

DEVELOPING YOUR CLUB OR SPORTS ORGANISATION

STARTING A CLUB OR SPORTS ORGANISATION

Before developing a new club or sports organisation, it is advantageous for you to assess what the needs are. Identifying and understanding the needs for your club or sports organisation will support you in developing plans, delivering projects, ensuring sustainability and potentially identify ways to fund raise.

Things to be aware of, include:

- Is there any provision locally that is delivering your sport/activity/function?
- What is the need for your club (potential participants)?
- What is the availability of accessible facilities in your area?
- How will you obtain sports chairs? How will you transport/store them?
- How will you purchase sports chairs?
- How will you ensure that your club/sport organisation is protected by insurance?
- How will you pay for annual affiliation with BWB?
- What will the structure of your club/sports organisation be?
- What are the club/sports organisations aims and objectives?
- How will you fund your club/sports organisation?
- What is the budget to run your club/sports organisation? Year 1, 2, 3, 4 etc.
- How will you promote your club/sports organisation?
- What partners can assist the development of your club/sports organisation?

Following this, and if you have a positive response to these questions, you should now consider affiliating to BWB.

DEVELOPMENT PLANS

A development plan is designed to help your organisation to plan for the future. This will help you to successfully work towards achieving your organisations aims and objectives.

Your development plan should:

- Clearly define who the target audience is.
- Identify the actions to be taken to help you achieve your objectives.
- Identify who within the organisation will be responsible for an action.
- Identify what partners could/will help you complete your actions and reach your objectives.
- Confirm when an action will be achieved.

Considerations for writing your action plan should include:

- Who should be involved in developing your development plan? (committee, coaches, participants, parents/carers, team followers, partners, National Governing Body).
- What is the current position of your organisation?
- What position do you want your organisation to be in at the end of the plan.
- The length of the plan (short term or long term).
- Who will lead the plan?
- Who will monitor and review the plan?

RESOURCE LIBRARY

Download an example Development Plan from the resource library of the British Wheelchair Basketball website.



**BRITISH
WHEELCHAIR
BASKETBALL**

ATTRACTING, MANAGING AND RETAINING VOLUNTEERS

BEFORE YOU RECRUIT VOLUNTEERS

Before you begin recruiting it's vital that your organisation is ready to welcome potential volunteers.

Below you will find a few essential tasks to complete before you begin the recruitment process.

1. Identify the areas of need

Do you have a specific programme that you would like the volunteer to work on or areas where skills are lacking?

2. Write volunteer role descriptions

Think about what you would like the volunteer to do when they are with you. Include specific skills that may be needed to carry out the role. Explain where the volunteering takes place and how frequently they would be required.

3. Plan an induction

The induction welcomes volunteers into your organisation. For more information about the volunteer induction see 'Training volunteers'.

WHERE TO FIND VOLUNTEERS

- Within your own organisation – speak to parents, guardians, carers and players
- Local schools and colleges
- University volunteering departments
- Local organisations and businesses
- Online volunteer organisations
- Volunteer Centres

SAFE RECRUITMENT

Volunteer roles that involve contact with children and/or adults at risk require additional checks.

DBS

Some roles may require a DBS check. To request information on spent convictions, the position held must be an exempted occupation for the purpose of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) by SI 2013 1198. Under the current DBS guidance this means that positions in sport fall under eligibility code 06 and are:

'Any position which otherwise involves regularly caring for, training, supervising or being solely in charge of children'

Therefore, it would generally be expected that roles such as a Coach, Team Manager and Welfare Officer at a junior club would be eligible for a DBS, whereas administrative roles such as Club Secretary, Chair and Treasurer would not be eligible, unless the person undertook additional responsibilities involving contact with children.

The Protection of Freedoms Act has also introduced 16 years old as the minimum age at which someone can apply for a DBS disclosure.

The DBS is just one part of the safe recruitment process. It is best practice when recruiting individuals who will be in contact with children and adults at risk to complete the following:

- Detailed application forms
- Self-disclosure
- Robust interviews that cover safeguarding, equality and diversity and skills
- Reference checks
- A thorough induction process
- Verification of qualifications and experience
- Risk assessments

RESOURCE LIBRARY

Download the Safer Recruitment guidelines from the resource library for more information.



