



WELSH ATHLETICS
ATHLETAU CYMRU

***VOLUNTEER
RESOURCE PACK FOR
CLUBS***

LISTEN, ENGAGE, REPRESENT

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Introduction: Athletics Club Volunteer Resource Pack

The Welsh Athletics Volunteer initiative and accompanying resources are aimed at guiding you to deliver a sustainable club structure and recruit volunteers into relevant roles and effectively manage these volunteers. As part of our campaign to recruit, retain, and reward volunteers in the services and results they provide an athletics club, there are a number of tools available in this resource to help support your clubs volunteer practice, covering areas such as volunteer recruitment, retention and recognition (reward).

Volunteer Coordinator Resources

This Resource Pack is for you, it provides role descriptions, ideas on how to recruit and where to recruit, as well as, how to reward and retain volunteers. Your Volunteer Coordinator will look at a strategy of how to implement these resources. If you haven't appointed a Volunteer Coordinator, this is the first step of your strategy.

Remember every club is different and what works for one may not work for another, try to think outside the box, if things have not worked before, why not? What has worked before? Will it work again? Who is responsible for this? Who are you targeting? What roles do you need to fill? What have other clubs tried? What has worked for them?

If the resources are used with a clear and targeted approach, there is no reason that your campaign will not be successful.

Athletics Club Volunteer Roles

As a committee you are responsible for coordinating and overseeing the day to day running of your club. This includes making decisions, organising activities, ensuring that you function within Welsh Athletics and UK Athletics guidelines as well as making sure you continue to meet the aims and objectives that enable your club to continue its success.

This resource for the first time provides an overview of all the volunteer roles considered to make up an athletics club. This includes guidance on club committee responsibilities, coordinator and administration roles as well as coaching and officiating support roles.

The roles and responsibilities that you may require from your volunteers will depend on your club type as well as your club's aims and objectives. The following roles are intended as guidance only – in reality some of the responsibilities and time commitments described increase, overlap or are not relevant at all.

It is however recommended that as a committee you agree individual roles and responsibilities prior to recruiting new volunteers. Use the templates in this resource as a starting point for your club's needs.

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Volunteer Role Map

Club:

Date:

Chairperson:

Treasurer:

Male Welfare Officer: ⁴

Female Welfare Officer:

Officials Coordinator:

Membership Secretary:

Secretary:

Volunteer Coordinator:

First Aid Coordinator:

Head Coach:

Fixture Coordinator:

Officials:

Coach Coordinator:

Disability Coordinator:

Social Events Coordinator:

Senior Event Coaches:

Event Coaches:

Sprints Lead:

Sprints:

Throws Lead:

Throws:

Jumps Lead:

Jumps:

Endurance Lead:

Endurance:

Head of Junior Dev:

Induction:

Team Managers:

Junior Coordinator:

Communications Coordinator:

Fundraiser:

Health & Safety Coordinator:

Club Kit & Merchandise Coordinator:

Recruiting: How to recruit Volunteers

What should you consider when recruiting volunteers?

- How will volunteers enhance your services?
- Planning.
- What roles will volunteers fill?
- Where are you going to find the volunteers?

It is vital that your club plans for its volunteers and that everyone in the club is ready to welcome them. This will help to make sure that both the volunteer and the club get the best possible experience from the involvement of volunteers.

Having a good selection process for volunteer recruitment is also important so that you can increase your chances of getting the right volunteer in the right role. Different volunteer roles will require different selection processes, depending on the demands of the role. However within an athletics club environment, roles may require a UK Athletics Enhanced DBS check, this can be completed via Welsh Athletics.

There are various ways in which clubs can train and develop volunteers, UKA and Welsh Athletics have a whole suite of CPD opportunities available to volunteers. The two main streams of development opportunities are the officials and coach development pathways. Both can be utilised by clubs to not only recruit new volunteers but to also develop existing personnel within the club.

Once your club has decided that it needs more volunteers, there are many ways to recruit them.

- Appoint a [Volunteer Coordinator](#) to lead on this project.
- Have an "open day" to show potential volunteers what goes on at your club.
- Organise volunteer recruitment activities, e.g. a social evening or a taster day close to a major athletics event e.g. local 5/10km fun run.
- Advertise volunteer vacancies via notice board, newsletters and websites, e.g. in the volunteer section on your club website.
- If your club has a Junior Section, ask new parents to commit to help on a once a month basis.
- Meet the staff at your local volunteer centre and register any opportunities at your club on their system.
- Explore a wider range of organisations that are also involved in volunteering.
- Use your existing volunteers to spread the word. If your existing volunteers enjoy what they do, they can act as your best form of advertising.
- Use the press as much as possible. Write an article (and supply a good photo) about something particularly interesting (volunteer successes?), and ask volunteers to get in touch.
- Make links with your local university and colleges and offer to assist them with student volunteers placements.
- Make yourself known to your Local Authority / Dragon Sport Co-Ordinator / Active Young People (AYP) Manager and schools. Get invited to any meetings they hold about sports volunteering and offer to give presentations about your club.
- Make links with your local Secondary Schools and their leadership academies.

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- Contact local gyms and leisure centres and offer to produce posters for them, advertising your club and the need for more volunteers.
- Produce good quality leaflets in different versions for you target audience (parents, students, newly retired) – Welsh Athletics can assist you with this if necessary.
- Set up a Facebook page and establishing a presence on Twitter. Ask young volunteers to assist you. They understand how to fully utilise social networking tools which are steadily overtaking more traditional communication methods.
- Target your recruitment, e.g. if you need a journalist, try contacting a college with a Media Studies course.
- Take advantage of Volunteers Week and local community days.

Online opportunities:

- Have a volunteer section on your [club website](#).
- Use social media as much as possible. Write an article about volunteer success stories (include photos/videos), ask volunteers to get in touch or [share your success stories](#).
- Set up Facebook pages a private page for club members and an open public page promoting your club.
- Set up a club Twitter page, Instagram, and many more....
- Fully utilise [social networking tools](#) which are steadily overtaking more traditional communication methods.
- [Target your recruitment](#), do you have someone within the club who works in marketing or reach out to a college with a media studies course.
- Take advantage of [Volunteers Week](#) and local community days.

And most importantly:

- Have a [Club Welcome Pack](#) ready for potential volunteers – Welsh Athletics may well be able to assist you with this (template / ideas).
- Use the [Volunteer Application Form](#) so that you have their full contact details.
- Arrange enhanced [DBS checks](#) for new volunteers working with children and vulnerable adults.
- Take up references where appropriate.
- Find out what potential volunteers want from voluntary work.
- Match the skills of the volunteers appropriately to the needs of the club.
- Write a role description for the new volunteer, or adapt one of the Welsh Athletics templates given within this pack.

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Matching the right volunteer to the right role

Why is the matching process so important?

Volunteering is a two way process. The volunteer needs to decide if your organisation and the role is right for them and you need to decide if they're right for the role. It would be disappointing to go through all the hard work to get the volunteer ready to then to find out that's not for them. Taking the time to make sure that what you offer really suits the volunteer should help ensure that they're motivated to give their time to your organisation.

How do I make sure the process is inclusive?

It is helpful to consider the following points when thinking about whether your approach to recruitment follows good equality and diversity principles:

Wide marketing of volunteering opportunities

Information about your organisation or group and ways in which volunteers can be involved should be made as widely available as possible.

Providing information in a variety of formats can be more inclusive

Enlarging, simplifying and using symbols and visual aids in the text and making it available in other formats such as tape, Braille or via the Internet will make it more accessible. Some organisations display the 'positive about disabled ticks' or sign up to the Plain English campaign.

Open to all volunteers

Make statements in all recruitment campaigns to state that your organisation or group is open to involving volunteers from a wide range of backgrounds and abilities, and commits the necessary resources. Give examples, perhaps include photographs and quotes from your existing volunteers.

Monitoring diversity

It is good practice for your organisation or group to monitor the diversity of the volunteer team. There is more on this in the Equality and Diversity Guide.

Making adjustments

It is important to ask volunteers what help they may need to undertake their role. Some volunteers may need adjustments, for example a particular style of seat for their desk, a screen on their computer to make it easier to read or might like an advance copy of training notes. Be realistic, if you feel you can't offer the level of support that a volunteer needs then suggest an alternative role.

Make reasonable adjustments to the interview

It may be important to offer reasonable adjustments to an interview process for some volunteers, even for an informal interview. This may be offering a verbal interview rather than the need to complete an application form or adjusting interview times to suit employment or caring commitments.

Consistent approach to references or official checks

You should have a considered approach to taking up references or official checks which is consistent and equitable for all volunteers, bearing in mind the nature of the organisation's work and the volunteering role.

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Consistent approach to type of convictions

Your organisation or group should have considered which types of convictions or disclosures may or may not be relevant to the volunteering being undertaken.

What should I do when a potential volunteer makes contact?

