



# Satellite Clubs Guide

## Developing a successful satellite club



LOTTERY FUNDED

# Introduction

Helping more young people take the step into community sport is at the heart of Sport England's 2012-17 Youth and Community Strategy.

We believe satellite clubs can bridge the gaps between school, college, university and community sport, and provide new opportunities for young people to create lifelong sporting habits.

## About this guide

This guide offers practical step-by-step information and resources for community sports clubs to help you plan, set-up and maintain successful satellite clubs. It is a reference toolkit from which relevant sections can be used to advise and guide across a range of sports.

**Name of county sports partnership:**

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**Name of person with responsibility for satellite clubs with the county sports partnership:**

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**Name of national governing body contact:**

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**Phone number:**

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**Email address:**

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# About satellite clubs

## What is a satellite club?

Satellite clubs are extensions or outposts of community sports clubs which are established in a new venue, usually a secondary school or college and specifically targeted at the 11 to 25 age group.

It's a common concept. Think about local versions of supermarkets. Brands that customers know and trust combined with the convenience of being based around the corner.

Satellite clubs are run by sports clubs who bring their expertise and enthusiasm to a place where young people already meet. Coaches and volunteers from or linked to the community hub club work in partnership with the satellite host venue to create a new satellite club.



Figure 1: An example of a satellite club model

## Why do we need satellite clubs?

The step from school or college sport to a community club is often too great for young people. This is why so many 11-25 year olds in particular drop-out of sport. Satellite clubs make it easier for young people to stay in sport, or to start playing sport for the first time.

## Who are satellite clubs for?

Satellite clubs are aimed at 11-25 year olds. Typically, a satellite club is for a young person who enjoys sport but is not currently a club member, perhaps put-off because they can't commit to the training/playing schedules. They may be restricted in terms of how far they can travel or how much they can pay, or they may simply want to enjoy sport as a social activity.

<b>Hub Club</b>	A hub club is a community sports club registered with the NGB for the sport(s).
<b>Satellite Club</b>	A satellite club is run by the hub club but takes place in another venue. Whilst this is usually a school or college this is sport dependent, with a strong link to the hub club.
<b>Host Venue</b>	The community venue (usually a school or college) where the satellite club is based.

## Satellite clubs usually have the following features:

- Based locally, usually in a secondary school or college, but within geographical proximity to the hub club
- Open to all young people across the community, not just those attending the secondary school or college where the satellite club is based
- Run regularly (at least once a week), with delivery not just limited to term time
- Held at a time when young people in the local area can use the facility
- Clearly identifiable as a community sports club
- Usually run by community club coaches and volunteers – an essential link to the hub club
- Structured less formally with more flexible membership and rules, such as those covering kit and equipment, in comparison to the hub club
- Targeted at specific groups, for example, focusing on disability sport or running age or gender specific sessions

## What are the benefits for your club?

Setting-up a satellite club can have a number of benefits for your club;

- They can attract new members from a wider range of young people and keep them engaged and active over the long run
- It's a new way to find young leaders and volunteers
- It will raise the profile of your club in the local community
- Satellite clubs can help you earn more revenue for your club and encourage long-term sustainability
- Satellite clubs can help reduce waiting lists
- Introducing a satellite club can help you think differently about where you provide your sport, how you deliver it and who you deliver it to.

**A satellite club should be sustainable beyond the funding cycle**

# Steps to developing a satellite club

This guide provides eight simple steps and principles for you to consider, follow and adopt to help you to set-up a satellite club. These are outlined below:

## **1: What do you want to achieve?**

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What are the objectives for your satellite club?

## **2: Understand who you are targeting**

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What type of young person may attend?

## **3: Develop the right partnerships**

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Which partners can help you set up your satellite club?

## **4: Finance your satellite club**

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How do you plan to finance your satellite club?

## **5: Make it happen**

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How can you translate your plans into action?

## **6: Attract young people to your satellite club**

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How can you attract young people to the satellite club?

## **7: Keep them coming back**

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How can you keep people coming back every week?

## **8: Keeping momentum**

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How can you help young people to make their next step in sport?

## **Guidance & Resources**

**Page 35**

Guidance on recommended standards and templates to help you.

# Step 1: What do you want to achieve?

Good planning is the key to your satellite club's success. Think about what you want to achieve and the objectives for your satellite club. These should be in line with your overall club development plan and could include:

- Recruiting and retaining new participants in sport and increasing your club capacity.
- Branching out within a new community.
- Broadening what your club can offer to attract a wider range of young people. For example, create a new junior section within your club or expanding junior provision to include more recreational sessions.
- Develop opportunities for specific groups, such as disability sport, or age/gender specific sessions.

As a club our objectives for our satellite club(s) are:

Successful satellite clubs have found that there are a number of key requirements for community sports clubs to consider prior to setting-up a satellite club.

## Check to see if you are ready...

As a club we:	Yes / No
Welcome young people of all backgrounds and ability	
Are open to and have space for new members, or want to grow our capacity through the development of satellite clubs.	
Have sufficient volunteers and leaders within our club	
Understand and 'buy in', to the principles of satellite clubs	

## How can you sustain your satellite club in the long term?

## Step 2: Understand who you are targeting

Identifying and understanding the target audience for your satellite club is key. Thinking about their needs, likes, barriers and motivations to take part in your sport is critical to success and will help to shape plans for your satellite club.

### Age groups

The 11 to 25 age group in particular is a crucial time when evidence shows that too many young people drop out of sport. As they get older, life (and in particular their attitude to sport) becomes more complex. They may have less time and energy, feel more self-conscious or belong to social groups who don't participate. For the older participants in this group, sport is no longer a compulsory part of their day at school.

