

The British Judo Association



NATIONAL GUIDANCE NOTES

VOLUNTEER SUPPORT PROGRAMME

FOR CLUBS



Contents

1.	INTRODUCTION	3
2.	WHERE ARE YOU NOW?.....	5
3.	WHERE DO YOU WANT TO BE?	8
4.	HOW ARE YOU GOING TO GET THERE?	8
5.	ROLE DESCRIPTIONS.....	9
5.1	Chairperson	9
5.2	Secretary	9
5.3	Treasurer.....	10
5.4	Press and Publicity Officer.....	11
5.5	Development Officer	11
5.6	VOLUNTEER COORDINATOR	12
6.	RECRUITING VOLUNTEERS.....	13
7.	TRAINING VOLUNTEERS.....	16
8.	RETAINING & REWARDING VOLUNTEERS	17
9.	CONCLUSIONS.....	18
	APPENDIX 1. VOLUNTEER RECRUITMENT CHECKLIST.....	19
	APPENDIX 2. VOLUNTEER AGREEMENT FORM.....	20
	APPENDIX 3. BJA MODEL CLUB CONSTITUTION	21
	APPENDIX 4. SAMPLE ROLE DESCRIPTIONS	25
	APPENDIX 5 – Useful organisations.....	33

1. INTRODUCTION

This resource challenges you and your club to recognise the value of your volunteers and to think about ways in which you can:

- Build volunteer management into your development plan
- Make volunteer management a key area of the management of your club
- Recruit, support, recognise and reward the efforts of your most valuable resource – your volunteers
- Use local, county, regional and national programmes to support them in implementing their volunteer action plan

The result should be stronger, more viable clubs that have a more secure long term future, with those involved being better informed and more motivated.

The vast majority of clubs could not function without the efforts of volunteers, and often there are just not enough people to help. But how many clubs think seriously about how they might recruit more volunteers, or how to keep those that they already have?

For example what happens in your club if the current administrators retire or move on? Or, does your club foster a sense of belonging among the members, by involving them in the running of the organisation? If you want to take advantage of funding opportunities from the lottery or other sources of public money, the funding agency will you be able to show that your committee members are properly accountable to the members (ie. Democratically elected officers, minutes of committee meetings and AGM etc).

There are a number of key steps for clubs to take to ensure they have enough volunteers in the right roles and to ensure you are able to deal with the example issues highlighted above - this resource will help take you through those steps.

Research completed on behalf of the BJA in 2005 demonstrated that:

- Judo volunteers are mainly white, male and aged between 35 and 45 years old
- There is the scope and desire to attract younger volunteers
- Volunteers generally have more than one role in their club
- Only 9.1% of clubs surveyed use the BJA website and that 70% of clubs were unaware that the BJA have a resource for clubs – the volunteer support programme
- Commitment and thanks are the most important issues for those that already volunteer
- That most roles don't have associated role descriptions
- There are not enough judo coaches to ensure there is enough cover in clubs during holidays, sickness and busy periods
- Only 15% of clubs surveyed had a volunteer coordinator

These guidelines do not have all the answers, but are intended to provide guidance in key areas and steer people in the right direction. Clubs should also take advantage of two Sport England programmes. The first is the Volunteer Investment Programme, (VIP), which provides, free of charge, among other things, Good Practice Guides, fact sheets, Volunteering in Sport updates, links to training and resource materials (Running Sport - see below), and details of how to enter the Club Recognition Awards, which have an annual prize fund of £30,000! It is full of good ideas about how to manage your club - individuals can register for free by calling 0800 363 373.

The second programme is Running Sport, which consists of reasonably priced training resources and courses for club administrators. Among these are a series of club development workshops, including Volunteer Management. Details can be found on the Sport England website

(www.sportengland.org/index/get_resources/developing_sport/clubs/running_sport.htm)

2. WHERE ARE YOU NOW?

The first step to take within your club is to find out what volunteers are required. The first task is therefore to analyse the tasks that need to be undertaken for the club to function properly. This will depend to a certain extent on the size and nature of that club.

A properly constituted club must have a minimum of the three main committee officers of Chairperson, Secretary and Treasurer.

In addition, it is a good idea to have a President, who can take the role of 'elder statesman' when necessary, and act as an ambassador for the club. This could be a long-standing member who has given distinguished service to the club, or it could even be somebody who is not a member, but has an interest in the club, and is held in high regard in the local community, (for instance a local councillor who has supported your cause over a period of years).

Apart from the above, other help will be required depending on the size and nature of the club. For instance, a small club, meeting once a week, may be able to get by with the three main officers and a qualified coach, (who may be one of the officers). But even then, helpers are needed to lay the mat area, make teas for guests, and support in other areas..

On the other hand, a club that has its own dojo, a large junior section, running several sessions a week, carrying out lots of work in schools and organising various competitions will need many more people.

The following checklist contains some questions that may assist a club in analysing its needs in terms of tasks that need carrying out regularly, which are above and beyond the usual duties of the chairperson, secretary or treasurer. Some of the questions may not be relevant to your club. For instance, if you meet in a local authority leisure centre, you do not need to allocate anyone to opening up the club.

Task 1. Task Analysis Checklist – circle the appropriate answer – the text in *blue italics* gives some tips to point you in the right direction.

How many days of the week does the club meet?	1	2	3	4	5
<i>A club meeting more than 2 nights a week will probably need more volunteers, because the tasks will be more demanding</i>					
Is the same person responsible for opening up every night?	Yes		No		
<i>This will only be an issue in a club meeting several times a week – try not to let the burden fall on one person</i>					
Do the mats have to be laid and taken up for each session?	Yes		No		
<i>Make sure the coach isn't left to do this on his or her own!</i>					
Does the club wish to expand and grow?	Yes		No		
<i>If so, appoint a development officer to lead the planning and coordination of this effort</i>					
Is the role of the Head Coach clearly defined?	Yes		No		
<i>In small clubs, this may not be an issue, but if a club has several coaches, somebody needs to coordinate activity, and ensure all coaches are properly trained, revalidated, etc.</i>					
How many volunteers assist the club?					

