A short guide to the clubs structure, potential roles and responsibilities, volunteer management and good practice. A draft volunteering policy can also be found.
## Contents

- Roles and Structure within a Club .......................................................... Page 2
- Volunteer Recruitment and Retention .................................................. Page 3
- Volunteer Management ........................................................................ Page 4
  - The 3 R’s of Motivation .................................................................. Page 5
  - Good Practice .............................................................................. Page 6
- Contact Information ............................................................................ Page 8
- Role Descriptions .............................................................................. Page 9
- Volunteer Policy ................................................................................ Page 25
Roles and Structure within a Club

This is the basic structure any rugby club should aspire to have. For every role there could potentially be a specific volunteer for a minis, junior and women team, depending on the size of the club.

There could be multiple people working the similar roles, such as first aider and on the other hand, one person may be able to manage multiple roles, such as webmaster and photographer. This is dependent on the size of the club and the volunteer’s aspirations and skill set.

The core committee is made up of a pack of strongly committed volunteers driving FORWARD all activity within the club. They discuss all issues and ideas within the club at regular committee meetings and pass the information on to the background managers.

The BACKGROUND managers are made up of quick thinking, hardworking and talented individuals who strive to ensure the growth and development of the Club as a whole. They will occasionally sit in on committee meetings when required.

The SUPPORT the additional volunteers give to the club will help growth, development and most importantly enjoyment for all.
Volunteer Recruitment and Retention

When looking at volunteer recruitment and retention there is a simple 4 stage process that all potential volunteers go through. This will tell you how to turn a doubter into a stayer.

1. Doubter to Starter

**Image and Appeal of Volunteering** - Promote and advertise your vacancies across as many different platforms as possible

**Methods of Recruiting Volunteers** - When advertising, keep your target audience in mind and use innovative approaches

**Recruitment and Application Procedures** - Be welcoming and provide multiple, simple pathways into volunteering within your club.

2. Starter to Doer

**Induction into Volunteering** - The induction should cover full orientation into the role and should be fun and informal

**Training Volunteers** - Each role will have different needs and training should be tailored to each need.

3. Doer to Stayer

**Overall Management of the Volunteer** - The volunteer needs to be appropriately managed in a very informal manner with clear contact with their manager

**Ethos and Culture of the Organisation** - The ethos and culture of sport, in particular the strong moral codes of rugby should be reinforced amongst off-field volunteers as well on field volunteers.

**Continued Training of the Volunteer** - Opportunities for the volunteer to continue personal development should be offered or at least advertised by the club

Successful Volunteer Retention and Recruitment can be summed up by this flow chart.
Volunteer Management

“Rugby is a team sport, on and OFF the field.”

Valuing your volunteers

Remember your volunteers will have many commitments in their life, from their professional commitments to their family lives. This can leave very little time for volunteering. It is essential to tailor (as much as possible) each volunteer’s roles to their needs. Their time is valuable and as they are happily giving their time to support the club, the club should happily support the volunteer. Your volunteers will be very quickly demotivated if they feel their time is not be utilized effectively or the role is not what was first expected.

Motivating your volunteers

Due to the nature of volunteering, anyone who initially volunteers is highly motivated to help and support the club. Keeping this high level of motivation is vital to keeping the volunteer active. People volunteer for a range of reasons, such as

“...high level of motivation is vital to keeping the volunteer “active.”

- They were asked
- To meet new people
- They, or someone close to them, is involved within the club
- They have a big interest in rugby
- They want to gain experience in a particular area within a rugby club etc.

How to motivate the volunteer

To keep you volunteers active and motivated, ask yourself the following questions. If any of them are answered no, what can you do to improve this?

1. Do you RECOGNISE and reward the positive difference volunteers make to the club?
2. Are you providing and allocating the appropriate RESOURCES to the volunteers?
3. Do you RESPECT the volunteer’s needs and wishes?
The 3 R’s of Volunteer Motivation

Recognise

- Guarantee the club has a policy ensuring all teams have a way of thanking the volunteers.
- Design new initiatives, such as a “Volunteer of the Year” prize which should be awarded during the club’s presentation nights.
- Simple things such as a thank you letter from the club chairman or the team itself goes a long way to motivating the volunteer.
- For larger clubs with a high number of volunteers, a club volunteer thank you night should be incorporated into the year, inviting all volunteers to attend.

Resources

- Club t-shirts with the club’s badge and clothing sponsor is a very effective way of making the volunteer base feel more included within the team setting.
- Volunteers should not be out of pocket. Travel and equipment expenses should be paid wherever possible.
- Training relating to the volunteering positions should be provided/funded/endorsed by the club to up-skill the volunteer base.
- All work related equipment should be provided directly through and by the club.

Respect

- Policies and procedures should be in place to protect both the club and the volunteer and in the event any issues arise, the volunteering policy should be referred to.
- The workload should be tailored to the available time the volunteer is giving to the club.
- The roles and responsibilities should be clearly agreed with the volunteer before they commit and any changes MUST be agreed by the volunteer.
- A small volume of work for a large number of people is always better than a large volume of work for few.

“Everyone and anyone can be involved in running and supporting the club. Remember more and new faces bring more and new ideas.”
When it comes to good practice with and from volunteers the WRU employs the CARE principles.

Towards Volunteers

C - Communication- Communication and connectivity will instantly ensure a volunteer feels like part of the club. Having openly displayed contact details on various platforms (club website, join the beat etc.) is strongly recommended as this will help with volunteer engagement. A large variety of communicative options should be available to suit everyone, including phone, email and social media. All communication should be friendly, supportive and open.

A - Appreciation- A simple thank you can easily show your volunteers that they are appreciated however the WRU encourages clubs to host something similar to volunteer days (players help serve the volunteers a nice meal or BBQ at the end of the season) or host some other way to show volunteers appreciation (. Volunteer of the month award etc.)

R - Resources- With volunteering, a little goes a long way. Volunteers are choosing to give up their own time to help out within your club, so although they may not be expecting any payment of any kind, something as simple as a club shirt can make the world of difference and will help grow your club.

