



Edinburgh Sports Clubs Resource Pack

Introduction

Welcome to the Edinburgh Sports Club Resource Pack

Around 500 clubs provide opportunities for thousands of people in Edinburgh to take part in sport as performers, coaches, officials and administrators. Clubs play a key role in encouraging sports participation and developing young performers through age-group structures and on up to international standard. With these roles come responsibilities and the need to ensure that clubs are providing quality, safe and enjoyable experiences for their members.

The pack aims to:

- Provide a generic resource for sports clubs that wish to improve. It is of particular relevance to clubs whose National Governing Bodies (NGB) does not have a sport-specific club development manual.
- Highlight the main issues that clubs need to be aware of when working with children and young people and support that work by providing resources to assist them.
- Encourage good practice and assistance in the development of coaches and other volunteers

Contents of the Resource Pack

The pack is arranged in eight sections:

- 1 Duty of Care and Child Protection
- 2 Coaching and Playing Programme
- 3 Sports Equity and Ethics
- 4 Club Management
- 5 Volunteer Recruitment, Management & Rewarding
- 6 Contacts – useful contacts and websites for additional support
- 7 Funding Opportunities for Clubs
- 8 List of Online Templates available from the website www.clubsportedinburgh.org

How to use the templates

The online templates have been designed to help clubs produce policies, procedures, development plans and printed matter that should be in place as a matter of good practice.

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

All templates can be downloaded electronically from www.clubsportedinburgh.org

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1 Duty of Care and Child Protection

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

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

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

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

The application of some safety measures will depend on whether the club has its own facilities or hires them from, say, Edinburgh Leisure, the City of Edinburgh Council or private leisure providers:

If you hire facilities from a professional organisation, for example, a basketball court from a local authority, you will be bound by the local authority's health and safety legislation. The local authority will have a health and safety policy in place covering the facility including emergency operating procedures, risk assessment procedures, first aid support, accident reporting measures, fire risk measures and so on. Before activity starts, club personnel should familiarise themselves with any of the facilities' health and safety procedures that may affect them, and follow those procedures in the event of an incident or emergency.

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

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

copies when they join. Relevant emergency contact telephone numbers should also be available to avoid delay in the case of incident/accident.

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

Identifying some of the core standards of good practice in relation to duty of care and child protection is included in the following section. Many of the procedures have been adopted from the requirements laid down by health and safety legislation in relation to 'professional/workplace environments'. By using these standards or those of a NGB, your club will be able to demonstrate that it is taking its duty of care responsibilities seriously. It is also strongly advisable to discuss the issues with your local authority. The actual safety of the facility and equipment used is referenced in the Coaching and Playing Programme section.

This section takes a wide definition of duty of care; i.e. it not only consider the physical welfare of club members, volunteers and visitors, but also how the well-being of members and visitors can be affected by the conduct of club coaches, officials and volunteers.

1.1 Child protection

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

All NGBs are required by **sportscotland** to adopt child protection policies. If your club provides opportunities for young people, you should look to implement the relevant child protection guidelines and procedures issued by your NGB.

Clubs are strongly recommended to adopt a Child Protection Policy in line with their NGB guidelines.

Your local authority will also have guidelines that you may be required to follow, if you wish to hire facilities or apply for grant aid from them.

sportscotland and Children 1st work in partnership to deliver a Child Protection in Sport Service that supports NGBs and Clubs to develop and promote a positive environment for children taking part in sport. Your club should stay up to date with child protection issues as they develop.

All Clubs should ensure that every coach and volunteer who will be working with children or vulnerable adults has been through an appropriate Disclosure Scotland check.

Your NGB should be able to advise your club on how to carry out these checks and provide any other information on child protection.

The child protection policy of your NGB may contain procedures for screening volunteers, and deal with issues such as contact between coaches and children and vulnerable adults and guidelines for taking them away on trips. Screening adults who have personal contact in any capacity with young people within the club is considered good practice.

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

Coaching Edinburgh in association with Children 1st and **sportscotland** offer a range of courses that raise awareness of Child Protection in Sport that include:

Good Practice and Child Protection – all coaches and volunteers working with young people should attend this workshop

In Safe Hands Workshop– ideally all Club Child Protection Officers should attend this workshop which outlines their duties and responsibilities.

Your NGB may also offer sports-specific child protection training as part of its training and awards structures.