Age group	Things to think about
11 - 16	<ul style="list-style-type: none"> <li>• In full-time education, with school work and exam pressures which can lead to irregular attendance patterns</li> <li>• Motivated increasingly by the personal satisfaction and enjoyment that taking part in sport brings</li> <li>• Growing independence</li> <li>• Other demands on time – wider social interests</li> </ul>
16 - 19	<ul style="list-style-type: none"> <li>• May be in education, employment or unemployed</li> <li>• Motivated increasingly by the personal satisfaction and enjoyment that taking part in sport brings</li> <li>• Independent including financial independence</li> <li>• Other demands on time – wider social interests</li> <li>• Appearance and looking good important</li> </ul>
19+	<ul style="list-style-type: none"> <li>• May be in higher education, employment or unemployed</li> <li>• A more diverse age group with a wide range of interests, aspirations and reasons for participating in sport.</li> <li>• Diverse range of income, transport methods, time available for pursuing leisure activities.</li> <li>• Independent, transient, mobile</li> </ul>

Sport England are developing a youth market segmentation tool which will help those delivering sport better understand demand from young people and how to provide the right offer to them.

## Common barriers to overcome

As satellite clubs have been shown to attract a new audience to sport, it is also crucial to understand the real barriers that may prevent young people from joining traditional sports clubs. This will help you to make some informed decisions about where, when and how you organise your satellite club.

### Common Barriers

#### “I can’t get there”

- It might be difficult to get to your club on time, or often enough.
- In rural areas, long distances can rule out participation.
- Young people miss out on after-school activities if there is no safe or reliable way to travel home later.
- Research shows that most young people rely on parents to organise their travel to a sports club.
- The journey may feel unsafe by foot or public transport.

#### “I don’t believe I have the ability”

- There is a common perception that you must be ‘good’ at sport to join a club. Young people often feel they aren’t good enough or they are just not ‘sporty’.
- Many young people who attend satellite clubs have not joined sports clubs before.
- Either they have had early poor experiences in clubs or school or they simply don’t believe in their own ability.
- Attending your club will have involved overcoming many of these fears just to arrive at the door.

### Potential solutions

- Basing satellite clubs in local venues, where young people already meet and are comfortable, overcomes this.
- Consider local transport routes and networks when selecting suitable hub clubs and satellite club venues. If the satellite club is not on a local bus route, this may prevent other young people from attending.
- It is crucial young people have a great experience at the satellite club from the very start.
- This may mean reducing the importance of competition and winning and developing the social element of the club.
- Build in achievable goals, targets, challenges and competitions that are adaptable to meet ability levels of wide range of young people.
- Provide leadership and other volunteer roles that young people who are not sporty can still demonstrate their skill, achieve and feel valuable to the club.
- Think carefully about images you use in communications about your club. Use images of non-sporty young people wearing non-traditional kit.



## “I don’t feel comfortable outside my friendship circle”

- Young people can be nervous about starting new activities or meeting new people alone – they want to bring a friend or join in with, someone they already know.
- Because satellite clubs are close to home or school, it’s easier for young people to join with their friends. Ensure you promote your satellite club as a place for everyone, with no experience or skills necessary and that it’s OK to bring a friend. Because satellite clubs are local, word of mouth will be the best way to recruit new members.
- **P. 16-23** have ideas how to create a satellite club offer that is appealing to young people lacking confidence to join in.

## “I can’t afford it”

- Membership fees are too high for the family budget.
- Offer different (lower) prices than your usual club fees.
- The cost of equipment and kit adds to this burden.
- Consider flexible fee structures, like pay-as-you-play.
- Families are already paying for other youth activities.
- Provide most equipment and kit.
- Money spent upfront seems wasted if the young person quits.
- Being a quality accredited club will mean it’s valued as quality activity for young people.
- Travel costs are unaffordable

## What do young people want from satellite clubs?

Successful satellite clubs have found a number of things young people like about participating in a satellite club. Think about the following when planning your satellite club;

### **a chance to do sport on their terms**

‘Somewhere convenient to play’  
‘With friends’  
‘Without embarrassment’  
‘Wearing what I want’  
‘Flexible, it allows me to cope with my other commitments’

### **a chance to enjoy being active:**

‘Take part in something fun’  
‘Try new sports’  
‘Compete when I have a fair chance of winning’  
‘Fulfil my potential and progress if I want to’

All young people face barriers and a truly inclusive club is accessible to all. You may find the tool in Annex 3 **P. 42** useful to support retention of young people and help them progress in sport. Consider participants’ background (gender, culture, faith, social status) and talk to similar young people to identify barriers and threats and help overcome them.

The English Federation of Disability Sport (EFDS) also have a tool which they have developed to encourage clubs to think about including more young disabled participants

<http://www.inclusion-club-hub.co.uk/>

The Women's Sport and Fitness Foundation have some useful tools and tips they have developed to encourage more female participants.

<http://www.wsff.org.uk/resources/tools-and-resources-for-deliverers>

## Step 3: Developing the right partnerships

Whilst planning your satellite club utilise all the help, advice and support you can from partners.

Your **county sports partnership (CSP)** has a person responsible for supporting the development of satellite clubs in the county. They work with **national governing bodies of sport (NGBs)**, schools, colleges and other local partners to help establish satellite clubs.

The right local partners can help your club:

- Gain access to local schools, colleges and community groups
- Connect with young people and learn what they really want from sport
- Locate new facilities suitable for youth sport
- Meet new coaches who are good with young people
- Discover new resources and develop new projects.

A solid partnership can significantly strengthen your success. Once your satellite club is open, local partners are key to its continued success. Suggested club partners are shown on the following page.

Your CSP satellite clubs contact can also help you link with other local partners. You may find the tool at Annex 2 on **P. 41** useful to help you plan.

