability. Sport England is committed to promoting and developing sports equity, which is about fairness in sport, equality of access, recognising inequalities and taking steps to address them.

By monitoring the profile of young people in sports clubs, NGBs/CSPs and Sport England can identify any issues relating to under-representation of different groups and can develop strategies to ensure all young people have an opportunity in the future development and progress in sport.

Template 6: Task description: Head Junior Coach

NAME OF CLUB

Name of coach:

Responsible to: *NAME OF CLUB* Management Committee

Main duties

- ✓ To take full responsibility for the club's junior coaching sessions at *NAME OF VENUE* on *DAY(S)* from *START TIME* to *END TIME*.
- ✓ To maintain high ethical standards in coaching, ensure they keep up-to-date with their knowledge, skills and qualifications and prepare all coaching sessions in advance.
- ✓ To undertake training appropriate to the role e.g. child protection training.
- ✓ To work with and include *NAME OF ASSISTANT COACH(ES)* in the preparation and running of each session.
- ✓ To attend junior club meetings and report on progress.
- ✓ To offer the club feedback on the organisation and degree of success of junior coaching and competitions.
- ✓ To assist in the selection of teams.
- ✓ To travel to competitions with the junior team(s).
- ✓ To inform the Junior Coordinator in advance of any sessions that cannot be attended.

Template 7: Task description: Assistant Junior Coach

NAME OF CLUB

Name of coach:

Responsible to: Head Junior Coach

Main duties

- ✓ To assist with the club's junior coaching sessions at *NAME OF VENUE* on *DAY(S)* from *START TIME* to *END TIME*.
- ✓ To develop and maintain high ethical standards in coaching, commit to develop their coaching knowledge and skills and assist in the preparation of coaching sessions in advance.
- ✓ To work with *NAME OF HEAD COACH* in the preparation and running of each session.
- ✓ To undertake training appropriate to this role e.g. child protection training.
- ✓ To offer the club feedback on the organisation and degree of success of junior coaching and competitions.
- ✓ To travel to competitions with the junior team(s).
- ✓ To inform the Head Junior Coach in advance of any sessions that cannot be attended.

Template 8: Risk assessment form

NAME OF CLUB

Venue:

Name and position of person doing check:

Date of check:

Playing/training area

Check that the area and surroundings are safe and free from obstacles.

Is the area fit and appropriate for activity? (e.g. check floor, roof leaks, lighting, heating, security and welfare arrangements). **Yes** **No**

(If no, please outline the hazard, who may be at risk and action taken, if any.)

Equipment

Check that it is fit and sound for activity and suitable for age group/ability. Is the equipment safe and appropriate for activity?

(e.g. check there is no equipment left from other activities or obstructions left in the sporting area. **Yes** **No**

(If no, please outline unsafe equipment, who may be at risk and action taken, if any.)

Participants

Check that the attendance register is up-to-date with medical information and contact details. Check that performers are appropriately attired for the activity.

Is/are the register(s) in order? **Yes** **No**

(If no, please outline current state and action taken, if any.)

Are performers appropriately attired and safe for activity? **Yes** **No**

(If no, please outline unsafe equipment/attire and action taken, if any.)

Emergency points

Check that emergency vehicles can access facilities, and that a working telephone is available with access to emergency numbers.

Are emergency access points checked and operational? **Yes** **No**
(If no, please outline the issues and action taken, if any.)

Is a working telephone available? **Yes** **No**
(If no, please outline the issues and action taken, if any.)

Safety information

Check that evacuation procedures are published and posted somewhere for all to see. Ensure that volunteers and staff have access to information relating to health and safety.

Are emergency procedures published and accessible to those with responsibility for sessions in the club? **Yes** **No**

(If no, please outline what information is missing and action taken, if any.)

Does the club need to take any further action? (If yes, please specify.)

Signed:

Date:

Name:

N.B. A new risk assessment form should be completed at the start of each season, to ensure you cover the club should the incident happen again, and any resultant changes made to the club's code of practice.