1.2 Codes of conduct for coaches, officials, and volunteers

Developing, promoting and adopting 'Codes of Conduct' for coaches, officials and volunteers helps to identify standards of acceptable behaviour. A code helps to establish a good tone for conduct and ensures that people are aware of what is expected of them. Most NGBs have adopted codes of conduct for coaches, and **Templates A to E** includes suggested formats for codes of conduct for members' officials and other volunteers. In addition to coaches, anyone who works and supports young people within a club should adopt a code of conduct, adding to the safety and care the club takes with regard to its young members. These codes should address issues and set standards in respect of the relationship between adults and children and young people in the club.

1.3 First aid

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

It is desirable for at least one qualified first aider to be present at all club training sessions and events. It is strongly recommended as good practice to encourage and support club members - coaches, team managers, officials etc - to attend recognised first aid training courses, so that they can respond to first aid situations confidently and appropriately when they arise.

There is a range of first aid training courses available for club personnel. Some NGBs offer their own training courses. Other key training providers include Coaching Edinburgh and **sportscotland**.

As a minimum standard your club should be able to deal with minor accidents/injuries swiftly. You should also maintain a first aid kit(s), which should be available at all training sessions and competition events. It is recommended that a nominated club officer should be responsible for ensuring that the first aid kits are kept in an easily accessible place, that they remain fully stocked and that items are within their shelf life.

Whilst no-one should undertake first aid treatment for which they are not qualified, issuing treatment for minor injuries is sometimes a necessity. As soon as it is apparent that an injury is serious enough

that a coach or volunteer cannot confidently deal with it, the injured party should receive attention from the ambulance service or a hospital accident and emergency department.

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

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

- 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 individually wrapped sterile unmedicated wound dressings
- two large sterile individually wrapped unmedicated wound dressings
- one pair of disposable gloves.
- Ice (either in separate ice box or as disposable/reusable ice packs)

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.

1.4 Incidents/accidents

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

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

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

Template G gives a sample incident/accident report form.

1.5 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 should 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

during competition or coaching. It should be noted that only medical information relevant to the sport environment should be included and kept in the strictest of confidence.

- Parental/Guardian consents to cover travel arrangements, photography/video permissions and the authorisation of professional medical assistance.

Template H can be used as an Information/Parental Consent Form

2 Coaching and Playing Programme

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

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

Factors to take into account when structuring a playing programme:

2.1 Club Coaching Sessions

Performer : coach ratios (this may vary for age groups and ability levels). It should identify numbers of coaches qualified at different levels who could work in a team. For example, a lead coach with x qualification working with x number of players with an assistant coach who holds x qualification.

Number of coaching/training sessions per week and per year. Different sports will recommend a minimum number of coaching sessions per week and over the course of a year. This might need to take account of the competition season and its duration. An off season or break may be recommended, to give young people the chance to taper and perhaps try another sport. The club training programme may also identify specific fitness sessions which take place in addition to skill training sessions.

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

2.2 Competitive structures

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

2.3 Coaching staff

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

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

Coaching task description of roles and responsibilities - Coaches, whether head coaches or assistant coaches should be aware of the expectations their club will have of them. This may include determining where their role starts and finishes as well as their responsibilities to the club, young people, parents and other club officials or volunteers. Setting down roles and responsibilities in a task description will help to clarify this.

Template I provides sample task descriptions for a Head Coach which can be adapted for other coaching staff.

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

It is important to check NGBs' insurance schemes and those of the club. A coach's insurance cover needs should be carefully examined and applied to the various club situations that he/she may find him/herself in. For example, will the coach always coach affiliated members of the NGB? What is the situation with regard to new club members? Will the coach always coach at the club venue and if not does this affect insurance cover? NGBs should be able to advise on this subject as can **sports coach UK**.

2.4 Club Venues

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

A risk assessment is a check of facilities, equipment and safety procedures to ensure that they are fit for the intended purpose. Undertaking a risk assessment is a good means of preventing accidents by ensuring key aspects relating to activity delivery and safety provision are checked on a regular basis by the club. If risks or hazards are identified they should be noted and reported so that action can be taken and other users alerted. Risk assessments need not be undertaken at every session but a club should demonstrate that checks are undertaken on a regular basis.

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

For a sample risk assessment form see **Template J**

3 Sports Equity and Ethics

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

3.1 Sports equity

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

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

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

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

The adoption of a sports equity policy statement that is published and made clear to all club members and potential members, is good practice for clubs. Your NGB should have an equity policy statement and should be in a position to offer advice and guidance in the area of sports equity.

Template K 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. Equity targets and key actions should be considered when producing your club development plan. Remember, policy on its own won't make a difference, it is the action of your committee and members that counts!