E - Expenses- Volunteers should, whenever possible, never be out of pocket. Reasonable travel expenses and any other form of expenses occurred by the volunteer should be budgeted for by the club. If expenses cannot be paid for whatever reason, the volunteer should be made aware of this BEFORE the expense had occurred.

From Volunteers

C - Commitment- Although volunteers are under no obligation or contract, a club expects its volunteers to commit to the time originally agreed to at the beginning of their placement and if there are any problems the club is notified as soon as possible.

A - Attitude- Volunteering must be completed with the right attitude otherwise both the club and the volunteer suffer needlessly. There are some undesirable but worthwhile jobs that are desperately needed doing, however with the right attitude, even the worst job can be enjoyable.

R - Respect- Rugby and respect go hand in hand, both on and off the pitch. We expect welsh rugby’s volunteers to be passionate about their club, but volunteers must treat with the respect and sportsman like conduct the WRU insists upon.

E - Education- The WRU and other local 3rd sector parties are continuously advertising, organising and funding certain courses to upskill and train volunteers across Wales and in the spirit of good practice, volunteers should look for and apply themselves to continuous personal development for both their own development and the clubs development.
Contact Information

**Welsh Rugby Union Contacts**

<table>
<thead>
<tr>
<th>WRU Website</th>
<th><a href="http://www.wru.co.uk">www.wru.co.uk</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Join the Beat</td>
<td><a href="http://www.wru.co.uk/jointhebeat">www.wru.co.uk/jointhebeat</a></td>
</tr>
<tr>
<td>Matthew Russell-</td>
<td><a href="mailto:mrussell@wru.co.uk">mrussell@wru.co.uk</a></td>
</tr>
<tr>
<td>Volunteer Recruitment</td>
<td></td>
</tr>
<tr>
<td>Claire Coleman-</td>
<td><a href="mailto:ccoleman@wru.co.uk">ccoleman@wru.co.uk</a></td>
</tr>
<tr>
<td>Volunteer Retention</td>
<td></td>
</tr>
</tbody>
</table>

**Welsh Council Volunteer Centres**

**Wales Volunteering National Sites**

<table>
<thead>
<tr>
<th>Wales Volunteering National Sites</th>
<th><a href="http://www.wcva.org.uk">www.wcva.org.uk</a></th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.volunteering-wales.net">www.volunteering-wales.net</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://www.gwirfoddoligymru.net">www.gwirfoddoligymru.net</a></td>
<td></td>
</tr>
</tbody>
</table>

**Councils**

<table>
<thead>
<tr>
<th>GAVO (Blaenau Gwent, Caerphilly, Monmouthshire, Newport)</th>
<th><a href="http://www.gavowales.org.uk">www.gavowales.org.uk</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridgend</td>
<td><a href="http://www.bavo.org.uk">www.bavo.org.uk</a></td>
</tr>
<tr>
<td>Cardiff</td>
<td><a href="http://www.vcscardiff.org.uk">www.vcscardiff.org.uk</a></td>
</tr>
<tr>
<td>Carmarthenshire</td>
<td><a href="http://www.cavs.org.uk">www.cavs.org.uk</a></td>
</tr>
<tr>
<td>Ceredigion</td>
<td><a href="http://www.cavo.org.uk">www.cavo.org.uk</a></td>
</tr>
<tr>
<td>Conwy</td>
<td><a href="http://www.cvsc.org.uk">www.cvsc.org.uk</a></td>
</tr>
<tr>
<td>Denbighshire</td>
<td><a href="http://www.dvsc.co.uk">www.dvsc.co.uk</a></td>
</tr>
<tr>
<td>Flintshire</td>
<td><a href="http://www.flvc.org.uk">www.flvc.org.uk</a></td>
</tr>
<tr>
<td>Gwynedd</td>
<td><a href="http://www.mantellgwynedd.com">www.mantellgwynedd.com</a></td>
</tr>
<tr>
<td>Isle of Anglesey</td>
<td><a href="http://www.medrwnmon.org">www.medrwnmon.org</a></td>
</tr>
<tr>
<td>Merthyr Tydfil</td>
<td><a href="http://www.vamt.net">www.vamt.net</a></td>
</tr>
<tr>
<td>Neath Port Talbot</td>
<td><a href="http://www.nptcvs.com">www.nptcvs.com</a></td>
</tr>
<tr>
<td>Pembrokeshire</td>
<td><a href="http://www.pavs.org.uk">www.pavs.org.uk</a></td>
</tr>
<tr>
<td>Powys</td>
<td><a href="http://www.pavo.org.uk">www.pavo.org.uk</a></td>
</tr>
<tr>
<td>Rhondda Cynon Taf</td>
<td><a href="http://www.interlink.org.uk">www.interlink.org.uk</a></td>
</tr>
<tr>
<td>Swansea</td>
<td><a href="http://www.scvs.org.uk">www.scvs.org.uk</a></td>
</tr>
<tr>
<td>Torfaen</td>
<td><a href="http://www.tvawales.org.uk">www.tvawales.org.uk</a></td>
</tr>
<tr>
<td>Vale of Glamorgan</td>
<td><a href="http://www.vvb.org.uk">www.vvb.org.uk</a></td>
</tr>
<tr>
<td>Wrexham</td>
<td><a href="http://www.avow.org">www.avow.org</a></td>
</tr>
</tbody>
</table>

The list of websites and emails available on this page will provide you with further information related to all aspects of volunteering. Including additional resources and multiple platforms to advertise a volunteering vacancy for your club.
Role Descriptions and Person Specifications

The role descriptions and person specifications that follow are guides on how the WRU perceives these roles. They can be adapted and changed for use of individual clubs. These roles are constantly being updated so make sure to check back.

Club Chairperson

The Club Chairperson is the captain of the team setting the vision for the club both in terms of the immediate short term plan to the longer term development plan of the club.

What kind of person should you be?