- Most potential volunteers will probably get in touch by phone or email. Have a think about how your organisation will respond to these enquiries. Whoever is answering the phone needs to know what to say and who to pass people on to.
- A message might be left in the evening as people are at work during the day. If your hours don't match and you'll not be able to phone then back, maybe you could update your voicemail and ask people to leave their address so you can send an information pack. Or plan to stay late to return calls.
- It's useful to chat with potential volunteers over the phone. Pick up on their manner, as some people are chattier than others. They might just want basic information and you can leave the detail to a later meeting. It's a chance for you to find out a bit about what they're interested in. And you might also need to let them know about anything essential such as if they need a driving licence.
- Have a pack ready to send out that has more information in it. You could put in information about your organisation, the role descriptions and the application form. Including a flow chart that shows the steps in the process is a great way to let a volunteer know what's ahead.

What should I do next?

The process should be as simple as possible and will be different for different roles. Potential volunteers will be put off by too many steps, especially if they feel they're not needed.

- You might just ask volunteers to complete a short form to tell you why they're interested and then get more details when you meet.
- Too long an application form can be a barrier for potential volunteers. Maybe English is not their first language, they have a visual impairment or they're not confident filling in forms.
- You don't need to ask for any more than just what you need.
- Volunteers might like to be offered a taster day before completing any forms. This way they can meet some other volunteers, get an idea of what it's about and decide if it's for them.
- You don't have to meet a volunteer before they get started. This might sound controversial, and it's probably only for roles that don't need training or a PVG check. But often it's the getting started when a volunteer will know if it's for them. Also, if it's a short term role or you can offer an induction, then you can meet them at this stage.

Meeting a potential volunteer

When you meet with a potential volunteer you want to keep it as relaxed and informal as possible. Use the time to get to know them, find out what they think they are good at and what they are interested in doing. You should be listening more and talking less.

The checklist below can help make sure you put the potential volunteer at ease.

Checklist

- If you arrange to meet a potential volunteer, make sure they have details of where to meet and how to get there. A way of contacting you on the day can also be useful – just in case.
- Check if the individual has any support or accessibility needs so you can make arrangements.
- If there's reception staff at your building, make sure that they know the person's coming and welcomes them – first impressions count.

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- Have all the paperwork you might need printed out. This could include the role description, application form if not already completed, information pack or a current newsletter.
- Make sure there's a quiet area for your meeting and that the furniture is set out informally.
- Have a list of the things you'd like to cover (see below) and some 'open' questions that will help get the conversation going.
- If possible, maybe you can introduce them to relevant staff and volunteers. There might be a volunteer 'in action' in the building that they could observe, join or chat to for a short time.
- Make sure you are not disturbed and have given yourself enough time.
- Give time to the volunteer. This is a two way process so they need time to ask the questions they have to help them decide if it's for them.

Whilst you want to keep it informal you also want to make sure you get all the information you need to make sure you can match them to the right role for them. Using the suggestions below can help you but remember to keep it relaxed!

As well as outlining the volunteer role, you should provide some information about your organisation or group.

You may want to cover:

- The aims of the organisation and the role of volunteers.
- The service users or clients, as appropriate.
- The role description and what the volunteer will do or complete a skills matrix to match a volunteer to a role
- Training and support offered to volunteers, including any compulsory training.
- How the volunteer will be supported in their role.
- Your expectations of volunteers.
- The days and times available. If there is a time limit on the role (for example, a project with a fixed timescale), then you should explain this too.
- Resources available to volunteers whilst they are volunteering for you

Young/Older Volunteers

There are many different groups within the community that can be encouraged to volunteer with your club. It can be of particular advantage to have volunteers of varying ages who will bring diverse experiences and benefits to your club.

Younger people and older people also have different motivations and needs from volunteering. It is important that your club is aware of how to attract and support these volunteers so that everyone gets the best experience.

For example a club event or competition can be used as a focus for recruiting new volunteers. Remember that you can involve volunteers not only in the running of your event, but also the planning stages.

Event volunteers have different motivations than regular club volunteers, therefore it is important to consider these special motivations. Remember it is important for your volunteers to achieve their objectives whilst also running a successful event. This will help ensure that volunteers are enthusiastic and effective, whilst also meaning that they will be willing to volunteer for the next event.

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New Volunteer – Application Form and Self Declaration

Status:	Full-time education, part-time education, employed (full time), employed (part time), job seeking, gap year, other		
Name:		Age:	
Email:			
Tel No's:			
Address & Postcode:			

Please answer the following	Y/N
Do you have access to your own transport?	
Do you hold a current enhanced CRB check?	
Are you willing to obtain a UK Athletics CRB (no charge)?	
Do you have experience working with children in a sports setting? <i>(Please detail)</i>	
Do you have past athletics experience (athlete or volunteer)?	

Please indicate your interest in the below	Y/N
Committee / administration role	
Coaching role	
Officiating	
Other?	
Please outline	
Interest in obtaining coaching /or officiating qualifications?	
Please outline:	

Please complete and provide information where necessary:

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Please detail any relevant experience, qualifications or training you have undertaken which are relevant to the position applied for:	
Please confirm your coaching and/or officials licence number, level of qualification and date of issue/expiry (coaching positions only. If no licence held yet, please leave blank):	
Please provide details of any child protection/vulnerable adult training which you have undertaken:	
Have you ever been convicted of a criminal offence or been the subject of a caution? (please include all offences, however minor, and spent convictions.)	Y/N
If YES: Please state the nature and date(s) of the offence(s):	
Have you ever been subject to any disciplinary action or sanctions relating to child abuse?	Y/N
If YES: Please give details:	

You are required to self-certify that you are not known to ANY social services department as being an actual or potential risk to children: have not been disqualified or prohibited from fostering children or have had any rights or powers in respect of any child vested in you assumed by a local authority, or have not had a child ordered to be removed from your care.

Signed: _____ Date: _____

Name in full: _____

Any surnames previously known by (e.g. maiden name): _____

Date of birth: _____ Place of birth: _____

You are advised that under the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the Rehabilitation of Offenders Act 1974 (Amendment) 1986, you should declare all convictions (including spent convictions).

As part of the checking procedure for all applicants for posts of this nature, you are advised that we may ask for an Enhanced Criminal Records Bureau check to be completed to verify the information given on this form.

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NEW VOLUNTEER – INTERVIEW PROMPT SHEET

Name of Volunteer _____
Why do you want to volunteer?
Volunteers interests/time commitment/what they hope to get out of volunteering.

Do you have any specific roles in mind?
Committee/Coaching/officiating?

Do you have any development ideas?

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VOLUNTEER INDUCTION CHECKLIST

Name of Volunteer: _____ Start date of Induction: _____	Who	When
Overview <ul style="list-style-type: none"> ✓ Why volunteers are an important part of athletics in Wales ✓ Why volunteers are important to our club ✓ Club volunteer support structure ✓ Tour of the facility or training venue 		
The Club <ul style="list-style-type: none"> ✓ The age groups catered for ✓ What competitions they take part in ✓ Who's who – introductions to other volunteers ✓ Contact list of key people within the club ✓ Dates of meetings they need to attend, including social events ✓ Where to find the things, they need – equipment, stationery, first aid kit, etc ✓ External club contacts, if relevant to role ✓ Club financial procedures, if relevant to role 		
Club Guidelines <ul style="list-style-type: none"> ✓ Volunteer Codes of Conduct ✓ Child Protection/Safeguarding ✓ Health and Safety ✓ Insurance ✓ Fire instructions/evacuation process ✓ Confidentiality ✓ Claiming expenses ✓ Enhanced DBS applied for ✓ Club rules 		
Their Role <ul style="list-style-type: none"> ✓ What they hope to gain from this experience? ✓ What they will be doing - checking if it suits their skills ✓ Who their main contact is (including support meetings, mentor, supervision) ✓ Their key roles and responsibilities, including days, hours etc. ✓ Qualifications checked ✓ Training needs assessed ✓ Training arranged ✓ Club benefits for volunteers 		
What to do about <ul style="list-style-type: none"> ✓ Any problems that arise 		
Complete date: _____		
Signed(signature): _____ Position: _____		

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VOLUNTEER SKILLS MATRIX

When searching for volunteers or new committee members, clubs often forget to take skills into account. It's worth taking a look at your club's current volunteers and the skills they have and then trying to make sure that new volunteers can fill any gaps.

By asking a few simple questions on the membership forms, such as current occupation or willingness to help out, you can get a better understanding of which members might be able to offer support and in which areas. For example, you may already have an accountant within the club that is willing to give up some time to help with financial tasks.

Name	How many hours a week can you volunteer?	What is your profession?	Put a tick next to the skills area you have experience in							Additional comments
			Coaching	IT	Finance	Marketing	Legal	Officiating	Organising events	
P Quinn	1 hr	Child-minder	✓							
S Davies	1 hr	Plumber				✓				Owns his own business.
J Khan	4 hrs	Solicitor					✓			
D Amoy	1 hr	Banker			✓					
I Smith	3 hrs	Web developer		✓				✓		
E Wray	1 hr	Teacher	✓					✓		

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VOLUNTEER SKILLS MATRIX

Name	How many hours a week can you volunteer?	What is your profession?	Put a tick next to the skills area you have experience in							Additional comments
			Coaching	IT	Finance	Marketing	Legal	Officiating	Organising events	

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VOLUNTEER RECRUITMENT PLAN

What roles will we recruit for?	Where will we market/advertise?	When will we market/advertise?	How many volunteers do we want to attract?	What methods and resources will we use to recruit volunteers?