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

'A Club for All – Welcoming All Members of the Community' by Running Sport

'Equity in Your Coaching Practice' by sports coach UK

Check out the Coaching Edinburgh website for dates for the above courses along with your NGB who may also offer training on sports equity.

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 usually a prerequisite of many grant aid bodies and key funding programmes, such as the Awards for All programme and Edinburgh's Neighbourhood Partnership grants.

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

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

3.3 Codes of conduct for parents

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

However, sometimes, over-excited parents/guardians 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/guardians is given in **Template E** and can be used by your club if your NGB has not developed its own such code.

3.4 Youth Club rules

Your club may wish to establish some basic rules for young people to provide guidance on acceptable behaviour and fair play. **Template A** can be modified and developed according to the nature of your own sport and the children you work with. This is something that goes beyond the rules of the sport, identifying acceptable 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 the rules. 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 children and young people of the club. One idea would be to identify the school and school playground rules that the young people are familiar with and adapt these to the specific situation of the club.

4 Club Management

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

4.1 Management Committee

All clubs require a strong Committee to manage the day to day to running of the club to ensure the group successfully plan, communicate and monitor progress. This group should meet on regular occasions and *Templates M to R* highlights the roles of committee members plus detailed job outlines for:

- **Chairperson**
- **Secretary**
- **Treasurer**
- **Child Protection Officer**
- **Volunteer Coordinator**
- **Other potential committee roles**

Running Sport produces an excellent range of downloadable booklets outlining the responsibilities of the above posts in great detail.

4.2 Insurance

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

For club insurance quotations check out www.sportscoverdirect.com

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

4.3 National Governing Body affiliation

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

By being affiliated to the appropriate NGB you can enter competitions run by the sport, train and qualify coaches and officials and be part of a bigger sports picture enabling you to access wider support and certain sources of funding. Affiliation has an associated cost, but assuming your club and its members are serious about their sport it brings them benefits.

4.4 Communicating with parents/guardians

Parents/guardians 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/guardians is therefore important. When a new member joins your club it is good practice for you to write to them and let them know a little about the club. Establishing regular communication with parents/guardians will also help to gain ongoing support and help parents to feel part of the club.

4.5 Developing a membership category for young people

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

4.6 Club links

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

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

Developing links with schools requires coordination and good communication so that both parties understand their role and the services/opportunities that they will provide.

Other organisations in the community can also be of value to clubs in particular

The City of Edinburgh Sports Development Teams, Edinburgh Leisure Sports Development Unit and Children and Families Active Schools Coordinators can support club development in a number of ways:

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

The fundamental aim of the Active Schools Network is to offer all children and young people the opportunities and motivation to adopt active, healthy lifestyles, now and into adulthood. This is done by providing opportunities for all children and young people to participate in physical activity and sport and enabling the creation of pathways from the school to the wider community.

Active Schools develops improved links between schools, clubs and the wider community and creates school to club pathways which enable lifelong participation in sport and physical activity.

Active Schools work with NGBs, sports development professionals, local sports councils and sporting organisations to support integrated pathways from school to club.

Partnership working with key partners is further developed to increase opportunities for children and young people to be physically active in the school and wider community.

For more information contact Edinburgh's Active Schools Manager on 0131 550 6825

4.7 Club Development Action Planning

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

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

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

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

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

Template S can be used to develop your own club's plan for the future. Your NGB may have developed a planning template, that is more appropriate to your sport, which you may prefer to use. Alternatively, you can develop your own template to suit your needs. Whatever template you use, the club development plan should be monitored, reviewed and revised to ensure that your club continues to develop.

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

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

5 Volunteer Management: Good Practice

5.1 Volunteer Coordination

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

Consider the following questions in relation to your own club:

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

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

- build volunteer planning and management into their broader management and development structures
- promote and support the role of a volunteer coordinator
- provide Volunteer Co-ordinators 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 so essential to the effective running of sports clubs, you may wish to consider appointing a Volunteer Co-ordinator 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 Co-ordinator could focus on:

- getting to know the club membership
- identifying the volunteer needs of the club and organise appropriate training
- 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.

Template Q has a job outline for this role

5.3 Recruiting Volunteers

The regular cry from sports clubs is 'we haven't got enough volunteers' and 'it's always the same few'. These Top Tips will give you a few ideas of how to address the difficult task of recruiting volunteers.

The basic steps in recruitment are:

- Why do we want volunteers?
- What plan will we use to recruit them?
- Where do we find them?
- How will people move from being a recruit to being a volunteer?