1. **A diplomatic peacekeeper** – A club committee is an arena of many different personalities so the ability to listen and keep the peace is essential. Discretion is also important.
2. **An effective manager** – tasks will have to be allocated to people so the ability to delegate is required.
3. **A fair leader** – a club needs leadership and this starts at the top. Clubs respond positively to a fair leader who takes into consideration the views and opinions of others.
4. **A good communicator** – communication is essential to lead meetings and to inspire the club to develop and work efficiently.
5. **A multi-tasker** – a jack of all trades, some knowledge or experience of all aspects of the club is required.

The core responsibilities of the role

1. Provide leadership within the club setting short term plans for the season being realistic about what the club can achieve in a season off the field. Provide leadership by supporting the development of long term objectives for the club.
2. Liaise with the Club Secretary in meetings and where necessary provide advice and guidance in responding to club correspondence.
3. Manage the committee meetings to ensure every member has the opportunity to express their opinion on relevant matters and ensure that decisions are made on issues.
4. Ensure through liaising with the Club Secretary, that the club is running efficiently and is meeting its obligations to the WRU and the District.

The commitment from you

1. A Club Chairman is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload will be constant; possibly heavier at the beginning of the season and particularly around club meetings.
3. The time commitment of a Club Chairman is a minimum of 6 hours a week.

What do you get out of it?

You will have the opportunity to lead a club that has a strong influence within the local community. With energy and commitment you can lead the development of the club for future generations - an achievement to be proud of.
Club President

The President is primarily an honorary position within the club and acts as the club’s Representative at all internal and external functions. The President is also to act as the Chairman if necessary.

What kind of person should you be?

1. **A diplomatic peacekeeper** – A club committee is an arena of many different personalities so the ability to listen and keep the peace is essential. Discretion is also important.
2. **An effective manager** – task will have to be allocated to people so the ability to delegate is required.
3. **A fair leader** – a club needs leadership and this starts at the top. Clubs respond positively to a fair leader who takes in to consideration the views and opinions of others.
4. **A good communicator** – communication is essential to lead meetings and to inspire the club to develop and work efficiently.
5. **A multi-skilled** – a jack of all trades, some knowledge or experience of all aspects of the club is required.

The core responsibilities of the role

1. To act as any sub-committee member if and when appropriate.
2. Where necessary, provide advice and guidance to all other officers within the committee and provide liaison and communication between the various sections of the clubs.
3. Help manage the committee meetings to ensure every member has the opportunity to express their opinion on relevant matters and ensure that decisions are made on issues.
4. Ensure through liaising with the Club Chairman that the club is running efficiently and is meeting its obligations to the WRU and the District.
5. Contribute to the general standard of the club and provide an understanding of the ethos and codes of conduct required.

The commitment from you

1. A Club President is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload will be constant; possibly heavier at the beginning of the season and particularly around club meetings.
3. The time commitment of a Club President is a minimum of 6 hours a week.

What do you get out of it?

You will have the opportunity to lead a club that has a strong influence within the local community. With energy and commitment you can lead the development of the club for future generations- an achievement to be proud of.
Club Secretary

As Club Secretary, you are a key player in the administration for the club. The role has two distinct parts – internal and external. Internally, you are a central element to running the club. Externally, you are the main contact for external bodies such as the WRU and your club’s District. Having a club secretary is essential to every club, irrespective of the size of the club.

What kind of person should you be?

1. **A good organiser** – to receive, collate and respond to correspondence addressed to the club ensuring it is filed systematically.
2. **A good time manager** – this is essential to ensure that deadlines are met without excess stress.
3. **A good communicator** – this is essential to ensure communication with other committee members in a clear and confident manner as well as communicating with a variety of other stakeholders.
4. **Computer literate** – this is essential for many things such as emailing minutes to committee members, to completing online databases.
5. **Experience in producing correspondence and other documents** - The club will rely on you to answer correspondence and produce minutes.

The core responsibilities of the role

1. Ensure the committee and the sub committees communicate effectively. You will act as the referee making sure everyone produces the correct documents and shares information.
2. Receive all incoming correspondence on behalf of the club, respond to general correspondence, report correspondence to the committee, distribute correspondence to other members where necessary, and file correspondence.
3. Organise regular club committee meetings, ensuring that a record of decisions is made and distributed.
4. Be the main point of contact for the WRU and where necessary, be responsible for co-ordination of the completion of the annual on line audit.

The commitment from you

1. A Club Secretary is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload of a Club Secretary will be heavier at the beginning of the season and should tail off to a constant level thereafter.
3. The time commitment of a Club Secretary is a minimum of 8 hours a week, in the evenings and at weekends.

What do you get out of it?

Being a Club Secretary shows a high level of commitment and significant skills. It is a well-respected position in the club and in the local community.
Club Treasurer

The Club Treasurer is the chief financial manager of the club, maintaining economical integrity and accurately records the club’s financial position whilst providing financial recommendation to the club and being the primary contact with the WRU funding and finance team.

What kind of person should you be?

1. **Well organised** - Being able to keep track of income and outgoings in as an up-to-date, effective and efficient manner as possible
2. **A good time manager** – this is essential to ensure that deadlines are met without excess stress
3. **A good communicator** – this is essential to ensure communication with other committee members in a clear and confident manner as well as communicating with a variety of other stakeholders.
4. **Experience working with finances** - Working within a budget and, experienced making multiple payments and working with several funding opportunities

The core responsibilities of the role

1. Responsible for the management of the club finances in accordance with the decisions of the executive committee, and recommending action on financial matters to the committee.
2. Collecting subscriptions and all money due to the club, paying bills on behalf of club, and recording such information.
3. Keep up to date records of all financial transactions and ensuring all cash and cheques are promptly lodged to club’s account
4. Prepare and present accounts for the end-of-year financial report, audit and financial planning including producing an annual budget and monitoring it throughout the year
5. To help prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE and tax returns).

The commitment from you

1. A Club Treasurer is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months, as this ensures an accurate and detailed end-of-year report along with the enforcement and monitoring of the financial plan and annual budget
2. The workload of a Club Treasurer will be heavier at the beginning of the season and should tail off to a constant level thereafter.

What do you get out of it?

