



club resource guide

RUNNING YOUR CLUB

CONTENTS

1. SETTING UP A COMMUNITY CLUB	01
2. PRODUCING A CLUB DEVELOPMENT PLAN	03
3. CLUBMARK ACCREDITATION	06
4. MINIMUM OPERATING STANDARDS ACCREDITATION	07
5. SCHOOL-CLUB LINKS	08
6. RUNNING AND MANAGING MEETINGS AND COMMITTEES	09
7. HEALTH AND SAFETY FOR YOUR CLUB VOLUNTEERS AND STAFF	11
8. INSURANCE	13
9. ENSURING THAT YOUR CLUB IS BEING INCLUSIVE	15
10. FACILITY PLANNING ADVICE AND GUIDANCE	17

ACKNOWLEDGEMENTS

The content for this series of Sports Club Resource Guides was originally created by team BEDS&LUTON in conjunction with runningsport, Sport Marketing Network, the Central Council for Physical Recreation, Spiralls, sportscoach UK and other County Sports Partnerships across the East of England.

The Herts Sports Partnership would like to thank team BEDS&LUTON who have kindly shared this information with us, enabling us to offer useful advice & support to community sports clubs in Hertfordshire.



1. SETTING UP A COMMUNITY CLUB

In order to assist and support members of the local community to set up a sport or recreation club we have highlighted below eight key areas which must be considered within this process.

RESEARCH

Do not just assume that where there is want there is need!

- Why is a new club needed? – What are the reasons for creating a new club?
- Are there any other clubs nearby? – If so why is there a need for another new club?
- Is there the option of a 'satellite club' forming from a more established club in the region?
- What age group(s) will the club cater for?
- What day and time of the week will the club train/ compete? - What day of the week and time will suit the above age group best (and their parents if appropriate)?
- Is there a commitment from local people that they will become members of this club?
- Is there a commitment from people to ensure the sustainable running of this club? Are there suitably qualified coaches and people willing to lead the club?

FACILITIES AND EQUIPMENT

- Is there a suitable facility in the area that can cater for all the club's requirements?
- Is this facility available at the times you would require it?
- What are the access arrangements and provision for people with disabilities?
- What is the cost of hiring the facility? Will membership/fees cover the cost of the facility hire?
- Does the facility have public liability insurance?
- Is all the equipment for the sport provided by the venue or will the club need to provide its own?

COACHES

- Are there qualified coaches who are willing to commit to coaching this group? (Coaches must be of a Level 2 standard in order to lead sessions)
- How much do the coaches charge per hour/session or will they volunteer?
- If there are not qualified coaches, are there individuals who are willing to become qualified?
- When is the next opportunity to attend a coaching course?
- How much does this course cost and who will pay for it?
- Does the coach need insurance or is this provided through affiliation to the National Governing Body?
- Are there other courses that a coach will need to attend e.g. First Aid, Equity In Your Coaching, Safeguarding and Protecting Children? When, where and at what cost will these courses be?

VOLUNTEERS

- As well as qualified coaches and people willing to lead the club what other roles will be required within the club? (Assistant Coach, Officials, Treasurer, Secretary, Welfare Officer, Fixtures Secretary etc) Is somebody needed to take a register, collect money at each session – who will this be?
- Consider how the club will attract new volunteers. Is the club able to offer any benefits to volunteers or perhaps the club could consider a volunteer reward scheme?

SAFETY STANDARDS (PARTICULARLY IMPORTANT FOR JUNIOR CLUBS)

The club should be of a minimum standard of safety, particularly when children are involved. Safety measures that a club should consider include:

- Appointing a designated Child Protection/Welfare Officer and adopting a Child Protection Policy. This will enable the club to follow legislation and national and local procedures, and act appropriately in the event of an incident.
- Clubs/coaches/facilities must also hold insurance against personal accident or injury.
- There should be emergency procedures in place, which includes access to an on-site first aider.
- The club should also hold relevant information on its membership including medical and emergency contact details which can be accessed in the event of an incident or accident.

CONSTITUTIONS, COMMITTEES AND AFFILIATIONS

- It is advisable that all clubs formulate a constitution when they are first established. A constitution will lay out the rules of the club and ensure that it operates in a fair manner. The constitution will also outline the actions in the event of dissolution of the club and the distribution of any leftover finances. The constitution should also list committee roles, which may or may not be necessary in a club's infancy, but become more important if the club grows.
- Clubs should affiliate to their National Governing Body which will ensure communication on development is disseminated down and will also enable the club to access support. National Governing Bodies may also offer the club insurance and enable them to participate in competition.

FINANCE AND MEMBERSHIP

To set up and run a community club and ensure that it is sustainable, you will need to think about costs that you may incur:

- **Hiring a facility** – This will usually be done on a block booking and facilities will require the money upfront. Will this create a cash flow problem for the club?
- **Cost of paying a coach** – Normally qualified coaches will expect to be paid, however this may be negotiable. Depending on the sport, coach fees can range from approx £10 - £90 per hour in extreme cases. Remember that some coaches are prepared to volunteer some or all of their hours.
- **Equipment and kit** – Does the facility already have all the equipment or is more required? Do participants need any special kit to train/compete in? What is the cost of this? Will individuals be expected to buy their own kit?
- **Will the club be required to support volunteers / coaches to obtain qualifications?** UK Coaching Certificate (UKCC) coaching courses begin at approx £90 for a level 1 and go up steeply through higher levels of qualification. Some local funding may be available to support your volunteers to gain qualifications. Contact the Herts Sports Partnership for more information about potential opportunities.
- **Match day costs** – These will normally be additional hiring of facilities, coaches, officials etc, but there may also be added transportation and refreshment costs to think of.

COMPETITION AND PERFORMANCE PATHWAYS

- The sports club's National Governing Body will be able to advise on both local and national leagues and competition.
- Get in touch with local Clubs/Schools/School Sports Partnership (depending on the standard) to enquire about any possible fixtures.
- Ensure the club has a travel policy and transport is catered for at all fixtures.
- When are participants, players and coaches available? Are they committed to a season's worth of fixtures or just some one-off matches?
- HertsMark sports clubs will be required to provide some officials at home fixtures - can the club attract and develop its own officials/judges so that it could run games itself?
- Once a player reaches a certain level, or shows high potential, the sport's National Governing Body must be contacted to establish their particular performance pathway.