Task 1. Task Analysis Checklist – circle the appropriate answer – the text in *blue italics* gives some tips to point you in the right direction.

<i>If there are several volunteers, who coordinates the efforts? Who thanks them for their help? You may need a volunteer coordinator.</i>		
Does somebody keep proper details of membership?	Yes	No
<i>This could be the General Secretary, but in larger clubs, it may be a good idea to nominate a membership secretary as well.</i>		
Is somebody responsible for greeting new members when they come in to the club?	Yes	No
<i>Don't leave newcomers standing at the door feeling awkward - allocate this to one of the more outgoing members – ideally it should be the role of the volunteer coordinator or development officer. If it is the coach, make sure there is someone competent to keep the session running.</i>		
Is the club responsible for cleaning the venue?	Yes	No
<i>If so, how is this organised? Is somebody designated to do it? Do several people chip in and help? Or does the same person do it all the time because no one else can be bothered?</i>		
Do members participate in BJA competitions?	Yes	No
<i>Who ensures everyone gets entry forms, enters appropriate competitions, and organises transport? In most clubs, this will be the Coach, but perhaps some of this could be devolved to a performance planner.</i>		
Does the Club have, or wish to have in the future, any of the following:		
Its own dedicated dojo	Yes	No
<i>If so, do you have a premises secretary to deal with all facility issues?</i>		
Competitions organised internally	Yes	No
<i>If so, does the club have a competition organiser and qualified competition controller? How many of the members are referees or table officials?</i>		
Junior, Women's or disability sections?	Yes	No
<i>Are coaches with appropriate training available to run these?</i>		
Links to local schools, youth centres, or other groups?	Yes	No
<i>Part of a development officers role is to investigate opportunities of working in partnership with other agencies for mutual benefit – or you could have a schools liaison officer</i>		
A high profile in the local community?	Yes	No
<i>Do you have a press & publicity officer? Do they maximise publicity opportunities for the club?</i>		
A regular programme of social events?	Yes	No
<i>An informal social sub-committee can work well – involve the parents!</i>		
Regular fund raising events?	Yes	No
<i>Again an informal sub-committee could be the answer – some clubs combine this with the social events</i>		
A 'tuck shop'	Yes	No
<i>Could be the responsibility of somebody on the social/fund raising sub-committee</i>		

It can be seen from the above list that there are a multitude of tasks that need to be performed. Not all of them necessarily require the volunteer to be a part of the main club committee, but everyone should be accountable. For instance the chairperson of the social & fundraising sub-committee should be a member of the main committee.

In a smaller club, some of the roles could be combined, but it is important that a person is identified to undertake each role, and that person clearly understands what his or her role is.

Lastly, but certainly not least, any organisation with a reasonable number of people working for it, whether in a paid or voluntary capacity, should have some form of personnel management. This is to ensure that everyone is clear about his or her role, that individual training needs are met, everybody feels valued, and that the organisation has a sufficient work force of competent, motivated volunteers.

In a community-based club, this should be the role of a 'Volunteer Coordinator'. Sometimes it is one of the main club officers, (chairperson or secretary), who fills this role, but all too often it is overlooked. More details about the volunteer coordinator are found in later sections and a role description can be seen in appendix 4.

You now have a clear idea what roles are needed within the club. The next step is to identify whether you have the right people within the club to do those roles. To do this you'll need to do a member audit. You can do this by devising a simple questionnaire, asking members when they join what skills they have that they could bring to the club, or alternatively you could talk to people on a one to one basis or invite a cross section of volunteers to an informal meeting. This may seem a time consuming role, but once you have gathered the information it'll be much easier to find the right person for the role!

3. WHERE DO YOU WANT TO BE?

Now that you have a starting point you need to develop a vision for the future of volunteering in your club – imagine the ideal scenario, for example ‘the club would like a volunteer workforce that feels valued rather than put upon’, or ‘the club would like enough people to be able to spread the workload’.

You can then break these down into goals that the club can aim towards. Make sure these have timescales. You can measure whether you achieve the goals by setting targets.

4. HOW ARE YOU GOING TO GET THERE?

You know ‘where you are now’ and have got an idea about ‘where you want to be in the future’ – how do you get there?

- Define the role to be done – role descriptions
- Identify the skills and characteristics required for the role – person specification
- Match a member (from your member audit) to the role
- Recruit new volunteers
- Retaining volunteers
- Recognising and rewarding volunteers

5. ROLE DESCRIPTIONS

Once it has been decided what tasks need to be performed, roles must be allocated. In a small club with only the three main officers and a President, this may seem pretty clear-cut, although even in that situation, confusion does arise. But as the club grows in size, it becomes more important that everyone understands exactly what their role and responsibilities are. This is when role descriptions are vital - the complexity of these will be dependent on the size and nature of the club. For most small, community based clubs, half a page of A4 consisting of a short introduction to the role, followed by a series of bullet points covering the main tasks, should suffice. For larger clubs, a more detailed description may be required. A good example is shown in the Running Sport booklet 'Valuing Volunteers'.

It is also better to recruit several people carrying out smaller tasks. Obviously, this means that people are less likely to feel overloaded, but it also has the advantage that, if done with care, a team spirit can be engendered, with everyone supporting each other. This helps to create that 'buzz' of things happening.

Brief role descriptions for the main posts are provided here. These are all laid out more formally in Appendix 4, ready for copying, along with examples of role descriptions for other posts that clubs may need, depending on the size and structure of the club.