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CLUB WELCOME PACK TEMPLATE FOR NEW VOLUNTEERS

[Insert club's logo]

Welcome

This opening message needs to reflect the local situation. We present some suggestions how this could be approached:

A short opening paragraph from the chair of the club that welcomes the volunteer to their role and thanks them for their contribution. The importance of volunteering to the on-going existence of the club.

This paragraph might set out the aims of the club, for example, does it aim to produce national or international champions or is it more about encouraging a love of the sport? Perhaps something of the club's history or place in the local community. Linking the contribution of volunteers to fulfilling the club's ambitions. For example, saying the club has been run by volunteers for 50 years or the support of the local community's volunteers maintains a strong link with the community.

Signed by the club chair.

Supporting you

Who do I speak to about my role if I have any questions? We have identified the best person to help you is:

[Name] [Role] [Contact details]

[Name] will provide you with an induction so that you know how to carry out your role, are introduced to other volunteers and you know what to do if you encounter a problem. You can also contact this person if you have questions after your induction.

The person looking after the wider work of volunteers is:

[Name][Volunteer Co-ordinator or alternative title] [Contact details]

[Name] will contact you from time to time to hear how things are going and to update you on general matters of interest to volunteers. You can also contact [Name] about general matters relating to volunteering.

Just as we seek to support you in your role, it is important to understand that we also rely on you. If you are unable to carry out your volunteering role, for whatever reason, please contact [role holder] by [e-mail/telephone details] as early as possible to support you by making role adjustments or alternative arrangements.

Developing you

Regardless of your role, there are certain policies that you must put into practice. These are important to the well-being of everyone and we strongly encourage you to read the following as soon as possible:

Code of conduct (or similar)

<www.club-website/code-of-conduct>

Health and Safety Policy

<www.club-website/health-and-safety>

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Safeguarding young people and vulnerable adults

<www.club website/safeguarding>

These policies, and others, will be discussed at induction. If you have any questions arising from these policies, please ask the person inducting you.

It may be the case that you will need to undertake some training to help you carry out your role. This can take the form of someone within the club mentoring you, opportunities for training sessions within the club or occasionally via external training events. This will be discussed with you at induction and periodically by the [\[Volunteer Co-ordinator or alternative title\]](#).

Expenses

It is possible that you may incur expenses in carrying out a task requested by [\[Name of Club\]](#). We have an expenses policy and procedures so that you understand up-front how to deal with such circumstances.

Expenses information

www.club website/expenses

Key dates

Every year there are some key dates in the club calendar for volunteers. In the coming year, it is worth you noting the following:

[Insert key dates for the club here](#). These may include a Christmas or end of season get-together, occasional volunteer briefings or training sessions, a club annual meeting plus key sports events where volunteers might be needed.

How does [\[Name of Club\]](#) work?

It may be that you develop an interest in the wider working of the club.

[\[Name of Club\]](#) is established as [\[insert legal structure\]](#). This means that decisions about the running of the club are carried out by [\[insert decision making body e.g. the club committee\]](#). If you are interested in learning more about decision-making in the club, or would like to contribute to that process, the following contacts would be pleased to hear from you:

Chair [\[Name\]\[Contact details\]](#)

Secretary [\[Name\]\[Contact details\]](#)

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Retention: How to retain new Volunteers

Retaining your volunteers should be an essential part of your club's volunteer plan. Without investing time and effort into retention, valuable experienced volunteers may drift from your club.

In order to increase volunteer retention, your club will need to determine what motivates individual volunteers. Any reward or recognition tools used should match the volunteers' motivations. For example, a student may be volunteering to gain experience and so would welcome coach development opportunities and mentoring.

Once you have recruited your new volunteers, it's vital to make them feel welcome and supported, as well as ensuring that they are carrying out their agreed role.

- Arrange a warm welcome for new volunteers, introducing them to key members of the club and facilities.
- Give your new volunteers a Club Welcome Pack. – Welsh Athletics may well be able to assist you with this (template / ideas).
- Ask your Volunteer Coordinator to take volunteers through an induction programme - see Volunteer Induction Checklist provided. The Volunteer Induction Checklist includes five sections - Overview, Information on your club, Club Guidelines, Their Role and What to do about problems. This document can be adapted to the needs of your club.
- Always give your new volunteer(s) the chance to give feedback on their role and how it could be improved / modified / enhanced.
- Always ensure that your new volunteer(s) are doing worthwhile jobs, using the Welsh Athletics Role Descriptions or formulating your own for the club.
- You can nominate a mentor within the club to support your new volunteers to give added support. There are mentoring support courses available via Sport Wales and Sports Coach UK*.
- Offer training and courses* where appropriate to their role, especially if they are planning to formally coach or officiate. The Volunteer [catch up/development template](#) provides you with a template to start discussions about their development as a volunteer.
- Start a "Volunteer" email / e-news and Volunteer of the Month award.
- Don't overload keen volunteers with too many tasks.
- Always say "thank you" verbally and with a friendly note.
- Ensure that you have all your volunteers listed on a database and maintain their up to date contact details.
- Promote the fact that your club is run by volunteers for volunteers.

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How to reward your new Volunteers

Your new volunteers are more likely to stay with you if they feel valued, are learning new skills and enjoying social benefits too.

- Always say “thank you” at the end of a meeting or session. Send a “thank you” note by e-mail or post after a major event.
- Start a “Volunteer” email news with a Young Volunteer and Volunteer of the Month award / section.
- Set up a Volunteer awards section at your club’s annual awards evening to recognize the efforts of new, existing and long service volunteers.
- Think about an ongoing reward system for your volunteers. For example, this could be branded club polo shirts when they first join you, sweatshirts after 6 months and free courses after 9 months commitment.
- Report on the achievements of your volunteers at the AGM and committee meetings.
- Find about other award schemes held locally, regionally and nationally and nominate your volunteers whenever you have the opportunity – many local authorities across Wales hold annual award ceremonies to celebrate volunteers and club officials.
- Write articles promoting the achievements of your volunteers for your website and the press – always noting / mentioning that the club are constantly recruiting new volunteers. Include full contact details to enable people to find out more information.
- Provide expenses where appropriate in line with your club expenses policy.
- Organise a lunch or an evening at the pub to say “thank you” after a special event or at the end of a season.
- Offer volunteers tools to do their jobs such as new software, clipboards and stopwatches, etc.
- Give certificates from the club as recognition.
- Offer discounted membership to volunteers and their families.

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Recognising and Valuing Volunteers

What do we mean by recognising and valuing volunteers?

Volunteers don't start because they're expecting a reward but it is important that your organisation or group celebrates and values what the volunteers have done.

Acknowledging the contribution made by volunteers shows that your organisation or group appreciates their input and commitment. Doing this can help volunteers feel valued and supported. If volunteers feel appreciated they are more likely to stay with your organisation. It doesn't have to cost a lot but it needs to be regular, personal and not favour a small number of volunteers.

How do I recognise my volunteers and make them feel valued?

If it's possible, how you recognise volunteers should be specific to the individual rather than the same for everyone across your organisation. Some volunteers don't want public thanks and just like to know that what they're doing has helped others. Volunteers might be based at home and can't get to an event or location. They might also find the thought of an event a bit overwhelming. Also, some volunteers appreciate an award for long service but you also need to value the input that someone gives that's there for a short time.

You don't have to include all the suggestions below, but it is a good idea to think about some of the following areas to make sure that the contribution of volunteers is recognised.

Be prepared for volunteers arriving

First impressions count. When you advertise for new volunteers make sure you return their calls promptly and keep to the recruitment timescales that you have set. It makes a difference to a volunteer if you listen to what they want from the volunteering experience and match them to a role that is suited.

Letting volunteers know that their work makes a difference can be motivating and rewarding

Think about how you could measure the impact of your volunteers. This type of feedback enables volunteers to understand the impact that they have had on improving health outcomes. For example, a charity for the homeless in Scotland put stickers on the envelopes of letters sent out by their fundraising volunteers. This way, when funds come in they are able to tell volunteers directly the money raised through their contribution. There is more information on this in the Measuring the impact of your Volunteering guide.

Trusting volunteers

Giving volunteers a new task with a different role, or more responsibility, demonstrates trust. Trusting volunteers is an important way to show volunteers that you value and recognise their contribution.

Saying thank you

Sometimes a simple thank you is all the recognition that a volunteer wants. This can be informally in person, by telephone, by email, in a Christmas card or formally at the annual general meeting. You may also choose to write articles about volunteer tasks or profile specific volunteers for newsletters, newspapers or volunteer's week. However you decide to do this it should be consistent and fair. But remember the same thanks every time can end up being tokenistic, so be sure to be personal, genuine, timely and specific.

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Keeping volunteers informed

Volunteers can feel valued if they are kept up to date about what is happening with the organisation. Some organisations have started to use social media and set up blogs, or have dedicated pages for volunteers on their website.

Creating an identity

There are lots of different ways that you can do this. Being given clothing to wear and relevant equipment whilst doing their role helps volunteers feel part of the team. For example, some heritage volunteers said that having a 'volunteer' identity badge often helps the public appreciate that they are volunteers, and as such this gains respect.

Volunteer events

Providing time for volunteers to get together socially is a good way to acknowledge their contribution and keep them inspired. Meeting new people gives volunteers a chance to share their experience, hear about what others do, feel part of the larger team of volunteers and maybe think about doing more roles in the organization.