Template 9: Equity policy statement

NAME OF CLUB

- ✓ This club is committed to ensuring that equity is incorporated across all aspects of its development. In doing so it acknowledges and adopts the following Sport England definition of sports equity:

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 club respects the rights, dignity and worth of every person and will treat everyone equally within the context of their sport, regardless of age, ability, gender, race, ethnicity, religious belief, sexuality or social/economic status.
- ✓ The club is committed to everyone having the right to enjoy their sport in an environment free from threat of intimidation, harassment and abuse.
- ✓ All club members have a responsibility to oppose discriminatory behaviour and promote equality of opportunity.
- ✓ The club will deal with any incidence of discriminatory behaviour seriously, according to club disciplinary procedures.

Template 10: Equity Action Plan

NAME OF CLUB

What type of club are we?

e.g. performance/development/recreational/other

What are the barriers/issues that stop us growing as a club?

- 1.
- 2.
- 3.

Where are we now?

Category	Number	Category	Number
Adult male		Male under 16	
Adult female		Female under 16	
Junior male		Male under 11 Black and ethnic minority Community	
Junior female		Female under 11 Black and ethnic minority Community	
Male under 11		Male under 18 Black and ethnic minority Community	
Female under 11		Female under 18 Black and ethnic minority Community	
Do we accommodate disabled people (either participants or volunteers)?			

Description of current situation (eg details of your current membership levels, location and overall population, secondary and primary schools and/or similar clubs in your community from your sport):

For further information of where your club is situated go to:
<http://www.neighbourhood.statistics.gov.uk/dissemination>

To find out the names of secondary schools within a catchment area of your club you can contact your local education authority or go to:
http://www.dcsf.gov.uk/performance/tables/schools_07.shtml

To find out the names of primary schools within a catchment area of your club you can contact your local education authority or go to:
http://www.dcsf.gov.uk/performance/tables/primary_07.shtml

Where are we going?

Having identified the location of our club and its community compared to our current membership who do we realistically want to encourage into our club?	
Do we feel able as a club to increase the opportunities for disabled participants?	
If so, what can we offer?	

How will we get there?

Objective	Who	What	Where	When	Completed by	Resources	Outcome

Template 11: Constitution

NAME OF CLUB

Each club should carefully consider the most appropriate constitution for its particular circumstances. A basic constitution is provided below, although clubs should consider Community Amateur Sports Club status (see CCPR website for details) for tax and other financial benefits.

1. Name

The club will be called *NAME OF CLUB* and will be affiliated to the *NAME OF NATIONAL GOVERNING BODY*.

2. Aims and objectives

The aims and objectives of the club will be:

- ✓ To offer coaching and competitive opportunities in *NAME OF SPORT*.
- ✓ To promote the club within the local community and *NAME OF SPORT*.
- ✓ To manage the *NAME OF FACILITY*.
- ✓ To ensure a duty of care to all members of the club.
- ✓ To provide all its services in a way that is fair to everyone.

3. Membership

To ensure all present and future members receive fair and equal treatment.

Membership should consist of officers and members of the club.

All members will be subject to the regulations of the constitution and by joining the club will be deemed to accept these regulations and codes of practice that the club has adopted.

Members will be enrolled in one of the following categories:

- ✓ Full member.
- ✓ Associate member.
- ✓ Junior member.
- ✓ Life member.

4. Membership fees

Membership fees will be set annually and agreed by the Executive/ Management Committee or determined at the Annual General Meeting.

Fees will be paid: annually/monthly/by weekly subscription.

5. Officers of the club

The officers of the club will be:

- ✓ Chair.
- ✓ Vice Chair.
- ✓ Honorary Secretary.
- ✓ Treasurer.
- ✓ Fixtures Secretary.
- ✓ Publicity Officer.
- ✓ Volunteer Coordinator.
- ✓ Any other relevant position.

Officers will be elected annually at the Annual General Meeting.

All officers will retire each year but will be eligible for re-appointment.

6. Committee

The club will be managed through the Management Committee consisting of:

- ✓ *NAMES OF OFFICER POSTS*. Only these posts will have the right to vote at meetings of the Management Committee.
- ✓ The Management Committee meetings will be convened by the Secretary of the club and held no less than *NUMBER OF MEETINGS* times per year.
- ✓ The quorum required for business to be agreed at Management Committee meetings will be: *NUMBER [ACCORDING TO NUMBER OF OFFICERS IN POST]*.
- ✓ The Management Committee will be responsible for adopting new policy, codes of practice and rules that affect the organisation of the club.
- ✓ The Management Committee will have powers to appoint sub-committees as necessary and appoint advisers to the Management Committee as necessary to fulfil its business.