Why do we want volunteers?

People always say they want more volunteers. However, before recruiting volunteers, it is important to plan for their arrival. Questions that you may need to answer are:

- What tasks do we want volunteers to complete?
- Have we got role outlines for these?
- How many do we really need? (Have you calculated this properly or just guessed?)
- How long do we need them for?
- When do we need them?
- What training will they need to complete the tasks we have identified for them?
- What support will they require (from when they arrive)?
- Will our current volunteers accept new volunteers?

It is important that new volunteers feel they are making a contribution and that you don't leave them with nothing to do when they arrive – this happens more than we like to admit!

You also need to ensure that you have sufficient resources to support them while you train them. This may be anything from the time of another volunteer supporting/mentoring them in the role, through to funds to support their attendance at externally arranged training courses and events.

What plan will we use to recruit them?

Ensure your administration is in order before you go any further:

- Either write, rewrite or design your role outlines. These outlines could be simple, for one specific role, or could be produced to incorporate an array of tasks with a view to having a broader appeal. The emphasis could be on having fun/being social and could offer a chance for individuals to re-use old skills, or learn new ones.
- Produce your volunteer code of practice.
- Create a volunteer welcome pack.
- Ensure you are ready to do a Criminal Records Bureau (CRB) check (if necessary).
- Make sure your committee(s) agree with the recruitment plans and approve any resources that may be needed for the event(s) or campaign.
- Make sure information is sent out to all enquirers and that anyone answering the phone is aware that the club is looking for volunteers and what to do next.
- Prepare your club to be volunteer-friendly and ready to welcome new volunteers.
- Appoint a Volunteer Coordinator who would have overall responsibility for all club volunteers
- Prepare your recruitment event(s) or campaign.
- Timetable some time to interview and meet potential new volunteers.
- Recruit any current club members who will be helping with the event(s) or campaign.

Where do you find volunteers?

You will be more successful in recruiting volunteers if you target your event(s) or campaign. For example:

- Check out Volunteer Edinburgh on www.volunteeredinburgh.org.uk many individuals advertise their availability here
- Advertise through Volunteers Edinburgh or your National Governing Bodies websites
- if you want someone to help you rewrite your constitution you may wish to look at organisations like ProHelp or Reach on www.bitc.org.uk and www.reach-online.org.uk
- if you want a new coach, you may be better looking through community sport networks such as www.gumtree.com, www.coachingedinburgh.co.uk or your sports governing body.

However, there are many places to look and some of the agencies that may help you in your search are listed at the end of this text, such as Volunteer Edinburgh and Community Service Volunteers (CSV)

Top Tip: For general recruiting, it's important to avoid simply saying 'volunteers needed'. Instead, focus on roles and what they have to offer. For example:

- Get fit and pass your cricket skills on to young people.
- Budding PR whizzes needed – hockey club needs volunteers to help promote themselves in the community.

Don't forget to look at young volunteers. They have lots of skills and are often looking for good placement opportunities.

How will people move from being a recruit to being a volunteer?

Once you have found some potential new volunteers, you will need to complete the relevant checks.

Top Tip: Even if you think you are in desperate need of some instant help, make sure adequate checks are made on the people who have offered to help. Remember, it is important to get the right person in the right role, so that they can enjoy doing the right things efficiently and effectively. You can filter volunteer recruits in a number of ways:

- One-to-one interviews
- A 'find out about volunteering' evening (bringing a group together and talking to them as a group)
- CRB checks
- Asking for and taking up references.

If you do use the interview or group discussion method, ensure it is a two-way process and allow the volunteer to decide whether it is something they want to do. It is also an opportunity to check whether you have the right volunteer for the right role.

Maybe introduce a trial period after initial filtering, to allow the volunteer the chance to try the role for a while (maybe two weeks or a month), and allow you chance to get to know them.

When you are happy that you have the right volunteer(s), send out a welcome letter and welcome pack (if you have one). This letter should



give the new volunteer the name and contact details of the person who will be supporting them (at least on their first time as a volunteer), and a time for them to make their first visit to the club.

5.4 Retaining Volunteers

Most companies will tell you that it is very expensive to recruit new staff and that it is important to retain people for this reason alone; this theory applies to volunteers too. Of course, there are many other reasons why we don't want to lose people from our clubs and these Top Tips will help you to look at how to retain your volunteers.

Why retain volunteers?