5.1 Chairperson

It is the Chairperson's responsibility to provide a structure for committee meetings, and to prevent them from just becoming shouting matches. They must give everybody a fair chance to speak and be heard, and to make sure that at the end of the meeting, a decision has been made, and everybody knows what it is. They are required to:

- Call committee meetings and General Meetings as and when required.
- Set the agenda for meetings in consultation with the Hon. Secretary.
- Chair committee meetings.
 - Ensure the agenda is followed
 - Keep the debate focused and avoid deviations
- Maintain the harmony of the group - act as mediator, arbitrator.
- Ensure all the other committee members know what their responsibilities are, the tasks they have to perform and by when.
- Be an ambassador for the club when dealing with other agencies (eg. Local authority, sponsors, etc.).

For further information about the role of a Club Chairperson, see the 'Running Sport' booklet 'Running meetings'.

5.2 Secretary

The Secretary is the nerve-centre of the Club, not merely a typist and writer of agendas and minutes. The Secretary is usually the first person an outsider contacts, and a good secretary is vital to the successful management of any club or association - they will need to be conscientious and well organised. The main duties of a Secretary are to:

- Deal with all correspondence
- Be the first point of contact for potential members and other agencies
- Ensure the club's registration with the BJA is up-to-date
- Make the arrangements for meetings
 - Book the venue and organise seating, refreshments etc.
 - Send out adequate notice of the meeting to all concerned well in advance
- Prepare the agenda for meetings in consultation with the chairperson
- Take minutes of meetings and circulate to all concerned (within a few days)
- Prepare for the Annual General Meeting and make arrangements to ensure that all members receive the necessary information
- Keeping records, such as:
 - Minutes of meetings
 - Annual reports
 - Membership database (this could be on paper)
 - Anything of historical interest regarding the Club

For further information about the role of a Club Secretary, see the 'Running Sport' booklet 'Running a Club'.

5.3 **Treasurer**

It is the role of the treasurer to keep accurate financial records for the club in accordance with the constitution and committee decisions of the organisation. It follows from this that they must be confident about handling figures, careful when handling cheques and money, well organised and scrupulously honest. Knowledge of basic book-keeping is useful, although modern computer software packages can simplify this aspect of the role dramatically, enabling comprehensive reports and balance sheets to be produced automatically. (Of course, this presumes the figures have been entered correctly in the first place)!

If the club does not already have a bank/building society account, the treasurer is responsible for organising this, and ensuring that there are at least two signatories to the account. As a safeguard, accounts should require two different signatures on cheques.

The Treasurer is also responsible for:

- Looking after the finances of the Club
- Collecting subscriptions and all money due to the Club
- Paying the bills
- Keeping up-to-date records of all the financial transactions
- Ensuring that all cash and cheques are promptly deposited in the bank or building society
- Ensuring that funds are spent properly
- Issuing receipts for all money received
- Reporting regularly to the Committee on the financial position
- Preparing a year-end statement of accounts, and arranging for this to be audited. (If you are a small club, it may not be necessary to have the accounts audited - they may be approved as a true record by the Chairperson)
- Presenting an end-of-year financial report to the Annual General Meeting
- Producing an annual budget and monitoring it throughout the year
- For large Clubs, it may be necessary to prepare and submit statutory documents such as VAT returns, PAYE and NI returns, tax returns and grant

aid reports)

For further information regarding the work of a Treasurer, see the 'Running Sport' booklets 'Looking after the Money', 'Balancing the Books' and 'Managing the Money'.

5.4 **Press and Publicity Officer**

The role of the press and publicity officer is to raise the profile of the club in the local population, and to keep current members informed of what is going on in the club. Not only will this assist with increasing membership by more people knowing about the club, but it will also help to motivate the current members, as they will feel proud to be associated with a successful organisation.

The press officer should make it their business to get to know all the key people dealing with sport in the local media, and to look for other opportunities to put the name of the club in the spotlight.

They will need to:

- Compile a list of local media including newspapers, radio and television
- Establish contact with sports editors
- Produce regular press releases of results, forthcoming events, and other items of interest
- Investigate local opportunities to advertise the clubs activities; (eg. Notice boards, shop windows, libraries, etc).
- Produce advertising materials to publicise the club's activities
- Keep a copy of all press cuttings and a record of all other media coverage
- Keeping the club notice board up to date
- Produce a regular club newsletter
- Create a club web site, and keep it up to date

5.5 **Development Officer**

If your club is ambitious, not only in raising standards of performance, but also in terms of increasing membership, improving facilities and generally offering a broader range of activities, then you need a Development Officer.

This person will:

- Lead on production and implementation of development/action plans
- Work with other agencies such as local schools and local authority sports development units to improve/sustain club membership
- Assist the volunteer coordinator in the recruitment, training and retention of volunteers
- Ensure that appropriate policies and guidelines are in place for junior members and those working with juniors and other vulnerable people
- Seek out and apply for funding
- To identify examples of good practice and ensure their implementation

5.6 **VOLUNTEER COORDINATOR**

Giving responsibility for volunteer management to a specific person is the first step to success. Ideally this role should be seen as sufficiently important to the club to be a management committee post. The roles and responsibilities of the volunteer coordinator will vary according to the size, complexity and activities you offer. The main purpose of the volunteer coordinator's role is to act as a focal point for volunteers within the club, raising the profile of volunteering and the support the club wishes to offer its volunteers.

Ideally, the volunteer coordinator should be a main committee role, responsible to the chairperson.

More information on this role is available in the Appendix 4 and also within the VIP Good Practice guide (2), but some of the key responsibilities could be:

- Updating role descriptions with the current postholders
- Arranging 'buddies' or mentors for new postholders
- 'Talent spot' potential volunteers
- Assist with recruitment of new volunteers
- Arranging annual awards ceremony/social evening for volunteers
- Organise quarterly team meetings for volunteers to exchange ideas/solve problems
- Promote a 'Volunteer of the month' award
- Maintain and update the volunteer database
- Make contact with the local volunteer bureau

6. RECRUITING VOLUNTEERS

Once it has been decided on what volunteers are needed, and their roles have been defined, you can then start to think about how you are going to find people to fill these posts if you are unable to fill them from the member skills audit.