TRAINING VOLUNTEERS

Volunteer induction

A good induction ensures volunteers are able to contribute quickly and feel part of the organisation. Key things to include in your induction:

- Introduce them to other volunteers and key people within the organisation.
- Show them around the venue.
- Explain who they can go to if they have any questions or problems.
- Explain your organisation's policies e.g. safeguarding, health and safety.
- Outline the history, ethos and structure of the organisation.

MANAGING AND RETAINING VOLUNTEERS

Supervising and supporting volunteers

It is the organisation's responsibility to ensure that volunteers are able to carry out the roles they have been recruited to do. Some steps you can take to allow you to support the volunteer are:

- Induction
- Assessment of volunteer training and development needs – depending on the capacity of the organisation this might be completed using a Training Needs Analysis (TNA) template or less formal discussion. The outcome should be a plan of necessary training for the volunteer to carry out their role.
- Taking steps to meet those training needs - this might be in-house training, shadowing another volunteer or attending an external course such as safeguarding and protecting children. What can be offered will depend on the resources of the organisation.

- Supervision and support – get to know your volunteers, allow opportunities to give and receive feedback, provide new opportunities to show your volunteers that they are supported.

Recognising volunteers

Recognising the effort and time that volunteers are putting into the organisation is a great way to keep them enthusiastic about the role they have been recruited to do. There are lots of ways to recognise volunteers, a few ideas are below:

- Informal recognition
 - Say thank you
 - Tell volunteers they're doing a great job
 - Ask for their opinions on organisation developments
- Formal recognition
 - Get involved with Volunteers' Week and other volunteering campaigns
 - Certificates
 - Help volunteers to gain accreditations
 - Invite them to be members of working groups
 - Hold your own awards
 - Nominate to local and national awards



SUPPORTING COACHES

Continuing Professional Development (CPD) for coaches

CPD refers to the learning activities that professionals engage in to develop and enhance their skills and abilities.

Some formal CPD options that exist for coaches:

- BWB Coaching Courses
- BWB Coaching Clinics
- Elite Performance Centre – contact the BWB office for more information
- UK Coaching workshops

Informal CPD

- Shadowing another coach
- Regional Academies
- Reading and researching information via the internet

Mentoring

Mentoring is a process whereby a coach is actively engaged in being guided towards acquiring new knowledge, feedback, ideas or advice by a more knowledgeable and experienced person who has both sporting and mentoring credibility and who has been selected by the coach to help meet their identified coach development needs.

Benefits of having a mentor

A mentor can:

- Help a coach to reach their coaching goals.
- Support a coach to identify their personal strengths and areas for development.
- Help to increase the confidence of an inexperienced coach.
- Help a coach to put the theory of coaching into practice.
- Provide a coach with the opportunity to improve their own coaching by observing others.
- Help a coach to develop coaching-related skills, such as communication, analysis and observation.
- Help a coach to develop their own coaching beliefs and philosophy.

Prior to beginning the mentoring relationship it's important to identify the areas you wish to work on and set out the ground rules for how you will work together.

Benefits of being a mentor

Mentoring can be:

- Rewarding.
- A motivational experience.
- A chance to review your own coaching beliefs and practice.
- A chance to develop key coaching-related skills, such as questioning, listening, analysing and providing feedback.
- A chance to develop self-reflection skills.
- A good opportunity to develop your sporting environment by bringing through new coaches.



HOW TO ATTRACT AND RETAIN PARTICIPANTS

Organisations sustain and thrive on attracting new members whilst retaining existing ones. With such a varied choice of participatory activities for people now, what makes your organisation different to others, how do you promote what you do and how does a new participant get involved in your organisation?

Having a good understanding of your current membership, the positives and 'not-so-positives' of your organisation will help you to know whether what you offer is meeting their wants and needs.

All too often organisations believe that spending more money on marketing will have a bigger impact on new members coming through the door. Unfortunately, this is not the case.

Identifying where your potential participants are (e.g. day-to-day places like shopping/town centres or high footfall areas, certain schools/colleges) will help you identify a way of appealing to them and making sure they get information about how, where and when they can play your sport.

In addition, clearly stating what the cost of participating and what equipment is available will help to remove barrier to participation in wheelchair basketball. One idea is that you might want to inform them that their friends or family can also attend.

