

SPORT ENGLAND CLUBMARK RESOURCE PACK



CONTENTS

FOREWORD

ACKNOWLEDGMENTS

INTRODUCTION

Welcome to the *Sport England Clubmark Resource Pack*

How to use the *Sport England Clubmark Resource Pack*

1	THE PLAYING PROGRAMME	<i>Page 9</i>
1.1	Club coaching sessions	<i>Page 10</i>
1.2	Competitive structures	<i>Page 11</i>
1.3	Coaching staff	<i>Page 11</i>
1.4	Club venues	<i>Page 13</i>
2	DUTY OF CARE AND CHILD PROTECTION	<i>Page 14</i>
2.1	Child protection	<i>Page 17</i>
2.2	Codes of conduct for coaches, officials and volunteers	<i>Page 19</i>
2.3	First aid	<i>Page 20</i>
2.4	Emergency procedures/ Reporting incidents and accidents	<i>Page 22</i>
2.5	Keeping records; attendance and medical registers	<i>Page 23</i>
3	SPORTS EQUITY AND ETHICS	<i>Page 24</i>
3.1	Sports equity	<i>Page 24</i>
3.2	Club constitution	<i>Page 26</i>
3.3	Code of conduct for parents	<i>Page 27</i>
3.4	Code of conduct for junior members	<i>Page 28</i>
4	CLUB MANAGEMENT	<i>Page 28</i>
4.1	Insurance	<i>Page 29</i>
4.2	National governing body affiliation	<i>Page 29</i>
4.3	Communicating with parents/carers	<i>Page 30</i>
4.4	Developing a membership category for young people	<i>Page 30</i>
4.5	Club links	<i>Page 31</i>
4.6	Action planning	<i>Page 33</i>

5	GOOD PRACTICE – VOLUNTEERS	<i>Page 34</i>
5.1	Volunteer management	<i>Page 34</i>
5.2	Volunteer coordinators	<i>Page 35</i>
5.3	Volunteer agreements	<i>Page 36</i>
5.4	Information packs	<i>Page 36</i>
6	TEMPLATES	<i>Page 37</i>
	How to use the templates	
Template 1	Code of conduct for club officials and volunteers	<i>Page 38</i>
Template 2	Guidelines for dealing with an incident/accident	<i>Page 39</i>
Template 3	Incident/accident report form	<i>Page 40</i>
Template 4	Attendance register	<i>Page 42</i>
Template 5	Junior membership form	<i>Page 43</i>
Template 6	Task description: Head Junior Coach	<i>Page 47</i>
Template 7	Task description: Assistant Junior Coach	<i>Page 48</i>
Template 8	Risk assessment form	<i>Page 49</i>
Template 9	Equity policy statement	<i>Page 51</i>
Template 10	Constitution	<i>Page 52</i>
Template 11	Code of conduct for parents/carers	<i>Page 57</i>
Template 12	Code of conduct for junior members	<i>Page 58</i>
Template 13	Introductory letter to parents/carers	<i>Page 59</i>
Template 14	Club partnership agreement	<i>Page 61</i>
Template 15	Development plan	<i>Page 65</i>
Template 16	Volunteer agreement form	<i>Page 66</i>
	APPENDICES	<i>Page 67</i>
1	Use of Resource Pack and liability	<i>Page 67</i>
2	Summary of Clubmark criteria	<i>Page 67</i>
3	Useful contacts	<i>Page 69</i>

FOREWORD

At Sport England we recognise and value the commitment made by sports clubs to develop high quality and welcoming environments for young participants. The development of clubs that encourage young people to take-up sport, improve their talents and continue life-long participation in sport is an essential part of the sporting infrastructure in England.

Sport England has therefore developed Clubmark as an accreditation scheme for clubs with junior sections including certain criteria laid down by their national governing bodies (NGBs). This Resource Pack sets out and explains the issues which clubs must address and the core criteria which they should meet in order to gain Clubmark accreditation through an NGB. The Resource Pack is intended to provide guidance to clubs and, whilst the respective NGB criteria are closely based on the information in this pack, each NGB may add its own specific requirements for its clubs to meet.

We hope that your club finds the Resource Pack a valuable tool as your club works towards Clubmark accreditation from your NGB and we wish you success in your endeavour to achieve this quality standard.

Sport England has taken great care in the preparation of this Resource Pack and in the establishment generally of Clubmark, but, as stated, the safety of your club and the conduct of your activities remain entirely your responsibility. Please read the notice in Appendix 1.



ACKNOWLEDGMENTS

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

- **sports coach UK**, for their helpful comments during the pack's initial development. And also to our equity partners: The CPSU, English Federation of Disability Sport, Women's Sports Federation and Sporting Equals.
- The Sports Council for Northern Ireland for allowing the adaptation of some of its Junior Club Scheme resources during the production of the pack.
- Nicky Fuller, Sports Consultant, for her help in researching and developing the pack and updating this version in conjunction with Rick Bailey and Nigel Moore from Sport England.
- Sports NGBs for commenting on the pack during its development.

INTRODUCTION

Welcome to the *Sport England Clubmark Resource Pack for Clubs with junior sections*.

Clubmark accreditation is awarded by your NGB to acknowledge that your club has complied with the NGBs standard requirements as to:

- the playing programme
- child protection
- sports equity and ethics
- club management.

By creating a single, national standard, Clubmark helps give all kinds of sports clubs a structure and direction which will benefit your club in several ways:

- **Increasing membership**

Being able to demonstrate that you have addressed issues such as equality and child protection gives confidence to parents choosing a club for their children.

- **Developing your club**

The foundation for any club is its youth structure. So, by encouraging and attracting young members, you are building a strong future for your club.

- **Developing your coaches and volunteers**

As part of the accreditation scheme, you'll be given help and advice in developing the skills of everyone involved in your club.

- **Raising your club's profile**

Once accredited, your club will be listed on a national database and in other sporting directories which will help you attract new members and to grow.



Sport England has worked in consultation with a range of national governing bodies (NGBs) to develop core criteria that can be integrated into NGB accreditation programmes for clubs working with children and young people. Clubs work with their own NGB to meet the criteria. Clubmark accreditation is awarded by the NGB once your club has demonstrated that it has met all the criteria set by the NGB.