Being a Club Treasurer shows a high level of commitment and significant skills. It is a well-respected position in the club and in the local community. The results of your work can be seen in a well-run club assisting in the quest for on field success.
Club Safeguarding Officer

As the Club Safeguarding Officer (CSO) your primary responsibility is ensuring that the club complies with the WRU Safeguarding Policy and other related matters. Your role is central to ensuring that children and vulnerable adults can participate in rugby in a safe environment. You will be the main point of contact between the WRU and the club in relation to safeguarding matters.

What kind of person should you be?

1. **Approachable and empathetic** – the range of people who may want to talk to you about sensitive matters is wide. It ranges from young players to parents through to coaches and the WRU Safeguarding Unit so being approachable and empathetic is essential to the role.
2. **A good communicator** – to ensure that safeguarding is a whole club responsibility, you will need to communicate the policy and the responsibilities contained in it to everyone in the club.
3. **Able to organise and maintain records** – the process of DBS checks is part of the role. To perform this element, you will need to be organised and maintain records of who has been checked and when.
4. **A multi-tasker** – As the first point of contact for concerns and complaints in the club, you will need to be able to investigate or refer the concern / complaint whilst also interacting with the club committee.

The core responsibilities

1. Act as the first point of contact with the WRU Safeguarding Unit in relation to DBS checks and also concerns / complaints.
2. Requesting and processing DBS applications for all eligible volunteers at your club
3. Ensure that everyone in the club is aware of who you are and how you can be reached should they have any queries / concerns regarding safeguarding in the club
4. Sit as part of the committee particularly when considering its safeguarding matters.
5. Promote the WRU Safeguarding Policy within the Club and ensure it is adhered to.

The Commitment

1. A CSO is appointed for the whole season so you will be expected to perform the role for at least 12 months.
2. The workload will be heavier over the summer due to the influx of new volunteers who have contact with children. Processing DBS checks for these individuals will be a priority at this time. After this, the role will be more about monitoring the club’s activities and dealing with any issues that arise, and processing CRBs for any newcomers, or renewals throughout the season.
3. The time commitment will be around 4 – 5 hours a week at the maximum

What do you get out of it?

This is an opportunity to positively influence the experience of children and vulnerable adults within the club and to ensure everyone can enjoy rugby in a safe environment. Due to the nature of the position, all CSO’s will have to have a valid and up-to-date WRU DBS check.
Club Fixture Secretary
As Club Fixture Secretary, you are a key player in the administration for the club. Having a club fixture secretary is essentials to every club, irrespective of the size of the club. You will be responsible for ensuring games are played on a weekly basis throughout the year.

What kind of person should you be?

1. **A good organiser** – to be efficient correspondence needs to be received, responded to and filed systematically.
2. **A good time manager** – this is essential to ensure that deadlines are met without excess stress.
3. **A good communicator** – this is essential to communicate with other committee members in a clear and confident manner as well as communicate well with other clubs as well.
4. **Computer literate** – this is essential for many things such as updating the club website on fixtures and results, as well as updating the audit with fixtures and results.
5. **Experienced at producing correspondence and other documents** - The club will rely on you to answer fixture related correspondence and track fixtures and results.

The CORE responsibilities of the role

1. Ensure the audit is up to date and complete with both fixtures and results throughout the season.
2. Contacting other teams and clubs in regards to arranging and rearranging fixtures throughout the season.
3. Make every attempt to arrange fixtures on ‘free’ weeks and all missed fixtures are rearranged with the opposing team.
4. Be the main point of contact for the WRU fixture team and where necessary, be responsible for co-ordination of the completion of the on line audit fixtures.

The commitment from you

1. A Club Fixture Secretary is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload of a Club Secretary will be heavier at the beginning and the end of the season but should remain at constant level throughout the main bulk of the season.
3. The time commitment of a Club fixture Secretary is usually a minimum of 4 hours a week, in the evenings and at weekends.

What do you get out of it?

Being a Club Fixture Secretary shows a high level of commitment and significant skills. It is a well-respected position in the club and in the local community.
Junior Section Representative

As the Junior Section Representative, you are part of the Senior Committee and also an integral part of the Junior Committee. This role ensures that the committees of both sections are working in tandem to develop the club, access funding and create a positive rugby environment. Your role goes beyond the committee meetings through liaising with Team Managers to ensure a communication flow in the club.

What kind of person should you be?

1. **A good communicator** – It is essential to communicate with several stakeholders central to the organisation of the club.
2. **A facilitator** – Able to represent the junior / senior committee based on the outcome of the decision even if it conflicts with your own personal opinion.
3. **Team Player** – as a member of the committee you will play an important role in the team running the junior section.
4. **A positive liaison** – Your role with the Team Guardians will require you to present club information in a positive light to encourage engagement from teams and a ‘working together’ attitude.

The core responsibilities of the role

1. Act as the conduit between the two committees ensuring all relevant information is shared.
2. Represent the Junior Committee at Senior Committee meetings and vice versa
3. Be a point of contact for the WRU and share information with both committees.
4. Communicate on a regular basis with Team Guardians to ensure they are receiving all relevant information from the WRU, Junior Committee and Senior Committee

The commitment from you

1. A Junior Section Representative is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload of a Junior Section Representative will vary depending on the agenda of the whole club.
3. The time commitment of a Junior Section Representative will vary depending on the size of the club and the frequency of meetings.

What do you get out of it?

Being a Junior Section Representative shows a clear commitment to the development of the club by ensuring the sections communicate and work together with each other.
Women’s Representative

As the Women’s Section Representative, you are part of the Senior Committee and also an integral part of the Women’s Committee. This role ensures that the committees of both sections are working in tandem to develop the club, access funding and create a positive rugby environment. Your role goes beyond the committee meetings through liaising with Team Managers to ensure a communication flow in the club.

What kind of person should you be?