In order to retain membership, organisations need to start thinking like businesses; your members are your customers, without the right customer experience they will not come back.

Ideas for engaging with new people may include:

- Delivering outreach work in local schools, supermarkets, sports centres, companies – this way you may be able to charge for delivery therefore covering the cost of delivery and earning money for the organisation whilst finding potential new participants and challenging the prejudices and assumptions that exist in our sport.
- Sending marketing materials to specific partners based on their membership – for example, information on accessible sport to disability specific organisations like Wheelpower and Cerebral Palsy Sport.



DATA MANAGEMENT AND GDPR

All organisations require data to function, whether it is the details of members, dates of matches and training sessions or the amount of subscriptions paid by members. The more sophisticated organisations may record data related to player performance such as number of free throws or number of rebounds.

Whatever data an organisation records, there are a number of do's and don'ts to consider. This is because there is an increasing awareness of the importance of personal data and the risks that result from data being misused, lost or stolen.

In 2018, the European Union countries adopted a new set of rules around data management called GDPR (General Data Protection Regulations) and those rules are an attempt to tackle these risks.

WHAT IS DATA?

- Data refers to anything that can be linked back to an individual
- This link can be by name, reference number or any identifiable means (shirt number, IP address, e-mail address)

- Data includes address, date of birth, phone numbers, organisation name etc
- Sensitive data has a special importance and has special rules surrounding it
- Sensitive data includes anything related to Racial or ethnic origin, Political opinions, Religious or philosophical beliefs, Trade union membership, Genetic data, Biometric data where processed to uniquely identify a person, Health data, Data about a person's sex life or sexual orientation

WHAT DOES GDPR SAY ABOUT DATA?

GDPR provides a lot of protections for individuals when it comes to other organisations using their data. It gives improved rights to people supplying data (data subjects) and sets more obligations on organisations collecting data (data controllers) and on organisations using data (data processors).

Under GDPR, all organisations must explain why they are collecting data, explain what they will do with it and when they will delete it.

COLLECTING DATA

GDPR sets out a number of legal bases to collect data:

Category	Description	Example
Consent	Where you offer people a clear choice to provide data or not	Asking people to check a box allowing you to use their data for marketing purposes
Legal Obligation	Where you collect data to comply with the law	In order to be a coach, you must be DBS-checked. The request for your information to submit a DBS check would fall under this category
Vital Interest	Where you need the information to protect someone's life	Medication requirements/allergies for schoolchildren
Public Task	Where data is needed to exercise official authority	Data required for the Electoral Roll
Legitimate Interest	Where the data is required for the organisation to legitimately run	Name and address data for members
Special Category Data	Which relates to sensitive data	
Criminal Offence Data	Where data relates to criminal offences	



HOW DOES THIS AFFECT ORGANISATIONS?

As a sports organisation, it is reasonable to ask for contact details for your players and medical information when registering them as it allows the organisation to function. This can legitimately include date of birth, address, e-mail, medical diagnosis, however, is it reasonable to ask for data related to place of birth, ethnicity or religion?

The answer is not a straight-forward yes or no. Some organisations attract external funding and may be required to report on data which is not directly related to the running of the organisation. So, the key point is to make sure you understand why you are asking for each piece of data and make sure that your members understand why you are asking too.

WHAT RIGHTS DO INDIVIDUALS HAVE?

As a provider of information, individuals have a series of rights:

- the right to be informed about the collection and use of their personal data
- the right to access their personal data and supplementary information
- the right for individuals to have inaccurate personal data rectified, or completed if it is incomplete
- the right for individuals to have personal data erased, also known as 'the right to be forgotten'
- the right to request the restriction or suppression of their personal data
- the right to obtain and reuse personal data for their own purposes across different services
- the right to object to processing of personal data for the performance of a legal task or the organisation's legitimate interests
- There are also rights around the use of auto-profiling or auto-decision-making

An example of how a data subject could exercise their rights is if a player leaves your organisation, they have the right to ask for all their data to be erased. Or if they think you have incorrect data stored about them, they can ask for the data to be corrected.

STORING AND DELETING DATA

As mentioned, data relating to individuals is personal and carries a risk of being misused if it falls into the wrong hands.