Acknowledging the people behind your volunteers

Sometimes inviting the family and friends of the volunteer to events can be a great way to show your appreciation to those who support or enable your volunteers to participate. This does not have to be costly, for example it may just be a 'bring your own' picnic or games in the park.

Access to training A volunteer may value being able to attend training for development purposes (this has to be relevant to the delivery of the role so it's not considered a perk in lieu of payment). This is especially important for volunteers who are looking to develop their CV or boost their employability skills. This can be done face to face or online. Volunteers might value being invited to attend a seminar, convention, or meeting at the organisation's representative, as it demonstrates to them that they are trusted volunteers.

Being honest in feedback

Sometimes volunteering is not always positive and as an organisation or group you may have to give volunteers constructive criticism. The best way to give feedback is to be specific, focus on the requirements of the role, give real examples, and make sure it is not too long after an incident or issue arises. Know what you want to achieve and have some suggestions about how you think this could be done. Let volunteers talk and discuss their suggestions. Be prepared to be flexible. Being honest is a positive way to build mutual trust with your volunteers.

Involving volunteers in consultation

Involving volunteers in planning and shaping volunteering practice can show volunteers that you value their opinion and views. You could have an anonymous suggestion box, invite volunteers onto the relevant committee, ask for comments by email or set up a volunteer forum. Be sure to acknowledge their involvement where you can.

Volunteer awards

Some organisations nominate volunteers for their in house awards ceremonies. This could be for team effort, length of time in service, inspiring volunteer or even a life time commitment award. You could nominate volunteers for external awards. However, it is important if you chose to have awards that you find

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ways to recognise those who do not get nominated. You should also consider how to recognise volunteers who are not able to attend an awards ceremony.

Accommodating needs

Show empathy and try to adapt roles or activities to suit your volunteers. This is most effective when you ask how you can help, instead of implementing change without taking into consideration a volunteer's views and opinions.

Saying goodbye

Although it is important to keep volunteers once you have supported them into their role it is also important to remember that most volunteers will eventually leave. Thank them for their time and let them go with gratitude.

Providing a reference

Sometimes you may be requested to provide a reference for a volunteer if they are moving into paid work, education or another volunteering role.

What next?

If you are unsure whether your volunteers feel appreciated, ask them! Some organisations carry out an annual survey with volunteers to find out if the support and recognition they are providing is appropriate. You might also find it helpful to create a recognition policy so you're clear about how you recognise and value volunteers. It is important to make sure staff and committee members understand that investing in recognising and valuing volunteers benefits the organisation. A valued volunteer can become a great ambassador for your organisation and can help to attract new volunteers.

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Supporting your volunteers

What do we mean by support?

The terms 'support' and 'supervision' are often referred to as though they are the same. It is important for the staff working with volunteers to understand that they have separate meanings in order to value the purpose and benefit of both.

- Support is an informal process which identifies the encouragement and help that a volunteer can expect.
- Supervision is more formal and can involve setting tasks and targets for achieving objectives and measuring progress. Supervision can provide an opportunity to review the training needs of a volunteer, consider whether the role is too demanding, or not demanding enough, and decide if appropriate support is being provided.

Why is support important?

- It helps the volunteer to carry out their role to the best of their ability.
- The volunteers can understand more about the culture and ethos of the organisation or group.
- It helps motivate and enthuse volunteers.
- It stops volunteers from feeling isolated, or even exploited, in their role.
- It helps volunteers cope with the demands of the role.
- It shows the volunteer that the organisation values them.
- If volunteers feel supported they are more likely to be committed and satisfied with their experience. They may choose to volunteer with you for longer, return in the future or encourage others to help out too.

What should I consider when planning support for volunteers?

Support can take many forms but all volunteers need some kind of support. Deciding what's the most appropriate will depend on individual volunteers and the nature of their role. A bereavement counsellor will need different support than a volunteer in a community café. Further support might be needed if an individual has an illness, medical condition or **generally lacks confidence**.

Although different volunteers need different levels of support, it is important that all have equal access to support, whether they use it or not.

You don't have to include everything, but it is a good idea to use some of the points from the approaches below to ensure volunteers are supported:

The personal approach

- Try and get to know your volunteers and make them feel welcome. Sometimes a simple hello, remembering their name or asking how they are getting on can make all the difference.
 - Make sure volunteers have a contact person to take any questions, issues or problems to when volunteering. Remember that this contact may change with staff shifts or holidays.
- Spend time alongside your volunteers, to get to know them and their role.
- Keep in touch with volunteers. This could be in lots of different ways, for example face to face meetings, a conversation over coffee, by telephone, email, text or letter

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- Keep volunteers up to date with what is going on in the organisation, such as staff changes and future plans, so that they feel part of the team.
- Value their contribution and recognise the contribution they make at an individual and organisational level by saying thank you privately and publicly.
- Individual certificates that celebrate their specific contribution can be awarded.

Group and peer support

- You could have formal or informal group meeting. This could be a 'task meeting' or a 'role meeting' to focus on specific issues, share ideas and generally discuss areas of interest.
- Encourage peer support which involves volunteers supporting each other. This may be in pairs or small groups.
- Consider a mentoring system. An experienced volunteer formally supports a volunteer who is new to the role. This can also offer progression for a more experienced volunteer and allows them to feel valued.
- Celebrations and informal social events where volunteers can have the opportunity to meet other volunteers for example, at Christmas or at the end of a project.
- Encourage volunteers to get to know each other using online networks such as Facebook.
- Invite existing volunteers to talk about their experiences and share their skills at meetings.

Support through training and learning

- A good induction and relevant training makes sure and the volunteer can do what's needed for the role.
- The provision of high quality training can show that you are investing in your volunteers.
- Ask volunteers what relevant training they need for their role and offer this.
- Be clear what training is essential for the role and what's optional.

Support from the organisation

- Provide volunteers with a volunteer handbook. This will include volunteer policies and procedures, such as equality, health and safety and solving difficult situations.
- Make sure volunteer activities are covered by appropriate insurance and have been risk assessed.
- Give volunteers access to appropriate resources and materials needed to carry out their role effectively and safely. For example uniform, personal protective equipment and guidance on the safe use of equipment.
- Create a dedicated volunteering section on the organisation's website or intranet.
- Hold a celebration event for example, Volunteers Week Award Ceremonies.
- Show volunteers any thank you cards from the club.
- Provide refreshments at meetings and training, where possible.
- Make sure that volunteers can, and know how to, claim out of pocket expenses.
- Ensure that volunteers are aware that have the right to have time off for holidays, emergencies, illness, job interviews and compassionate leave.
- Provide volunteers with a reference.

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Volunteer Agreement

What is a volunteer agreement?

A volunteer agreement makes it clear what the volunteer can expect from the organisation and what, in turn, the organisation expects from the volunteer. It usually sits alongside a role description and volunteer policy.

Whilst it sets out expectations an agreement is not a legally binding contract. Because of this, the style of writing should reflect that the organisation hopes a volunteer will act in a certain way, rather than state that they must or have to do so. As volunteer roles change over time, the agreement should be reviewed to make sure it remains relevant to what they are actually doing.

Why is a volunteer agreement needed?

- It lets the volunteer know that the organisation is committed to their involvement and what they can expect to get out of their volunteering.
- Makes it clear what is expected of the volunteer.
- Volunteers can understand what their rights are. For example, access to induction, support, insurance, expenses, health and safety, equal opportunities, managing any difficulties and training.
- It explains the boundaries between the organisation and volunteers.

What should I include in my agreement?

Generally, a volunteer agreement is divided into two key sections: responsibilities of the organisation and of the volunteer. You don't have to include everything, but it is a good idea to use the following as a starting point.

The organisation's responsibilities:

- Outline what you hope for from the volunteer and what the volunteer can expect from your organisation.
- Provide a full induction and any training required for the role.
- Provide appropriate support and flexibility including training as required.
- Support the volunteer to achieve the standards required, including providing a named contact.
- Treat volunteers in line with the organisation's equality and diversity policy.
- Reimburse any agreed out of pocket expenses incurred during volunteering.
- Provide insurance cover.
- Implement good health and safety practice.
- Address any problems that may arise during the course of the volunteering.

The volunteer's responsibilities

- Perform their role to their best ability.
- To work as agreed in the volunteer role description.
- Follow the organisation's volunteer policies and procedures, including health and safety and equality and diversity in relation to its staff, volunteers and anybody with whom they work.
 - Maintain the confidentiality of the organisation and of its clients, customers or service users as appropriate.
- Honour their commitment as agreed, except in exceptional circumstances when, where possible, reasonable notice is expected.
- Provide references.

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If possible, organisations should adapt their generic volunteer agreement for each volunteer role. You can do this by consulting with current volunteers, fellow staff members and board members.

Generally speaking, you should look to have the agreement signed off by a senior member of staff or committee. You should also look to review it on a regular basis to make sure it stays relevant.

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VOLUNTEER - CATCH UP/DEVELOPMENT MEETING

Name of Volunteer _____

Volunteer Catch up

Enjoying role/motivated/happy with time commitment?

Do you have any interest in trying any new role?

Committee/Coaching/Officiating?