- ✓ The Management Committee will be responsible for disciplinary hearings of members who infringe the club rules/regulations /constitution. The Management Committee will be responsible for taking any action of suspension or discipline following such hearings.

7. Finance

All club monies will be banked in an account held in the name of the club.

The Club Treasurer will be responsible for the finances of the club.

- The financial year of the club will end on: *DATE*.

An **audited** statement of annual accounts will be presented by the Treasurer at the Annual General Meeting.

Any cheques drawn against club funds should hold the signatures of the Treasurer plus up to two other officers.

8. Annual General Meetings

Notice of Annual General Meetings (AGM) will be given by the Club Secretary. Not less than 21 clear days notice to be given to all members.

The AGM will receive a report from officers of the Management Committee and a statement of the audited accounts.

- Nominations for officers of the Management Committee will be sent to the Secretary prior to the AGM.

Elections of officers are to take place at the AGM.

All members have the right to vote at the AGM.

The quorum for AGMs will be *NUMBER [USUALLY 25% OF THE MEMBERSHIP]*.

The Management Committee has the right to call Extraordinary General Meetings (EGMs) outside the AGM. Procedures for EGMs will be the same as for the AGM.

9. Discipline and appeals

All concerns, allegations or reports of poor practice/abuse relating to the welfare of children and young people will be recorded and responded to swiftly and appropriately in accordance with the club's child protection policy and procedures. The club Welfare Officer is the lead contact for all members in the event of any child protection concerns.

All complaints regarding the behaviour of members should be presented and submitted in writing to the Secretary.

The Management Committee will meet to hear complaints within *NUMBER* days of a complaint being lodged. The committee has the power to take appropriate disciplinary action including the termination of membership.

The outcome of a disciplinary hearing should be notified in writing to the person who lodged the complaint and the member against whom the complaint was made within *NUMBER* days of the hearing.

There will be the right of appeal to the Management Committee following disciplinary action being announced. The committee should consider the appeal within *NUMBER* days of the Secretary receiving the appeal.

10. Dissolution

A resolution to dissolve the club can only be passed at an AGM or EGM through a majority vote of the membership.

In the event of dissolution, any assets of the club that remain will become the property of *NAME OF GOVERNING BODY OR SOME OTHER CLUB WITH SIMILAR OBJECTIVES TO THOSE OF THE CLUB*.

11. Amendments to the constitution

The constitution will only be changed through agreement by majority vote at an AGM or EGM.

12. Declaration

NAME OF CLUB hereby adopts and accepts this constitution as a current operating guide regulating the actions of members.

Signed:

Date:

Name:

Position: Club Chair

Signed:

Date:

Name:

Position: Club Secretary



Template 12: Code of practice for parents/carers

NAME OF CLUB

- ✓ Encourage your child to learn the rules and play within them.
- ✓ Discourage unfair play and arguing with officials.
- ✓ Help your child to recognise good performance, not just results.
- ✓ Never force your child to take part in sport.
- ✓ Set a good example by recognising fair play and applauding good performances of all.
- ✓ Never punish or belittle a child for losing or making mistakes.
- ✓ Publicly accept officials' judgements.
- ✓ Support your child's involvement and help them to enjoy their sport.
- ✓ Use correct and proper language at all times.
- ✓ Encourage and guide performers to accept responsibility for their own performance and behaviour.

Template 13: Code of practice for junior members

NAME OF CLUB

NAME OF CLUB is fully committed to safeguarding and promoting the well-being of all its members. The club believes that it is important that members, coaches, administrators and parents associated with the club should, at all times, show respect and understanding for the safety and welfare of others. Therefore, members are encouraged to be open at all times and to share any concerns or complaints that they may have about any aspect of the club with *NAME AND POSITION*.