Further information about sports club development is covered in Sport England's Running Sport and Volunteer Investment Programmes. Other key organisations including sports coach UK and the Child Protection in Sport Unit are also contributing to the ongoing development of sports clubs. Appendix 2 lists a number of useful contacts. Contact details for NGBs can be obtained from the Sport England website: www.sportengland.org

Please note that the following terms have been used generically throughout the Resource Pack:

'Participant' - any person (regardless of age, ability, membership) participating in an activity taking place at, or organised by, a sports club (and which shall include members of other clubs/teams);

'Visitor' - means any person other than participants visiting or attending events at premises owned or occupied by a sports club (and which shall include parents/carers of participants and any spectators);

'Volunteer' - means 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).

How to use the Sport England Clubmark Resource pack

The resource pack is arranged in six main sections.

Sections 1-4 describe the four key areas your club must address in order to achieve Clubmark accreditation (albeit that a NGB accreditation scheme may set out the criteria under different headings and may stipulate specific additional requirements relevant to the particular sport):

- the playing programme
- sports equity and ethics
- duty of care and child protection
- club management.

Section 5 focuses on good practice in volunteer/staff management. This is not a criterion for Clubmark but it is an area of development that can help your club to achieve and sustain on-going development.

Section 6 sets out templates that your club can use to assist in the development of their policy, procedures and practices – electronic versions of each template can be found on the Sport England website www.sportengland.org/clubmark or provided on disc with the Resource Pack issued by NGBs.

The appendices in this pack aim to help you build up your resource bank of information on club development.

Within each section the standard criteria for Clubmark recognition are printed in blue boxes and where appropriate the relevant template numbers are given in brackets.

Appendix 1 Use of Resource Pack and liability

Appendix 2 Summary of Clubmark criteria

Appendix 3 Useful contacts

1 THE PLAYING PROGRAMME

This section will cover the key elements deemed important in creating a quality playing programme for young people in your club. It identifies general issues associated with a well planned coaching and competition programme. However, it cannot give specific recommendations on aspects such as; age grouping, player:coach ratios, equipment etc. This kind of information will be determined by each NGB which will be able to recommend appropriate details necessary for a playing programme.

Ultimately the playing programme (a combination of coaching, training and competition) should help each participant realise their potential, taking account of the Long-Term Athlete Development model (LTAD), as the development of potential talent of young people is a complicated subject affected by many factors. However, NGBs realise the importance of getting the playing programme right for children and young people and many are making recommendations based on the LTAD model in their respective sports. This will develop and evolve over time in response to new information and research, and review of coaching techniques and 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 sessions

Performer : coach ratios

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

Number of coaching/training sessions per week and per year

Different sports will recommend a minimum number of coaching sessions per week and over the course of a year.

This might need to take account of the competition season and its duration. An off season or break may be recommended to give young people the chance to try another sport. Your club training programme may also identify specific fitness sessions which take place in addition to skill training sessions.

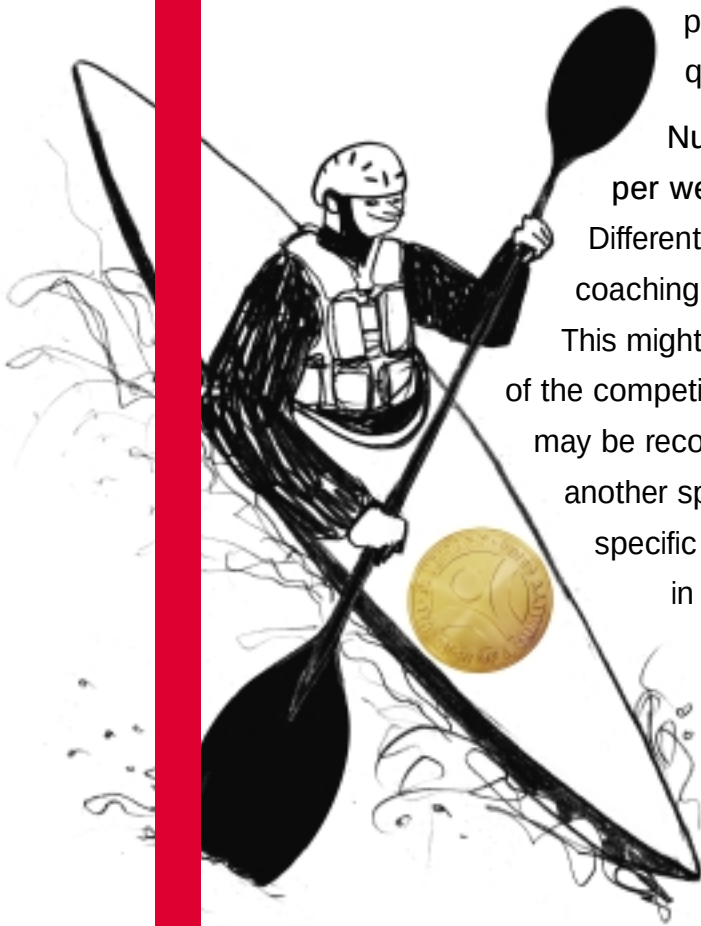
Coaching/training activity

This may well depend upon the age group(s) of young people taking part. Coaches should be aware of the recommended types of activity appropriate to the development phase of the individual(s) that they coach. In addition many

NGBs have skill or attainment awards for young people. These can be used to enhance the playing programme and offer young people a means of assessing their skills/ability.

CLUBMARK CRITERIA:

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



1.2 Competitive structures

Developing a competition programme is vital for young people as it is often the reason that they join a sports club in the first place. Ensuring that competition is appropriate requires your club to be aware of suggested age banding or performance standards for competition and the recommendation of what the competition should involve. For example, some sports recommend a modified or mini game to be played by certain age groups.

Clubs should also ensure, where practical, they seek to hold events and competitions to reflect the cultural or religious festivals of their members.

Remember competition does not necessarily have to come from outside of the club. If the club has a suitably large membership of young people it may hold competitions internally.

CLUBMARK CRITERIA:

- *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 will direct most of the activity in the club. It is therefore important that they comply with the club's policies on child protection and equity, hold appropriate coaching qualifications to coach young people, Criminal Records Bureau checked (see section 2.1) and ensure they attend continuous professional development training. Some sports have developed coaching awards that deal with the specifics of coaching certain age groups of participants which can be an advantage. Workshops on Coaching Young Performers, open to coaches of all sports, are available through **sports coach UK**.