If the club has a vacancy for a post, do not leave it until the Annual General Meeting, and hope that somebody comes forward. This is a policy doomed to failure. As in all things, some pre-planning will give a much better chance of obtaining a result.

Think about the environment created at your club. How does it compare with the following checklist?

Task 2. Club Environment Checklist – circle the appropriate answers

• Are parents and new members made to feel welcome and an important part of your club?	Yes	No
• Is somebody responsible for meeting and greeting newcomers as they come through the door?	Yes	No
• Does somebody make parents a cup of tea and chat to them while they are waiting for their children?	Yes	No
• Do all members and parents know what the club ethos is, and its aspirations are?	Yes	No
• Do you involve members in the decision making process	Yes	No
• Do you have social events for the whole family?	Yes	No
• Does everyone receive regular information on forthcoming events, recent results, etc.	Yes	No
• In short, is there a real 'buzz' about your club that makes people want to be a part of it?	Yes	No

If you answered 'Yes' to all of the questions, then you should have fertile ground for recruiting volunteers! If there are some 'No' answers sprinkled in there, you need to give some thought as to how you can create that welcoming, exciting, positive, sociable atmosphere. That is the thing that will encourage people to become involved in your club.

If there is plenty going on, and somebody shows an interest in helping, be careful not to overload them. Start by giving people small specific tasks to do, and see how they cope. The idea is to have them hooked on your club before they realise it!

Take the time to get to know your members and parents as individuals:

- What motivates them
- What skills do they have
- What makes them tick

It is useful to know why people become volunteers, so that you can encourage them to realise their talent and potential. The following box gives some of the reasons why people become involved in judo clubs.

Task 3. Reasons why people volunteer

- To Socialise with like-minded people
- To feel a sense of belonging
- To feel needed
- Their child is involved in the sport
- They think they can do the role better than anyone else
- To put something back into the sport
- They enjoy power and influence
- They enjoy working with young people
- They enjoy the status that comes with the role
- To make changes about which they feel strongly
- They were flattered to be asked

Perhaps you could think of some reasons why people would wish to become volunteers in your club...

Also, it is important that volunteers are suitable for the role – not just in terms of competence, but there are also child protection issues. The simple ‘Volunteer Recruitment Checklist’ in Appendix 1 will assist you in deciding whether the person is suitable for the intended role.

If you have enough information about the roles required, and your members/parents attributes, you stand a chance of matching people to roles, and persuading them that volunteering is what they want to do!

As suggested in the role descriptions, the volunteer coordinator could be the person responsible for meeting and greeting new members and parents. This will give them the opportunity to get to know them, discuss with them their views and whether they have any time to assist the club

Be flexible in your approach. It may be that there are several people who would enjoy working together, so if you broke down one role into several smaller ones, you could recruit a sub-committee instead of one person. On the other hand, people may want the role satisfaction all to themselves.

It is important that people know well in advance what you are looking for, so that you can give some thought as to how you may advertise the posts.

Task 4. Advertising the Roles

How does your club advertise for volunteers? Check against the following list.

Word of mouth – do you talk to your members and parents?	Yes	No
Club newsletter?	Yes	No
Posters on notice board?	Yes	No
Current post holder identifies and mentors successor	Yes	No
Distribute vacancies list among members?	Yes	No
Look outside the club - general advertising, local volunteer bureaus?	Yes	No
What other successful methods of advertising for volunteers have your club used? Include them here:		
•		
•		
•		
•		

Clubs often overlook the last point on the list above. Volunteering is now on the government agenda, and there are national efforts afoot to persuade people to give some of their time and expertise voluntarily to worthwhile causes. Sport is an ideal activity in this respect; so don't limit yourself to looking only within your club.

Not all of the above methods are appropriate for all posts. Sometimes it may be necessary to carry out specific targeted recruitment. E.g. The post of Chairman would be recruited from within the club, so you would not advertise externally, and because it is such a key position, recruitment would probably involve a personal approach to specific individuals.

7. TRAINING VOLUNTEERS

Often, because of the difficulty of recruiting volunteers, the first person to come forward gets the role. But that person may not be suited to the role, or may not understand how to carry out their duties correctly, and this could have disastrous consequences for the club.

Often, new volunteers receive little training from their clubs to assist them with learning how to carry out their duties. What training exists, is often informal, and in the form of a brief chat when the new incumbent comes into post. Sometimes, the club is fortunate in finding a person who is already trained for the task as part of their career, as in the case of an accountant taking on the role of treasurer. But more often than not, people are thrown in at the deep end, and have to fend for themselves.

Careful thought should be given to training and support systems for volunteers. The ideal situation is to create the feeling of a 'team', where the individuals are given support to do the role properly. Check through the following list to see how good your club volunteer support systems are.

Task 5. Training and Support Checklist

Are people's strengths and weaknesses identified before offering them a role? <i>Use the club's membership application form to find out more information about your members skills – what do they do for a living? What qualifications do they have? Then use the Volunteer Recruitment Checklist in Appendix 1.</i>	Yes	No
Does the club have a system whereby future post holders work alongside the present incumbent before taking over sole responsibility? <i>Role shadowing with a gradual hand-over period is the ideal situation.</i>	Yes	No
Is there someone who can point the volunteer in the right direction, or answer his or her questions? <i>A 'buddy' could be somebody who has done the role before, or knows how the club works.</i>	Yes	No
Is there someone who can provide feedback to the volunteer on his or her progress in the role? <i>A 'mentor' can provide essential moral support to volunteers, reassuring them that they are doing a good role, and making them feel part of the team. This could be the role of the Volunteer Coordinator.</i>	Yes	No
Is role sharing offered as an option? <i>Better to have two (or more) people responsible for small, manageable tasks, than one person who may be rushed off their feet, and the whole system collapses when they drop out.</i>	Yes	No
Does the club take advantage of formal training opportunities, such as Sport England's 'Running Sport' programme? <i>Information on 'Running Sport' can be found in the VIP pack, or on the Sport England web site. Alternatively, your local authority Sports Development Officer should have a listing of courses in your area.</i>	Yes	No
Add any other ideas of your own here:		

8. RETAINING & REWARDING VOLUNTEERS

Volunteers must maintain motivation to want to continue, so it is important that they are kept happy! The main responsibility for this should rest with the volunteer coordinator, but all of the officers of the club must play their part.