TOP TIPS

- Research is arguably the most important aspect to consider when setting up a new club... it should not be taken lightly... after all this research is the basis on which the club will be formed!
- The Herts Sports Partnership provides various resources that will assist you in setting up a community sports club. Visit the Herts Sports Partnership website for more information.
- External organisations will ask to see a club constitution when offering support to a club, e.g. funding/grant organisations will request a copy of the club constitution when considering a funding application.

FURTHER INFORMATION

The Herts Sports Partnership can offer additional support and runs an extensive education and training programme for clubs, volunteers, coaches and teachers. Visit the Herts Sports Partnership website for more information.

2. PRODUCING A CLUB DEVELOPMENT PLAN

WHY PRODUCE A CLUB DEVELOPMENT PLAN?

Planning ahead is the easiest way for any club to develop. A Club Development Plan is designed to help clubs plan for the future; it is a clear, concise and simple document that outlines your club's vision for the future, its aims and the way in which the club will achieve them over a specific period of time. There are many reasons for planning, e.g. for survival, to attract new members, to develop community volunteering, to increase the number of coaches and umpires, to support club volunteers, and to increase the number of members in club administrative roles.

THE BENEFITS OF PRODUCING A CLUB DEVELOPMENT PLAN

The following is by no means an exhaustive list, but has been provided to demonstrate the value that can be gained for your club by producing a development plan. A Club Development Plan will enable you to:

- Demonstrate how your club is meeting the funding criteria of NGBs, grant/funding organisations, and potential sponsors.
- Increase confidence in the success of meeting the club's aims and objectives.
- Identify goals in particular sections and help focus your activity, providing a clear direction for your club's growth.
- Monitor events and actions, to evaluate performance and support improvement.
- Delegate actions, spreading the responsibility for, and ownership of, agreed club objectives.
- Assist with the recruitment of new members, developing new links or growing a specific section of the club.
- Communicate the club's aims and achievements to potential members, partners and sponsors.

THE CLUB DEVELOPMENT PLAN

The development plan should simply answer the following questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?

THE PLANNING PROCESS

In constructing the Club Development Plan your club should follow the planning process which will ensure that all the key areas are considered. The planning process can be broken down into six stages:

Step one: Whose plan is it? - Who are the people you wish to involve?

The fastest way to produce a Club Development Plan is for one person to write it; however, no individual has the expertise, knowledge and experience to write a sports development plan on his or her own. You should identify people with specialist knowledge and expertise and involve them early in the process, so they can help to shape the plan. The club might choose to form a planning committee of just three or four people, such as: chairperson, volunteer coordinator, local sports development officer. The list of people who they may wish to consult, however, might include further individuals, including: the Herts Sports Partnership Club Development Officer, members, parents of current members, children from different age groups, volunteers, coaches.

Step two: What is the starting point? - Gathering information about your club.

You may wish to audit your club so that you can identify and agree a clear starting point. If you do not have this starting point, you may find it difficult to gauge your progress. For example, how will your club know it has increased the number of junior members if it doesn't know how many it had to start with?

Step three: Where are you going? - Agreeing a shared vision for the future.

Every club and organisation needs a clear vision of what it wants to achieve over time and yours is no exception. An example vision for your club might be:

- Kimpton Hockey club will provide high-quality sport sessions for young children. This will be achieved through a progressive programme that provides recreational sport or develops a level of performance suitable for qualifying the club to become a centre of excellence.

The rest of the plan unfolds from this clear vision statement, so it is important that everyone shares the same vision.

Step four: How are you going to get there? - Setting aims and objectives.

Aims - The next stage is to determine how you will achieve your vision. You can establish several aims. These are specific goals that the club can achieve on its way towards its vision. For example, a specific and measurable aim for a club that is realistic and achievable might be:

- To build a team of eight qualified, Level 2 coaches by (July 2011) to run the club's sessions.

Objectives - Objectives describe how you are going to achieve your aims. The aim (the *what*) described above might break down into several objectives (*how* statements):

- Hold a meeting by the end of October with all the Level 1 coaches to recruit ten onto the Level 2 Coach Education Course.
- Contact the NGB in November to find out about available courses and book the interested coaches onto the course.

Step five: The Club Development Plan - Producing action plans for each objective.

In producing a development plan, your club will need to identify:

- The main aims of the club within the plan
- The objectives of the club within the plan
- What methods will be used
- Who will be responsible
- The timescales in which objectives can be achieved
- The financial resources required.

A marketing plan should also be an integral part of your Club Development Plan. An example Club Development Plan can be seen on the next page. The plan provides one example under each development area/heading that you may wish to consider in your plan.

Step six: How are you getting on?

Monitoring and evaluating progress through the plan's implementation is essential to ensure its success. Too often, very well-produced plans end up gathering dust or sitting in filing cabinets. You have spent time and effort producing your plan, so now you should use it!



TOP TIPS

- Use your Club Development Plan as a working document to create your club's development pathway.
- Set review dates into your Club Development Plan to ensure you regularly monitor progress, and update your plan annually to set new aims and objectives.
- Planning is an ongoing process... writing the plan is just the beginning!! Implementing the plan brings the rewards.

FURTHER INFORMATION

runningsports offer a range of additional resources. For more information such as Top Tips, Quick Guides, Workbooks and Courses, visit www.runningsports.org

EXAMPLE CLUB DEVELOPMENT PLAN

Written and Agreed by – Jason Phillips (Chairman), Alexander Wilkins (Head Coach), Katie Hutchins (Volunteer Co-ordinator), Peter Atkinson (Child Protection Officer), Sarah Aspley (Holdam District Council, Sports Development Officer)

UPPER HOLDAM ATHLETICS CLUB – CLUB DEVELOPMENT PLAN – 2009/2010

Published Date – 26th February 2009
Action Review Dates – 26th June 2009, 26th October 2009
2009/10 Development Plan Review – 15th December 2009
2009/10 Development Plan Publication – 26th February 2010