○ As a member of *NAME OF CLUB*, you are expected to abide by the following junior code of practice:

- ✓ All members must play within the rules and respect officials and their decisions.
- ✓ All members must respect the rights, dignity and worth of all participants regardless of age, gender, ability, race, cultural background, religious beliefs or sexual identity.
- ✓ Members should keep to agreed timings for training and competitions or inform their coach or team manager if they are going to be late.
- ✓ Members must wear suitable kit – *LIST COMPULSORY ITEMS* – for training and match sessions, as agreed with the coach/team manager.
- ✓ Members must pay any fees for training or events promptly.
- ✓ Junior members are not allowed to smoke on club premises or whilst representing the club at competitions.
- ✓ Junior members are not allowed to consume alcohol or drugs of any kind on the club premises or whilst representing the club.

Template 14: Introductory letter to parents/carers

NAME OF CLUB

Dear *NAME OF PARENT/CARER*,

On behalf of *NAME OF CLUB* I would like to welcome your child to the club and provide you with some information about our activities. The club provides opportunities for young people between the ages of *LOWEST AGE* and *HIGHEST AGE* to receive coaching and competition in *NAME(S) OF COMPETITION(S)*. All coaching is by qualified coaches who are trained and have been screened for their suitability for working with young people.

The club is [presently applying for/has been accredited with] Sport England's Clubmark, which is awarded to clubs by *NGB* when the club is able to demonstrate that it meets the *NGBs* criteria as to playing programme; safeguarding and protecting children; knowing your club and its community and club management. Clubmark is an acknowledgement that we take these issues seriously and that we are striving to provide a high quality and welcoming environment for young participants in the sport. Our club Welfare Officer, *NAME OF CLUB WELFARE OFFICER*, is responsible for ensuring that our child protection policy is implemented, and can be contacted on *TELEPHONE NUMBER* should you have any concerns.

We welcome parents to all training and competitions and value your support. We are keen to try and involve parents in the club and would like to invite you to an open evening on *DATE* where you can meet club members and find out more about the club. Below is some information about training times and dates, and details regarding travel arrangements, kit and club registration.

Training sessions take place on *DAY* at *TIME* from *START DATE* to *END DATE* at *NAME OF VENUE*.

Arrangements should be made for your child to travel to and from training sessions and matches. We appreciate it if children can arrive promptly and are collected promptly at the end of the session, if they are not making their own way home. If you are going to be late picking your child up, please contact *NAME OF JUNIOR COORDINATOR/HEAD COACH* on *TELEPHONE NUMBER(S)* and let them know.

Club training kit consists of *DETAILS OF KIT TO BE WORN*. The cost of each training session is £*COST* and competition fees are £*COMPETITION FEES*. The club has a small membership fee of £*MEMBERSHIP FEE* and this should be paid by *DUE DATE*.

We would be grateful if you could complete the attached junior club membership form. For the safety of your child it is important that the club is informed of any medical condition or allergies that may be relevant, should your child fall ill or be involved in an accident while at the club.

If you would like to talk to someone at the club about this information or your child's involvement with the club, please contact the Junior Coordinator, *NAME OF JUNIOR COORDINATOR* on *TELEPHONE NUMBER(S)*.

We thank you for your cooperation and look forward to meeting you at some point in the future.

Yours sincerely,

Signed:

Date:

Name:

Position: Junior Coordinator

Template 15: Club partnership agreement

NAME OF CLUB

All partners main contact names and telephone numbers:

CONTACT NAME(S) AND ADDRESS(ES) OF PARTNER(S)

e.g. club, school, local authority, other(s)

Context

The agreement forms part of the *NAME OF CLUB* strategy in which the partners are: *NAME(S) OF PARTNER(S)*

Objectives

- ✓ To promote junior participation in *NAME OF SPORT* within the *NAME OF DISTRICT* district.
- ✓ To promote links between the *NAME OF PARTNER(S)* and the club, providing appropriate opportunities for further development and participation to those young people who may be interested.
- ✓ To give the club the fullest possible opportunity to present its programmes to possible new members.
- ✓ To optimise the provision of coaching expertise and leadership in the sport of *NAME OF SPORT*, at club level.

Core principles

All activities will be conducted within the framework of a recognised Child Protection Policy and agreed minimum operating standards in relation to safeguarding and protecting children and young people.