Do you have any training or development requests?

Training/First Aid/Coaching/Officiating qualifications?

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VOLUNTEER EXIT QUESTIONNAIRE

We really appreciate the contribution you've made whilst you've been volunteering with us. To help us to continue to improve the experience for future volunteers, we would really appreciate you taking a few minutes to give us your feedback.

Your Name:	
Your Volunteer Role:	
What have you enjoyed most about your volunteering?	<input type="checkbox"/> Getting involved in something I care about <input type="checkbox"/> Getting to know more about the work of the organisation <input type="checkbox"/> Being active/outdoors <input type="checkbox"/> Meeting new people <input type="checkbox"/> Learning new skills <input type="checkbox"/> Other (please give details)
What experience have you enjoyed most whilst volunteering with the organisation in the last year?	
Why was this and what made it so memorable?	
Please let us know why you have decided to stop your volunteering?	<input type="checkbox"/> Moving away <input type="checkbox"/> Got a related employed position <input type="checkbox"/> Change in personal circumstances <input type="checkbox"/> Ill Health <input type="checkbox"/> Other (please give details)
Please give details of anything you think could improve the volunteering experience at the organisation.	
Please provide any additional comments you feel appropriate.	

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VOLUNTEER ROLES

Chairperson

As a *chair person* you will provide the vision, leadership and business planning skills to develop the club for the benefit of all. You will run the committee and be responsible for the liaison and cooperation between club officers and sub committees. Your management skills are vital to ensure that the club will fulfill its potential.

Ideally, you'll need to be:

- An experienced and effective manager;
- Confident and good at communicating;
- Familiar with business administration and practices;
- Diplomatic and discreet;
- Well-acquainted with the running of the club;
- Well-organised.

What you will do:

- Form a team around you so that all the officer and committee positions are filled;
- Provide leadership to your team on all aspects of the club from training to competition, fundraising and social activities;
- Arrange and chair management committee meetings, emergency committee meetings and special/annual general meetings;
- Lead the creation of your club development and business plans;
- Make sure the club is represented at the Welsh Athletics Annual General Meeting (AGM) and local meetings, such as club network and Regional Athletics Council;
- Attend sub-committee meetings if they concern policy;
- Prepare the annual general report with the support of the club secretary.

How much time will it take?

This role in most cases will take about 3 to 4 hours per week, mainly evenings.

What you'll get out of it:

This is the most prestigious position within the club, so it's highly respected within the community and the world of work. As the club's leader, you'll have a direct hand in the development of the club – it can be a demanding role, but is also incredibly rewarding.

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Club Kit and Merchandise Coordinator

A good team needs to be well turned out in the official club colours. Selling club kit and other branded items can also be a valuable source of income for a club. If your club has a tuck shop or a bar, then keeping them well stocked can be part of this role.

Ideally, you'll need to be:

- Well-organised;
- Enthusiastic;
- Commercially minded;
- A good communicator.

What you will do:

- Arrange and buy all kit and equipment for the club;
- Discuss kit needs with athletes;
- Increase range of branded merchandise;
- Maintain lists of what's in stock;
- Liaise with the club treasurer;
- Arrange mark up on items with the treasurer;
- Negotiate discounts with local shops and suppliers for club members.

How much time will it take?

This role in most cases will take between 30min and 1 hour per week.

What you'll get out of it:

You'll be closely involved with the teams and team managers and get satisfaction when they perform well. You'll contribute to club income and get to know all the club members.

Membership Secretary

A community club is nothing without its members. That's why this role is so important. You'll not only manage existing memberships, but actively encourage new ones and deal first hand with the members themselves.

Ideally, you'll need to be:

- Well – organised;
- Friendly and approachable;
- Have good attention to detail;
- Good with numbers;
- IT literate (especially in the use of excel).

What you will do:

- Manage everything to do with memberships, including types, subscriptions, renewals and income;
- Take the lead on promoting new membership;
- Keep the membership database up to date;
- Ensure membership fees are paid and records kept;
- Send information and fees for affiliated members to Welsh Athletics;
- Provide team managers with information on members;
- Ensure any medical conditions that have been raised through membership forms as passed on relevant coaches on a need to know basis (as per club medical policy).

How much time will it take?

This role in most cases takes a maximum of 1 hour per week, mainly evenings- although will take significant additional time around club membership renewals time - possibly as high as 3 to 4 hours a week.

What you'll get out of it:

You'll meet a wide range of people with a passion for Athletics. It is a socially rewarding post to hold and you'll get a lot of satisfaction as numbers increase.

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Club Coach Coordinator

As coaching coordinator in your club, you will ensure that you support the club to set up a vibrant and sustainable coaching structure reflective of the long-term athlete development model. This will assist athletes to access age appropriate development opportunities and encourage talent growth across event groups. Ideally, you'll need to;

- Be a confident and effective communicator
- Have an interest in developing people; mentoring
- Be DBS/ Safeguarding Certified

Key Responsibilities

A phased approach to progressing coach development processes and infrastructure will allow time for the Club, and Coaches to adapt to new working practices as part of a Club Coach Development Strategy, and the overall Club Development Plan.

By completing a coaching audit, inclusive of who, what and when coaching are coaching, this can give you the starting point to review your club provision and athlete offer against the best practice standard (UKA long term athlete development model).

Stage 1

- Complete a Club Coach audit - Profile coaches across the club inclusive of; qualification, event group specialism if applicable, number of hours coaching per week, provision delivery i.e. junior academy
- Review coach audit against full club provision and highlight gaps across event groups
- Use review to inform the coaching component of the club development plan; recruitment strategy, coaching talent transfer, mentoring offer inhouse
- Discuss coach development strategy and create actions for growth of club provision

- in line with agreed club development strategy i.e academy multi-skills provision to support LTAD
- Establish regular contact with Regional Club Manager (Network Officer) to discuss the above aligned to Club Development plan and support required from Welsh Athletics
- Generate a coaching subcommittee to map review the in-club coach development pathway, review infrastructure and development areas. This will ensure the coach development strategy is actively impacting on the overall vision of the Club

Stage 2

- Map/track coach profile journeys. Signpost and facilitate coach progression through the British Athletics qualification pathway to ensure the sustainability of the club provision. Encourage coaches to be Disability Inclusion Trained. Signpost development opportunities with regards to newly qualified coaching assistants to be invited to coach development opportunities alongside the Regional Development Training Days. Organise inspirational mentoring sessions for newly qualified CAs and ACs.
- Review provision sustainability and discuss potential actions to grow coaching talent pool and diversify event discipline offer.
- Review the vision of the Club with the Committee and update the Coach development strategy in line with the updated Club Development Plan.

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Communication Coordinator

As the *communication coordinator*, you will spread the good news of athletics. You will promote the club and its interests to members of public, which will raise the profile of the club and athletics. Your good news stories will boost the awareness of athletics and lead to greater participation.

Ideally, you'll need to be:

- A good communicator;
- Have understanding of Athletics (preferred not essential);
- Be a quick thinker;
- Meticulous over the details;
- Media savvy'
- Never say 'no' approach.

What you will do:

- Raise the profile of the club to internal and external audiences;
- Maximise the club's achievements and activities through all sources of the media;
- Liaise with the local media – TV, papers, radio and web, etc;
- Oversee internal channels of communication - for example, club newsletters, website, the production of induction packs, and information on notice boards;
- Write detailed reports on competitions and good news stories.

How much time will it take?

This role in most cases will take about 1 hour per week, but this may increase during peak summer athletics season.

What you'll get out of it:

You will be the voice of the club, the person with the lowdown on the club and its achievements. You will make lots of new contacts in the sports and journalism world raising your own profile by being involved. The more you involve people in the club the more you will get out of your role. This role can easily be divided into multiple roles –reducing work load. It is also a great role for younger volunteers, maybe those at university who have some spare time and are trying to build a CV.

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Disability Coordinator

All clubs should be open to all (inclusive) regardless of anyone's ability or disability. The role of a *disability coordinator* is to ensure that anyone with a disability has the opportunity to join the club and receive the same standard of coaching as others in the club (facility and equipment dependent). Where barriers to participate, volunteer, coach or official occurs, then it's disability coordinators who will try and look at possible solutions.

Ideally, you'll need to:

- Be good at communicating;
- Understand the different disability groups (or willingness to find out more);
- Have a understanding of the pathway of competition (or willingness to find out more);
- Be approachable and confident in the area of disability.

What you will do:

- You will be the point of contact for athletes, coaches, volunteers and club officials with a disability to ensure they are as fully integrated into the club wherever possible;
- Work with the club coaches to assess skills gaps regarding disability coaching knowledge and address these areas with courses and specialist coach visits;
- Ensure the athletes are aware of the competition programme and pathway;
- Develop links from the club into the community especially working with the school and community disability groups;
- Be a voice for the disabled athletes, coaches, volunteers and officials at the club committee.

How much time will it take?

This role in most cases will take about 1 hour per week.

What you'll get out of it:

This is a challenging role for someone, but it can be very rewarding for you. It will provide a different kind of experience for you and the athlete, and provide you with specialised skills that can be used in other areas of life.

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Events Group Coach

The *event coach* will provide event specific training for young and developing athletes once they have progressed from the club's induction group(s). These coaches will be mentored by the *senior event group coaches*.