OBJECTIVE	ACTION	RESPONSIBILITY	TIMESCALE	IMPACT
ADMINISTRATION				
Achieve Clubmark accreditation	Ensure criteria are met and submit evidence file	Susie Millbank (Secretary) to compile evidence and submit evidence file	November 2009	N/A
Design and launch club website	Create and design club website	New web designer (TBA)	June 2009	Costs of website
COACHING				
Recruit 5 level 1 coaches	Hold a meeting with club members and parents to recruit onto level 1 course	Katie Hutchins (VC) to co-ordinate the meeting	Meet by November 2009.	N/A
Co-ordinate level 1 coaching course	Contact UK Athletics about course dates and venues	Katie Hutchins to contact UK Athletics	Co-ordinate the course by January 2010	Cost of venue / Cost of course per candidate
Access funding to subsidise the coaches attending the course	Contact the Herts Sports Partnership	Jason Phillips to contact the Herts Sports Partnership All to complete any required paperwork as part of a funding application	May 2009	N / A
FACILITIES				
Purchase equipment storage container	Research options for storage container and obtain 3 x quotes	Jason Phillips to obtain quotes	March 2009	Cost of equipment container
	Purchase storage container	Jason Phillips to purchase container	April 2009	
	Receive delivery and move club equipment to container	Jason Phillips and Katie Hutchins to co-ordinate club members to assist with equipment	Early May 2009	
ATHLETES				
Increase player recruitment to junior section	Set up a School-Club link to generate an increase in interest in the club from young athletes and provide an out of school opportunity.	Jason Phillips and Alexander Wilkins to contact local School Sports Partnership regarding establishing a school-club link.	September 2009	N /A
FUNDING				
Funding and sponsorship (general)	Identify funding opportunities through grants & possible sponsors	John Petterman (Treasurer) to contact England Athletics and Herts Sports Partnership regarding potential funding opportunities	Opportunities identified by July 2009 Relevant organisations contacted by Sept 2009	N /A

3. CLUBMARK ACCREDITATION

Clubmark is universally recognised, promoted and branded by Sport England, and is endorsed by all the main sporting, youth and education agencies involved in the delivery of sporting opportunities for young people and as the accreditation scheme for clubs with quality assured junior sections.

Clubmark is built around a set of core criteria which ensure that accredited clubs operate to a set of consistent, accepted and adopted standards. Some National Governing Bodies have adapted Clubmark to suit the requirements of their particular sport, e.g. the Rugby Football Union's Clubmark is known as Seal of Approval, England Netball's is named CAPS and the British Gymnastics Association have GymMark. Sports clubs that work with children and young people need and deserve support to improve the quality of work that they do so they can:

- Ensure the well-being of young people whilst in the care of adults, other than their legal parent(s)/carer(s).
- Enthuse young people to enjoy sport and active recreation to build a healthy and active lifestyle.
- Enable young people to use their leisure time creatively.
- Allow young people to optimise their talents and personal ability.
- Identify and support the development of the most talented young people.

CLUBMARK CRITERIA

A club is accredited via either its licensed National Governing Body, or if the National Governing Body is not licensed, the Herts Sports Partnership. It must, therefore, be affiliated to the relevant National Governing Body in order to be accredited. Clubmark accreditation is awarded to clubs that comply with standards in four areas:

- The Playing Programme
- Duty of Care and Child Protection
- Sports Equity and Ethics
- Club Management

Clubmark has minimum criteria within each of these four areas which clubs must comply with to become an accredited club. These minimum criteria can be found in the Clubmark resource pack (contact your NGB or the Herts Sports Partnership for the relevant copy). Some National Governing Bodies stipulate additional criteria so it is advisable to check specific requirements. The Clubmark resource pack provides all the information required to enable a club to achieve accreditation and should therefore be used as a guide during the accreditation process.

BENEFITS OF CLUBMARK ACCREDITATION

Because it is a single, national standard, Clubmark gives sports clubs of all types structure and direction and offers many opportunities, some of which are listed below:

- **Increasing membership**
Evidence gathered from Clubmark accredited clubs suggests that gaining the award has enhanced a club's ability to recruit young people and has led to increased levels of participation among young people, coaches and volunteers. This enables the club to build a strong, sustainable future. It also gives parents/guardians confidence when choosing a club for their children as Clubmark can demonstrate that clubs have addressed equality and child protection issues.
- **Developing coaches and volunteers**
Certain aspects of the Clubmark criteria focus on the development of coaches and volunteers. Thus Clubmark accreditation helps to develop the skills of all the people involved in a club's activities which will lead to an increase in the numbers of qualified and skilled coaches and volunteers.
- **Raising your club's profile**
Once accredited, clubs are listed on a national database and can be promoted through the Herts Sports Partnership, Community Sports Networks, Local Authorities and Schools helping clubs to attract new members and to grow.

SUPPORT AVAILABLE

Clubs working towards accreditation will receive guidance and support from sports development officers through their NGB or the Herts Sports Partnership.

FURTHER INFORMATION

A range of additional resources and supporting material is available for clubs working towards Clubmark accreditation. For more information visit www.clubmark.org

To register for Clubmark contact your National Governing Body or the Herts Sports Partnership.

4. MINIMUM OPERATING STANDARDS ACCREDITATION

The Herts Sports Partnership has developed a local club accreditation scheme called HertsMark. HertsMark recognises good clubs within the county that can achieve important criteria and show a commitment to child protection, equal opportunities and health and safety, whilst offering a quality experience to their membership. The award is based on the Clubmark accreditation scheme which recognises excellent clubs. The idea is that clubs should use HertsMark as a stepping stone to work towards the Clubmark award for excellence.

OUTLINE OF HERTSMARK

- A shortened version of Sport England's full Clubmark accreditation.
- A countywide development scheme to help clubs work towards their full Clubmark accreditation in bite-sized pieces.
- Recognises clubs that follow good practice, fulfil important criteria, and provides the Herts Sports Partnership, schools, and local authorities with the knowledge that clubs are 'safe' to recommend to young people.

CRITERIA

The completion of the standards set out in HertsMark club accreditation provides clubs with a localised certificate of competency in four key areas:

- The Playing Programme
- Duty of Care and Child Protection
- Sports Equity and Ethics
- Club Management

These areas have been purposefully chosen to match with the four key areas of the Clubmark standard to assist clubs in their progress towards full Clubmark accreditation. The criteria set out within each of these four areas also match the criteria set out in Clubmark.

ADDITIONAL BENEFITS

Obtaining the HertsMark accreditation enables clubs to access further opportunities. For example clubs who wish to create a school-club link or obtain support from a Step into Sport volunteer must hold the HertsMark award as a minimum operating standard.

THE PROCESS FOR GAINING HERTSMARK ACCREDITATION

- Clubs are identified or will identify themselves as candidates that can achieve this award and contact the Herts Sports Partnership.
- Clubs download the HertsMark criteria and any templates they require from the Herts Sports Partnership website.
- Clubs can access support to fulfil criteria from the Herts Sports Partnership or their local authority.
- Once clubs have fulfilled all the criteria they should contact the Herts Sports Partnership office to arrange a site visit. The purpose of the site visit is to enable the Herts Sports Partnership Sports Project Officer to check the club meets the criteria, the club venue and equipment is safe, and to agree completion and issue the award.
- On achieving HertsMark, clubs will receive a certificate as countywide recognition of being a high quality club.
- The Herts Sports Partnership and local authorities will hold all accredited clubs on record and these clubs will be listed on the Herts Sports Partnership website. This in turn will improve a club's chances of increasing membership, attracting volunteers and forming school-club links.
- Clubs will receive additional support from the Herts Sports Partnership, local authorities and/or NGBs if they wish to work towards their full Clubmark accreditation.