All activities will be run in accordance with *NAME OF SPORT* governing body guidelines, particularly relating to coaching and officiating qualifications and safe practices.

All activities will operate in accordance with a code of practice appropriate to *NAME OF SPORT*, to be agreed between the partner(s) and the club, and in accordance with *NAME OF SPORT* governing body's best practice, particularly relating to behaviour, clothing, warming-up and cooling-down, safe use of appropriate equipment, preparation and planning, and the provision of positive feedback.

In the interests of equity, all activities will be accessible to all young people in the partnership and appropriate to their abilities. Particular attention should be made to promotion and charging policies, which should attract, encourage and accommodate young people:

- ✓ With physical, intellectual and sensory impairments and with multiple and profound impairments.
- ✓ From both genders.
- ✓ From ethnic minorities.
- ✓ From disadvantaged communities.

The partner's commitment

Ensure that *NAME OF SPORT* is offered to all its performers.

To support the promotion and development of *NAME OF SPORT* at *NAME OF CLUB*, subject to the regulations of the club constitution.

Designate a member as Liaison Officer with responsibility for:

- ✓ Giving first consideration for the use of its facilities for *NAME OF SPORT* activities to *NAME OF CLUB*.
- ✓ Collaborating with the club and the county association where appropriate to support programmes such as coach education.

The club's commitment

Appoint a named coach or official as the club's youth Liaison Officer, with responsibility for:

- ✓ Advising partner(s) about all relevant activities, particularly those aimed at attracting junior participation.
- ✓ Ensuring that all club members referred by its partner(s) are welcomed to the club and allocated to an appropriately qualified coach.
- ✓ Collaborating with its partners in developing its *NAME OF SPORT* provision, particularly in respect of appropriate equipment and coaching.
- ✓ Keeping the partner's Liaison Officer advised of club members' progress.

- ✓ Assist *NAME OF PARTNER* in the development of its *NAME OF SPORT* programme, copying all the relevant information for press releases to the partner's Liaison Officer for the benefit of all club members by:
 - ✓ Helping to run the partner's out-of-hours programme.
 - ✓ Helping to arrange competition officials for major partnership events.
 - ✓ Arranging external visits to the club which may help to raise the profile of the sport, e.g., by inviting local and national sporting ambassadors to the club.
 - ✓ Maintain the widest possible programme of coaching and competition, so that young people of all abilities have the opportunity to take part at their own level.
 - ✓ Maintain a structure of charges designed to encourage junior participation regardless of economic circumstances.

Programme

Weekly coaching between the months of *MONTH* and *MONTH*. Events during *MONTHS*. Other programme activity e.g., coach education, *Adults Older Than Teachers* programme.

Targets

NUMBER of children to become junior members of the club within 12 months of the start of the programme.

Number of partners representatives to become qualified as assistant coaches/coach level 1.

Resources

NAME OF PARTNER(S) will provide *SPECIFIED* facilities.

NAME OF CLUB will provide coaching expertise, with access to the county governing body support where required.

Additional finance for items *LIST OF ITEMS* will be sought through the *NAME OF DISTRICT* and the National Lottery 'Awards for All' programme.

Review

The working of the agreement will be reviewed on an annual basis through a meeting of the liaison officers of the partner(s) and the club, normally in June of each year. The agreement will be renewable from the 1st September each year.

Signed:

Position:

Date:

For *Name of Partner(S)*



Signed:

Position:

Date:

For *Name of Club*



Template 17: Volunteer agreement form

NAME OF CLUB

NAME OF VOLUNTEER (coach/team manager/official)

All coaches/team managers/officials working with *NAME OF CLUB* are encouraged to work to high standards and adopt recognised best practice where possible. In addition to their own standards of practice, all club coaches/team managers/officials should be aware of and adopt *NAME OF CLUB* club's own:

- Codes of practice for coaches/team managers/officials.
- Child protection policy and procedures.
- Equity and safety policy statement and guidelines.

The club will ensure that its club coaches/team managers/officials have a copy of each policy and guidance note that is relevant to their work. The club will listen to and respond to matters that its officials bring to its attention in relation to their work and will support, where possible, their training needs.