- Sprints and hurdles coaches - *senior sprints event group coach*
- Middle and long distance coaches - *senior endurance event group coach*
- Horizontal and vertical jumps - *senior jumps event group coach*
- Throws - *senior throws event group coach*
- Combined events - *senior combined events coach*
- Disability - *senior disability coach*
- Cross country- *senior cross country coach*

Ideally, you'll need to be:

- Willing to be UK Athletics CRB checked;
- As highly qualified as possible, ideally Level 2 or Level 3 or *athletics coach, event coach or specialist coach*;
- Good at communicating and motivating;
- Experienced at working with the age group you are coaching.

What you will do:

- You will be mentored by the *senior event coach* in your event group;
- Stay up to date with new coaching methods in your event;
- Take advantage of relevant coach education and development programmes;
- Train your group of athletes to the best of your knowledge and ability;
- Seek guidance where there is a need to improve knowledge and skills;
- Offer support to newly qualified coaches in your event group;
- Share your knowledge and provide support to other coaches;

- Advise *team managers* on the selection of teams.

How much time will it take?

This role in most cases will take between 2-3 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. The higher the level of athlete you are working with is likely to mean greater time commitment.

What you'll get out of it:

The satisfaction of seeing your coaches and athletes improve. It's a demanding role, but incredibly rewarding.

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First Aid Coordinator

As the *first aid coordinator* you will be responsible for recording any accidents and injuries that may occur at club training or at a competition. Thanks to you there will always be trained people to assist members that may suffer injury and the correct equipment is available at all times. More importantly you will ensure processes are in place to deal with any incident no matter the severity.

Ideally, you'll need to be:

- An experienced first aider;
- Well-organised;
- Empathetic;
- Enthusiastic and dedicated to the club.

What you will do:

- Review risk assessments of all activities to work out the first aid cover is needed ;
- Recommend training to make sure there are enough skilled volunteers to cover the club's first aid requirements;
- Make sure the right people are trained and up to date with their first aid qualifications;
- Correspond with first aid and other medical support providers for any events that your club organise;
- Write and publish to all members the club emergency procedures;
- Make sure first aid equipment and kits are suitable and available when needed;
- Keep records of members' medical conditions and any injuries;
- Complete accident/injury reports as they happen and keep a record – review regularly and ensure that where repeated incidents are happening that a full risk review is undertaken in partnership with *health and safety coordinator*.

How much time will it take?

This role in most cases will take between 30 minutes and 1 hour per week.

What you'll get out of it:

Being part of a club; looking after others; and making sure that the right level of care is available to all. The role is about teamwork, managing all first aiders and making sure the club is covered at all times. It is a great way to get involved in club affairs and interact with all members of the club.

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Fixture Coordinator

As *fixtures coordinator*, you'll be responsible for organising league, inter club and friendly competitions for all the teams in the club. You'll also promote individual and team entry into all the Championship events to ensure a strong club presence.

This role can be easily split into a range of roles based on sections of the club.

Ideally, you'll need to be:

- Well organised;
- Good at communicating;
- Enthusiastic;
- In tune with the club priorities;
- Good IT skills (especially word and excel).

What you will do:

- Liaise with the committee and all *team managers* and coaches to ensure that teams are entered in the appropriate leagues and inter clubs events;
- Coordinate a fixtures group to look at what other events are needed for each age groups to ensure a full range of events throughout each winter and summer season;
- Arrange informal events with other clubs to complement the formal fixtures;
- Produce the fixtures list at the start of each season;
- Book the facilities and coordinate officials and volunteer help for home fixtures;
- Encourage individual entries for championship events.

How much time will it take?

This role in most cases the role will take about 1-2 hours per week, mainly evenings but around beginning of year may take up additional time (for next year fixture list planning).

What you'll get out of it:

Seeing your club involved in a wide range of events, and knowing that you have contributed to the progress of the teams and individuals. Experience of people management and event organisation which are desirable skills for volunteering and in the job market.

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Fundraising & Sponsorship Coordinator

All clubs should aspire to be self-sustaining, to not spend more than they can generate. However, it is not always possible for a club to reach some of the most disadvantaged and non-engaged members of the community without accessing additional funding. As a sport, athletics clubs have often been reliant on grants, and it will take many years for the sport to transition to ensure all clubs are sustainable, which means that not only day to day work is covered by club income but also the development work the club does in the community such as work with schools, deprived community and in new areas. Therefore, the *fundraising & sponsorship coordinator* role is pivotal to the club; you'll be directly responsible for planning and organising fundraising activities. It will be this work that will help increase membership and keep the club financially stable.

Ideally, you'll need to be:

- Good communication skills;
- Imaginative and happy to try out new fundraising ideas;
- Enthusiastic and good at motivating people;
- Marketing literate;
- Resilient.

What you will do:

- Plan and organise fundraising events for the club;
- Complete fundraising application;
- Identify appropriate funding opportunities for athletes, coaches, volunteers officials (you may want to check England Athletics Best Practice website to see what other networks and clubs are doing);
- Collect fundraising money and pass it in to the Treasurer;
- Monitor and accurately record the success of fundraising activities;
- Form a fundraising project team if necessary;

- Seek sponsorship opportunities.

How much time will it take?

This role in most cases will take between 30min and 1 hour per week.

What you'll get out of it:

You will be able to develop and stretch your financial and/or marketing experience while helping the club achieve specific goals in the area of raising funds for the club to ensure it is operated effectively and efficiently. The skills needed for this role is transferable to any type of industry so would be an added addition to your CV. Possibly a good role for younger volunteers, maybe a student placement from university.

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Head Coach

As *head coach*, you will drive up coaching standards in your club and disseminate up to date technical knowledge and generic information. You may also have a mentor function within the club or across other clubs.

Ideally, you'll need to be:

- A level 3 or 4 coach or working towards the new *master coach* qualification.
- Knowledgeable across all events;
- Possess a thorough understanding of long term athlete development (LTAD), strength and conditioning, fundamental movement skills, psychology, nutrition and planning;
- Knowledgeable about sports science principles;
- Good at team building;
- An excellent communicator;
- Willing to be UK Athletics CRB checked.

What you will do:

- Be the first point of contact for *senior event group coaches*;
- Disseminate technical cutting edge knowledge;
- Liaise with *senior event group coaches* to ensure quality coaching is taking place to drive up standards;
- Establish a mentoring and or buddying system within the club;
- Liaise with the Welsh Athletics' *national event coach leads* and *Club Development Officers*.

How much time will it take?

This role in most cases will take between 2-3 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. The higher the level of athlete you are working with is likely to mean greater time commitment.

What you'll get out of it:

The satisfaction of knowing that your coaching team is delivering to best of their ability and that your athletes are achieving their potential will be intrinsically rewarding. You will not only have the respect of your club but also of other coaches and athletes in the sport.

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Head of Junior Development

The Head of Junior Development is the recognised point of contact for induction coaches in a Track and Field based club or Junior Club.

Ideally, you'll need to be:

- Willing to be UK Athletics CRB checked;
- Qualified to as high a level as possible – ideally a level 3 or 4 *development coach* or *Children's Coach* qualification;
- Have a knowledge of maturational, musculo-skeletal, psychological and gender related issues;
- Have attended a Sports Coach UK FUNdamentals course;
- Good at communicating and motivating;
- Specialist knowledge of child development.

What you will do:

- Ensure the correct training loads are prescribed for safe and effective development;
- Share good practice and provide mentoring support to all coaches working within the junior section;
- Stay up to date with new coaching methods and programmes for young athletes;
- Take advantage of relevant coach education and development programmes;
- Advise other coaches on youth development;
- Offer support to new coaches working with induction groups;
- Advise *team managers* on the selection of junior teams.

How much time will it take?

This role in most cases will take between 2-3 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. The higher the level of athlete you are working with is likely to mean greater time commitment.

What you'll get out of it:

The satisfaction of knowing that you are coaching the fundamentals of athletics, which will ensure that young people have the potential to succeed at the senior level.

LISTEN, ENGAGE, REPRESENT

Health and Safety Coordinator

As with any area where people get together for recreation, an athletics club will always have its own hazards. It is the *health and safety coordinator's* role to minimise the risk to all people involved in the club, whether athlete, coach, volunteer or official. You'll probably be something of an unsung hero, but if you do it well, you'll be helping save unnecessary injury, expense and harm.

Ideally, you'll need to be:

- Knowledgeable about health and safety issues;
- A trusted and competent adviser;
- Up to date with the latest health and safety thinking and legislation (or willingness to learn);
- Experience of organising health and safety training you identify for the club (or willingness to learn);
- Good at communication.

What you will do:

- Keep up to date with National Governing Body (Welsh Athletics / UK Athletics) guidelines;
- Prepare and annually review the club's Health and Safety policies;
- Oversee the club's risk assessments;
- Provide guidance to other club coaches and members;
- Conduct club inspections as and when needed;
- Supervise any required maintenance work;
- Identify and meet the club's training needs;
- Manage contacts with outside agencies.

How much time will it take?

Around 30min to 1 hour a week, but more if training is required in the club

What you'll get out of it:

Although this is largely a preventative role, it is no exaggeration to say you'll be saving the day on a regular basis. Doing this critical and responsible activity successfully will be immensely rewarding. The greatest satisfaction will be giving the club a clean bill of health.