SUPPORT AVAILABLE

Clubs working towards HertsMark accreditation will receive guidance and support from Sports Development Officers through the Herts Sports Partnership. Clubs will also have access to the training courses required by the HertsMark criteria via the Herts Sports Partnership education & training programme.

FURTHER INFORMATION

The Herts Sports Partnership can offer additional support and run an extensive education and training programme for clubs, volunteers, coaches and teachers. Visit the website for more details; www.sportinherts.org.uk

5. SCHOOL-CLUB LINKS

To ensure that young people within Hertfordshire are enjoying safe and quality experiences of sport outside of school, the Herts Sports Partnership and many National Governing Bodies of sport have adopted procedures for formalising school-club links. It is recommended that these procedures are followed when creating a new school-club link or formalising an existing one. These procedures will assist in enabling school-club links to be formed more effectively, whilst ensuring the safety of young people, and allow clubs to benefit from the support of the Herts Sports Partnership and/or the relevant NGB.

WHAT IS A SCHOOL-CLUB LINK?

An agreement between a School Sports Partnership and a community based sports club to work together to:

- Meet the needs of all young people.
- Provide new and varied opportunities for young people to take part in sport within curriculum time and outside of school.
- Help young people to realise their ambitions in sport and dance by providing pathways for them to follow.
- Agree good standards of provision and put in place quality controls and club and school developments to ensure that standards remain high.

From a school's perspective

A school has links with a club when:

- Pupils are actively guided towards club activities, either at the club itself or on the school premises. Activities on school premises would include regular coaching sessions and out of hours clubs organised by the club's coaches, but would not include one off taster sessions.

From a club's perspective

A club has links with a school when:

- Pupils actively attend or are guided towards the club following activities held on school or club premises, for example, coaching sessions and out of school hours clubs organised by the clubs coaches. This would not include one-off taster sessions.

AN EFFECTIVE SCHOOL-CLUB LINK WILL ENABLE:

- Partnerships to be created and sustained between local schools and accredited clubs.
- Clubs to increase funding opportunities.
- Clubs to increase junior membership.
- Clubs to increase the number of volunteers from the recruitment of parents and students from local schools.
- Schools to offer a varied programme of sporting opportunities for their pupils.
- Clubs to be promoted through the Herts Sports Partnership.

THE SCHOOL-CLUB LINKS PROCEDURE

The Herts Sports Partnership has adopted a step by step procedure for formalising school-club links. It is also important that clubs are aware that their NGB may also have a procedure for formalising school-club links and the club should contact the NGB for more information. A complete guide to these procedures is available within the school-club links development pack, which can be obtained from the Herts Sports Partnership, but some main points for consideration when forming a school-club link are highlighted below:

- The School Sports Partnership (Partnership Development Manager or School Sports Co-ordinator) should meet with the club to discuss possible ways a link can be created.
- Clubs wishing to formalise a link must be Clubmark or HertsMark accredited (contact the Herts Sports Partnership for more information).
- On creation of a link, any School Sports Partnership, the Herts Sports Partnership and/or National Governing Body paperwork should be completed, and a copy should be circulated to each party. At this stage if a grant has been agreed through the Herts Sports Partnership the funding will be released directly to the School Sports Partnership.

6. RUNNING AND MANAGING MEETINGS AND COMMITTEES

THE PURPOSE OF A MEETING

Meetings can be a valuable management tool for planning, evaluating and communicating. Holding meetings may be a constitutional requirement, which is often the case for voluntary sports clubs and associations; however meetings are the perfect forum for communicating information to a number of people. It means you save time, explain issues only once and everybody gets the same message, rather than a distorted account of the discussion from a colleague.

Meetings give a club or a group of people within an organisation the opportunity to come together as a team, and make decisions on previously discussed issues and explore all options fully and openly in consultation with all relevant parties. This collective contribution is essential in involving all team members, enabling them to feel that their contribution is valued and to develop ownership and accountability of decisions taken.

A good meeting will:

- Motivate the 'team' of volunteers
- Allow the message to be put across and clarification sought
- Help forge good relationships between colleagues and members
- Promote sound decision making
- Clearly communicate issues
- Clearly define the outcome of decisions and actions required

HOW TO RUN A FORMAL MEETING

Most club and association meetings are informally run, with decisions taken by consensus. If there is a disagreement, it is important to follow a few simple rules to ensure a proper decision is made which cannot be challenged. This ensures that the meeting follows a structured and logical sequence:

- Write an agenda - a list of topics to be discussed. Follow the items in the order they appear and resolve one issue before moving on to the next.
- A motion is a recommendation presented to the meeting for debate and approval. Some motions (e.g. to approve the minutes of the previous meeting) will be presented on the agenda by the secretary. Others will arise from members during the course of the debate.
- Standard procedure requires a motion to be seconded before it is open to general debate. The recommendation once seconded should be debated by all present at the meeting and should be concluded with a vote to decide the substantive motion.

- Voting rights differ from one club to another and may be different in general meetings and committee meetings. The chairperson should study the rules of their particular club carefully and ensure they are understood. There are different ways of voting at meetings, and the chairperson must decide which is appropriate for the matter in question.