1. **A good communicator** – It is essential to communicate with several stakeholders central to the organisation of the club.
2. **A facilitator** – Able to represent the women / senior committee based on the outcome of the decision even if it conflicts with your own personal opinion.
3. **Team Player** – as a member of the committee you will play an important role in the team running the women section.
4. **A positive liaison** – Your role with the Team Managers will require you to present club information in a positive light to encourage engagement from teams and a ‘working together’ attitude.

The core responsibilities of the role

1. Act as the conduit between the two committees ensuring all relevant information is shared.
2. Represent the Women’s Committee at Senior Committee meetings and vice versa
3. Be a point of contact for the WRU and share information with both committees.
4. Communicate on a regular basis with Team Managers to ensure they are receiving all relevant information from the WRU, Women’s Committee and Senior Committee

The commitment from you

1. A Women’s Section Representative is usually appointed for a specific term such as a season so you’ll be expected to perform the role for at least 9 months.
2. The workload will vary depending on the agenda of the whole club.
3. The time commitment of a Women’s Section Representative will vary depending on the size of the club and the frequency of meetings.

What do you get out of it?

Being a Women’s Section Representative, shows a clear commitment to the development of the club by ensuring the sections communicate and work together with each other.
Team Manager

A Team Manager is central to the successful operation of a team, from engaging with the committee to engaging with players and parents. The role is interpersonal as well as an information sharing one. Being the ‘go to’ person for the team is essential as well as ensuring everyone has received the appropriate information. You will also play an important role in supporter engagement.

What kind of person should you be?

1. **A good organiser** – Organising information is key to the role; from distributing match details to keeping emergency contact numbers.
2. **Approachable** – you will be the first point of contact for parents to discuss all rugby matters.
3. **A good communicator** – central to your role will be engaging with parents, encouraging them to be active in the club as well as communicating information to parents.
4. **A team player** – you will need to work in tandem with the Junior Representative as well as other team managers.

The core responsibilities of the role

1. Managing the relationship between the club, the team, the parents and the players.
2. Ensure parents / players are aware of match arrangements, club initiatives and volunteering opportunities.
3. Liaise with other club officers to ensure the smooth running of the team through addressing queries and issues in a positive manner.
4. Manage parental behaviour during training / matches to create a positive rugby environment.
5. Maintain a database of player contact details, medical information and emergency contact details and make it available as and when necessary

The commitment from you

1. A Team Manager is in the role for as long as the team is playing!
2. The workload of a team manager will have two aspects, team organisation and team management.
3. The time commitment of a team manager will centre on attending training and matches on a weekly basis, therefore have a large time commitment requirement

What do you get out of it?

Being a team manager is a central role which contributes to the development and organisation of the team. It is an opportunity for you to contribute to the club through liaising with parents and creating positive communication in the club.
Club Health and Safety Representative

The Health and Safety Representative is appointed by the committee and ensures that the health and safety of the club—on and off-field—is proactive and well managed to ensure all a safe environment for all.

What kind of person should you be?

1. **Proactive**—The easiest way to ensure the safety of everyone within the club is to prevent accidents before they happen.
2. **Organised**—Particularly in larger club; where every team needs a first aider, training needs to be organised within or near the club.
3. **A good Manager**—The health and safety representative needs to be able to manage volunteers (first aiders), ensuring they are properly trained and available for the necessary matches.
4. **Experienced with Health and Safety Regulations**—or at least willing to learn standard health and safety regulations which should then be imposed on the club, if not done so before.

The core responsibilities

1. Monitor health and safety issues within the club and make recommendations, if necessary to the main committee.
2. That a number of members are trained on an annual basis in first aid and in the use of fire extinguishers.
3. Manage first aiders, ensuring a minimum of one first aider per team is allocated to every home game.
4. Organise first aid training where available and keep in contact with the WRU to ensure all first aiders are kept up to date with their training.

The Commitment from You

1. As appointed by the Main committee, the usual commitment from the Health and Safety Representative is at least one season (9-months), however it is a flexible position.
2. It is suggested that a minimum of 2 hours a week is committed to ensure management of health and safety is kept to a high level. However, as with most positions, the more time committed, the better the outcome.

What do you get out of it?

Ensuring the safety of an entire community, from mini’s to senior is a very rewarding task, as is the organisation of other volunteers and feeling part of a rugby club as a whole, both off and on field.
Club Coaching Coordinator

As the Club Coaching Coordinator (CCC) you will be the link between the development of the coaching staff, the Coach Development Officer (CDO) and the WRU. You will also be the main contact for coaching matters within the club and actively aid the development of the club’s coaches.

What kind of person should you be?

1. **A motivator** – coaches within your club will need to feed off your enthusiasm and motivation to progress themselves.
2. **A good organiser** – it is essential to keep records of qualifications of the club’s coaching personnel as well as asking new coaching personnel for copies of certificates.
3. **Approachable and friendly** – coaches need to share their personnel development plans with you so it’s important that they feel able to approach you and that you react positively to them at all times.
4. **A strong communicator** – you will receive information that can benefit coaches and so you must be able to share this information effectively with the coaches.

The core responsibilities

1. Maintain an up to date database of club coaching personnel and their qualifications.
2. Assist the club in developing its coaches by agreeing individual development plans. Assist the coaches in achieving their development objectives by communicating with the CDO.
3. Share with coach personnel development opportunities and course information received from the CDO.
4. Act as a point of contact for the WRU and share information with the WRU and the CDO about the current qualification status of the club’s coaching personnel.

The commitment

1. A CCC is appointed for the whole season so you will be expected to perform the role for at least 12 months.
2. The time commitment will be around 2 – 3 hours a week at the maximum during the season.
3. The workload will increase slightly over the summer due to the training and induction of new coaching personnel. After this, it will be a more person oriented role (are the coaches getting to the courses?) alongside information sharing via email.

What do you get out of it?

This is an opportunity to positively influence the education of the coaches within the club and raise the standard of coaching in the club.
What does a Coach Development Officer expect a CCC to do?

This document has been drafted in consultation with the Coach Development Officers (CDO) and sets out guidance around the activities the CCC needs to complete during a season.