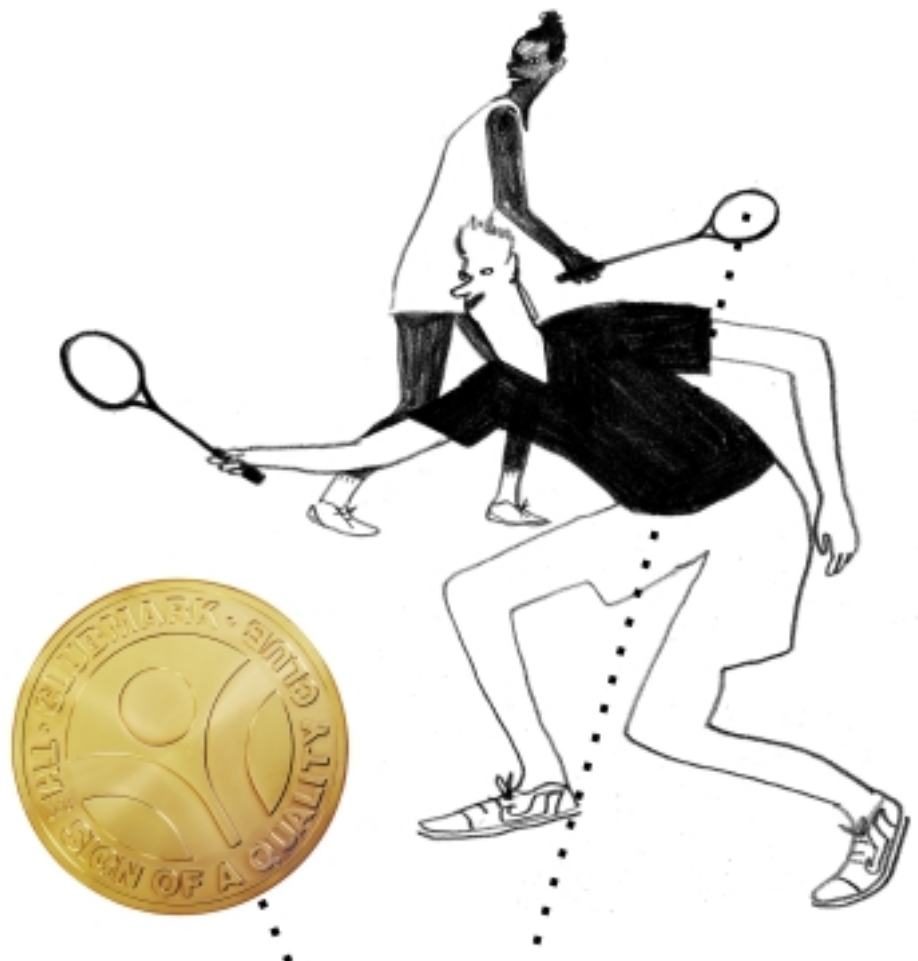
Often newly qualified coaches are appointed to younger age groups to help them 'cut their teeth'. However, your club should ensure that they are the most appropriate coaches to realise the potential of the individuals concerned. It is important to remember that the correct early learning of 'FUNDamental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

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

- good practice and child protection.
- equity in your coaching.
- coaching young people.
- coaching children and young people.

CLUBMARK CRITERIA:

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



Coaching task description of roles and responsibilities

Coaches, whether lead coaches or assistant coaches should be aware of the expectations of their club. This may include where their role starts and finishes, their responsibilities to the club, participants, visitors and volunteers. Setting down roles and responsibilities in a task description will help to clarify this. Templates 6 and 7 provide sample task descriptions for:

- Head Junior Coach
- Assistant Junior Coach

CLUBMARK CRITERIA:

- *Have job descriptions with clear roles and responsibilities been assigned? (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 conduct. Regardless of how well qualified a coach is, accidents can happen and coaches need not only to protect themselves but 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's insurance cover should also be carefully examined and applied to various club situations a coach may find him/herself in. For example, will the coach always coach affiliated members of the NGB – what about new club members, will the coach always coach at the club venue and does this affect insurance cover. NGBs should be able to advise on this subject as can **sports coach UK** which offers insurance for qualified coaches.

CLUBMARK CRITERIA:

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

1.4 Club venue

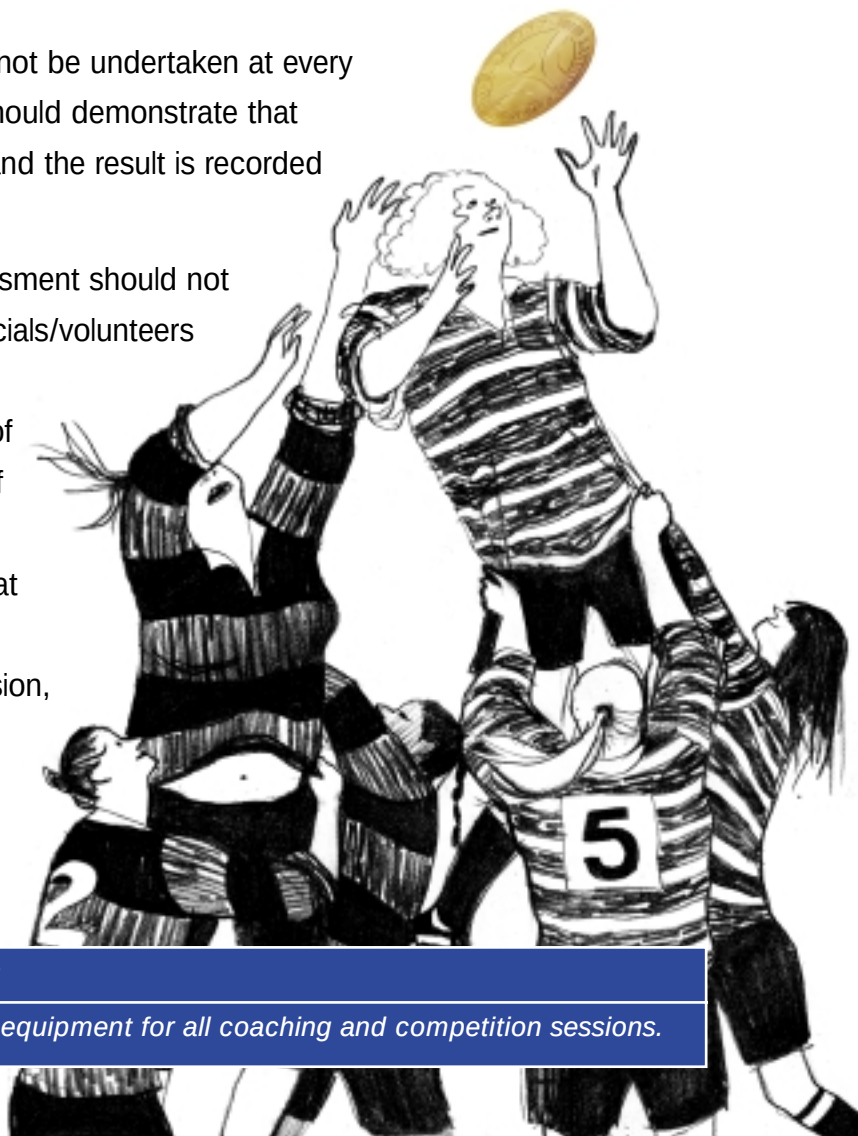
It is important to ensure that both the venue and equipment are fit for purpose and appropriate for the age groups and ability levels of the performers using them.