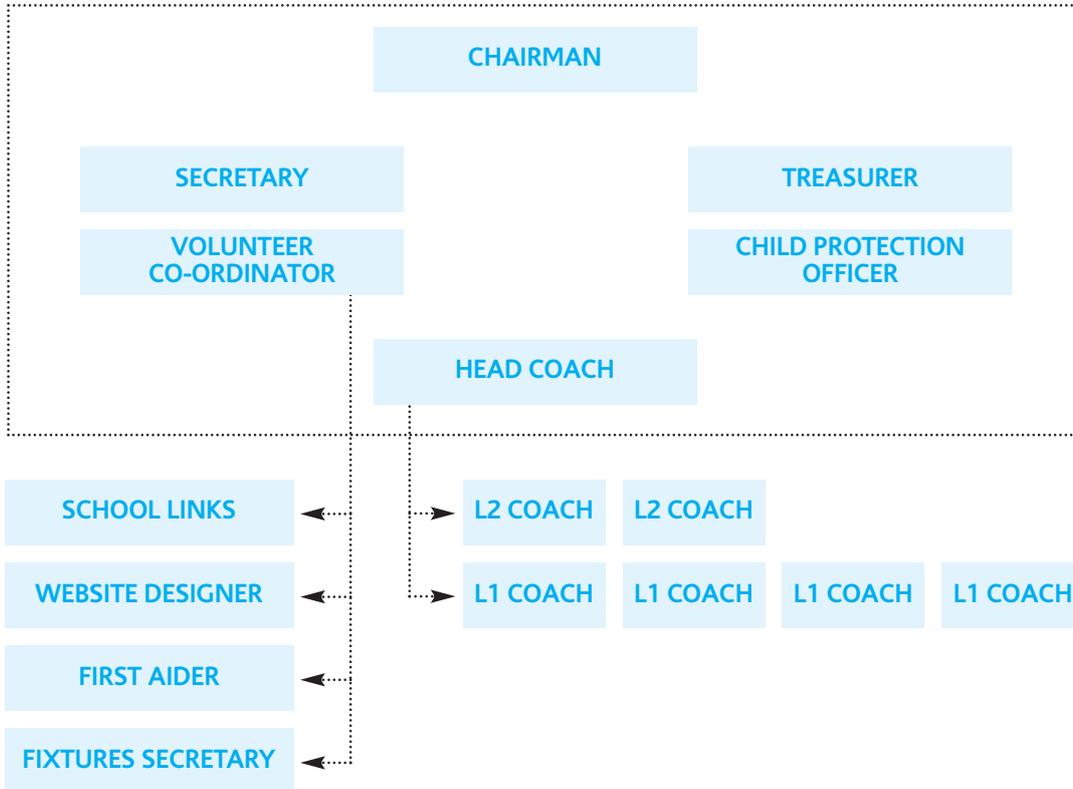
The options are:

- A show of hands, where the chairperson asks all those in favour of the motion to show, followed by all those against, and then any abstentions. The hands are counted and, if the vote is a tie, the chairperson has a casting vote.
- An alternative is a ballot when members vote in writing but remain anonymous. Ballot papers are counted and divided into those for and those against. A decision is made on the majority. The disadvantage of this is the process is far more time consuming.

ISSUES TO CONSIDER WHEN CHAIRING MEETINGS

- Start meetings on time - allowing a meeting to start late gives the impression that the business to be undertaken is not important. Punctual members will be kept waiting, suggesting their time is not valuable. These issues may result in a lack of respect for the chairperson and discontent among members. Do not allow the start time of the meeting to be dictated by latecomers. Ensure that, even as volunteers, such behaviour is addressed, should it happen regularly.
- Indicate a finish time, as well as a start time on the agenda. This acknowledges that members' time is valuable and gives everyone an idea of how much time they should allocate to the meeting. It will also help to prevent people from rushing decisions or leaving before the end of the discussions.
- The chairperson must be aware of the agenda items and roughly how long to devote to each one, thereby ensuring that all the important business is covered. The chairperson should ensure that everybody has a reasonable opportunity to air his or her views during a debate.
- Whenever possible, confirm a decision by common consent of the whole meeting, rather than by a majority vote. To get this consensus, round off the discussion by saying, 'Is it agreed then...?' or 'I take it we are all in favour.' Then restate the decision and wait a few seconds to give everybody a final opportunity to voice any opposition.
- Some people see meetings as a social occasion, an opportunity for a chat and to 'network'/exchange ideas. Try to allow for that, but not in the main part of the meeting.

CLUB STRUCTURE



TOP TIPS

- The Herts Sports Partnership provides various resources that will assist you in forming a committee and developing a club structure. Visit the 'delivering sport' area (green section) of the Herts Sports Partnership website for more information.



FURTHER INFORMATION

runningsports offer a range of additional resources. For more information including Top Tips, Quick Guides, Workbooks and Courses, visit www.runningsports.org

7. HEALTH AND SAFETY FOR YOUR CLUB VOLUNTEERS AND STAFF

DUTY OF CARE

Duty of care is a general legal duty for all individuals, clubs and National Governing Bodies to avoid carelessly causing injury to other people. It is relevant to all, regardless of the size of your club, its income or whether you have paid staff. No matter what activities your club is involved with, you will have to consider the duty of care owed to your volunteers.

If any club asks a volunteer to carry out a task, which results in injury to themselves or anyone else, the members of the club and/or National Governing Bodies may be liable. Liability depends on whether it is established that the club failed to take reasonable care.

Duty of care can arise in many ways, some of which may not always be obvious:

- Loaning equipment to others
- Fund-raising walks, events and sponsored runs
- Hosting tournaments and competitions
- Selling food at events

HEALTH AND SAFETY LAW FOR CLUBS WITH PAID STAFF AND VOLUNTEERS

Health and safety law lays down your duties to your employees. It also imposes further responsibilities on you, as an employer, with regard to people not in your employment, such as volunteers and members of the public who may be affected by your activities.

The Health and Safety at Work Act 1974 imposes a duty on every employer 'to conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment who may be affected, are not thereby exposed to risks to their health or safety' and 'to give to persons (not being his employees), who may be affected by the way in which he conducts his undertaking, the prescribed information about such aspects of the way in which he conducts his undertaking as might affect their health and safety'.

This means that clubs that have both paid staff and volunteers have a statutory responsibility not to harm or damage the health of volunteers through their involvement in the activities of that club. Clubs may also have a responsibility to carry out risk assessments, which may require volunteers to be provided with information and training.

CLUBS WITH RESPONSIBILITY FOR BUILDINGS AND PREMISES

Anyone controlling non-domestic premises must take reasonable steps to provide paid staff and volunteers with equipment and premises that are safe, including safe routes of exit.

If your club has control of a building/premises, you have a duty to make sure it is safe to use and it complies with all the relevant health and safety regulations. For example, signs meet the Health and Safety (Safety Signs and Signals) Regulations 1996. This duty applies to places such as community centres, pavilions, clubhouses and car parks.

BASIC PRINCIPLES OF HEALTH AND SAFETY

There are some key areas of health and safety that every club should examine. However, please note that not all are legally binding on clubs who do not employ staff. Having said this, you do need to ensure that your volunteers can work in a risk-free environment. The following are considered good practice.