I, *NAME OF VOLUNTEER*, am familiar with *NAME OF CLUB*'s standards of practice named above and will adopt these in my work. I accept the responsibilities outlined in the attached task description.



Signed:

Date:

Name:

N.B. Before a volunteer signs and returns the agreement you should provide him/her with copies of all/some of the following:

- Safety guidelines.
- Codes of practice.
- Equity policy statement.
- Child protection policy and procedures.

Template 18: School - Club Links Agreement

School and club should tick the appropriate boxes of what they agree to provide.

The School agrees to...

- Provide main point of contact
- Deliver *NAME OF SPORT* in the curriculum
- Deliver the *NAME OF SPORT* skills awards
- Deliver leadership awards in *NAME OF SPORT* (Sport specific JSLA/CSLA programmes)
- Enter school teams in local festivals at club
- Put up poster advertising club
- Advertise initiative in school newsletter to parents/assist with volunteer recruitment

If school agrees to outside coaches coming in, school is to...

- Provide appropriate facilities
- Ensure teacher is present at all times
- Ensure teacher takes lead in one session
- Inform club early if sessions alter
- Provide a register (No. M/F/BEM/DISA')
- Agree to enter festival
- Any other

The Club agrees to...

- Provide main point of contact
- Provide posters and flyers etc.
- Organise Curriculum Package
- Provide coaches for agreed sessions in:
curriculum time
- extra curricular time
- Ensure all coaches are qualified and help mentor teachers to ensure sustainability
- Inform school early if sessions alter
- Help organise school festival
- Provide equipment for school to use
- Help arrange match officials for agreed fixtures
- Offer young people high quality leadership and volunteering opportunities as part of the Step into Sport programme
- Provide and assess *NAME OF SPORT* skills awards (junior schools) or assist with schools teams
- Any other

Both school and club should review the agreement annually.

Club name:	School name:
Address:	Address:
Post code:	Post code:
Club representative:	School representative:
Signed/date:	

School: Please send copy to Partnership Development Manager and
SSCo Club: Please inform (*NAME OF SPORT*) NGB and keep copy on file



Appendix 1: Use of Resource Pack and liability

Gaining Clubmark accreditation demonstrates that you take the management and development of your club seriously. However, it is your responsibility to ensure that you maintain the appropriate standards, continually review the running of your club and are vigilant at all times about any circumstances, which may affect the safety and security of your club. The award of Clubmark is an acknowledgement that you have met certain criteria, but it is not a guarantee of the safety of the club or its activities, which remains the responsibility of the club at all times.

- Except to the extent that such liability may not be excluded by law, Sport England, its servants and agents will not be held responsible or liable to any party for any direct, indirect or consequential loss or damage howsoever it may arise. Such loss or damage shall include any loss, damage or costs of any nature arising out of or in connection with any reliance placed on material in this publication or any other guidelines or policies issued by Sport England; the running of the club's activities and premises; the application, the award or use of Clubmark. For the avoidance of doubt, such loss or damage shall include economic loss (including loss of income or profit) arising out of the revocation, suspension, reduction in the scope of, or refusal to renew or extend the use of Clubmark. Sport England shall have no obligations, duties or liabilities in respect of Clubmark other than those expressly agreed in writing.
- The guidance in this Resource Pack and Sport England policies on Lottery funding applications generally is subject to change from time-to-time, including variations required to comply with governmental directions on the application of Lottery funds. Sport England reserves the right to amend, supplement and/or discontinue, at its absolute discretion for whatever reason, any or all of the guidelines set out in this publication.

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Appendix 2: Useful contacts

Sport England
Third Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020 7273 1551
www.sportengland.org

CCPR
Burwood House
14-16 Caxton Street
London SW1H 0QT
Tel: 020 7976 3900
www.ccpr.org.uk

Child Protection in Sport Unit
NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116 234 7278
www.thecpsu.org.uk

The Equality and Human
Rights Commission
3 More London
Riverside Tooley Street
London SE1 2RG
Tel: 0845 604 6610
www.equalityhumanrights.com

British Red Cross
UK Office
44 Moorfields
London EC2Y 9AL
Tel: 0844 871 1111
www.redcross.org.uk

Criminal Records Bureau
PO Box 110
Liverpool L69 3EF
Tel: 0870 9090 822
www.crb.gov.uk