Organisations have some big responsibilities when storing data.

- Make sure you store data somewhere securely. If you store it on a computer, password protect the document or spreadsheet.
- If you use a shared device such as Google Drive or Microsoft One Drive, make sure you limit access to people who need it.
- Make sure those passwords are not easy to guess, use numbers and a mix of upper and lower case characters.
- Often, organisations ask players to complete paper forms and the secretary types the data into documents or spreadsheets, make sure that data is entered correctly.
- Do not share the data outside the organisation and only share it with people who really need it within the organisation.
- Most organisations operate on an annual basis, data should therefore be deleted at the end of each season. If you need the data beyond the end of the season, make sure you can explain why.

The rules are there to protect individual's data, but they should not get in the way of organisations managing themselves. It's important to:

1. check what data you are asking for and why
2. check who can access the data and how secure it is and
3. check when you delete the data



INCIDENT GUIDELINES

It is very important that your organisation reports any suspicions, concerns or incidents involving the safety of any of the members.

It is vital that you **respond** in a way that is prompt – because your report could stop a member of the organisation, whether that be a child, young person or an adult from being harmed.

Be sure to make a detailed **written** report of the incident at the time of the disclosure/concern. Write down the facts as they were said or how they happened based on your personal knowledge. Do not include your own opinions.

Make sure to **report** all concerns and allegations relating to abuse, poor practice and/or the safety of others.

If those concerns are relating to safeguarding or the welfare of children, young people or vulnerable adults you should report this to your Welfare Officer or the person responsible for the session/organisation.

If the concern involves or includes the Welfare Officer, you can report the incident directly to BWB. Further information on this can be found in the Safeguarding Policy and or/on the BWB website under Safeguarding.

There are a host of organisations that can provide relevant information and support to you:

- **NSPCC** – 24 hour helpline – 0808 800 5000
- **Childline** – 0800 1111
- **Ann Craft Trust**
- **National Bullying Helpline** – 0845 2255787
- **Police** – 101/999
- **Social Services** - through **your local authority**

Remember it is not the individual's responsibility to decide whether or not abuse has taken place. It is the individual's responsibility to raise suspicions and allegations to organisations that can investigate and confirm criminality.

Every effort should be made to ensure that **confidentiality** is maintained. Handle information on a need to know basis. This includes the following people:

- The Welfare Officer
- The parents of the child
- The person making the allegation

- Social Services/police
- BWB Lead Safeguarding/Welfare Officer
- The alleged abuser (and parents if the alleged abuser is a child)

Seek social services guidance on who should approach the alleged abuser.

All information should be stored in a secure place with limited access to designated people, in line with data protection laws. For more information, please see **Data Management and GDPR**. Your local social services team, the NSPCC or the police can answer any other questions.



PARTNERSHIP AGREEMENTS

Best practice evidences that organisations operate better when they work together with a cross section of partners.

There are a number of organisations that can support your organisation, they include:

Partner	Benefits
British Wheelchair Basketball	• Affiliation to league and competition • Public Liability Insurance • Access to Officer support • Best practice guidance • Promotion on the BWB website • Governance guidance, advice and support • Workforce development • Connectivity with other organisations
Your local County Sports Partnership	• Support and advice for your organisation • Access to local, regional and national funding opportunities • Networking opportunities with local partners • Promotion of the organisation to local partners
Schools, Colleges and/or Universities	• Promotion to children and young people • Potential new participants and volunteers • Development of schools competition • Potential for partnership working – facility hire etc. • Profile raising

Health Organisation	• Promotion to a captive audience • Potential new participants within your organisation • Raised profile within the community • Potential growth in workforce/ volunteers/ committee
The Business Sector	• Increased funding in your organisation • Increased partners in your organisation • Raised profile within the community • Access to support – marketing, financial advice etc.
The Business Sector	• Potential increase in participation • Sharing of sports best practice • Sharing of resources • Potential to reduce facility hire costs • Potential to increase fund raising

When identifying new partnerships, it is important to recognise how working together can benefit both your organisation and their business. Ideally this will have been identified in the Development Plan process.

RESOURCE LIBRARY

Download an example Partnership Agreement from the resource library of the British Wheelchair Basketball website.