One method of ensuring that facilities are 'fit for purpose' is to perform a risk assessment. This is a check of facilities, equipment and safety procedures to see if they comply with the standards expected by the NGB. Undertaking a risk assessment is a very good means of preventing accidents by ensuring key aspects relating to activity delivery and safety provision are checked on a regular basis by the club. If risks or hazards are identified they should be noted and reported so that action can be taken and other users can be made aware of them.

Risk assessments need not be undertaken at every session, but your club should demonstrate that checks are undertaken and the result is recorded on a regular basis.

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

For a sample risk assessment form see Template 8.



CLUBMARK CRITERIA:

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

2 DUTY OF CARE AND CHILD PROTECTION

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 safety and child protection issues.

It is the **duty of every** club to give serious consideration as to the manner in which it carries on 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.

This section of the *Clubmark Resource Pack* focuses on raising awareness of good practice that will help your club to take responsible measures in the organisation and administration of activities. 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.

In order to attract and retain club members it is important that clubs are valued within the local community 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 are taking their duty of care seriously in terms of child protection measures and organisation of appropriate, high quality sporting 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 participants, visitors and volunteers and to take such steps as may be necessary to comply with that duty of care.

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 the risks identified if they are not being adequately controlled.

In general, the same health and safety standards should be applied to voluntary workers as they would be to employees exposed to the same risks. The Health and Safety Executive (HSE) considers it good practice for a volunteer user to receive the same level of health and safety protection as they would in an employer/employee relationship.



NGBs should have rules, policies and procedures relating to safety and best practice for their particular sport. Clubs should familiarise themselves with NGB safety measures and adhere to them.

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

If your club hires facilities from an organisation – for example a basketball court from a local authority – you will be bound by the local authority's health and safety legislation in relation to the facility. 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 familiarize themselves with any such procedures that a facility may have in place in the event of an accident or emergency. Clubs should also understand that they have a responsibility in hired venues to ensure that what they hire is fit for the purpose which it has been hired. Any risks should be reported to the management of the facility.

You may hire facilities from an organisation where health and safety procedures are not well developed, such as a village hall. In such cases it may be necessary for your club to take responsibility for developing safety measures of your own. Good advice can be obtained through NGBs and the HSE (see Appendix 2).

If your club owns or leases facilities you must take reasonable measures to ensure that, so 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 the health and safety measures you might take with your local authority.

All volunteers who are involved in such sessions should be aware of these procedures. A copy of the emergency procedures should be posted in a public area in the club and copies should be given to those taking a



responsible 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 child protection are **essential**. Many of the procedures have been adopted from the requirements laid down by health and safety legislation in relation to work place environments. By following such standards and those of a NGB (and subject to specific circumstances), your club should be able to demonstrate that you are taking your duty of care responsibilities seriously. 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 Child protection

Many clubs are offering 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 protect young people, coaches and other volunteers working with them, it is important for your club to raise awareness of child protection issues and adopt recommended working practices.

All NGBs are required by Sport England to adopt National Standards for Safeguarding and Protecting Children in Sport. These standards have been set by the Child Protection in Sport Unit which will assist NGBs in achieving appropriate procedures and systems. If your club provides opportunities for young people (usually deemed to be U18), you should ensure that you implement the relevant child protection guidelines and procedures issued by your NGB and the County Sports Partnership covering your area.

The National Standards for Safeguarding and Protecting Children in Sport will contain procedures for screening or checking volunteers (which includes coaches and paid staff), and policy, procedures and systems for dealing with issues around child welfare and protection. Screening adults who have significant contact with young people within the club is considered good practice. Screening can include a number of processes including; self-declaration forms, Criminal Records Bureau checks, asking for and taking up references and interviewing. All of these processes need to be properly conducted and recorded. Both NGBs and County Sports Partnerships can advise and assist clubs in conducting these processes. Your club should stay up to date with child protection issues as they develop.

It is also advisable that your club identifies an individual who will be the key contact within the club for managing child welfare issues. This person should be the contact between the club, the NGB, County Sports Partnership and local authority. This person should also ensure that the NGB child protection policy is implemented within the club as well as raising awareness of this important issue with other volunteers. At least one other member, alongside the key contact, should have undertaken an approved child protection course to ensure a ready back-up. 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 child protection policies.

The following training programmes and resources are recommended for club personnel who will be working with young people:

- *Making Sport Safe* NSPCC Child Protection Awareness Programme, supported by EduCare and Sport England. An on-line education programme (see Child Protection in Sport Unit website for information)
- *Good Practice and Child Protection* run by **sports coach UK**

Certain NGBs also offer sport-specific child protection training as part of its training and awards structures.

Copies of **sports coach UK** leaflet *Safe and Sound*, which includes information relating to child protection and good practice, are available and included with NGB resources. As a minimum it is suggested that coaches and other volunteers working with young people should read this leaflet to help raise awareness of this important issue. Further copies are available from **sports coach UK** (see Appendix 3 useful contacts).

CLUBMARK CRITERIA:

- *Be in receipt of the NGB child protection policy and work towards the procedures laid down. This will cover issues such as procedures and systems, guidance on handling, taking young people on trips, education and training, access to advice and support, communication and implementation.*
- *Ensure that at least two club members, one of whom must be a coach, have attended CPSU recognised child protection training.*

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

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

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

CLUBMARK CRITERIA:

- *Adopt codes of conduct 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 the 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 the many voluntary sports clubs, it is advisable for your club to understand its responsibilities for first aid for both normal club activities and any major events/competitions it may hold.