LISTEN, ENGAGE, REPRESENT

Induction Coach

[Event Group Coach Young People]

You will work within a team of coaches looking after the young athletes in the induction group, coaching the key movement patterns of running, jumping and throwing.

Ideally, you'll need to be:

- Willing to be UK Athletics CRB checked;
- Qualified to as high as a level as possible – ideally *Children in Athletics*, level 1 or level 2, or *Children's Coach*, *Assistant Coach* or *Athletics Coach*;
- Good at communicating and motivating with a good sense of humour;
- A working knowledge of youth, underpinned by a knowledge of long term athlete development (LTAD);
- Willingness to learn.

What you will do:

- You will be mentored by the *head of junior development*;
- Work with young athletes to teach the appropriate movement skills in a fun and engaging manner;
- Take advantage of relevant coach education and development programs;
- Offer support to new coaches working with induction groups;
- Advise the *head of junior development* and/or *team managers* when athletes are ready for appropriate competition;
- Provide young athletes with the foundation skills essential to succeed at older age groups.

How much time will it take?

This role in most cases will take between 2-3 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. The higher the level of athlete you are working with is likely to mean greater time commitment.

What you'll get out of it:

The satisfaction of being part of a team which is involved with developing a thriving junior section, with good athlete progression to the older age groups. The knowledge that by coaching young people you are making a difference, during the key skill learning years.

LISTEN, ENGAGE, REPRESENT

Junior Coordinator

Clubs or a network of clubs will benefit from identifying a volunteer (preferably a coach) who can specialise in building links with local schools in order to recruit new athletes through after school clubs, Startrack, Sportshall and QuadKids activities. There is also a need for a designated person to liaise with local colleges and universities, which could be a separate role.

Ideally, you'll need to be:

- Willing to be UK Athletics CRB checked;
- As highly qualified as possible, ideally level 2 or 3 *development coach* or *children's coach* (or *understanding of club coaching structures*);
- Good at communicating and motivating with a good sense of humour;
- Excellent knowledge and experience of Startrack, Sportshall, QuadKids and other induction programmes;
- Organised with a willingness to learn.

What you will do:

- Act as a liaison with external partners such as Local Authority, Schools, other partnerships and Welsh Athletics;
- To undertake appropriate training to the role, i.e. *Safeguarding and Protecting Children* training;
- Facilitate general junior athletics queries for the club;
- Key point of contact for new athletes. Ensuring they go into appropriate training groups;
- To attend club committee meetings to represent the junior section of the club;
- To collate feedback from athletes, coaches and parents/carers and report to committee;
- Ensure Welsh Athletics Accreditation Scheme (Clubmark) pack is kept up to date (with *volunteer coordinator*) and implemented across the club;
- Liaise with the *head of junior development* in other local club or network of clubs;

- Liaise with local colleges and universities, taking advantage of opportunities to promote the club or network of clubs at Fresher's weeks and other events to recruit potential athletes, coaches volunteers and officials.
- Coach after school clubs (satellite clubs), helping transition from school to club (only applicable if qualified coach)

How much time will it take?

This role in most cases will take between 1-2 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. If this person is also doing additional coaching at schools, an addition 2-3 hours of time may be required per week.

What you'll get out of it:

The satisfaction of being part of a team which is developing a thriving junior section, in addition the experience of running community-based activities, and recruiting new athletes, can provide essential skills which may help in the job market.

LISTEN, ENGAGE, REPRESENT

Official

Officials are very valuable assets to any club and it's important to recruit new officials on a regular basis and to ensure that all officials feel valued for their services. Club officials will be supported by a club officials' coordinator, and as you advance up the officials' pathway will gain further support and guidance from Regional Officials' Secretary.

Ideally, you'll need to be:

- Enthusiastic
- Well-organised and resourceful
- Attentive to detail
- Friendly, approachable and good with people of all ages.
- Interested in the organisation of competitions (or willing to learn)

The technical side of athletics can be learnt over time through training, mentoring, and getting lots of experience, so don't worry if you have never been involved in athletics – just come and have a go!

What you will do:

- Support the delivery of club competition by taking an active role in officiating opportunities include:
 - Track Official
 - Field Official
 - Starter/Starter's Assistant
 - Timekeeper
 - Photo finish Official
 - Non-technical Official - Announcer
 - Endurance Official (Road/Cross Country/Fell)
 - Other roles include – Race Director, Race Referee, Track or Field Referee (usually a track or field official), Technical Manager, Clerk of the Course, Course Director, Risk Assessor, Race Judge, Drink station helper, Funnel Steward, Marshalls.
- Attend a training course to develop your

officiating skills (where relevant), and carry out a minimum number of hours of officiating (dependent on what level you are at).

How much time will it take?

This role in most cases will take about 1-2 hours per week but this may increase around the competition season. Officials are always in demand so you can do as much as you like!

What you'll get out of it:

You will have the satisfaction of being part of a team and contributing to the smooth running of events. It's a good way of contributing to the sport and can help develop a number of skills such as leadership, professionalism, and dealing with situations under pressure. Also, the social benefits such as camaraderie which can lead to making lifelong friendships.

LISTEN, ENGAGE, REPRESENT

Officials' Coordinator

Every club needs a committed group of officials so that you can hold club based competitions (intra and inter club) – without competition there is no athletics. It's also vital to take your quota of officials to most league meetings, or lose points in the competition. Officials are very valuable assets to any club and it's important to recruit new officials on a regular basis and to ensure that all officials feel valued for their services.

Ideally, you'll need to be:

- A qualified official and interested in the organisation of competitions (or willing to learn).
- Enthusiastic and dedicated
- Well-organised and resourceful
- Friendly, approachable and good with people of all ages.

The technical side of athletics can be learnt over time via training and mentoring, so don't worry if you have never been involved in athletics – just come and have a go!

What you will do:

- Act as a point of contact for the Regional Officials' Secretary and Welsh Athletics Officials Secretary to publicise and promote new courses, conferences and workshops.
- Share important information about rule changes within your club and ensure officials are aware of the appropriate DBS regulations.
- Establish and maintain a database of active officials within the club keeping a record of their licence number, expiry date and DBS check.
- Engage officials for meetings, events and leagues at the start of each season.
- Recruit new officials by encouraging new parents, interested athletes, coaches and

volunteers to get involved and attend a course.

- Liaise with the Volunteer Coordinator and other key club members to recruit new officials by holding recruitment events.
- Encourage social events for officials so that they feel fully engaged in your club.

How much time will it take?

This role in most cases will take about 1 hour per week.

What you'll get out of it:

You will have the satisfaction of seeing the club officials take opportunities to improve their officiating skills and knowledge. When your club hold competitions, you will have the satisfaction of providing most if not all the required officials to organise a successful event. It's a good way of contributing to the sport and can help develop organisational skills.

LISTEN, ENGAGE, REPRESENT

Secretary

The *secretary* is the head administrator for the club. Your remit is broad; as well as looking after the general running of the club; you'll act as the linchpin between internal and external stakeholders. It's no exaggeration to say that the club couldn't function effectively without you.

Ideally, you'll need to be:

- A capable manager who can delegate effectively;
- Confident and good at communicating;
- Skilled at administration and meeting procedures;
- Well-organised and conscientious;
- IT literate (especially the use of word and excel).

What you will do:

- Act as the main communication link between the committee, sub-committees, club members, networks, other clubs and leagues;
- Manage and record all inward and outward club correspondence, making sure the necessary actions are followed up;
- Manage legal and insurance matters;
- Provide the necessary details to Welsh Athletics regarding affiliation;
- Distribute the right paperwork to the right people in the club;
- Organise the annual general meeting, management committee and club meetings, preparing agendas and paperwork, and taking minutes;
- Communicate any important matters from Welsh Athletics, UK Athletics, leagues and other partner organisations.

How much time will it take?

This role in most cases will take about 3 to 4 hours per week, mainly evenings- although may take up additional time around club membership renewals.

What you'll get out of it:

Carrying out this secretarial role shows considerable command of high-level organisational skills. It's a highly respected post within the community as well as one of the most respected roles within the club. You'll be able to see the results of your efforts very clearly. There is also a high correlation between a well-run club and success in competitions as well as the retention of athletes and coaches.

LISTEN, ENGAGE, REPRESENT

Senior Events Group Coach

The *senior events group coach* is the recognised point of contact for event specific coaches within a club or network of clubs. A club offering coaching in all events would aim to have a *senior event group coach* for:

- Sprints and Hurdles;
- Endurance;
- Jumps;
- Throws;
- Combined Events;
- Disability.
- Young Athletes

A road running club could have one *senior event coach* for endurance or if it is a very large club, may have *senior events coaches* for different endurance events including:

- Ultra distance;
- Marathon and half marathon;
- 5k-10k;
- Walks;
- Fell;
- Cross country.