Please note that all employers:

- Must provide a safe place to work that is clean and free from risks, to reduce the risk of ill-health or injury.
- Are required to provide a safe system of working, i.e. proper procedures for handling dangerous substances and adequate guards for machinery.
- Should provide adequate supervision.
- Should give employees training and information to give them sufficient skills and knowledge to carry out their work safely.

HEALTH AND SAFETY POLICY

If your club has no employees, you are not obliged to have a health and safety policy - however, you are strongly recommended to draw one up. Drawing up a policy will help you clarify your procedures and responsibilities. If you include volunteers in the process, it will make them much more aware of health and safety issues. The purpose of the policy is to:

- Provide a foundation on which to base health and safety procedures and practices.
- Announce the club's commitment towards good procedures.
- Help clarify procedures and areas of responsibility.

RISK ASSESSMENT

This is a way to identify and assess hazards and risks that may arise from the club's activities:

- A hazard is anything that has the potential to cause harm
- A risk is the likelihood of it causing harm and the degree of harm it may cause

A risk assessment involves identifying all the hazards, assessing the likelihood of the hazards causing harm and the degree of harm they may cause. This should lead you to an action plan for your club, to address issues raised as part of this process. Assessing risks requires detailed knowledge of the activities and working practices normally only found in the people who do the work. Therefore, you should include volunteers in this process, where they are the 'workers'.

FIRE ASSESSMENT

All public and community buildings are obliged under various regulations and acts to specify minimum levels of standards so that the risk of fire is reduced. Consult your local fire and rescue service for advice.

FIRST AID

It is clearly good practice for voluntary clubs to undertake a first aid assessment. All employers have a duty under the law to make a first aid assessment. The need for first aid will depend on the type of activities being undertaken. For example, an outward-bound centre is very different from a chess club. However, the assessment is the key to deciding what provision is required.

The minimum standard for clubs with employees is that there is at least one first-aid box and a notice in the building telling staff/volunteers:

- The location of the first aid box
- Who the first aider or appointed person is
- Where the first aider or appointed person can be found

In certain circumstances, like a large public fireworks display, clubs with no paid employees may have a legal duty to provide first-aid facilities as, without this provision, they could be seen as breaking the duty of care. Always contact your local Health and Safety Executive (HSE) office for advice in these types of circumstances.

REGISTERING YOUR CLUB'S ACTIVITIES

Clubs with volunteers only do not normally have to register their activities with any enforcement authorities, unless involved in dangerous activities such as putting on a firework display. However, groups that control or who are responsible for premises and buildings have to register with the local fire authority. If food is prepared, stored, supplied or sold on five or more days in any five-week period, they must register with the local environmental health department. You should always check with the authorities if you are in any doubt about registering. Any club employing staff, regardless of its size or location, must register its existence with the Health and Safety Executive or the local environmental health department.



TOP TIPS

- Communicate the club health and safety policy to all your volunteers by producing a summary document and signposting them to the policy itself. The Health and Safety Executive has examples of model health and safety policies which can be used as a template.
- Sample risk assessment templates can be downloaded from the Herts Sports Partnership website.
- The Herts Sports Partnership education & training programme includes a 'First Aid for Appointed Persons' course.

FURTHER INFORMATION

runningsports offer a range of additional resources. For more information including Top Tips, Quick Guides, Workbooks and Courses, visit www.runningsports.org

The Health and Safety Executive can provide additional advice and guidance. Visit www.hse.gov.uk

8. INSURANCE

In recent years, many sport and recreation organisations have faced increased insurance costs or have experienced difficulties in finding cover. Here you will find vital information on how your organisation, regardless of its size, can protect against the risk of claims for damages, including being sued. It concentrates on the two types of liability insurance most sport and recreation organisations will need; Public Liability Insurance and Employers' Liability Insurance.

WHY YOUR ORGANISATION SHOULD PROVIDE INSURANCE COVER FOR STAFF AND VOLUNTEERS

Your organisation may be liable for harm caused to its members, to volunteers and to the public. The law makes clear that we all owe other people a duty of care. If there is a breach of that duty which causes injury to someone else, or damage to their property, then your organisation or its members or volunteers could receive a claim for damages, and face a very expensive bill if found to be at fault.

You can protect your organisation against the financial consequences of negligence through liability insurance, and by taking action to protect the safety of people affected by your activities.

THE DIFFERENT TYPES OF LIABILITY INSURANCE

Liability insurance broadly speaking covers the compensation that may be due to somebody harmed by negligent acts or failures to act. It also covers the legal costs of investigating and defending any such claims made against the organisation and its officials or volunteers.

Public Liability Insurance provides cover for injuries to the public or damage to their property. It is important to remember that "the public" here means anyone other than an employee, so it can include volunteers, participants and spectators.

For a sports organisation this could include claims from those who organise or take part in its activities, or members of the public who may otherwise be affected by it - for instance a passer-by who is injured during a road race. Some insurers may also offer 'member to member' liability within the scope of their public liability policies.

Typically, these liability policies provide cover of between £2 million and £10 million.

Employers' Liability Insurance covers the organisation's legal liabilities for injuries to its employees sustained in the course of employment. This insurance is compulsory by law for nearly everyone who employs someone else. Whether Employers' Liability insurance is required will depend on whether there is an employer to employee relationship. More information is available in the Health and Safety Executive's Guidance on Employer's Liability Insurance which is available at www.hse.gov.uk/pubns/hse40.pdf

Policies are legally required to provide minimum cover of £5 million, although most policies offer £10million. Your Employers' Liability insurance should cover all conventional employees and include contract staff, casual, seasonal and temporary workers (including work experience students). If you have volunteer workers (e.g. coaches, officials, event organisers) you should tell your insurance broker and/or insurer in order to make sure they are covered properly.

Many National Governing Bodies provide insurance as part of a sports club's affiliation. It is advisable to check with your NGB to establish the type and level of cover that they provide your club.

BUYING LIABILITY INSURANCE

Both Public Liability and Employer's Liability insurance can be purchased on their own or as part of a combined insurance policy, which includes other cover such as insurance for the buildings and equipment or stock. For example, for a sports club, such a combined policy might cover damage to the club's premises and its specialist equipment as well as offering cover for liability claims.