Through the annual WRU audit, the WRU award points to clubs who have in place a CCC. It is essential for the sustainability of clubs and the development of coaches that the CCC is actively performing the role. To assist in achieving this, set out below is the minimum expectations of a CCC:-

- For a CCC to be effective, the coaching personnel within the club need to be aware of who the CCC is, what the role is and what assistance you can offer. To achieve this, a CCC should aim to hold regular meetings (depending on the needs of the coaching personnel) but at the very minimum, this must be one meeting at the beginning and end of the season.

- To promote the development of coaching personnel who want to progress, CCC’s should agree with the coaching personnel individual plans to further their development in accordance with the Pathway Recommendations. This will assist both the individual and the CCC in locating the correct opportunities. These plans should be copied to the CDO who can support the development process.

- A CCC’s role is not limited to one particular section of the club. A CCC must work with all sections. If the size of the club makes this difficult then the Club can appoint a senior CCC with support CCC’s. However, the senior CCC will be the individual responsible for the coaching development of the whole club.

- Each season the Club has to enter to MyWRU the details of the coaches for each team. The CCC is an important part of this process ensuring that accurate data is entered. To achieve this, the CCC will need to provide the data to the Club Secretary / Club Auditor.

- Evidence that the CCC is working with the Club Safeguarding Officer (CSO) to ensure coaches are CRB checked where necessary is also part of the role:-
  - In practical terms, if new coaching personnel join the club their CRB status needs to be established as soon as possible and then the CCC should assist the CSO in ensuring the personnel completes the required forms.
  - CRB’s have a validity of three years. It is recommended that CCC’s take the time to create a simple spreadsheet to record the CRB status and CRB start date of the coaches. This will assist the CCC’s in monitoring when coaching personnel need to renew their CRB.

- In addition to monitoring the CRB status, the coaching level of the individuals can be added along with the dates of further qualifications. This list will assist the CCC in demonstration to the CDO that they have been active in promoting coach development within the club.
Club Volunteer Coordinator

Volunteers are the workforce of rugby clubs so as the Club Volunteer Coordinator you will be responsible for managing that workforce. As well as answering recruitment queries and leading recruitment drives, you will ensure that current volunteers are satisfied and want to continue to volunteer.

What kind of person should you be?

1. **A good listener** – It’s important to identify barriers to volunteering and this can be achieved through listening to the experiences of your current volunteers. You also need to identify and utilise relevant or useful skills they may have.
2. **Confident** – volunteers take reassurance from someone who has confidence in their role.
3. **A leader** – volunteers work best with someone leading their work and delegating tasks.
4. **An effective communicator** – communication is central to the role both in recruiting volunteers, working with existing volunteers and communicating the benefits of volunteering.

The core responsibilities

1. Maintain an up to date database of volunteers in the club. Coordinate with the Club Safeguarding Officer to ensure volunteers have the appropriate background checks where necessary.
2. Plan the most effective use of the volunteers within the club based on the skills they have and the role they are seeking. Establish with volunteers their desired level
3. Develop a club wide plan relating to volunteering. Develop and support individual plans to increase the skills of volunteers.
4. Operate a volunteer reward scheme in the club ensuring that the effort of volunteers is recognised by the whole club.

The commitment

1. A Club Volunteer Coordinator will be appoint for the whole season so you’ll be expected to perform the role for at least 9 months.
2. The workload will be constant throughout the season with periods of higher activity at the beginning and the end of the season.
3. The time commitment will be approximately three hours a week

What do you get out of it?

This is a very social role with everyone needing to know your name. It’s also a prominent role with the development of volunteering plans and leading initiatives. It is also a creative one, particularly around the operation of the reward scheme. Seeing the volunteers return season after season will give you a sense of pride and ensures the club is sustainable.
Club Recruitment and Marketing Manager

The Club Recruitment and Marketing Manager is in charge of recruiting not only players and coaches, but also all off-field help from committee members to first aiders, through developing schemes and advertising, as well as working with the WRU.

What kind of person should you be?

1. **A ‘people’ person** - The Recruitment manager should not only be able to work with all different types of people, but also understand how a person’s skill set is best utilized within the club structure.

2. **Communicative** - being able to communicate efficiently and effectively through many forms of communication, such as telephone, email and social media, is a vital skill needed as a recruitment manager.

3. **Strong interpersonal skills** - and relationship management is essential to the success of effective recruitment.

4. **Understanding the needs of the club** - Knowing where there is a gap in volunteering within the club is a vital part of knowing who to recruit and why.

The core responsibilities

1. **Volunteer recruitment** - Depending on the demands and needs of the clubs, the recruitment manager must find and recruit new volunteers through various means, including organizing volunteer days and drives.

2. **On-field recruitment** - Working closely with the club committee and current on-field team, the recruitment manager is tasked with finding and recruiting players and coaches where the club needs and wants it.

3. **Design and implementation of initiatives** - to bring in more volunteers and players, the recruitment manager is in charge of designing and implementing new recruitment drives, such as recruitment days, whilst working with the WRU to maximise interest in the club.

4. **Role designation** - when a new volunteer is either applying or accepted into a role, it is the recruitment manager’s job to ensure that all new members are aware of their roles and responsibilities.

The Commitment from You

1. Completely dependent on the needs and goals of the clubs, which can range from weekly work year round, to a few off-season months as an initial driving force in large recruitment drives.

2. It is suggested a minimum of 1 season is worked (a 9-month period) to best understand the clubs needs and wants.

What do you get out of it?

Great experience and fulfilment working with every role within a rugby club and learning more about the inner workings of a club. This role comes with a very high level of satisfaction with great support from the WRU.
Team Physiotherapist

A Club Team Physiotherapist is attached to the club and should be able to offer advice, training and therapy to any and all players within the club and should be able to operate both on their own and as part of a team.

What kind of person should you be?

1. **Well Organised** - The physiotherapist should be organised enough to have all equipment and strapping they might need ahead of training and games.
2. **Experienced** - Experience and training in physiotherapy is vital as not only could a lack of training lead to ineffective injury management, but could lead to further injury.
3. **Eager** - being positive and eager is very important to ensure that the players get the best treatment available.
4. **Involved in Continuous Development** - As the field of physiotherapy evolves and progresses, so should the application of your practice on the players.