It is an important part of the overall Volunteer Action Plan that the Volunteer Coordinator, the club committee and all club members understand why it is important to retain volunteers. At the very least, this will help to ensure that people don't take any actions which result in the loss of volunteers. It is important to retain volunteers for the following reasons:

- Recruiting new volunteers is costly and time-consuming.
- The experience of your current volunteers is invaluable.
- The club may have invested time, skills and training in the development of volunteers.
- Retainment ensures that the continuity of the club ethos is maintained.
- The loyalty of the volunteers is vital to the club, especially during difficult periods or when involved in a large fund-raising campaign.

How do we keep them once we've found them?

It is vital that we understand the reasons why people volunteer, so that we can ensure we do the right things to retain them in our clubs. Many volunteers will tell you the reason they volunteer is to 'give something back', but what else do volunteers want from the volunteering experience?

- They want to feel part of the team.
- They want to meet new people.
- They want to feel welcome.
- They may want skills and/or training opportunities.
- They want to be recognised for their role.
- They want to feel useful and valued.
- They want experiences for a CV or an award they are looking to achieve (eg. a Duke of Edinburgh Award, Step into Sport, etc).

You need to think carefully about how you can ensure volunteers are getting something out of the experience, as well as giving something back to the club/community.

The first few weeks after recruitment

This is a vital time in the retention of volunteers and even the smallest club should have an induction process which provides all volunteers with information about the club structure, contacts, who will help them over the first few sessions, their responsibilities (a role outline), club policies (child protection, code of practice,



etc), details of how to claim expenses, etc. This is often called a 'Welcome Pack'. It will also help with the integration of the new volunteer if they have a 'buddy' who will support them over the first few weeks and, where possible, if they aren't left to volunteer on their own. Don't assume that people who have been players at the club know about how it runs or the range of volunteer roles – ensure that they also have a supportive induction into the team.

Communication

It is vital to communicate clearly with all of your volunteers. Nothing frustrates a volunteer more than not being kept up to date or 'in the loop' – it is important to ensure that your volunteer work force is included in the overall club communications and that the Club Volunteer Coordinator has regular contact with all the volunteers.

Top Tips for communication include the following:

- Ensure all volunteers know the phone number/contact details of either a volunteer representative or the Club Volunteer Coordinator (communication should flow two ways and they need to be encouraged to keep in touch with the club, as well as the club keeping in touch with them).
- Hold volunteer briefing meetings (these can be useful once or twice a year, but don't hold them too often).
- Send messages by text and email (particularly popular with younger volunteers).
- Include a volunteer page in the club newsletter.
- Set up meetings with small groups of volunteers.
- Set up one-to-one meetings.

A club which doesn't communicate with its volunteers will lose them!

Keeping the team motivated

All volunteers, however dedicated to your club, will need help with their motivation. Motivation will be gained in a number of ways and you need to consider why people are volunteering in order to cater for their needs.

Remember – satisfaction comes from doing something you feel is worthwhile and often challenging. Motivating your team of volunteers will depend on:

- their enjoyment of the roles
- the variety and challenge offered
- the recognition and reward programmes you have in place (see next page)
- good communication
- meeting their needs, as well as those of the club
- ensuring they feel wanted and valued
- the provision of skills training and support for them.

Skills and training

Skills and training can be a key retention tool. However, it can be a problematic subject when managing volunteers. Some people are keen to develop their knowledge and skills and see volunteering as an ideal way of doing this. Others, however, just want to turn up, do their task and go away again. Skills and training should always be 'sold' as a positive reward for volunteers, although not all will welcome it! Well-trained people will increase the retention of your volunteers, through helping them to focus and feel confidence in their ongoing contribution.



Skills and training sessions can be motivational for volunteers and they can be a great time to communicate with the team. Most people also feel much more secure in their role if they have received some form of training and support on the technical area in which they are involved, even if it is basic information about what to wear, how to manage people at an event, etc.

You can organise skills and training events in a variety of ways:

- Internally
 - delivered by your own team/staff
 - delivered by an external organisation (e.g. St Andrews Ambulance, Coaching Edinburgh, runningsports, sports coach UK)*
- Externally
 - delivered by the external organisations mentioned above and, in addition, national governing bodies, a local college, a private training provider, etc.

* If you are a big club, you may have enough people to bring external organisations in to deliver training at your own site. Alternatively, if you are a smaller club, you could get together with some other local clubs to make bringing someone in more affordable, or send your volunteers to an external workshop or event in the local area.