It is desirable for a qualified first aider to be present at club training sessions and events. This is not usually a problem where a club hires a facility from a local authority that will have a qualified first aider 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 have to 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.

There are a range of first aid

training courses 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 Health and Safety Executive (see

Appendix 3 Useful contacts). Many County Sports

Partnerships also offer first aid training as part of their

education and 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 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 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 highly 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. It depends on what you assess the needs 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 unmedicated wound dressings
- two large (approximately 18cm x 18cm) sterile individually wrapped unmedicated wound dressings
- one pair of disposable gloves.

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

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

CLUBMARK CRITERIA:

- *Have access 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 that are 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:

- *Have emergency procedures for dealing with serious injuries/accidents, including ensuring contact through telephone/radio is available to call the emergency services (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 performer in order to ensure that those with responsibility for young people are fully informed. Details to be collected include:

- Contact details for parents/carers whilst at the club.
- Home address and telephone number.
- Important medical information (including allergies) and emergency contact details, in case of accidents or incidents. This will enable quick access to the information should the need arise in competition or during coaching. It should be noted that only medical information that is relevant to the sport environment should be included, this must also 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 from a club membership form, the suggested form can be found in Template 5.



CLUBMARK CRITERIA:

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

3 SPORTS EQUITY AND ETHICS

This section suggests ways of promoting the right culture in a club so that its policies, practices and ethos encourage all members to adopt an inclusive and child-friendly approach to sport.

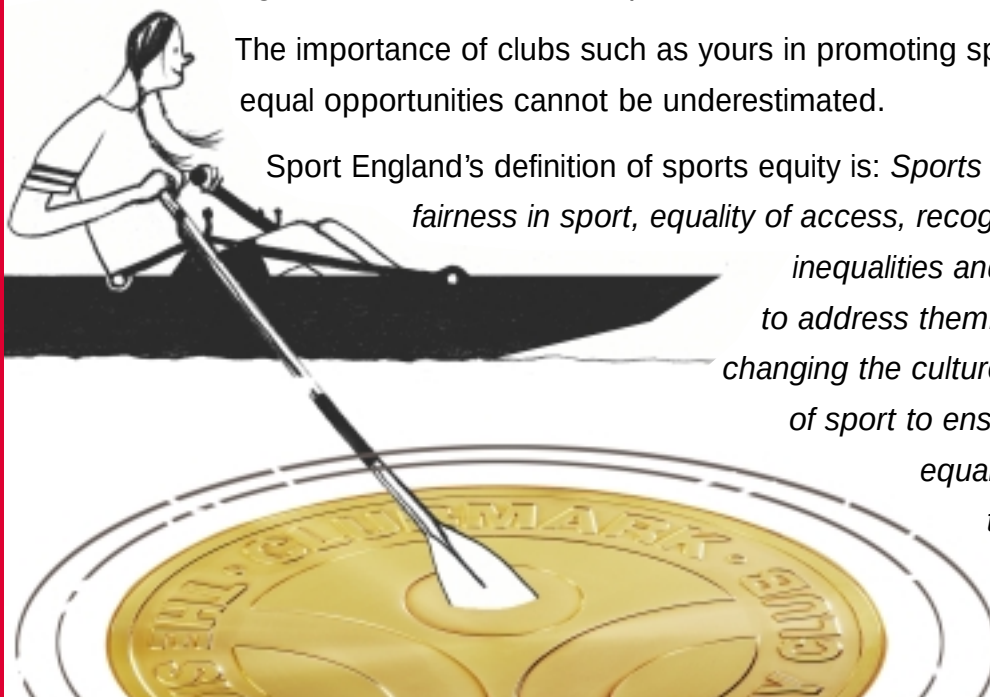
Simply adopting new policies will not change the atmosphere of an unwelcoming club. It must be the aim of the club management group to foster and nurture the club so that it becomes a place that is child-friendly and free from discrimination and unfair behaviour.

3.1 Sports equity

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

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

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



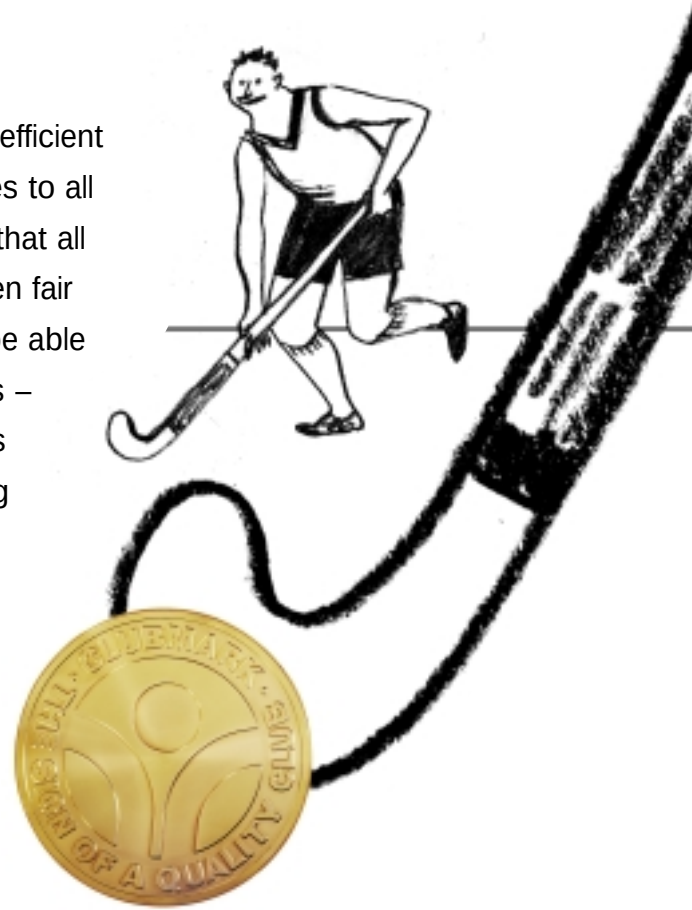
The issue of equity is central to the efficient and fair distribution of club resources to all members. It is also about ensuring that all members of the community are given fair access to clubs. Your club should be able to demonstrate through its policies – and more importantly by the actions taken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

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

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

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

- *A Club for All – Welcoming All Members of the Community* offered through the Sport England Running Sport programme.
- *Equity in Your Coaching Practice* run by **sports coach UK**.