GOOD PRACTICE AND RISK MANAGEMENT

Insurance providers want assurance that your organisation operates to high standards of good practice, and has appropriate risk management processes in place – as this reduces the likelihood of anyone being harmed through their involvement in your activity, which in turn reduces the likelihood of a claim. Key documents that insurers are likely to request sight of when preparing a liability insurance proposal include:

- **Constitution** – this should provide assurance that you have robust corporate governance and lines of accountability; it will also give an outline of the nature of your activities.
- **Child Protection Policy and Procedures** - these should outline how your organisation safeguards children who participate in its activities, once again showing clear lines of communication and accountability.
- **Good Practice Guidelines and Health and Safety Policy** - these should demonstrate that your activities are organised and delivered according to agreed standards of good practice and with due care and attention to health and safety.
- **Qualifications and Training Information** – this should demonstrate that those responsible for organising and delivering your activities are appropriately trained and qualified.

Evidence of a risk management policy across your organisation is critical. Assessing the risks you face, and taking steps to control and minimise them, is crucial. The actions you need to take to reduce risks will depend on the nature of your activities. However, taking the following five steps will help you take the appropriate actions:

- **Identify the risks you face**
This involves considering any hazards that may be inherent to your activity or the environment in which it takes place.

- **Consider who could be harmed and how**
This means considering the implications of these hazards for volunteers, competitors, spectators and members of the public.
- **Decide how serious the risks are**
This involves considering the likelihood of someone being harmed as a result of one of your risks, and what the impact of this might be. For instance how likely is it that someone might be injured by incorrectly prepared equipment – and how serious might this injury be.
- **Identify responses to risk**
Do you need to take further action to reduce the risk? This might include developing training on the use of a piece of equipment.
- **Record and Review**
You should record your findings and actions for each of the steps above, and regularly return to step one to identify whether any new risks have occurred. You should supply a copy of your risk assessment to your insurance broker or provider, and be willing to discuss the steps you have taken and why. The more you do to manage the risks you face, the easier it will be to continue to obtain liability insurance.

FURTHER INFORMATION

A range of organisations are available for additional advice and resources. For more information contact:

Association of British Insurers - www.abi.org.uk

British Insurance Brokers' Association - www.biba.org.uk

CCPR - www.ccpr.org.uk

Health and Safety Executive - www.hse.gov.uk

Perkins Slade Limited – insurance brokers - www.perkins-slade.com

TOP TIPS

- In setting liability insurance premiums, insurers will take account of your full business activities. Therefore company brochures, recent newsletters, calendar of events, website details will all assist in 'selling your business to the insurance market'.
- It is really worth thinking about your insurance renewal about two months in advance. Doing this allows you to be well prepared to respond to any questions before renewal and gives you good time to find an alternative insurance quote if you need one!



9. ENSURING THAT YOUR CLUB IS BEING INCLUSIVE

Being inclusive is about having fairness and respect for all people, ensuring opportunities are equally accessible to all members of the community. Sports clubs and their provision should therefore reflect the community they belong to, and from which their members are recruited. This would mean that anyone who wishes to work, volunteer, play, achieve, or get involved in sport and physical activity in any way, should have a fair and equal chance to do so.

ISSUES FOR CONSIDERATION FOR UNDER-REPRESENTED GROUPS

The following points will help your club to consider the issues which will help it to be more accessible to under-represented groups.

- **Your club and its provision**

Are you offering the type of opportunities which your community wish to participate in?

Who currently belongs to your club? - is your current membership a reflection of the community in which the club is based?

Could your club be more attractive to the non-users in your community?

- **Communication method**

Is your method for communicating to your target group in the community appropriate and accessible?

Vary your communication methods – e.g. use posters, fliers, newsletters, internet. Ensure you put information where your target group goes!

Target the organisations / agencies that you know are working with your audience and consult them in your communication planning.

Visual

- Identify your target group and communicate messages tailored specifically for them.
- Emphasise the attractive elements and the specific benefits your provision will provide your target group.
- Ensure material is written in a language, tone, and format appropriate to the audience.

Access and transport

- Is your club's location accessible to all? If not can you put a system in place to help people access the club venue, e.g. lift sharing.
- Ensure you are aware of the travel implications for all members of the community to access the club – are there any major travel / safety issues?
- Is there a cost implication to members of the community travelling to and accessing your club?
- Is there a need for the community to travel to the club venue, and can the club provide assistance?

Venue and facilities

- Is the physical environment appropriate for your target members?
- Is the building easily accessible and user friendly with facilities that cater for all your members' needs? Your club may consider using venues already used by your target group.

Workforce

- Use volunteers, coaches and committee members that are representative of your target audience. This will help in ensuring members are comfortable at the club. It may also be easier for members of the club to relate to coaches and volunteers that are representative of the community, e.g. a women's football club may consider using a female coaching team.

PROVISION FOR DIFFERENT SECTORS OF THE COMMUNITY

The following section will provide your club with some ideas for dealing with the above issues for different sectors from the community.

Rural communities - Be aware that many rural areas do not have a regular bus service linking them to larger urban areas and problems relating to disability and age can be magnified when living in a rural location. Existing village hall and school facilities can make great sports facilities, could these become a satellite of your club? Ensure training opportunities are accessible to members of your club who live in rural areas, especially consider location or transport implications.

Young people - Activity needs to be at suitable times and in chunks young people can manage. Where possible sessions should fit in with school times and public transport. The cost of public transport should also be considered. Local venues are best, as young people are more reliant on others for transport. Ensure you are aware of safeguarding issues such as Criminal Records Bureau (CRB) checks for adults working with under 18s.

Women and girls - Activity should be located in areas with good transport and good perceived safety, e.g. ensure the venue is located in well-lit areas. If possible use venues providing crèche facilities. For black and minority ethnic (BME) women you should consider using rooms with limited windows and viewing area. Ask whether the facilities available meet needs, e.g. are the showers enclosed and private? Are hairdryers and mirrors available? Women should be provided with opportunities to get into coaching, management and leadership roles within sports. Try to encourage more female volunteers in sports. The Women's Sport Foundation is a good source of information on this topic, visit www.wsf.org.uk for more information.

Black and minority ethnic (BME) groups - Consider times to fit in with BME women and schooling, e.g. after dropping off or before picking up children from school. Facilities should be local to the groups. Perhaps consider the use of local temples, community halls or other religious buildings. Schools can also make good venues.



TOP TIPS

- Sport England's 'Active People Survey' is a useful tool which can be used to better understand local participation. You can analyse the data to help you understand the participation behaviour of the people in your club's community to develop a clearer sense of your priorities. For more information on the Active People Survey visit www.activepeoplesurvey.com.

FURTHER INFORMATION

runningsports offer a range of additional resources. For more information including Top Tips, Quick Guides, Workbooks and Courses, visit www.runningsports.org

10. FACILITY PLANNING ADVICE AND GUIDANCE

The planning system represents one of the hurdles which clubs need to overcome when seeking to develop, redevelop or find alternative accommodation for their club site.