Key areas to help you retain volunteers

The information above has covered some of the main areas you need to think about putting into your Volunteer Action Plan on the subject of retaining volunteers, but, in summary, you need to consider all of the following:

- Provide an induction/welcome pack.
- Set standards, and implement a volunteer code of practice.
- Provide real practical support for volunteers – expenses, specialist clothing, etc.
- Keep people motivated.
- Delegate responsibility throughout your volunteer workforce.
- Ensure all roles are clearly defined, so everyone knows what their responsibilities are and what is expected of them.
- Value people's time – think about times of meetings, etc.
- Team working – most people volunteer to spend time with other people.
- Skills, training and personal development.



Finally, it is important to retain your volunteers for the right reasons. Sometimes, it is the right time for someone to move on or to take more of a back seat. Your club should plan for succession in volunteer roles – it is healthy to have some turnover and you should plan for this as part of your retention policy.

5.5 Recognising and Rewarding Volunteers

We often reward the players in our club with 'Player of the Match', 'Top Scorer of the Year' and 'Fair Play' awards, but what do we do to recognise and reward the volunteers who ensure all that sport can take place?

Throughout the text, reference is made to sports 'clubs'. This term is used to include all sports organisations, such as leagues, county and area associations, and other community groups that provide sporting opportunities, whether in an organised setting, or a more informal environment.

Sensitivity

We aren't known as a particularly sensitive bunch in sport. However, it is important to note that not all volunteers like to have their actions and activities publicly noted and we need to ensure that recognising and rewarding people doesn't result in the loss of volunteers through the embarrassment of being thanked! If you have a good Club Volunteer Coordinator they will be able to guide the club committee on the best way to say thank you to each individual

Recognising volunteers

Recognising Volunteers can be split into two sections:

- Recognising the actions of a particular individual/team of volunteers
- Recognising the worth of volunteers in sport and in your club.

Recognising an individual or team of volunteers

Ensuring people feel that their role and their actions are important can be enough, in terms of recognition, and should be seen as part of the recognition system. Actions that can be taken to support this type of recognition include the following:

- A simple thank you from a senior committee member (the chairperson / president where possible) can be enough and this can be done in front of an audience or directly to the person(s) concerned.
- A short news article about a club volunteer in the club newsletter and/or on the website.
- A nomination for a club award or an external award that recognises sports volunteers.
- A mention of their contribution at a committee meeting and a record in the minutes.

Recognising the worth of volunteers in sport and in your club

Recognising the worth of volunteers in more general terms is important, in terms of underpinning the recruitment and retention plans for volunteers in your club. If club members understand the importance of the 'backroom staff', the roles and tasks they undertake and the fun they have in performing these roles, it will certainly be easier to recruit new volunteers in the future. How can you do this?

- Produce features/articles about a particular role (rather than an individual) in the newsletter and/or on the website (eg a day in the life of the groundsperson, what does an umpire/referee do on match day, what does an event volunteer do, etc).
- Create a poster display on a club noticeboard, showing different roles.
- Put features in external newspapers/newsletters.
- Appoint a Club Volunteer Coordinator. This appointment will ensure all club members know how important volunteers are to the organisation.

Rewarding volunteers

It is important to reward all of your volunteers, whether this is done publicly or not. There are many ways in which you can reward volunteers, and some are listed below. However, you may want to ask yourself the following questions:

How would you like to be rewarded for your contribution to sport?

What have other clubs done to reward their volunteers? This is one of the few times when stealing ideas from each other is a good thing!

When seeking the answers to the above questions, don't be modest about what you would like personally in terms of thanks (you don't have to tell anyone!) – be honest and you will come up with

some good ideas. You will also find attending a running **sports** 'Valuing Your Sports Volunteers' workshop an excellent way of meeting people from other clubs, and the tutor will positively encourage you all to swap ideas at the event.

Below is a list of a few ways you may reward your volunteers:

- Say thank you both during and after their performance of their role.
- Send a letter from a senior club official (this can be done annually and/or after someone has perhaps worked over and above their normal contribution).
- Ensure expenses are available, if required.
- Give or send a 'thank you' certificate (this is also useful for volunteers who are using their experience to add to their portfolios/CVs).
- Provide meals, particularly if you are asking the volunteers to be at a venue for longer than half a day.
- Nominate them for both club and external awards which recognise the contribution of volunteers.
- Pay for them to attend relevant skills and training events.
- Award membership deals (eg one month free), award them life membership, a lower membership rate for regular volunteers, etc.
- Have a party for the volunteers.
- Buy them a small present.
- Ensure their ideas are listened to, and act upon them where practically possible.
- Acknowledge them in a club newsletter/website.
- Send a birthday/Christmas/Diwali, etc card.
- Smile and call them by their name.
- Write references for them (if asked) quickly and efficiently.
- Ensure the management of their role and tasks is good, and support them – this can be a great reward!
- Introduce long-service awards.
- Give kit where this enables the volunteers to perform their role (eg so the kit identify them as club volunteers).