**Involving the right partners will help ensure your club is sustainable**

Benefits	How do I contact them?
<b>Essential Partner:</b> Your local County Sports Partnership (CSP)	
<p>CSPs represent local organisations working together to increase participation in sport. They have an overview of all sport in the county and can:</p> <ul style="list-style-type: none"> <li>• Link you with other agencies</li> <li>• Provide details of other coaches who may help</li> <li>• Point you towards training for coaches and volunteers</li> <li>• Suggest sources of funding</li> <li>• Advise about safeguarding</li> <li>• Identify areas of activity your sport could tap into</li> <li>• Link the satellite club to other local programmes</li> <li>• Support with the use of volunteers</li> </ul>	<p>A list of CSPs can be found at <a href="http://www.sportengland.org/our-work/local-work/county-sports-partnerships/">http://www.sportengland.org/our-work/local-work/county-sports-partnerships/</a></p> <p>Each CSP has a person responsible for supporting the development of satellite clubs</p>
<b>Essential Partner:</b> Your national governing body of sport (NGB)	
<p>Your NGB can advise you on their national vision for increasing youth participation. The help they offer varies but might include:</p> <ul style="list-style-type: none"> <li>• Satellite club support packages</li> <li>• Links to other satellite or hub clubs you can talk to</li> <li>• Advice on adapting your sport and equipment to make it attractive to a wider range of young people</li> <li>• Qualifications and training for coaches, leaders and volunteers</li> <li>• Entry level competition</li> <li>• They may have activators or other local staff that will help</li> </ul>	<p>A list of NGBs can be found at <a href="http://www.sportengland.org/our-work/national-work/national-governing-bodies/sports-that-we-recognise/">http://www.sportengland.org/our-work/national-work/national-governing-bodies/sports-that-we-recognise/</a></p> <p>Most NGBs have a local or regional officer who will support you to establish your satellite club.</p> <p>Your CSP should be able to tell you how to contact them.</p>
<b>Essential Partner:</b> Local authorities	
<p>Your club could be linked to other activities within your community such as holiday schemes, youth activities and clubs. Your local authority may hold information regarding local funding you could tap into.</p> <p>They may help promote your club</p>	<p>Your CSP will tell you who is the best contact within your local authority.</p>
<b>Essential Partner:</b> Host schools and colleges (and others from the neighbourhood)	
<p>Schools and colleges are ideal for seeking young people's views to discover what would appeal to them. This will help your satellite club:</p> <ul style="list-style-type: none"> <li>• Engage with young people and recruit new members</li> <li>• Get an idea of the wants and needs of local young people</li> <li>• Link with existing after-school sports programmes</li> <li>• Recruit young leaders and volunteers</li> <li>• Access school facilities</li> <li>• Promote your satellite and hub club activities.</li> </ul>	<p>Your CSP will support you with making contact with the school.</p> <p>Many colleges have College Sport Makers who are great contacts to support the development of satellite clubs. Your CSP can tell you which colleges have them.</p>

# Step 4: Finance your satellite club

Finance doesn't have to be a barrier to establishing a satellite club as one advantage is it's potentially low cost. You are not replicating your existing club on a new site – just providing the experience of a sporting activity, and taking it to a local venue. Identify the costs and find income to ensure that the club can be sustained.

## Stage 1: Identify costs

The first step is to think about any potential costs. You might be pleasantly surprised to find these are relatively low. A club cost calculator can be found below;

Things to consider	How to calculate	Estimated Cost
<p><b>Facility Hire</b></p> <p>Do you need to pay facility hire for the satellite club?</p> <p>Can local partners get you a better deal?</p> <p>Can you avoid this cost altogether? If you are delivering in an existing youth club, for example, there may be no facility costs at all.</p> <p>Can you negotiate timings? Some timings e.g. Fridays that are generally unused are popular with young people</p> <p>Can space such as grassed or tarmac areas be used during summer or for part of your session?</p>	<p>No. of weeks x charge x no. hours of facility use.</p> <p>(Remember to check if VAT is included in the initial quote and whether your club is eligible to pay VAT)</p>	£
<p><b>Coaching</b></p> <p>Do you have a volunteer coach or do you pay someone?</p> <p>Do you pay coaches or volunteers' travel costs?</p>	<p>(No. of hours x no. of coaches/volunteers) + Travel costs</p>	£
<p><b>Training and qualifications</b></p> <p>Will you fund young people to take Sports Leaders or NGB Leadership awards?</p> <p>If volunteers need to gain coaching qualifications, will you cover the cost?</p> <p>Will you have to fund first aid or safeguarding training?</p> <p><b>Talk to your county sports partnership</b></p>	<p>No. of coaches/ volunteers x cost of course (- any available subsidy from CSP) Plus travel costs</p>	£

Things to consider	How to calculate	Estimated Cost
<p><b>Equipment</b></p> <p>What equipment will you need?</p> <p>Start with a list of the absolute minimum. If you're modifying your sport or adapting activities, you may need less equipment. Don't expect the young people to bring their equipment/clothing. You will need to provide it.</p> <p>Will you have to buy new equipment or do you already have it?</p> <p>Some sport national governing bodies may be able to loan start up equipment.</p> <p>What quantities are needed and what is the cost per item?</p> <p>Consider storage or transportation costs Can the equipment be shared across sites? If so, how will the coach transport it?</p> <p><b>Consult with your sport's NGB</b></p>	<p>Estimated number of participants x equipment cost per item.</p> <p>Add cost of storage and/or transport.</p>	<p>£</p>
<p><b>Insurance</b></p> <p>Will there be additional insurance costs or can the satellite club be insured under existing club insurance?</p> <p>Who will cover this cost – your club, the facility provider, a partner, or can this be included in the participant fee?</p>	<p>Discuss new activity with your current insurer. Never assume a new venue or increased number of participants are covered.</p>	<p>£</p>
<p><b>Promotional costs</b></p> <p>Printing publicity materials can be expensive – find out about design, printing and distribution costs Does your CSP/NGB have a template design that can be re-used without reprinting for future sessions The more you print, the less the cost per item is.</p> <p>Updating your website and adding material to a partner's website is inexpensive but may account for some small costs.</p> <p>Think about offering prizes and rewards.</p> <p>What inexpensive ideas can you come up with? There is no need to spend a lot on promoting your satellite club. Young people are attracted by exciting experiences and social media not glossy leaflets.</p>	<p>Do any young people or their peers have the skills to do design or website updates, social networking feeds etc?</p>	<p>£</p>
<p><b>Travel costs</b></p> <p>Are you planning to subsidise:</p> <ul style="list-style-type: none"> <li>• travel costs for a visit to the hub club?</li> <li>• a friendly competition with another satellite club?</li> <li>• support travel costs for young people with support needs?</li> </ul>	<p>Cost of transport (number of participants x contribution) Number of young people who may require support to access the club x cost</p>	<p>£</p>