The core responsibilities of the role

1. **Injury Management** - First and foremost you are responsible for helping the recovery of all players, from minor to more serious injuries.
2. **Injury Prevention** - By developing specific training programs which can be given to players to complete or tailoring programmes for individual needs.
3. **Strapping** - Applying strapping to those who need it either before the game or during the game but also to understand when strapping would be a waste of resources and potentially damaging to the players.
4. **Recovery** - By use of various methods, the recovery of players from both injury and post-match soreness should be managed by the physiotherapist.

The commitment from you

1. The usual commitment for a physiotherapist is attending training twice a week and game days at the week end (roughly 6 hours a week). This is recommended to last at least 1 season (a period of 9-months)
2. Additional personal training courses should also be considered for this role.

What do you get out of it?

This is an excellent opportunity to develop your skills, knowledge and experience as a physiotherapist in a real, working environment and can help you to become part of a team both on and off the field.
Club Webmaster

As the Club Webmaster you will be in charge of building and improving the clubs website and keeping the information on the website up-to-date.

What kind of person should you be?

1. **Creative** - The website should be well presented, attractive and user friendly for the public.
2. **Good management skills** - are required to ensure the site meets the demands of the club and the clubs members.
3. **A great communicator** - Both written and oral communication skills are essential when transferring the information given from the club to the information published on the website.
4. **Computer literate** - A good experience working with web design/management is very helpful as a club webmaster

The core responsibilities

1. **Content** - Webmasters work with the club committee, club coaches and PR roles within the club to determine the strategy and function of the website and to supply high quality and up-to-date information supplied from club photographers and writers.
2. **Functionality** - The functionality, as with the content, is co-managed by other members within the club to meet the requirements of the club. This could be adding an online catalogue for a club shop or Clubhouse Functions
3. **Performance** - It is the webmasters role to control and maintain a high performing website, testing content to ensure clear display, easy to use site maps, and meet’s accessibility demands and requirements
4. **Troubleshooting** - Linked with performance, the webmaster must perform regular checks to repair broken links or troubleshoot any and all problems with content (such as unloading photographs/videos). Security systems must also be managed by the webmaster to ensure protection from viruses or cyber criminals.

The Commitment from You

As discussed a club webmaster must constantly up-date the website. It is recommended at least once a week over one season (a 9-month period) is needed to provide a high quality website.

What do you get out of it?

Great experience in web design and building, as well as the opportunity to gain computer management knowledge and skills and to be creative for the good of both the rugby club and the WRU.
Public Relations Officer

The PR officer is in charge of the public image of the rugby club, working with the club webmaster, local newspapers and social media websites to promote a positive club image to local communities and beyond.

What kind of person should you be?

1. **Have great interpersonal skills** - as the PR officer works closely with many members within the club, in particular the webmaster.
2. **Knowledgeable about media** - a good knowledge about the local media and different media platforms, such as printed and online newspaper, local photographers and journalists.
3. **Ambitious and Pro-active** - Consistent work to increasing the public image of the club in a positive way in as many ways as possible.
4. **Creative and communicative** - being able to write match reports and club event articles in a creative, effective and interesting way is helpful if no fixed journalist is attached to the club. Experience in photography may also be helpful but not necessary.

The core responsibilities

1. **Connect** - connecting with the various people not only within the club, such as committee members and webmasters, but also with the community as a whole, local newspapers, photographers and journalists. Keeping connected with the WRU is also a very useful tool for positive promotion.
2. **Promotion** - It is vital the club is promoted in a good and positive way with as many events as possible, working through the club webmaster, social media or local media teams. Promoting stories through the WRU is also a vital part of building grassroots rugby.
3. **Organise ongoing projects** - Ensuring that weekly match reports are written with photography if available and that any and all success stories that can promote the club in a positive within the community are shared.
4. **Photographer and Journalist** - In the case of not being able to find anyone to fill in as a match reporter, event journalist or photographer, it is the PR officer’s job to fill in these roles as best they can, so photography and journalism experience may prove useful.

The Commitment from You

The suggested minimum commitment is once a week to help with the match reports in season, over a period of a season (9-months). However, the more time committed, the more both you, and the club, get out of it.

What do you get out of it?

Being an integral part to increasing the profile of both the team in your community and throughout Wales, and to increasing the profile of all grassroots rugby. A very rewarding task gaining plenty of experience with many companies throughout your community and the WRU.
Volunteering Policy

Introduction

This policy sets out the broad principles for voluntary involvement within the Welsh Rugby Union and its member clubs. It is of relevance to all within the organisation, including volunteers, staff, members, and those elected or appointed to positions of responsibility.

This policy is endorsed by the Club Operations Unit within the Welsh Rugby Union and will be reviewed annually, to ensure that it remains appropriate to the needs of the Welsh Rugby Union, its member club’s and its volunteers.

It is worth noting this policy is merely a guide and a template which the WRU encourage clubs to adopt and adapt to their needs.

Commitment

The Welsh Rugby Union acknowledges that volunteers contribute in many ways, that their contribution is unique and that volunteering can benefit users of services, staff, local communities and the volunteers themselves. The Welsh Rugby Union values the contribution made by volunteers and is committed to involving volunteers in appropriate positions and in ways which are encouraging, supportive and which develop volunteering The Welsh Rugby Union recognises its responsibility to arrange its volunteering efficiently and sensitively so that the valuable gift of the volunteer’s time is best used to the mutual advantage of all concerned.

Definition

Volunteering is an important expression of citizenship as well as an important component of democracy. Volunteers are people who are, unpaid and of their own free will, contribute their time, energy and skills to benefit the community.

Statement of values and principles

Volunteering is a legitimate and crucial activity that is supported and encouraged by The Welsh Rugby Union and is not intended to be a substitute for paid employment. The role of volunteers complements but does not replace the role of paid staff.

Appropriate steps will be taken to ensure that paid staff are clear about the role of volunteers, and to foster good working relationships between paid staff and volunteers.