Sports Leaders UK
23-25 Linford Forum
Rockingham Drive
Linford Wood
Milton Keynes MK14 6LY
Tel: 01908 689 180
www.sportsleaders.org

Sporting Equals
Centre-court.com
1301 Stratford Road
Hall Green
Birmingham B28 9HH
Tel: 0121 777 1375
www.sportingequals.com

Volunteering England
Regents Wharf
No. 8 All Saints Street
London N1 9RL
Tel: 0845 305 6979
www.volunteering.org.uk

English Federation of Disability Sport
(EFDS)
Manchester Metropolitan University
Alsager Campus
Hassall Road
Alsager
Stoke-on-Trent ST7 2HL
Tel: 0161 247 5294
www.efds.co.uk

Health and Safety Executive
Rose Court
2 Southwark Bridge
London SE1 9HS
Tel: 0845 345 0055
www.hse.gov.uk

St John Ambulance
27 St Johns Lane
London EC1M 4BU
Tel: 020 7324 4000
www.sja.org.uk

Youth Sport Trust
Sir John Beckwith Centre for Sport
Loughborough University
Loughborough LE11 3TU
Tel: 01509 226 600
www.youthsporttrust.org

NSPCC
Weston House
42 Curtain Road
London EC2A 3NH
Tel: 0207 825 2500
www.nspcc.org.uk

sports coach UK
114 Cardigan Road
Headingley
Leeds LS6 3BJ
Tel: 0113 274 4802
www.sportscoachuk.org

runningsports Hotline
Tel: 0800 363 373
www.runningsports.org

Womens Sports Foundation
Third Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 0207 273 1740
www.wsf.org.uk

For NGB and CSP contact details visit the Clubmark website
www.clubmark.org.uk

Appendix 3: Duty of Care briefing paper

It is widely accepted that in relation to children and young people sports organisations have a duty of care. The purpose of this briefing paper is to clarify what that duty entails and to provide some guidance as to what steps can be taken in order to demonstrate that this duty is being met. In essence, duty of care means that a sports body needs to take such measures as are *reasonable* in the circumstances, to ensure that individuals will be safe to participate in an activity to which they are *invited to* or which is *permitted*.

A duty of care may be imposed by common law or statute, by contract, or by acceptance by an individual. In some cases the law imposes a duty of care. For example, the duty of care the police have when they arrest someone. There is no general duty of care upon members of the public towards the public at large. If there is a formal relationship however, for example, between a club and a club member, or a coach and an athlete, there is a duty of care.

When children and young people are involved in organised sports activities and are to any extent under the care and/or control of one or more adults, the adult(s) have a duty to take reasonable care to ensure their safety and welfare. The duty occurs in two ways:

- ✓ A **Legal** Duty of Care
- ✓ A **Moral** Duty of Care

The **Legal** Duty of Care has a strict definition. The most obvious example of this is in Health and Safety procedures where clear guidance is provided about what reasonable steps should be taken to minimise the hazards related to activities, substances or situations.

In many sports activities, given the health and safety considerations, it is recognised that a sports organisation or individual (e.g. coach) owes a duty of care to its members. However, it is also understood and recognised that accidents can and do happen, and that it is not possible to predict every eventuality. Liability for the legal duty of care would only arise when an incident occurs and it can be demonstrated that the risk was foreseeable but no action had been taken to remedy it.

In any subsequent legal action, the courts would apply the following criteria to determining if an organisation or individual would be held responsible:

- ✓ Reasonable foreseeability of injury.
- ✓ Proximity.
- ✓ It is fair, just and reasonable to impose a duty of care.

The plaintiff would have to show:

- ✓ That they were owed a duty of care.
- ✓ That the defendant breached this duty.
- ✓ That the plaintiff suffered damage as a result of the breach.

It is recognised that there is a higher duty of care owed to children and young people and this is something that those working with children and young people must reflect. An example of this is the Occupier's Liability Act 1957. This requires that an occupier must be prepared for children to be less careful than adults would be in a similar situation. This consideration should be even greater if a child is known to have learning difficulties or is known to have a medical condition which may make them more vulnerable than the average child to foreseeable risk of harm.