## Stage 2: Find income

One of the great features of satellite clubs is that they can deliver big results for a small amount of money. Another attraction is that your club does not have to foot the bill alone. Your club may need to make a modest initial outlay but participants, fundraising activities and partners can also help with costs.

### Participant contributions

To start with, you may choose not to expect a contribution from young people attending your satellite club, but in the longer term, it's a good idea to think about charging small amounts. If you are planning to add a cost, be sure this is communicated from the start along with exactly when the charge kicks in.

Keep contributions low and be creative about pricing. Remember cost can be a huge barrier that keeps many young people from sports clubs. Ensure that they are different to your club membership fees and reflect a more casual attendance pattern.

Some pricing mechanisms you could use include:

- Pay and play
- Discounts for block booking
- Time-limited discount vouchers
- Incentive models (receiving a reward after a specified period of attendance)

When giving something away for free, remind young people of its value (i.e. you could say: 'Attending the satellite club for the next six weeks usually costs £6.00, but you can attend for free with this voucher'). In this way you build up an expectation that there is a cost involved.

Talk to young people about pricing. Help them understand the costs associated with running their satellite club and ask them for suggestions. Offer them options: maybe they would rather help with fundraising than pay a fee.

### A flexible membership structure

Satellite clubs provide a chance to introduce new, more flexible membership categories for young people. These should reflect the young person's involvement in the satellite club, whether they are paying to play occasionally or on a regular basis. Offering a range of flexible memberships or fees, gives the young person a clear pathway if they want to build up to becoming a full member of your club.

**Consider the long term financial sustainability of your satellite club from the outset**

## **Fundraising**

Draw up a fundraising plan, a club launch date and invite local media. Cash coming in at the start offers breathing space – time to build your satellite club's reputation and financial security.

When you think about asking for donations or sponsorship, play to your many strengths.

### **Your satellite club:**

- Is a local voluntary group
- Has a strong neighbourhood link
- Works in partnership with other community groups
- Provides positive activities for local young people
- Listens to local young people, delivering what they want and keeping them active

Many individuals, businesses and organisations will support your goals in principle and with some persuasion they might match these feelings with cash. Corporate social responsibility is now part of good business practice so many companies are willing to sponsor events, campaigns or fundraising appeals, especially if they are local community projects and they will gain some local media interest.

Don't overlook the value of donated goods/services, such as printing leaflets or raffle prizes.

## **Grant funding**

It's worth seeking support grants from charitable trusts, local authorities, community foundations or companies. Learn about their funding criteria and see if your satellite club is eligible. The best place to search for funding is through partners, particularly the local authority and CSP. They will have the most up-to-date information on what is available and appropriate locally.

### **Learn how to get grants**

Once you have identified appropriate funding to try for, there is plenty of support available to help you write a good bid. Your CSP or volunteer centre may offer workshops explaining how grant financing works. Remember however that grant funding is merely a boost to pump prime your club or try something new and is generally only short term. You should always consider the long term sustainability of any work using fundraising and members' fees.

## **Commercial sponsorship**

Your club members may have connections to local businesses that may be willing to support the satellite club in exchange for a small amount of PR e.g. a photo in the local newspaper. Many companies have a Corporate Social Responsibility Policy and may be eager to contribute to the development of opportunities for young people in their local community.

## **Sport England (funding pages)**

You'll find a wealth of information on the Sport England website about grants available, how to apply and who to contact.