If you have worked through this document and are already doing much of what it suggests, then your club is well placed to keep its volunteers motivated. The key is to create that 'team' feeling, where everybody feels they have a part to play in assisting the club to achieve its goals.

People like to be rewarded for their efforts. This does not necessarily need to be a monetary or material reward – in fact sometimes this can be counter-productive. It is amazing how far a simple 'thank you' will go. Most people would enjoy the kudos of being thanked in public, (e.g. In an awards ceremony), whereas some would prefer to stay out of the limelight, but appreciate a more private approach. Basically, we all enjoy those verbal 'strokes'.

Think about creating that feeling among your volunteers of being wanted. How many of the statements in task 6 apply to your club?

Task 6. Motivational Ideas for volunteers

Letters of appreciation are sent to volunteers after they have helped organise events/functions <i>A 'thank you' at the right time can go a long way</i>	Yes	No
T-Shirts/Sweatshirts etc. are provided for club volunteers <i>Create a team spirit among your volunteers!</i>	Yes	No
The club ensure there are continuous training and personal development opportunities for its volunteers <i>These should be funded by the club</i>	Yes	No
Monthly and annual award ceremonies are held to recognise the efforts of volunteers? <i>This will help to raise the profile of volunteering in the club, as well as helping to raise the self-esteem of the volunteers</i>	Yes	No
The club pays all volunteers expenses <i>Nobody should be out of pocket through helping the club</i>	Yes	No
The Management Committee asks for feedback from the volunteers <i>Listen to – and if appropriate, act on – their views</i>	Yes	No
What other motivational ideas are used in your club?		
•		
•		
•		

This is not an exhaustive list, but the principle is, give people recognition for their efforts so that they feel a valued part of the team. Always remember:

Volunteering should be fun, not a chore!

9. CONCLUSIONS

Hopefully this document will have given you plenty of ideas to go out and get those volunteers! Be prepared for setbacks and being rebuffed, but keep going in the knowledge that there are people out there willing to help.

If you have worked through the set tasks in previous sections, you should have an idea of what to do next. To recap, the principles are:

- | | | |
|----|---|-------------------|
| 1. | Analyse what tasks need to be carried out so you know how many volunteers you need | Task 1 |
| 2. | Set out the roles and responsibilities of each of the main volunteers by writing role descriptions. | Appendix 4 |
| 3. | Ensure the club environment is attractive to volunteers. | Task 2 |
| 4. | Make sure you understand why people would want to volunteer. | Task 3 |
| 5. | Advertise the posts | Task 4 |
| 6. | Provide adequate training and support | Task 5 |
| 7. | Ensure you keep everyone motivated | Task 6 |

Now that your awareness of the issues has been raised, why not sign up to Sport England's Volunteer Investment Programme, and attend a few Running Sport workshops. 'Volunteer Management' would be a good one to start with.

Remember the guiding principle that, although it may be hard work at times, helping to organise your club should be fun. It should also be rewarding in terms of personal satisfaction from the club's successes, and the pleasure of working with other like-minded people. Happy volunteering!

Appendix 5 contains a list of organisations that may also be able to help.

APPENDIX 1. VOLUNTEER RECRUITMENT CHECKLIST



Name of club.....

The following checklist can be used as a guide when recruiting new volunteers to the club or an existing volunteer to a new role. The information you need to check may vary according to the role.

Does the volunteer hold relevant and current qualifications for the role (if necessary)? Yes No N/A

Do they have the skills necessary to undertake the role? Yes No

Do they have experience of working with the age group/level of player? Yes No

Where was the previous experience gained?
.....

At least 2 appropriate references are taken up for all coaches and volunteers who have **significant** contact with children. For these coaches and volunteers an enhanced CRB check will also be required.

These are free for volunteers – please speak to your Club Welfare Officer or contact BJA head office.

Does the volunteer agree to undertake any required training courses? Yes No

Do they hold adequate insurance cover (if necessary)?..... Yes No N/A

Do they understand and accept club policies and guidelines? Yes No

APPENDIX 2. VOLUNTEER AGREEMENT FORM



NAME OF CLUB.....

Name of volunteer (coach/team manager/official):

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

- codes of conduct for coaches/team managers/officials
- child protection guidelines
- equity policy statement
- safety guidelines.

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

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

SIGNED: DATE:

Name:

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

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



APPENDIX 3. BJA MODEL CLUB CONSTITUTION

GENERAL NOTES: (Delete this bit when done)

- a) A Club Constitution should be as simple and as flexible as possible to allow for developments or amendments without the need for constant alterations.
- b) One or two people should draw up the first draft for discussion/approval by the Club Committee or Members.
- c) The *[italic bracketed sections]* are the basis for amendments to suit individual clubs
- d) The Constitution should be adopted by the Committee and signed to show this.

1 TITLE

- 1.1 The Club shall be called *[Full Title]*, hereafter to be referred to as "the Club" and shall be affiliated to the *[County/Regional/National]* Governing Body.

2 OBJECTS

- 2.1 To foster and promote the sport(s) of *[name of sport(s)]* at all levels, providing opportunities for recreation and competition.