Volunteers will not be used during times of industrial action to do the work of paid staff.
The volunteer role is a gift relationship, binding only in honour, trust and mutual understanding. No enforceable obligation, contractual or otherwise, can be imposed on volunteers to attend, give or be set a minimum amount of time to carry out the tasks involved in their voluntary activity. Likewise the organisation cannot be compelled to provide either regular tasks, payment or other benefit for any activity undertaken by the volunteer.

Although volunteers offer time freely and willingly without binding obligation, there is a presumption of mutual support and reliability. Reciprocal expectations are acknowledged – both of what the organisation expects of volunteers and what volunteers expect of the organisation.

Volunteer Co-ordination

All volunteers will have a nominated member of staff or volunteer within the club to offer guidance and advice to help the volunteer carry out tasks effectively. Volunteers will be informed of who to contact to receive support and supervision.

The nominated post holders with overall responsibility for the development of voluntary activities within the organisation are Claire Coleman and Matthew Russell. They are responsible for the management and welfare of the organisation’s volunteers.

Recruitment & Selection

The Welsh Rugby Union is committed to equal opportunities and believes that volunteering should be open to all regardless of race, gender, religion, sexual orientation, political beliefs or offending background that does not create a risk to vulnerable groups including children. The acceptance of volunteer assistance for a particular role is made on merit, the sole selection criterion being the individual’s suitability to carry out agreed tasks. Information about the volunteer not relevant to the performance of the volunteering tasks concerned will be disregarded by the organisation in terms of recruitment and selection.

Volunteering opportunities will be widely promoted in ways that makes them accessible to all members of the community.

Volunteers who are considered unsuitable for a particular task will either be offered alternative voluntary involvement with the organisation or referred to the nearest Volunteer Centre.
All volunteers will be asked to produce two references and will be invited to attend an informal interview. If the volunteer will be carrying out activities with vulnerable groups (children and/or adults) there may be other safer recruitment procedures carried out including asking a volunteer to undergo an enhanced Disclosure and Barring Services (DBS) check. More detailed information will be made available specific to legislative requirements and to the particular volunteer position.

Volunteers will have a clear and concise task description, which will be subsequently reviewed every year. The task description will be prepared in conjunction with the volunteer and the designated people referred to above.

New volunteers will be properly inducted into the organisation.

Volunteers will be properly briefed about the activities to be undertaken and given all the necessary information to enable them to perform with confidence.

Training & Development

All volunteers will be made aware of and have access to all the organisation’s relevant policies, including those relating to volunteering, Health & Safety, safeguarding vulnerable groups and equal opportunities.

The development of training and support for volunteers is a high priority for the organisation in order to equip them with the necessary information and skills to carry out their tasks. It will be the responsibility of the designated people referred to above to see that this training is provided. It is the responsibility of the volunteer to attend relevant training.

Training in the supervision of volunteers will be provided for all those who have direct responsibility for volunteers.

Support, Supervision and Recognition

Volunteers will have a named person to whom they can take their volunteering concerns and seek guidance and support.

Volunteers will have access to regular support and supervision. This will enable both the volunteer and the supervisor to identify, monitor and evaluate the volunteer's involvement, recognise achievements and identify individual training needs, including that relevant to their particular volunteering role and to their wider personal development. The frequency, duration and format of these sessions will be negotiated between the volunteer and the designated officer referred to above.
Volunteers will be given the opportunity, where relevant, to share their views and opinions with the organisation's wider staff, at staff meetings etc.

A process will be developed in order to give formal recognition of the contribution of the organisation's volunteers (e.g. internal awards, articles in newspapers and newsletters, thank you letters etc.) or outline any existing process.

**Expenses**

The Welsh Rugby Union recognises that the reimbursement of expenses incurred in traveling to and from the place of volunteering or in the course of volunteering is important from an equal opportunities point of view. This is necessary to ensure that all individuals have access to voluntary opportunities.

The Welsh Rugby Union encourages its member clubs to reimburse its volunteers for out-of-pocket expenses however the club is under no obligation to reimburse expenses. The club will explain what, if any, expenses are to be incurred during the activity undertaken by the volunteer and what, if any, expenses can be reclaimed from the club and/or the organisation.

It is the responsibility of the club to make volunteers aware of the procedure for the reimbursement of expenses.

**Insurance**

The organisation's liability insurance policies include the activities of volunteers and liability towards them.

The organisation does not insure the volunteer’s personal possessions against loss or damage.

**Confidentiality**

The organisation will advise the volunteer on its confidentiality policy and procedures, where relevant. This would include those relating to personal information held by the organisation relating to the volunteer.
Settling Differences

The organisation aims to treat all volunteers fairly, objectively and consistently. The organisation seeks to ensure that volunteers’ views are heard, noted and acted upon promptly and aim for a positive and amicable solution based on the organisation's guidelines for settling differences.

The designated officer within the club is responsible for handling problems regarding volunteer complaints or conduct and these should be referred to him/her. In the event of a problem, all relevant facts should be obtained as quickly as possible. Support will be provided by the organisation to the volunteer while it endeavours to resolve the problem in an informal manner. If an informal resolution proves impossible, the organisation's wider grievance or complaints policies and procedures (which include volunteers) will be referred to. If a volunteer’s behavior is repeatedly or seriously unacceptable, they may be asked to change their role, or to leave the organization.

Rights and Responsibilities

The organisation recognises the rights of volunteers to:

- know what is (and what is not) expected of them
- have adequate support in their volunteering
- receive appreciation
- volunteer in a safe environment
- be insured
- know their rights and responsibilities if something goes wrong
- receive relevant out-of-pocket expenses
- receive appropriate training
- be free from discrimination
- be offered the opportunity for personal development

The organisation expects volunteers to:

- be reliable
- be honest
- respect confidentiality
- make the most of training and support opportunities
- carry out tasks in a way that reflects the aims and values of the organisation
- carry out tasks within agreed guidelines
- respect the work of the organisation and not bring it into disrepute
- comply with the organisation's policies