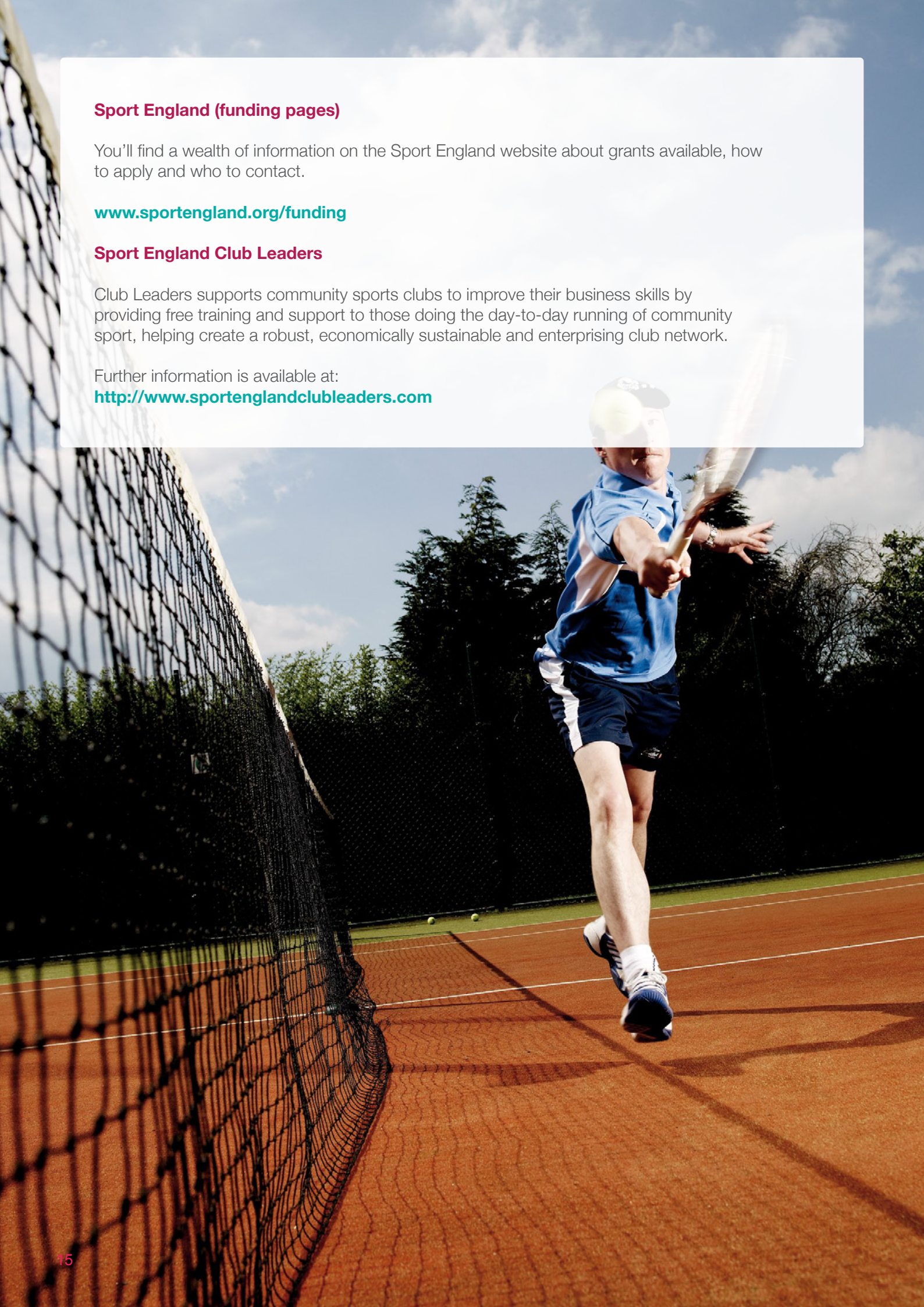
[www.sportengland.org/funding](http://www.sportengland.org/funding)

## **Sport England Club Leaders**

Club Leaders supports community sports clubs to improve their business skills by providing free training and support to those doing the day-to-day running of community sport, helping create a robust, economically sustainable and enterprising club network.

Further information is available at:

<http://www.sportenglandclubleaders.com>





## Step 5: Make it happen

This part of the guide looks at the steps you can take to translate your satellite club plans into action. For your satellite clubs to be successful you will need to consider the following:



### Finding the right venue

The location of the satellite club is crucial to its success. Ideally this is a place where young people already meet and is convenient and familiar to them (i.e. a school or college). Your CSP can help you identify the best location for your satellite club. Think about the following:

Question	Things to think about
Is there a demand for my sport locally?	How do you know more local young people want to play your sport? What evidence do you have?
Does the venue have the right facilities for my sport?	Consider space available and be flexible regarding its use. Try non-traditional spaces e.g. playgrounds, outdoor grassed areas and spaces or equipment designed for other sports using adapted or temporary markings.
How close is the venue to the hub club or other schools/colleges?	Young people from other neighbourhoods may be reluctant to cross boundaries to attend the satellite club or transition to the community club.
Is the venue available at the right time?	See the section on 'The right timing'.
Is there a charge involved?	What costs are involved in hiring the venue, can you get these at reduced rates, or free of charge?

“Base your club where there’s a lot going on. The badminton satellite club at Cardinal Heenan School, Liverpool is adjacent to the leisure centre, local shops and post office. There are also four neighbouring schools within walking distance.”

**Jackie Twort Sports Development Manager, Everton in the Community.**

## Building the right team

Identifying a coach and other team members from or linked to your club will be critical to your satellite club's success. Choose coaches and volunteers with energy, enthusiasm and who connect well with young people.

### The coach

The coach and club volunteers are the public face of your satellite club and set the tone. Think carefully about who you employ. They need the right skills to connect with 11-25 year olds who may not be members of a sports club. Young people are more likely to join and keep coming back if they like the coach.



*"The club is a success because I have a great relationship with the students who attend. They know I'll be here every week and never let them down. I take interest in each of them as a person, wider aspects such as their diet, fitness levels and their families."*

**Adelin Adesnya, West Ham ABC Satellite Club, Newham Sixth Form College.**



Satellite club coaches will need the ability to:

- "Connect" with young people
- Run exciting sessions with young people unlikely to warm to "skills and drills"
- Creatively develop sessions that build on the mood and interests of the group
- Act as a role model, mentor and motivator
- Be non-judgmental, positive and welcoming
- Adapt sessions for unconventional facilities
- Signpost young people for their own progression
- Deal positively with a wide range of sporting abilities and backgrounds
- Adapt the sport to the needs and skill level of the young people
- Make the session competitive but appropriate to the group's abilities and motivation

Often it may be more appropriate to recruit someone who is good with young people and train them to coach your sport, rather than trying to teach an existing sports coach to adapt.

### Minimum standards

Whether you recruit an experienced or new coach, they'll need some basic credentials.

- If they are working unsupervised in regulated activity with young people or vulnerable adults they may be required to undertake a DBS check (**See P.35**)
- It's essential for your coach to have up-to-date safeguarding and first aid training.
- They meet the appropriate qualification standards as defined by your NGB.
- They operate within the supervision ratios recommended by the NGB for the sport.
- They hold appropriate insurance.

Coaches and leaders may qualify for support with some of the costs of training or to develop their skills. Your CSP will be able to advise you what support is available locally.

Consider the target group i.e. gender, ethnicity, religious/social group, or disability when selecting the coach.