Most volunteers get intrinsic pleasure from volunteering, but we all like to be treated well and thanked when we have given our time up for free. It is an essential part of retaining your volunteer workforce – **don't leave it to chance!**

6 Useful Contacts

Organisation	Phone Contact	Website
Club Development Officer The City of Edinburgh Council	0131 529 7860	www.clubsportedinburgh.org
Club Development Officer Edinburgh Leisure	0131 652 4357	www.edinburghleisure.co.uk
Active School Manager The City of Edinburgh Council	0131 550 6825	www.edinburgh.gov.uk
Sports and Outdoor Education Unit The City of Edinburgh Council	0131 550 6835	www.edinburgh.gov.uk
Sports Development Team Edinburgh Leisure	0131 652 4344	www.edinburghleisure.co.uk
ClubSport Edinburgh	0131 529 7860	www.clubsportedinburgh.org
Coaching Edinburgh	0131 652 4354	www.coachingedinburgh.co.uk
Help For Clubs (sport scotland)	0131 317 7200	www.helpforclubs.org.uk
Children 1 st	0131 446 2300	www.children1st.org.uk
Disclosure Scotland	0870 609 6006	www.disclosurescotland.co.uk
Running Sports	0845 758 5136	www.runningsports.org
Sports Coach UK	0113 274 4802	www.sportscoachuk.org.uk
Volunteer Edinburgh	0131 225 0630	www.volunteeredinburgh.org.uk

7 Funding Opportunities for Edinburgh Clubs

Below is a list of potential funders that Edinburgh sports clubs may wish to access.

The list is by no means exhaustive but intends to cover some of the main options for obtaining funding.

Clubs should be aware that criteria and availability to fund regularly change and it is recommended that contact should be made with each funder before completing applications.

Organisation / Contacts	Details	Funding Level
Awards For All www.awardsforall.org.uk Tel: 0970 240 2931	Funds new initiatives that increase participation, involves youth and priority groups and can include equipment, facility hire, coach/volunteer development	£500 to £10000
Edinburgh Neighbourhood Partnership Grants www.edinburghcompact.org.uk Tel: 0131 465 3595	Supports local initiatives that improves quality of life and encourages community participation and social inclusion.	Up to £5000
Activcity Tel: 0131 529 7993	Media and financial support for events and development opportunities	Up to £2000
Coaching Edinburgh www.coachingedinburgh.co.uk Tel: 0131 652 4354	Offers a range of volunteer training activities including coaching/official courses, first aid and child protection workshops. Financial assistance may be available for volunteer development.	
Into Sport Fund www.edinburghcompact.co.uk Tel: 0131 529 7970	Limited funding available for club development projects within Edinburgh.	Up to £1000
Voluntary Action Fund www.voluntaryactionfund.org.uk Tel: 01383 620780	Through the GO4 volunteering scheme funding may be available for volunteer training in first aid, child protection etc	£350 to £5000
Community Learning Fund Tel: 0131 469 3000	Students attending Edinburgh Schools who are selected in national squads may be entitled to grant aid. (Must be approved by Head Teacher)	Up to £200

Organisation / Contacts	Details	Funding Level
O2 – Community Awards www.itsyourcommunity.co.uk Tel: 0800 902 0250	These awards are designed to support initiatives that make a difference to local communities and should be both tangible and sustainable	Up to £1000
2014 Communities Grant Programme www.biglotteryfund.org.uk Tel: 0141 242 1400	This is a new micro grants programme offering local sports clubs grants to support and stimulate grass roots involvement in sport and physical activity.	£300 to £1000
Scottish Sports Aid Foundation www.scottishsportsaid.org.uk Tel: 0131 555 4584	Aims to encourage the development of younger sports people who are showing potential or are currently competing at championship or international level (Scotland/UK). Applicants will be eligible for only one grant in any twelve-month period.	
Scottish Institute of Sports Foundation www.inthewinningzone.com Tel: 0131 272 2713	Funds talented athletes with international potential.	
Sportsmatch www.sportscotland.org.uk Tel: 0131 317 7200	Matches commercial sponsorship on a £ for £ basis that encourages local business to sponsor community sport	£500 to £10000
HBOS Foundation www.hbosfoundation.org Tel: 0845 673 2005	Awards are made to voluntary groups for projects that help develop and improve their communities	
The Robertson Trust www.therobertsontrust.org.uk Tel: 0141 331 3151	Awards are made to charitable organisations for a wide range of projects including community sports initiatives	Up to £5000
The Gannochy Trust Tel: 01738 81444	Supports youth recreational projects	