CLUBMARK CRITERIA:

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

Your NGB may also offer training on sports equity and your County Sports Partnership should be able to provide you with information on what is available.

3.2 Club constitution

In order for a sports club to be appropriately administered and regulated, it is usual to have a club constitution. This is often a prerequisite of many grant aid bodies and key funding programmes, before they will consider funding your sports club.

A club constitution can be a simple document that outlines the functions of the club, procedures for membership, meetings, committees and so on. Having a constitution will help to clarify how the club's procedures should work and it is very important the club constitution does not preclude membership to anyone on discriminatory grounds.

If your club does not have a constitution your governing body may be able to provide you with a model constitution, or if your governing body is not in a position to do this, a sample constitution that you can adapt to suit your own circumstances, is included in Template 10 which also refers to an alternative Community Amateur Sports Club (CASC) constitution which should be seriously considered as it offers significant tax concessions for clubs.

CLUBMARK CRITERIA:

- *Have an open constitution (Template 10).*

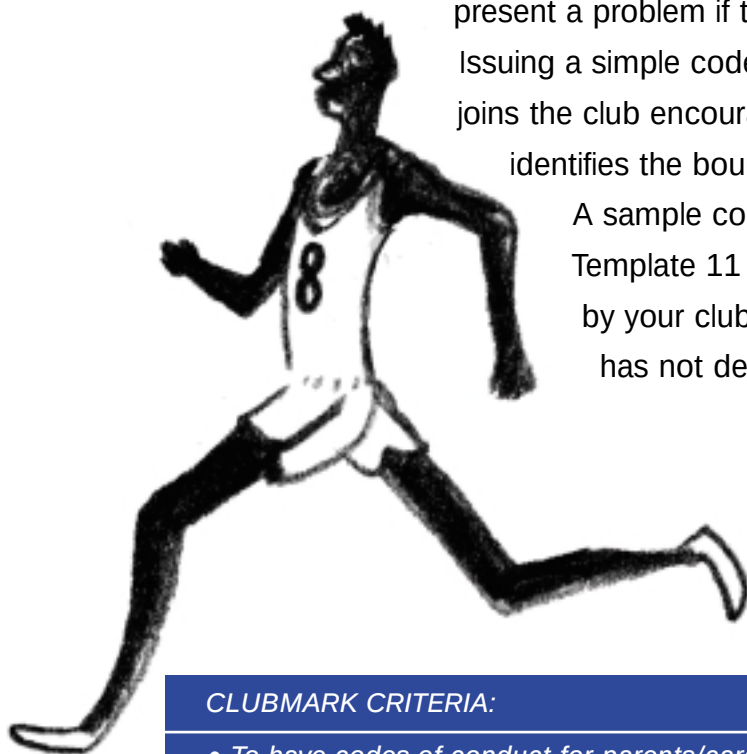
3.3 Codes of conduct for parents/carers

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



However, sometimes over-excited parents/carers can present a problem if their behaviour is extreme. Issuing a simple code of conduct when a child joins the club encourages parents' support but identifies the boundaries of acceptable behaviour.

A sample code for parents/carers is given in Template 11 and can be used by your club if your governing body has not developed its own such code.



CLUBMARK CRITERIA:

- To have codes of conduct for parents/carers and other supporters (Template 11).



3.4 Code of conduct for junior members

Your club may wish to establish a simple code of conduct for young people to provide guidance on acceptable behaviour and fair play. Template 12 can be modified and developed according to the nature of your own sport and the children you work with. This is something that goes beyond the rules of the sport and identifies club behaviour and expectations of club members. If issued to young people when joining the club it identifies boundaries from the outset. Some clubs may even ask young members

to sign-up to such rules to demonstrate they have read, understood and accept them. Involving young club members in forming and reviewing club rules helps to give such rules credibility and ownership by young members. Each club needs to decide what rules are appropriate and how to implement them with the support of the young people of the club. One idea would be to identify school playground rules that young people are familiar with and adapt these to the specific situation of the club.

CLUBMARK CRITERIA:

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

4 CLUB MANAGEMENT

Clubs that are well managed tend to be the clubs that are successful, they have well ordered finances, volunteers and members are kept informed with good communication. The day to day running of the club is dealt with efficiently, strong links are formed with external partners such as sports development and local schools, relationships are formed with the NGB to ensure that advice and good practice is maintained. A well managed club also means that there is planning for the future as well as being prepared in the event of emergencies. This section of Clubmark covers some key issues associated with club management and section 5 provides more good practice in relation to the management of volunteers.

4.1 Insurance

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

CLUBMARK CRITERIA:

- *Have appropriate Public Liability Insurance in place.*

4.2 National governing body affiliation

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

By being affiliated to the appropriate governing body of sport you will be able to enter competitions run by the sport, train and qualify coaches and officials and be part of a bigger sports picture which will enable you to access wider support and certain sources of funding. Affiliation has an associated cost, but if your club and its members are serious about your sport, it will also bring benefits to them.

CLUBMARK CRITERIA:

- *Affiliate to your sport's national governing body.*

4.3 Communicating with parents/carers

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

Communicating with parents/carers is important. When a new member joins your club it is good practice to write to them and let them know a little about the club. Clubs should also provide clear information to parents/carers as to the significance of Clubmark accreditation which is awarded to clubs by their NGB when the club is able to demonstrate that it meets the NGB criteria as to playing programme; child protection; sports equity, ethics and club management.

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

Establishing regular communication with parents/carers will also help to gain ongoing support and help parents to feel part of the club. A sample introductory letter to parents/carers is provided in Template 13.

CLUBMARK CRITERIA:

- *Communicate regularly with parents.*

4.4 Developing a membership category for young people

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

CLUBMARK CRITERIA:

- *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 benefits for young people and their respective organisations.

Linking with a school can benefit clubs by;

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

Developing links with schools requires coordination and good communication so that both parties understand their role and the services/opportunities that they will provide. Template 14 gives an example of a sporting partnership agreement between several schools and a club. This could be used to develop an understanding and basis for an effective school-club link.

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

- Keeping clubs informed of wider sporting opportunities taking place locally and nationally.
- Providing training opportunities for coaches, administrators and other club personnel.
- Supporting with grant applications.
- Helping 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 may be able to offer your club support. Further guidance on making links with other partners can be found in the Running Sport workshop and resources *Developing Sporting Partnerships/Developing Junior Clubs*.