3 MEMBERSHIP

- 3.1 Membership of the Club shall be open to any person completing a membership application form and paying the relevant subscription/joining fee as determined by the Annual General Meeting of the Club Members.
- 3.2 There shall be *[number]* of classes of membership available. These are:
 - 3.2.1 Full Membership;
 - 3.2.2 Junior Member (Under 16 years of age);
 - 3.2.3 *[Associate Member]*;
 - 3.2.4 *[Social Member]*;
 - 3.2.5 *[Honorary Member]*

4 OFFICERS

- 4.1 The Officers of the Club shall be as follows:

President	-	Non-Executive Officer	-	usually an Honorary position.	Chairperson	}
Secretary	}	-	Executive Officers			
Treasurer	}					

5 ELECTION OF OFFICERS

- 5.1 All Officers shall be elected at the Annual General Meeting of the Club, from, and by, the Members of the Club.
- 5.2 All Officers are elected for a period of one year, but may be re-elected to the same office or another office the following year.

6 GENERAL COMMITTEE

- 6.1 The affairs of the Club shall be controlled by a General Committee comprising of the Executive Officers of the Club and [number] other Members elected from, and by, the Full Members of the Club. The General Committee shall meet at agreed intervals and not less than four times per year.
- 6.2 The duties of the General Committee shall be:
 - 6.2.1 To control the affairs of the Club on behalf of the Members
 - 6.2.2 To keep accurate accounts of the finances of the Club through the Treasurer. These should be available for reasonable inspection by Members and should be audited before every Annual General Meeting. The Club shall maintain a bank current account and the following Officers shall be authorised to sign Club cheques: two from the Chairperson; Treasurer and Secretary.
 - 6.2.3 To co-opt additional members of the Committee as the Committee feels this is necessary. Co-opted members shall not be entitled to a vote on the Committee.
 - 6.2.4 To make decisions on the basis of a simple majority vote. In the case of equal votes, the Chairperson shall be entitled to an additional casting vote.

7 GENERAL MEETINGS

- 7.1 The Annual General Meeting of the Club shall be held not later than the end of [name month] each year. [21] clear days written notice shall be given to Members of the Annual General Meeting by circulating a copy of the notice to every member at their home address and posting the notice on the Club notice board. Members must advise the Secretary in writing of any business to be moved at the Annual General Meeting at least [14] days before a meeting. The Secretary shall circulate or give notice of the agenda for the meeting to Members not less than [7/14] days before the meeting.
- 7.2 The business of the Annual General Meeting shall be to:
 - 7.2.1 Confirm the minutes of the previous Annual General Meeting and any General Meetings held since the last Annual General Meeting.

- 7.2.2 Receive the audited accounts for the year from the Treasurer.
- 7.2.3 Receive the annual report of the Committee from the Secretary.
- 7.2.4 Elect an auditor.
- 7.2.5 Elect the Officers of the Club (i.e. President; Chairperson; Secretary; Treasurer and the other General Committee Members).
- 7.2.6 Review Club subscription rates and agree them for the forthcoming year.
- 7.2.7 Transact such other business received in writing by the Secretary from Members [14] days prior to the meeting and included on the agenda.

NOTE: The agenda could provide for "Any Other Business", but Members should be encouraged to refer other items to the General Committee and give the required notice for important Annual General Meeting business.

- 7.3 Special General Meetings may be convened by the General Committee or on receipt by the Secretary of a request in writing from not less than [number] Full Members of the Club. At least 21 days notice of the meeting shall be given.
- 7.4 Nomination of candidates for election of Officers shall be made in writing to the Secretary at least 14 days in advance of the Annual General Meeting date. Nominations can only be made by Full Members and must be seconded by another Full Member.
- 7.5 At all General Meetings, the chair will be taken by the Chairperson or, in their absence, by a deputy appointed by the Club or by Full Members attending the meeting.
- 7.6 Decisions made at a General Meeting shall be by a simple majority of votes from those Full Members attending the meeting. In the event of equal votes, the Chairperson shall be entitled to an additional casting vote.
- 7.7 A quorum for a General Meeting shall be [number] Full Members and [number] Officers of the Club including [1/2] from the Chairperson; Secretary and Treasurer.
- 7.8 Each Full Member of the Club shall be entitled to one vote at General Meetings.

8 ALTERATIONS TO THE CONSTITUTION

- 8.1 Any proposed alterations to the Club Constitution may only be considered at an Annual or Special General Meeting, convened with the required written notice of the proposal. Any alteration or amendment must be proposed by a Full Member of the Club and seconded by

another Full Member. Such alterations shall be passed if supported by not less than two-thirds of those Full Members present at the meeting, assuming that a quorum has been achieved.

9 DISSOLUTION

- 9.1 If at any General Meeting of the Club, a resolution be passed calling for the dissolution of the Club, the Secretary shall immediately convene a Special General Meeting of the Club to be held not less than one month thereafter to discuss and vote on the resolution.
- 9.2 If at that Special General Meeting, the resolution is carried by at least two-thirds of the Full Members present at the meeting, the General Committee shall thereupon, or at such date as shall have been specified in the resolution, proceed to realise the assets of the Club and discharge all debts and liabilities of the Club.
- 9.3 After discharging all debts and liabilities of the Club, the remaining assets shall not be paid or distributed amongst the Full Members of the Club, but shall be given or transferred to some other voluntary organisation having objects similar to those of the Club.

Signed:..... **Chair**

Date:.....

Signed:..... **Officer of the Club**

Date:.....



APPENDIX 4. SAMPLE ROLE DESCRIPTIONS

The following pages contain sample role descriptions that can be tailored to suit the needs of individual clubs. They are available as MS WORD documents from the BJA development team, so that clubs can make amendments and additions to suit their own purposes.

BJA Sample Role Descriptions for Clubs



CHAIRPERSON

Name of club.....