To other sports clubs, the planning system represents a procedural mechanism available to them to challenge redevelopment proposals of their grounds and facilities where they may only be a tenant.

This section will focus on and provide information in the following areas:

- Tenure
- Relocation
- Designations
- Intensification
- Multi-sport clubs
- Design

TENURE

Over the years there have been numerous issues surrounding clubs and tenure, most of them in relation to the loss of sports facilities. This is because many sports clubs are located in areas of high land value, which makes them very susceptible to redevelopment for housing, retail and business locations.

In many cases, developers approach clubs with ideas over relocating the club to another site. However in cases where the club does not own the site, clubs are vulnerable to landlords seeking to maximise the value of their asset and removing the club through rent reviews, end of tenancy agreements etc.

RELOCATION

Relocation is an issue facing many sports clubs. Some may choose to do so in order to improve or expand facilities, or remove a conflict with neighbouring land users. Others may be forced to do so by circumstances outside their control.

Relocation or exchange of open space, sports or recreational facility is addressed in the government planning policy guidance for open space, sport and recreation. Known as Planning Policy Guidance 17, the guidance states that the new land and facility should be at least as accessible to current and potential new users, and at least equivalent in terms of size, usefulness, attractiveness and quality. The aim should be to achieve qualitative improvements to open space, sports and recreational facilities. Local Planning Authorities (LPAs) should use planning obligations or conditions to secure the exchange land and ensure necessary works are undertaken and facilities capable of being maintained adequately through management and maintenance agreements.

Guidance contained Planning Policy Guidance 17 states that LPAs should give very careful consideration to planning applications involving development on playing fields. It advises that planning permission should not be allowed unless one of four criteria can be complied with. For example criterion (iii) is that the playing field to be lost as a result of the proposed development would be replaced by a playing field or fields of equivalent or better quantity and quality and in a suitable location, a reiteration of Sport England policy on playing fields. In circumstances where a replacement off-site facility is relied upon to justify development of open space or a sports or recreational facility. Full details of that replacement facility must be provided.

DESIGNATIONS

Unless a proposal for a sports building can be demonstrated as both essential and for outdoor sport, it will generally be considered inappropriate development in the Green Belt. Very special circumstances are required to justify inappropriate development. Examples of essential facilities given are small changing rooms or unobtrusive spectator accommodation for outdoor sport, or small stables for outdoor sport and outdoor recreation.

Defining what is 'small' and 'essential' in this context is a matter of considerable debate. Reference is frequently made to appropriate standards set out in Sport England guidance such as the Pavilions and Clubhouses Guidance Notes which can be found at www.sportengland.org

INTENSIFICATION

Sports clubs may at some stage consider increasing the use of their facilities. For example, floodlighting of courts by a tennis club not only gives the club increased flexibility by allowing evening use but also represents a way of better utilising an existing facility without the need to construct additional courts. In terms of pitch-based sports, synthetic surfaces have a greater carrying capacity than a normal grass pitch and are therefore an attractive proposition to increase usage throughout the week, particularly with regard to training.

In intensifying use at facilities, sports clubs will need to be aware of issues concerning:

- The potential noise and disturbance to nearby adjacent residential occupiers
- Light pollution and spillage, particularly as it affects adjacent dwellings
- Water run-off from hard surfaces
- Impact on the physical appearance of the site, particularly where a grass pitch is replaced by synthetic turf

The decision maker will have to balance the negative aspects with the benefits of wider use of a sporting facility to the club and the wider community.

MULTI-USE FACILITIES

There are significant benefits for sports clubs to form partnerships with others. Where possible, different sports can be brought together on one site such as tennis, bowls and football, which may in the past have had separate pavilions on the same recreation ground. Not only can facilities be used more effectively and enjoy shared running costs, but the sharing of facilities opens up the potential for shared coaching and sports development programmes, allowing people to more easily try other sports that in the past they may not have thought about.

The Extended School concept highlights the use of school sports facilities by the community during the evenings and weekends. Sports clubs can have a role here to help the school to provide a range of services and activities beyond the school day to help the needs of its pupils, their families and the wider communities. Sports clubs with their own facilities can also have a vital role to play in their communities. For example, football clubs can bring a town and even a region together through having community and education schemes based at their club facility, some of which are funded through the Football Foundation, in partnership with Local Education Authorities. These include anti-racism, healthy lifestyles, crime reduction and drug awareness schemes. Learning in an environment where their heroes play each week also has a motivational effect on participants.

DESIGN

Sport England's publication (in conjunction with CABE) *Better Places for Sport* which is available at www.sportengland.org seeks to assist those involved in sports projects to deliver the best outcome for sport projects, future uses and wider social goals. It contains a step by step guide and checklist for each stage of the project, applicable to new buildings, extensions, renovation or open spaces.

The four project stages:

- Preparation
- Design
- Construction
- Use

Obtaining planning permission will be one of the first in a list of approvals required during the project and should preferably be sought at the design stage. In Sport England Planning Bulletin 16, which is available at www.sportengland.org, Sport England has emphasised the need to engage advice from the different stakeholders early in the project. These include:

- Users
- Neighbours
- Volunteers

- Local and national sport governing bodies
- Schools
- Coaches
- Sport England
- Youth leaders
- Designers and constructors of similar projects
- The local authority
- An architect

The advice of each stakeholder will feed into forming the outline brief for the project at the preparation stage. During the design stage it is important to review the design at key parts of the process. Considerations will include the accessibility of the design, sustainability and energy efficiency and spatial efficiency, including air circulation.

There will not be a 'one size fits all' solution or a right design. However, careful checking at all stages will help achieve high design quality. Clubs will need to meet their accommodation requirements in a sustainable and accessible building not forgetting the quality of internal space.

TOP TIPS

- If your club is facing issues in relation to tenure, then one option available is to protect land and facilities through vesting the freehold of a site to the National Playing Fields Association. A second option is for the land to be held by local charitable trustees.
- As schemes that seek funding from the Sport England Lottery Fund must accord with government planning policy guidance, much consideration should be given to the Pavilions and Clubhouses Guidance Notes documents.

FURTHER INFORMATION

Sport England offer a range of additional resources. For further information visit www.sportengland.org and go to the planning section.



Herts Sports Partnership
Hertfordshire Sports Village,
de Havilland Campus,
Hatfield Business Park,
Hatfield,
Herts,
AL10 9EU

Telephone: 01707 284229
Email: info@sportinherts.org.uk

sportinherts.org.uk