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

CLUBMARK CRITERIA:

- Have contact with at least one local school sports partnership/ youth organisation.
- Have contact with the local authority/County Sports Partnership and NGB.



4.6 Action planning

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

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

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

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

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

Template 15 can be used to develop your own club's plans for the future. Your NGB may have developed a planning template and if so you may wish to use it in preference to the one in this pack. Alternatively you can develop your own document to suit your needs. Whatever document style you use your club development plan should be monitored, reviewed and revised to ensure that your club continues to develop.

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

Many NGBs can provide resources to assist clubs with the planning process. Your county or regional governing body development officer, your local authority sports development unit and your County Sports Partnership should be able to provide you with support to help with the development planning process.

CLUBMARK CRITERIA:

- *Show commitment to further development and outreach work.*

5 GOOD PRACTICE – VOLUNTEERS

5.1 Volunteer management

Recruiting and retaining volunteers is a difficult task but it is vital for the future of most clubs. People who emerge as volunteers are the lifeblood of a sports club, yet all too often they are taken for granted. Increasingly,

as people's time becomes more valuable it is important that clubs consider the whole area of human resource development and how they can recruit, support, recognise and reward their most valuable resource – volunteers.

Consider the following questions in relation to your own club:

- What volunteer roles are needed?
- What skills are needed by volunteers taking on these roles?
- Have specific tasks been outlined together with the commitment needed to fulfil them?
- Do you have an open system for appointing volunteers?
- Do you check or screen your volunteers?



- Do you assist volunteers with their training needs?
- Do new volunteers get an introduction to the club and their role?
- Are volunteers given an opportunity to make suggestions?
- Does the club recognise or reward the efforts of volunteers?

The Running Sport publication and workshop *Volunteer Management* contains more information that supports 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 following information is aimed at helping you to adopt resources and 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 sports clubs it is recommended that you consider appointing a volunteer coordinator for your club. This type of role can make a big difference to the recruitment and retention of volunteers as it ensures that the area of volunteer development is given a strong lead from within your club. The role of the volunteer coordinator could focus on:

- Getting to know the club membership.
- Identifying the volunteer needs of the club.
- Recruiting new volunteers.
- Providing feedback to help people be effective in their roles.



- Providing support to new volunteers and new post holders.
- Maintaining volunteers' motivation.

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

- An initial welcome pack.
- Quarterly fact sheets/updates/hot topics.
- Access to special promotional material and discounted publications.

You can join the VIP programme by phoning 0800 363 373.

5.3 Volunteer agreements

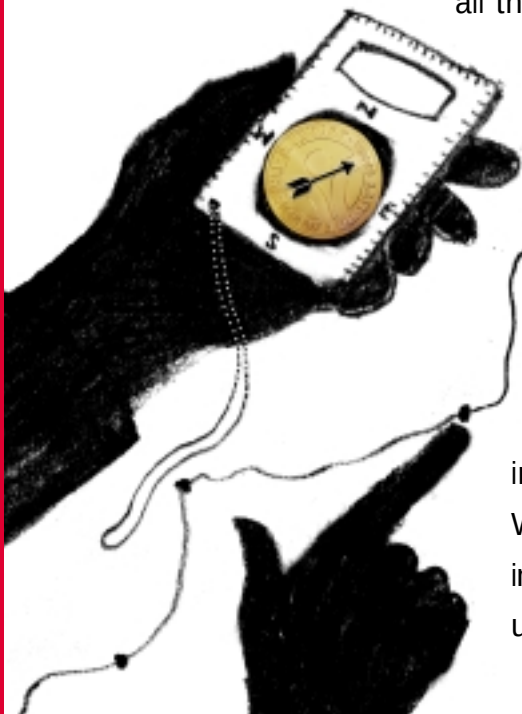
Voluntary does not mean amateur. For some roles within your club you may wish to develop a volunteer agreement form. This type of agreement can help to ensure that volunteers understand what is expected of them. It also outlines the support that will be provided by the club. See Template 16 for an example.

5.4 Information packs

As a club you may find it useful to produce an information pack containing all the relevant information for club volunteers and

paid personnel. The pack could contain information on your club, its' equity statement and child welfare information, screening guidelines, task descriptions, volunteer agreement forms and any other information that you feel is relevant, such as emergency procedures.

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



6 TEMPLATES

How to use the templates

The templates have been provided to help your club produce development plans as well as good policies, procedures and printed matter that should be in place as a matter of good practice.

The templates have been saved in Microsoft Word so that they can be accessed and adopted, adapted or developed to suit the needs of individual clubs.

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

List of templates

- Template 1 Code of conduct for club officials and volunteers
- Template 2 Guidelines for dealing with an incident/accident
- Template 3 Incident/accident report form
- Template 4 Attendance register
- Template 5 Junior 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 Constitution
- Template 11 Code of conduct for parents/carers
- Template 12 Junior club rules
- Template 13 Introductory letter to parents/carers
- Template 14 Club partnership agreement
- Template 15 Development plan
- Template 16 Volunteer agreement form

TEMPLATE 1: CODE OF CONDUCT FOR CLUB OFFICIALS AND VOLUNTEERS

NAME OF CLUB

The essence of good ethical conduct and practice is summarised below.
All volunteers must:

- Consider the wellbeing 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 (eg 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:

Time of incident/accident:

Name of injured person:

Address of injured person:

Nature of incident/accident and extent of injury:

Give details of how and precisely where the incident/accident took place.
Describe what activity was taking place, eg training game, getting
changed, etc.

Give full details of the action taken including any first aid treatment and
the name(s) of the first aider(s):

Were any of the following contacted:

Police: Yes ☐ No ☐

Ambulance: Yes ☐ No ☐

Parent/carer: Yes ☐ No ☐

What happened to the injured person following the incident/accident?
(eg went home, went to hospital, carried on with session)

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

SIGNED:

DATE:

NAME:

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

TEMPLATE 4: ATTENDANCE REGISTER

NAME OF CLUB

Name(s) of coach(es):

Venue:

PERFORMER DETAILS

Name and address	Emergency contact number	Date of birth	Important medical information	Attendance

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 parents 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.

Personal details

Name:

Address:

Postcode:

Home telephone number:

Mobile:

Email:

Date of birth:

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 ☐ Pakistani ☐
 Indian ☐ 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 and 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?