There are also a number of other roles as part of your team;

1. The “Driver”
2. The club volunteer/support
3. Young leaders
4. Teacher or other enthusiast from the school
5. Other volunteers

### 1. The “Driver”

We all know inspirational people who drive sports clubs. Successful satellite clubs have identified that a “Driver” is essential to success. It’s the person who is willing to go the extra mile, removing barriers to ensure it thrives. The Driver behind a satellite club may be a club volunteer, coach, a teacher from the school or someone from the CSP or NGB.



*“With hockey, the driver was one of our staff who plays for Old Loughtonians Hockey Club and developed “The Loughtonians Gunners” team, a youth team formed from a number of successful satellite clubs attracting inner city young people. For netball the catalyst was the Islington Netball Development Officer who effectively linked the satellite clubs with other local provision.”*

**Premier League 4 Sport Co-ordinator, Arsenal in the Community**



### 2. Club volunteer/support

There ought always to be someone to provide a warm welcome to young people arriving at the club with time to chat informally, collect feedback on their experience, tease out any support needs and address potential threats to returning.

### 3. Young leaders

Involve young people in the team running your satellite club, that way you can be sure of an accurate focus on young peoples’ needs. It will also help develop their own skills – something young people are often very keen to do. They may also be more likely to stay involved if they’re offered other opportunities e.g. coaching or leadership.

Examples of other suitable roles include:

**Assistant to the coach** - Planning and assisting with sessions. Leadership awards can support with this role and the school/college/local authority/CSP may offer them

**Club Linker** - Advising you on how to link young people with the hub club.

**Communicator** - Helping publicise and promote the club. A role could be given to DBS checked young person 18+, to send text reminders and social media feeds.

**Recruiter** - Working through schools and social networks to encourage other young people to join.

**Mentor** - Helping new participants to settle in. This role will also be important if members transfer over to the hub club.

**Event Organiser** - Developing ideas for events, challenges and fun social activities.

**Media Producer** - Young people with a passion for photography or video could help produce and distribute promotional images for the club.

**Volunteer co-ordinator** - To organise roles for volunteers within the satellite club.

**Equipment Manager** - Checking it's all there and set up, put away and stored safely.

**Music production** - Music will be important to many satellite clubs. Allocate a volunteer to source music. Your CSP will offer guidance on the use of music.

Encouraging young people to take on leadership responsibilities builds their feeling of ownership which will lead to improved group discipline, particularly if they have been involved in setting ground rules. Talk to partners (schools and colleges) about opportunities for young people to gain leadership awards or if there are existing leaders who may support the club.

Don't limit these opportunities to satellite club participants. They're great experiences for existing hub club members, peers and siblings and may encourage participants to bring along non-sporty peers. There should be a role for everyone within the satellite club.



*"In order to help young people move on to the Hub Club, West Ham ABC and Pro-Active East London, in partnership with the club and NewVic College, encouraged three club members who attended the college to become club ambassadors within NewVic. They took up the role promoting the satellite clubs and assisting the head coach. Not only did their word of mouth engage new participants, those moving onto the hub club already knew someone there to make them feel welcome and mentor them through."*

**Kerry Smith, Partnership Manager, Pro-Active East London**



#### **4. Teachers (or other enthusiast from the school/college)**

Developing satellite clubs in a school where there's existing activity can maximise the club's success and will provide young people with progression if they have enjoyed the sport at school.

#### **5. Other Volunteers**

CSPs, local authority youth and sports development teams, local youth organisations and volunteer centres recruit, train and deploy new volunteers aged 16 years and over to organise and lead community activities nationally. Many commit to hours of volunteering and these organisations may promote your volunteering opportunities.

Don't forget regular volunteers over 16 may require a DBS Check (See safeguarding **P. 35**).



*"You need to constantly develop new coaches. Finding and replacing coaches available at the time the satellite clubs ran was a huge challenge. Our CSP, Merseyside Sport, was a great support, but we found it was often easier to develop someone with availability and the skills to enthuse young people rather than train an existing hub club coach to work effectively with young people"*

**Jackie Twort, Development Manager, Everton FC in The Community**



## Creating the right sporting 'offer'

The sporting 'offer' at your satellite club includes every element of a young person's experience at a satellite club session. The atmosphere and experience created within the satellite club is one of its most important features. Young people often say that they decide whether or not to attend an activity based on the 'feel' of a place.

The best way to create the right feel is to involve young people. Find out what they like and don't like, and get them to help you put their ideas into practice. Often, satellite clubs will have a more relaxed feel than sessions at your club.

Consider the factors below which are from a young person's perspective in order to get your satellite club offer right.

### The People

- Who goes? Are they people I know? Or people I can get on with? Are they friendly?
- Are they people I could be friends with outside the club?
- How are the staff/volunteers towards me? Do you need to be really good at the sport/activity to go?
- Do they make me stick to loads of rules?

### The Place

- Can we just go there to chat or meet up?
- What does it look like in there? Is it light/dark? Is it trendy? What's the atmosphere?
- Is there music playing? Do I like the music? Does it motivate me?
- Do you have to do competitions? Can you just play for fun? What happens at competitions?

### Commitment

- How long do I have to commit for? When is it? How often do I need to go?
- How do I join? Do I have to fill out a long form?

### Cost

- What other stuff do I need? Will I feel left out if I don't have the kit?
- How much is it? How much is the kit? Can I pay small amounts weekly?

*"Have an open door policy. Young people need to know they can drop in and out of sessions whenever they like"*

Mark Willerton, English Table Tennis Association

**Creating the right offer will help you ensure that your satellite club is sustainable in the long term**

## Equipment

List all the equipment you will require considering the age and ability level of the young people. Talk to your NGB or partner school as they may be able loan equipment in the early stages. Cost this up and add to the calculator on **P.11**. Think about the following considerations when planning what equipment you will need;

### Large facility based equipment

- Are existing markings suitable for playing the sport or can these be adapted e.g. using tape, chalk or marker cones?
- Does the facility have large equipment items e.g. goals? Should you consider mobile inflatable/pop-up equipment or adapt equipment designed for another sport initially?
- Is there adequate lighting or could portable be heating/lighting/ventilation be used? (Remember schools may require equipment to be PAT tested).
- In many schools you may be able to negotiate the storage of larger items of equipment if it is also made available for wider school use.