Children and young people in a club or sports activity

Any person in charge of children and young people involved in a sports club or activity has a duty of care and should take all reasonable care for their safety. The duty when involved in a sports club is reasonably straightforward: it is comparable to the duty of a teacher in charge of a class of children of the same age.

There have been many cases concerning liability for accidents suffered by school pupils while at school that can be usefully applied to the sports setting. Out of these cases has evolved a general principle, which identifies the expected standard of care for teachers as that of a *reasonably prudent parent*, taking into account the fact that a teacher will have responsibility for a whole class of children.

This means that teachers are not required to achieve perfection with regard to their supervision of children, but that if they fall below the standards of a reasonably prudent parent and injury is suffered as a result, the teacher may be held to be negligent. Those responsible for the management or

supervision of children and young people in a club setting should consider what steps they may need to take in order to demonstrate the *reasonable* standard of care. Examples of this could include:

- ✓ Keeping up-to-date registers of attendance.
- ✓ Keeping up-to-date records of contact details.
- ✓ Maintaining appropriate supervision ratios.
- ✓ Maintaining up-to-date information on specific medical conditions – allergies, asthma, epilepsy, etc.
- ✓ Ensuring that first aid provision is available at the venue.
- ✓ Ensuring those responsible for supervising the children and young people have been subject to appropriate recruitment and selection processes.

The Management of Health and Safety Regulations 1999 requires that employers must make risk assessments and specify controls to reduce the risks of their activities.

Those responsible for sports activities should consider themselves in a similar position to an employer and carry out a risk assessment for their activities. When carrying out risk assessments, it is vital to attend to the requirements relating to the duty of care and the other aspects of health and safety. Some sports have developed risk assessment templates and it is important, if these have been developed, to complete these. It is not necessary to complete an assessment on each individual activity or session if this occurs on a regular basis. An annual or seasonal assessment would be sufficient. If, however, potentially hazardous equipment is used as part of the activity then this equipment must be checked before the start of each and every session.

The **Moral** Duty of Care is more correctly a *responsibility* for safety and welfare. Members of staff have a responsibility for those children and young people, and other staff, who are under their control. To determine if a breach of the duty of care has occurred, the ordinary civil law of negligence would be applied. The question is whether the accused in acting, or omitting to act, has failed to reach the standard of a *reasonable person*.

In specialist sports activities the qualified instructor has a duty of care for all those taking part irrespective of their age or position. The key point here is that the individual administering the activity, whatever their status, should be appropriately trained and authorised. In addition to this, those in charge of children have an additional charge and that is to act “*in loco parentis*”.

This term is best explained as requiring the adult to act as “*a reasonable parent*”. You will note that this is not necessarily the actual parent, and what the child’s parent may permit, the sport may not. So that whilst a parent may say that their child can stay out until midnight, a reasonable parent might not. Within sports organisation, the duty of care would start by ensuring the activity is authorised by the sport and the relevant instructors are qualified for the task but then would go on to ensure that it is managed in a safe manner throughout.

Reasonable measures

This is best explained as what is considered to be reasonable. For sport, the Child Protection in Sport Unit has established the Standards for Safeguarding and Protecting Children and Young People in Sport (2003) to identify what an organisation should reasonably undertake in relation to child protection.

The Standards require sports organisations, NGBs and CSPs to have in place:

- ✓ Child protection policy (Standard 1).
- ✓ Procedures and systems (Standard 2).
- ✓ Prevention (Standard 3).
- ✓ Codes of practice and behaviour (Standard 4).
- ✓ Equity (Standard 5).
- ✓ Communication (Standard 6).
- ✓ Education and training (Standard 7).
- ✓ Access to advice and support (Standard 8).
- ✓ Implementation plan (Standard 9).

For affiliated clubs it is reasonable to expect that the NGB or other organisation’s policy and procedures are incorporated into the club constitution and adhered to. For more information on the Standards visit www.thecpsu.org.uk

Other steps that would be considered reasonable measures would include adherence to guidance, advice or directions provided by a sports body or other relevant body. Many sports have developed guidance in relation to travel arrangements, recruitment and selection procedures, training and qualifications, for example. For more information on guidance, please contact the relevant sport’s governing body.