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 (eg 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 eg 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, national governing bodies of sport and Sport England can identify any issues relating to under-representation of different groups and can together 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 and prepare all coaching sessions in advance.

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 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 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? Yes ☐ No ☐

(eg check floor, roof leaks, lighting, heating, security and welfare arrangements) 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? Yes ☐ No ☐

(eg check there is no equipment left from other activities or obstructions left in the sporting area. 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:

NB A new risk assessment form must 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 conduct.

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

3. Membership

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 conduct 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 *DATE*/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 will be convened by the Secretary of the club and held no less than *NUMBER OF MEETINGS* 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 conduct 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 the Annual General Meeting (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 complaints regarding the behaviour of members should be 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 11: CODE OF CONDUCT 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 12:

CODE OF CONDUCT FOR JUNIOR MEMBERS

NAME OF CLUB

NAME OF CLUB is fully committed to safeguarding and promoting the wellbeing 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 conduct:

- 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 gender, ability, cultural background or religion.
- 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 13: 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; child protection; sports equity and ethics 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.

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 14: CLUB PARTNERSHIP AGREEMENT

NAME OF CLUB

All partners main contact names and telephone numbers.

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

eg 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.

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 conduct appropriate to *NAME OF SPORT*, to be agreed between the partner(s) and the club, and in accordance with *NAME OF SPORT* governing body 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 the 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; and
- 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:

- All relevant press releases to the partners 'publicity' officer for information.
- Give first consideration for the use of its facilities for *NAME OF SPORT* activities to *NAME OF CLUB*.
- Collaborate with the club and the County Association where appropriate to support such programmes as coach education.

The club's commitment

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

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

Assist *NAME OF PARTNER* in the development of its *NAME OF SPORT* programme, to the benefit of all club members by:

- Helping to run the partners 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, eg 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 eg 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 15: DEVELOPMENT PLAN

NAME OF CLUB

Aim	Objective	Who	What	Where	When	Cost Date	Completion
To recruit and train volunteers	Two more qualified umpires	John Smith	Organise training course	Club venue	Pre-season	£XXX	Month and Year

TEMPLATE 16: VOLUNTEER AGREEMENT FORMS

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 conduct for coaches/team managers/officials
- child protection guidelines
- equity policy statement
- safety 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 the club 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:

NB Before a volunteer signs and returns the agreement, you should provide them with copies of all/some of the following:

- safety guidelines
- codes of conduct
- equity policy statement
- child protection guidelines.

APPENDIX 1: USE OF RESOURCE PACK AND LIABILITY

The award of Clubmark will demonstrate that you take the management and development of your club seriously. However, it is your responsibility to ensure that you (i) maintain the appropriate standards (ii) continually review the running of your club and (iii) be vigilant at all times as to 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 will remain 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 are 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.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the permission of Sport England.

APPENDIX 2: SUMMARY OF CLUBMARK CRITERIA

The playing programme

- The club provides a coaching programme for a minimum number of hours and weeks in a year to be 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 session is per 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 – to be specified by the NGB.

Duty of care and child protection

- The club has receipt of the NGB child protection policy and is working towards the procedures laid down (these will cover issues like CRB checks, sports specific guidance on contact issues).
- At least two members of the club, one of whom must be a coach have attended child protection training.
- The club has adopted codes of conduct 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.

Sports equity and ethics

- The club has an open/non-discriminatory constitution.
- The club has adopted an equal opportunities/sports equity policy.
- One member of the club has attended a Running Sport *A Club for All* workshop.
- One coach has attended a sports coach UK *Equity in your coaching* workshop.
- The club has codes of conduct 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 Sport England, County Sports Partnerships and the NGB.
- The club has contact with at least one local school/youth organisation.
- The club is committed to further development and outreach work.

APPENDIX 3: USEFUL CONTACTS

Sport England
Third Floor
Victoria House
Bloomsbury Square
London
WC1B 4SE
Tel: 08458 508 508
www.sportengland.org

British Red Cross
9 Grosvenor Crescent
Belgravia
London
SW1X 7EJ
Tel: 020 7235 5454
www.redcross.org.uk

CCPR
Francis House
Francis Street
London
SW1P 1DE
Tel: 020 7854 8500
www.ccpr.org.uk

Sports Leaders UK
Clyde House
10 Milburn Avenue
Oldbrook
Milton Keynes
MK6 2WA
info@sportsleaders.org

Child Protection in Sport Unit
National Training Centre
3 Gilmore Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116 234 7200
www.sportprotects.org.uk

Commission for Racial Equality
St Dunstan's House
201– 211 Borough High Street
London
SE1 1GZ
Tel: 020 7939 000
Fax: 020 7939 0001
www.cre.gov.uk

Criminal Records Bureau
PO Box 110
Liverpool
L69 3EF
University
Tel: 0870 9090 811
www.crb.gov.uk

English Federation
of Disability Sport (EFDS)
Alsager Campus
Manchester Metropolitan
Hasall Road
Alsager
Cheshire ST7 2HL
Tel: 0161 247 5294
www.efds.co.uk

Health and Safety Executive
Rose Court
2 Southwark Bridge
London
SE1 9HS
Tel: 020 7717 6000
www.hse.gov.uk

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

Running Sport Hotline
Tel: 0845 758 5136

Volunteer Investment
Programme Hotline
Tel: 0800 363 373

St John Ambulance
27 St Johns Lane
London
EC1M 4BU
Tel: 0870 104 950
www.sja.org.uk

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

Sporting Equals
3rd Floor Lancaster House
67 Newhall Street
Birmingham
B3 1NA
Tel: 0121 710 3014
www.cre.gov.uk/speqs/

Womens Sport Foundation
Victoria House
Bloomsbury Square
London
WC1B 4SE
Tel: 020 7273 1740
www.wsf.org.uk

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

Youth Sport Trust
Sir John Beckworth Centre
for Sport
Loughborough University
Loughborough
LE11 3TU
Tel: 01509 226600
www.youthsporttrust.org.uk

This publication can be made available on disk and in large print format. For further information, contact Sport England Marketing on 08458 508 508.

New edition © Sport England, September 2004
© Sport England, July 2002
Publication code: SE/2304/09/04
Designed by Cravens Advertising Limited, Newcastle upon Tyne
Illustrations by Sara Ogilvie

Third Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
www.sportengland.org