### Smaller Items

- Do you have spare items at the hub club which could be used?
- Do hub club members have used or spare equipment they may be able to donate?
- Can your NGB loan equipment to assist with start-up e.g. portable equipment? Some NGBs produce bespoke kit bags for adapted versions of the sport.

*"For satellite clubs we bought some lighter, softer balls that didn't 'sting'. We fitted wall and net sliders onto sports hall walls at satellite club venues. This gave flexibility with net height, and reduced the storage needed for large, heavy posts"*

**Steve Kerr, Volleyball England**

### Personal equipment and clothing

- Is any protective equipment needed?
- Can participant clothing rules be relaxed to increase access and remove barriers for new participants? Ensure participants wear appropriate footwear if nothing else.
- Could any adaptive equipment e.g. that used with elite players or participants with disabilities add an interesting and inclusive challenge to the club?

Talk to your CSP if equipment costs are a barrier to establishing your satellite club.

*"Through Premier League 4 Sport we purchased eight table tennis tables for our satellite clubs. The satellite club at St Mary Magdalene School, Islington could then cater for up to 32 young people in continual play. Through excellent relationship building, the school agreed to store the tables in return for the tables being made available for wider school use"*

**Premier League 4 Sport Co-ordinator, Arsenal in the Community.**

## The right timing

Consult with young people about the best timing and be willing to consider non-traditional sports club timings e.g. Friday evenings when young people have fewer commitments, such as homework, and may be more likely to bring their peers.

Satellite clubs based in rural communities face greater timing and location barriers. The main consideration will be that young people can actually get to the satellite club at the time its running, by public transport. The table on the following page provides some typical pros and cons of establishing a satellite club at different times of the day.



Advantages	Drawbacks
<b>After School (4pm onwards)</b>	
<p>Young people attend after school and are already there (in particular good for young people without parental support or those with disabilities).</p> <p>Guarantees a large number of participants</p> <p>Venue availability is high and cost more likely to be lower.</p>	<p>The club will predominantly attract young people of school age from that school with young people from other schools/neighbourhoods and the wider community less likely to access the club.</p> <p>Young people will be less likely to cross territorial boundaries and may be unable to attend due to school transport arrangements.</p> <p>Lower availability of community volunteers.</p> <p><b>Remember, a satellite club is a community club based on a school site.</b></p>
<b>Early evening</b>	
<p>Greater availability of facilities and negotiation of cost more likely.</p> <p>Young people have time to travel to the venue from other schools, colleges and neighbourhoods.</p>	<p>Energy levels may be lower.</p> <p>Territorial boundaries still come into play.</p> <p>May be less convenient where young people need to travel long distances.</p>
<b>Midweek evening</b>	
<p>There's time for young people to get home from school/college, refuel and relax prior to attending the club in the evening.</p> <p>The habit of participating in the club is more likely to be continued into college or adult working life.</p>	<p>Many facilities are booked with regular bookings and you are likely to have to pay a higher price.</p> <p>Young people may have other conflicting priorities e.g. homework.</p> <p>Young people may be more reluctant to go out once they are settled at home.</p>
<b>Friday evenings</b>	
<p>Facilities are often under used and the cost more likely to be negotiable.</p> <p>Young people have less conflicting priorities.</p>	<p>Young people may use the club as a meeting place for reasons other than sport (a great opportunity, if well managed, to engage less active young people who would otherwise not attend).</p>
<b>Weekends</b>	
<p>Facilities are often under used and the cost more likely to be negotiable.</p> <p>A good time for young people when they have fewer conflicting priorities</p> <p>Wider availability of volunteers.</p>	<p>Facilities often booked for events so you may require a contingency plan.</p> <p>Some school facilities may not routinely open at weekends.</p>



## Step 6: Attract young people to your satellite club

Attracting young people to your satellite will be much easier if you have developed a good network of local partners. They can help to put you in touch with your audience – and then it's up to you to get the young people excited about what you have to offer. When trying to attract young people to your satellite club, consider the following elements;

### Club Identity

Create an identity for your satellite club using your club brand/ logo so young people feel part of it. Use the NGB product branding if they have one too.

### Communication

Your target audience are primarily aged 11-25 and unlikely to belong to traditional sports clubs, so you'll need to communicate that your satellite club is something different and very special (and ensure that it is). Think about the places you are likely to find young people:

- Schools and colleges
- Community groups
- Faith groups such as church or mosque youth groups
- Uniformed groups like the Scouts
- Youth clubs

### Taster sessions

Put on a short 'no commitment' activity, such as a taster session. If young people enjoy it, make it easy for them to sign up for your satellite club. Think about the points below when running taster sessions:

- Run these sessions somewhere the young people already feel comfortable, or where you are planning to establish the satellite club.
- Encourage groups of friends to sign up together. Attending with a group of friends is most important for many young people.
- Make sure the coach who runs the satellite club also leads these sessions. This will give the young people more confidence to attend.
- Ask some of your members to help run the session. They are a great advertisement and the young people can ask them questions they might not mention to an adult.

## Marketing

**The school/college** Find an advocate (staff/student) to identify/recruit young people face-to-face, particularly those who already attend the hub club. Use Freshers' Week, taster sessions, noticeboards, assemblies, parents' evenings, open days, fairs and sports days.

**Use your club's existing communication channels** to let everyone know what's happening in the satellite club. Make sure the satellite club gets a mention in your club emails, newsletter or website. Members will be proud, feel a deeper sense of connection with the satellite club and tell others.