Ideally, you'll need to be:

- As highly qualified as possible in your event group, ideally to level 3 or 4, or *athletics coach, event group coach, specialist coach* or working towards the *master coach* qualification;
- Good at communicating;
- Up to speed with available coaching information and u-Coach website;
- Very motivational with the ability to bring out the best performances in your coaches and athletes;

- Willing to be UK Athletics CRB checked;
- Knowledge of long term athlete development (LTAD), strength and conditioning (physical preparation), fundamental movement skills, psychology, nutrition and planning;

What you will do:

- Share practice and provide mentoring support to all other coaches within your event group;
- Work with the Welsh Athletics *National Event Coaches* and *Club Development Officers* to ensure that you are delivering current, cutting edge event specific and generic training principles;
- Advise *team managers* on the selection of teams;
- Support the coaches and their athletes within your event group to set performance targets and review performances.

How much time will it take?

This role in most cases will take between 2-3 hours per week, mainly in the evenings and weekends, with additional time if you are attending competition. The higher the level of athlete you are working with is likely to mean greater time commitment.

What you'll get out of it:

The satisfaction of seeing your coaches and athletes improve. It's a demanding role, but incredibly rewarding.

LISTEN, ENGAGE, REPRESENT

Social Events Coordinator

Every club needs to hold events to top up the funds, build team spirit, reward volunteers and create a strong social life at your club. The *social events coordinator* makes sure these events are a success.

Ideally, you'll need to be:

- Well-organised and extremely motivated;
- A great communicator;
- Aware of all competing activities;
- Excellent at inspiring others;
- Skilled in planning;
- Calm under pressure.

What you will do:

- Plan, organise and lead a team to deliver major events for your club;
- Organise an annual awards evening;
- Consult other club officers and set targets for each event in terms of increased participation, funds raised, rewarding volunteers or simply having more fun;

- Put in place a calendar of social events to maintain momentum and awareness;
- Appoint a sub-committee for specific events;
- Motivate members to attend events'
- Encourage new members into the club.

How much time will it take?

Commitments are sporadic, but expect it to increase to at least 4-6 hours a week when preparing for a big event.

What you'll get out of it:

You will gain experience of planning an event with all the logistical challenges that are involved. You'll have the satisfaction of helping the club to raise its profile. More awareness means more athletes, more volunteers, more funds and growth for the club. What more, you'll be helping build '*club spirit*', bring a sense of community and make your club a fun and vibrant environment thus helping retain athletes.

LISTEN, ENGAGE, REPRESENT

Team Manager

As a *team manager*, you play a crucial role in the success of the team. It's up to you to pull together the best team possible and to get the most out of them at competition. You'll be a figure of respect and inspiration to your team and more athletes will join as a result of the club's success.

Remember it's not always about the athletes winning – sometimes it's about them doing their best or even improving on their personal best. The best *team managers* make all competitions fun and exciting and ensure good team morale, this approach leads to long term success by retaining and developing athletes for longer.

Ideally, you'll need to be:

- Confident;
- Good at communicating and people skills;
- Well-organised;
- Motivating;
- Patient and a good listener;
- Knowledgeable and energetic;
- Resilient;
- Willing to undertake a UKA CRB Check.

What you will do:

- Make sure all your team are affiliated members of your club and Welsh Athletics;

- Send out fixture lists in advance of the season and pick the key fixtures to focus on;
- Develop a good relationship with your athletes and their coaches;
- Check all athletes have the correct kit and equipment;
- Keep a list of contact details and medical information for everyone in your team;
- Keep parents well informed about fixture dates and times – if athletes are under 18;
- Prepare reports on the progress and successes of the team and its members for the press or website, liaising with the club media and communication officer;
- Recommend athletes for recognition and awards;
- Find out what works to motivate your team;
- Build a critical mass of athletes for your team.

How much time will it take?

This role in most cases will take about 6 hours per week during peak summer athletics season, mostly on weekends. It may seem like a big commitment but clubs can and should have a range of team managers, therefore the role should not take up 6 hours every weekend.

What you'll get out of it:

As much as you put in! The influence you have on your team makes it an extremely rewarding and stimulating role.

LISTEN, ENGAGE, REPRESENT

Treasurer

The *treasurer* looks after the club accounts and financial dealings. They will report to the management committee. A club cannot function without handling money in an organised and 'financially sound' way, so this role within the club is a crucial one.

Ideally, you'll need to be:

- Financially knowledgeable, with skills covering bookkeeping, accounting, VAT returns and rules and investment is preferable;
- Mathematically sound;
- Careful and confident with figures, cash and cheques;
- A good record-keeper;
- IT literate (especially in the use of excel);
- Aware and decisive.

What you will do:

- Look after the club's finances;
- Know where the club stands financially at any time and keep the committee informed of the club's financial cash flow, income and expenditure;

- Plan and monitor a budget for the club each year;
- Prepare and present the end of year accounts at the annual general meeting;
- Deposit money and issue receipts promptly;
- Renew insurance annually;
- Make sure the club has paid relevant affiliation fees;
- Research and implement Community Amateur Sports Club (CASC) or charitable status where appropriate (www.cascinfo.co.uk);
- Ensure the accounts are audited for the annual general meeting.

How much time will it take?

This role in most cases takes about 1- 2 hours per week, mainly evenings- although may take up additional time around club membership renewals and end of year financial accounts.

What you'll get out of it:

Although you may already be financially literate, this is a great way to keep those skills sharp with a minor time commitment. You will be providing a vital service to the club, while undertaking a respected role.

LISTEN, ENGAGE, REPRESENT

Volunteer Coordinator

As the *volunteer coordinator*, you're responsible for recruiting club volunteers, arranging training for them and making sure they're engaged enough to be retained by the club. It's a vital role in any club or club network. You must understand that volunteers join the club for many different reasons, so you must make the sport as appealing as possible.

Ideally, you'll need to be:

- Easy to approach with good listening skills
- Well organised and happy to delegate
- Confident and good at communicating
- Enthusiastic and motivating
- Willing to be UK Athletics DBS checked

What you will do:

- Work out what roles need filled in the club each year, bearing in mind special events as well as the day to day running of the club.
- Prepare a welcome pack for new volunteers introducing them to your club and the sport.
- Plan where you're going to find volunteers, making sure your advertising and appointment is as open as possible.
- Work with local organisations such as voluntary services, volunteer centres, local councils, colleges and schools to recruit "new blood".

- Understand why people get involved in club athletics and use this knowledge to recruit them.
- Put people in roles that suit their skills and interest wherever possible
- Link with the club welfare officer/s to ensure that all DBS and safeguarding requirements are met by volunteers in contact with young people and vulnerable adults.
- Train volunteers, and give them support, guidance and encouragement
- Recognise and reward success, nominating volunteers for club, local and national awards.
- Create a succession plan so that you have a pool of talented volunteer ready to step up or provide cover for key roles – possibly mentoring function for key roles.
- Think about role sharing
- Share good practice with club volunteer coordinators in neighbouring clubs.

How much time will it take?

This role in most cases will take about 1 to 2 hours per week, mainly evenings.

What you'll get out of it:

This is a very social role. You'll provide an important service to the club and community, and for a small investment of time you'll get to meet lots of people from many backgrounds. Doing something distinctive and worthwhile like this is attractive to potential employers, and the organisational and communication skills are transferable to any walk of life.

LISTEN, ENGAGE, REPRESENT

Welfare Officer or Welfare Officers

A supportive and positive environment in which children and adults can enjoy athletics safely is vital. You'll provide leadership in the safeguarding of children and vulnerable adults within the club and act as a key point of contact for anyone needing support or guidance. You will also need to maintain relationships with the Regional Safeguarding Leads, Welsh Athletics Safeguarding Lead and the UKA welfare team. You will report to the club committee (normally reporting to the Club Chair) and work closely with the club team managers and the club coaching coordinator. Initially you will have to undertake the Safeguarding and Protecting Children course (within 3 months of appointment), you may also take a formal course around Safeguarding Vulnerable Adults. It is now mandatory that this role is carried out by two people, one male and one female.

Ideally, you'll need to be:

- Empathetic and most importantly approachable;
- Objective but understanding;
- Attentive to detail;
- Resilient and determined;
- Rational and not quick to jump to conclusions.

What you will do:

- Implement the club's Athletics Welfare Policies and Procedures in conjunction with UKA and Welsh Athletics policies.
- Make sure everyone understands the UKA or Welsh Athletics Accredited Clubs Codes of Conduct.

- Be visible and approachable to all club members and post your contact details on club notice boards, the club website, in your club welcome pack and in newsletters.
- Develop a system to ensure all individuals working with young people undertake a DBS application every three years.
- Co-ordinate training for club personnel working with young people (i.e. Safeguarding and Protecting Children / Vulnerable Adults) – where appropriate.
- Ensure that all safeguarding issues and incidents are reported promptly to the sports governing body and other agencies (Local Authority Child Protection /Police).
- Ensure all parents of new young athletes are aware of the club's child protection policy.

How much time will it take?

This role in most cases takes up very limited time, it's important that as a welfare officer you are seen at the club and people know who you are. Where issues arise it is important that you can give it your full attention, this may take up further time –but hopefully this is very rare (if at all).

What you'll get out of it:

It's no exaggeration to say that our membership is the future of athletics, so your role in safeguarding them within your club is crucial. This is a highly respected role within the club and the local community, from which you will get a great deal of satisfaction seeing how young athletes and the club develops.

LISTEN, ENGAGE, REPRESENT

LISTEN, ENGAGE, REPRESENT