Name of chairperson:

Responsible to: *NAME OF CLUB* Management Committee

It is the Chairperson's responsibility to provide a structure for committee meetings, and to prevent them from just becoming shouting matches. They must give everybody a fair chance to speak and be heard, and to make sure that at the end of the meeting, a decision has been made, and everybody knows what it is.

MAIN DUTIES

1. Call committee meetings and General Meetings as and when required.
2. Set the agenda for meetings in consultation with the Hon. Secretary.
3. Chair committee meetings.
 - a. Ensure the agenda is followed
 - b. Keep the debate focused and avoid deviations
 - c. Maintain the harmony of the group - act as mediator, arbitrator.
4. Ensure all the other committee members know what their responsibilities are, the tasks they have to perform and by when.
5. Be an ambassador for the club when dealing with other agencies (eg. Local authority, sponsors, etc.)

BJA Sample Role Descriptions for Clubs



SECRETARY

Name of club.....

Name of secretary:

Responsible to: *NAME OF CLUB* Management Committee

The Secretary is the nerve-centre of the Club, not merely a typist and writer of agendas and minutes. The Secretary is usually the first person an outsider contacts, and a good secretary is vital to the successful management of any club or association - they will need to be conscientious and well organised.

MAIN DUTIES

1. Deal with all correspondence
2. Be the first point of contact for potential members and other agencies
3. Ensure the club's registration with the BJA is up-to-date
4. Make the arrangements for meetings
 - a. Book the venue and organise seating, refreshments etc.
 - b. Send out adequate notice of the meeting to all concerned well in advance
 - c. Prepare the agenda for meetings in consultation with the chairperson
5. Take minutes of meetings and circulate to all concerned (within a few days if possible)
6. Prepare for the Annual General Meeting and make arrangements to ensure that all members receive the necessary information
7. Keeping records, such as:
 - a. Minutes of meetings
 - b. Annual reports
 - c. Membership database (this could be on paper)
 - d. Anything of historical interest regarding the Club

BJA Sample Role Descriptions for Clubs



TREASURER

Name of club.....

Name of treasurer:

Responsible to: *NAME OF CLUB* Management Committee

MAIN DUTIES

1. Establish/maintain a bank/building society account for the club, which requires at least two signatories on cheques etc.
2. Keep accurate, up-to-date financial records for the club in accordance with the constitution and management committee decisions
3. Collecting subscriptions and all money due to the Club
4. Paying the bills
5. Ensuring that all cash and cheques are promptly deposited in the bank or building society
6. Ensuring that funds are spent properly
7. Issuing receipts for all money received
8. Reporting regularly to the Committee on the financial position
9. Preparing a year-end statement of accounts, and arranging for this to be audited. (If you are a small club, it may not be necessary to have the accounts audited - they may be approved as a true record by the Chairperson)
10. Presenting an end-of-year financial report to the Annual General Meeting
11. Producing an annual budget and monitoring it throughout the year
12. Prepare and submit statutory documents such as VAT returns, PAYE and NI returns, tax returns and grant aid reports. *{NB. Clubs with large turnover only}*

BJA Sample Role Descriptions for Clubs



HEAD JUNIOR COACH

Name of club.....

Name of coach:

Responsible to: *NAME OF CLUB* Management Committee

MAIN DUTIES

1. To take full responsibility for the club's junior coaching sessions at *NAME OF VENUE* on *DAY(S)* from *START TIME* to *END TIME*.
2. To prepare all coaching sessions beforehand.
3. To work with and include *NAME OF ASSISTANT COACH(ES)* in the preparation and running of each session.
4. To attend junior club meetings and report on progress.
5. To offer the club feedback on the organisation and degree of success of junior coaching and competitions.
6. To assist in the selection of teams.
7. To travel to competitions with the junior team(s).
8. To inform the Junior Coordinator in advance of any sessions that cannot be attended.

BJA Sample Role Descriptions for Clubs



PRESS AND PUBLICITY OFFICER

Name of club.....

Name of press and publicity officer:

Responsible to: *NAME OF CLUB* Management Committee

The role of the press and publicity officer is to raise the profile of the club in the local population, and to keep current members informed of what is going on in the club.

MAIN DUTIES

1. Compile a list of local media including newspapers, radio and television
2. Establish contact with sports editors
3. Produce regular press releases of results, forthcoming events, and other items of interest
4. Investigate local opportunities to advertise the clubs activities; (eg. Notice boards, shop windows, libraries, etc).
5. Produce advertising materials to publicise the club's activities
6. Keep a copy of all press cuttings and a record of all other media coverage
7. Keeping the club notice board up to date
8. Produce a regular club newsletter
9. Create a club web site, and keep it up to date

BJA Sample Role Descriptions for Clubs



DEVELOPMENT OFFICER

Name of club.....

Name of development officer:

Responsible to: *NAME OF CLUB* Management Committee

If your club is ambitious, not only in raising standards of performance, but also in terms of increasing membership, improving facilities and generally offering a broader range of activities, then you need a Development Officer.

MAIN DUTIES

1. Lead on production and implementation of development/action plans
2. Work with other agencies such as local schools and local authority sports development units to improve/sustain club membership
3. Assist the volunteer coordinator in the recruitment, training and retention of volunteers
4. Ensure that appropriate policies and guidelines are in place for junior members and those working with juniors and other vulnerable people. (Eg. Child Protection)
5. Seek out and apply for funding
6. To identify examples of good practice and ensure their implementation (Eg. Sports Equity issues; club structures)

BJA Sample Role Descriptions for Clubs



VOLUNTEER COORDINATOR

Name of club.....

Name of Volunteer Coordinator:

Responsible to: *NAME OF CLUB* Management Committee

The main purpose of the volunteer coordinator's role is to act as a focal point for volunteers within the club, raising the profile of volunteering and the support the club wishes to offer its volunteers.