Organisation / Contacts	Details	Funding Level
<p>Lottery Funding</p> <p>www.lotteryfunding.org</p> <p>www.biglotteryfund.org.uk</p> <p>Tel: 0141 242 1400</p>	<p>A range of funding options for both capital and revenue projects are available through lottery funding.</p> <p>Access the websites for more information.</p>	
<p>Cash Back in the Communities</p> <p>www.cashbackscotland.com</p>	<p>The main objective of the Cash Back programme is to provide a wide range of positive activities for young people between the ages of 10 and 19 years across Scotland. Cash Back For Communities aims to make a visible difference in local areas, increasing sports and arts opportunities for young people to ensure they have positive options to pursue.</p>	
<p>Wren</p> <p>www.wren.org.uk</p> <p>Tel: 01953 714117</p>	<p>Can provide capital funding for the provision, maintenance or improvement of a public park or other public amenity.</p>	<p>£2000 to £50,000</p>
<p>Children in Need</p> <p>www.bbc.co.uk/pudsey</p> <p>Tel: 0131 248 4225</p>	<p>Awards are made to voluntary organisations for projects assisting disadvantaged children and young people.</p>	
<p>Foundation for Sports and the Arts</p> <p>www.thefas.net</p> <p>Tel: 0151 259 5505</p>	<p>Its goal is to increase active participation in sport and the arts, especially amongst young people and those with more ability than resources. The Foundation's particular goal at this time is to encourage active participation by young people.</p>	<p>Up to £40,000</p>
<p>Scottish Community Projects Grants</p> <p>www.scpf.org.uk</p> <p>Tel: 0131 229 7545</p>	<p>Offers grants to employ architects or other building professionals to prepare feasibility reports on upgrading or developing new facilities which provide social benefits to local communities</p>	<p>Up to £2000</p>

8 Templates

All of the following templates can be downloaded as Word documents and amended to suit the needs of your club from www.clubsportedinburgh.org under the " Useful Club Documents" section.

- A Player Code of Conduct
- B Coach Code of Conduct
- C Spectator Code of Conduct
- D Official Code of Conduct
- E Parent/Guardian Code of Conduct
- F Guidelines for dealing with an incident/accident
- G Incident/accident report form
- H Player Information/Consent Form
- I Task description: Head Coach
- J Risk assessment form
- K Equity policy
- L Constitution
- M Chairperson Task Descriptions
- N Secretary Task Descriptions
- O Treasurer Task Descriptions
- P Child Protection Officer Task Descriptions
- Q Volunteer Coordinator Task Descriptions
- R Other potential committee roles
- S Club Development Action Plan



Edinburgh Clubs are encouraged to become involved in the Activcity programme. Listed below are good examples of local clubs who have benefited from the initiative.

Edinburgh Tigers Basketball Tournament

The Edinburgh Tigers received Activcity support to increase their tournament, which had previously been a men only event, to include a women's event, youth boys and girls tournaments. In total, their event had over two hundred players taking part from twelve year old through to seniors.

Cardinal Sports Youth Cup

This City of Edinburgh Volleyball Club event is an annual youth tournament that has grown every year. Using three venues, the event provides competition for girls and boys at various youth ages to play in a fun yet competitive volleyball tournament.

Portobello Rugby Event Series

Senior Rugby Open Day

Beach Rugby

Youth Rugby Open Day

These Portobello Rugby Club events were on the last Activcity calendar to showcase the great work done by the club and their staff.

The Great Capital Skate

Edinburgh Capitals received Activcity support to run a family skate session prior to one of their televised home games. They encouraged families to get active and then watch high level sport, inspiring the youth of Edinburgh to get involved in ice hockey.

Golden Oldies

The Golden Oldies World Rugby Festival was a huge event which is one of several international events the Activcity calendar showcases each year. The event, which attracted over 150 teams from all over the world was a huge success and provided the city with a huge economic impact.



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Updates to this and online templates referred to in the document can be accessed from:

www.clubsportedinburgh.org