MAIN DUTIES

1. Act as the main contact for all volunteers.
2. Get to know all club volunteers and potential volunteers by name.
3. Ensure that all roles have a role description.
4. Supervise and oversee all volunteers
5. Liaise with the Chairperson to ensure that all tasks required to run the club efficiently are carried out.
6. Co -ordinate the implementation of the volunteer recruitment, training and support plans.
7. Ensure volunteers
8. Recognise and nominate your volunteers for the numerous volunteer awards.
9. Ensure all volunteer paperwork is completed satisfactorily.
10. Organise Social and Recruitment events for volunteers.

APPENDIX 5 – Useful organisations

British Judo Association

Head Office:
7a Rutland Street
Leicester
LE1 1RB
Tel: 0116 255 9669
Fax: 0116 255 9660
Email: bjabritishjudo.org.uk

David Duffy
Regional Development Officer (North)
(Covers North, North West, Yorkshire & Humberside, and Midland Areas)
Wardleworth and Hamer Renewal Office
2 West Street
Wardleworth
Rochdale
OL16 2EN
Fax: 01706 713672
Mob: 07779 026344
Email: daveduffy@britishjudo.org.uk

Mark Beecher
Head of Development
(Mailing address c/o head office)
Tel: 01737 830341
Fax: 01737 830341
Mob: 07712 887128
Email: markbeecher@britishjudo.org.uk

David Berriman
Regional Development Officer (South)
(Covers Eastern, London, Northern Home Counties, Southern and Western Areas)
Brighton & Hove City Council
PO Box 2502
Kings House, Grand Avenue
Hove
BN3 2ST
Tel: 01273 292574
Fax: 01273 292555
Mob: 07779 026346
Email: daveberriman@britishjudo.org.uk

Sport England

Head Office:
16 Upper Woburn Place
London
WC1H 0QP
Tel: 020 7273 1500
Fax: 020 7383 5740

For details of the Running Sport programme contact:

Running Sport
PO Box HP86
Leeds
LS6 3XW
Tel: 0845 7585136
Fax: 0113 231 9606

To order publications contact:

Sport England Publications
PO Box 255
Wetherby
LS23 7LZ
Tel: 0870 5210 255
Fax: 0870 5210 266
minicom: 0870 1207 405
E-mail (for order enquiries only):
sportebooks@twoten.press.net

For details of the Volunteer Investment Programme, phone the hotline number:

0800 363373

Appendix 5 - Useful Organisations (Contd.)

Sport England Regional Offices

East

(Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk, Suffolk)

Crescent House,
19 The Crescent
Bedford MK40 2QP
Tel: 01234 345222
Fax: 01234 359046

East Midlands

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire)

Grove House
Bridgford Road
West Bridgford
Nottingham NG2 6AP
Tel: 0115 982 1887/982 2586
Fax: 0115 945 5236

London

(London)

Crystal Palace National Sports Centre
PO Box 480
London SE19 2BQ
Tel: 020 8778 8600
Fax: 020 8676 9812
Minicom: 020 8676 0821

North East

(Durham, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar, South Tyneside, Stockton-on-Tees, Sunderland)

Aykley Heads
Durham DH1 5UU
Tel: 0191 384 9595
Fax: 0191 384 5807

North West

(Bolton, Bury, Cheshire, Cumbria, Knowsley, Lancashire, Liverpool, Manchester, Oldham, Rochdale, St Helens, Salford, Sefton, Stockport, Tameside, Trafford, Wigan, Wirral)

Astley House
Quay Street
Manchester M3 4AE
Tel: 0161 834 0338
Fax: 0161 835 3678

South East

(Berkshire, Buckinghamshire, Hampshire, Isle of Wight, Kent, Oxfordshire, East and West Sussex, Surrey)

51a Church Street
Caversham
Reading RG4 8AX
Tel: 0118 948 3311
Fax: 0118 947 5935

South West

(Bath & North East Somerset, Bristol, Cornwall, Devon, Dorset, Gloucestershire, North Somerset, Somerset, South Gloucestershire, Wiltshire)

Ashlands House
Ashlands
Crewkerne
Somerset TA18 7LQ
Tel: 01460 73491
Fax: 01460 77263

West Midlands

(Birmingham, Coventry, Dudley, Hereford & Worcester, Sandwell, Shropshire, Solihull, Staffordshire, Walsall, Warwickshire, Wolverhampton)

No 1 Hagley Road
Five Ways
Birmingham B16 8TT
Tel: 0121 456 3444
Fax: 0121 456 1583

Yorkshire

(Barnsley, Bradford, Calderdale, Doncaster, East Riding of Yorkshire, Kingston upon Hull, Kirklees, Leeds, North Lincolnshire, North East Lincolnshire, North Yorkshire, Rotherham, Sheffield, Wakefield, York)

4th Floor
Minerva House
East Parade
Leeds LS1 IPS
Tel: 0113 243 6443
Fax: 0113 242 218

Appendix 5 - Useful Organisations (Contd.)

The **Volunteer Bureaux** usually deals with people who have made a decision to volunteer – they could support activities that need new volunteers. They are found within your local authority

www.timebank.org.uk

TimeBank is an organisation that aims to raise awareness of volunteering and links to local volunteer Bureaux and Council.

The **National Association of Councils for Voluntary service** (NACVS) have a network of 300 Councils promoting and supporting volunteering. www.nacvs.org.uk

The **Community Service Volunteers** can place people into volunteer community activities if you are registered with them.

www.csv.org.uk

Do-It are a source of information for those already volunteering vacancies can be given to this body. www.do-it.org.uk

Are you a member of the **Volunteer Development of England (VDA)**

<http://www.vde.org.uk/index.htm>

The local **Council for Voluntary Service** can provide support and assist in the development of the effectiveness of local voluntary groups.

The **Experience Corps** are a national recruitment agency to encourage people over 50 to be involved in their local community. www.experiencecorps.co.uk

The **National Centre for Volunteering** provides resources and a range of support to those who manage volunteers. www.volunteering.org.uk