### **How do you recruit, support and recognise people who give their time to the club?**

Ensure you include your satellite club volunteers, coaches and young leaders. Satellite clubs provide an ideal opportunity for new coaches, leaders and volunteers to gain valuable experience.

**Use young people already attending the sessions and hub club.** They'll provide fresh, innovative and really effective marketing ideas and their word of mouth is valuable!

**Be careful about promotional images you use** and highlight you don't need to be athletic or have specialist equipment to attend. **EMPHASISE NO EXPERIENCE NECESSARY.**



*"At Freshers' Week one of our students demonstrated freestyle gymnastics. This was effective at recruiting students who wouldn't usually try sport. With the support of our CSP, Somerset Activity and Sports Partnership and Orchard Gym Club, Alex has progressed to become a Level 2 Freestyle coach and a fantastic role model for other young people."*

**Kath Purnell, Yeovil College.**



## Guidance on the use of social media

Social media provides unique opportunities for clubs to engage and connect with young people and spread information about an event/campaign messages rapidly. Most effective posts are **photos, videos** etc. Ask participants and volunteers to do the same.

**Ask Questions.** For example, predictions for a winner on upcoming event/challenge, views on previous events, input for future training sessions or an option poll. Run a Q&A session on your wall, where anyone can ask a question of you/your trainer/a celeb etc, take questions from participants. Ask participants to post up if they do any sport in between sessions – with photos if they have them

**Provoke a reaction,** get a conversation or discussion going that people want to contribute to.

**Visitors.** If you have a noteworthy visitor to your satellite club, ask if you can take their photo, or even record a quick interview.

**Competitions.** Do a simple giveaway to a fan of your page or to a follower. Or run a photo or video competition to encourage fans to upload to your wall.

**Post results** of competitions, time trials etc

However there are legalities and potential risks to the use of social media including the opportunity for potential bullying, theft of personal information, sexual grooming, exposure to inappropriate content, exposure to others encouraging self-harm, racist or hate material, violent behaviour and glorification of activities such as drug taking or excessive drinking. Potentially also physical harm to young people in making video content, such as enacting and imitating stunts and risk taking activities and leaving and running away from home as a result of contacts made online.

**Refer to your relevant NGB Social Media policy if they have one**

**The Child Protection in Sport Unit** provides comprehensive guidance and template policies which can be downloaded from their website [www.cpsu.org.uk](http://www.cpsu.org.uk)



*“Young people blog about sessions on their tumblr page, the run route and tweet about how it went using the #hashtag symbol for the club name. Clubs with flipcams record blogs, sessions and events and upload them onto their blog site”*

**Rhian Horlock London Run! Project Manager**



## **Continuous promotion**

Promotion is not a one-off activity – it is a continuous part of developing your satellite club. If something works once, do it again. If it didn't work, try to figure out why not and then try something different.

Once you have attracted young people to your satellite club, the next step is to keep them coming back.

**Effective marketing will help ensure the satellite club becomes sustainable**

## Step 7: Keep them coming back

When planning and establishing your satellite club it is important to think from the start about how to keep it running and ensure young people return week-after-week. An important part of this process is to make sure the satellite club achieves what you and the young people want.

### Stepping stone vs destination

It's important to understand at the outset that different young people will have different needs from joining a satellite club. For some, the satellite club will be a stepping-stone into joining the hub club or continuing in community sport. For others, the satellite club meets the young person's needs now and in the future and is a place where they enjoy taking part in sport.

It's a place where they can take part in sport with friends, in a social and relaxed environment, a place where they don't have to worry about how good at sport they are compared with others and a place they enjoy being active. It's therefore important that you consider the long term sustainability of the satellite club from the start.

### Satellite club participant type

Depending on the sport and the local area, you may find many satellite club members have little or no knowledge of your sport. The school/college should be able to give you an idea whether their students have played the sport before. Most participants will be entry level young adults.

Coaches who have delivered successful satellite clubs advise:

- Develop a programme that includes regular competition so young people who enjoy this challenge always have something to look forward to.
- Adopt a more, "hands-off" coaching style without compromising supervision.
- Allow young people to lead wherever possible without compromising supervision.
- Allow an unstructured first half of the session, using the second half more structured for more eager participants to remain and develop their skills but involve young people in session planning.
- Ensure a coach or volunteer positions themselves near to the door at key session entry and exit times to acknowledge individual contribution during the session.

Plan your session to accommodate all of the following participant groups:

- Young people who attend regularly and are improving in their sport
- Young people who only remain after school/college to "hang around" with friends
- Young people who are new every week
- Young people who drop in and out of the club (attend irregularly)

“

*“Analyse the local sport provision and tailor your delivery accordingly. In Islington few young people had played netball before, so we had to start almost from scratch. We set up an additional satellite club at the local leisure centre on a different evening. This allowed eager participants from the schools to progress, play more netball and provided a stepping stone to Islington Netball Club.*

*The school satellite clubs focused on skills development, game play and preparation for competitions, whereas the leisure centre sessions allowed for more one to one work for example on footwork, shooting and then as the girls progressed, more advanced game strategy”*

**Elaine Smith, England Netball Community Development Coach.**

”

Most NGBs have now developed their own products suitable for use in satellite clubs.

Examples include Tennis Express, Smash up, On Target, Nothing but Net, Rush Hockey, Get into Golf, Go Ski, The Big Hit, Go Spike, Ping!, Athlefit, Athletics 365 etc.

Collect feedback and ideas from young people, discuss them with your NGB and don't forget to let them know what is working and what isn't!

“

*“4 x 4 Volleyball was a marketing tool itself. 4 was an achievable number that girls could get a team together for themselves. Not wanting to let their friends down, they'd arrive in 4's after school for the satellite club.”*

**Steve Kerr, Volleyball England.**

”

**Also don't forget that multisport offer!**

## What keeps young people coming back?

### 1. Being listened to, having ownership of the session.



### 2. Coaches who:

- Adopt a flexible approach
- Offer more feedback and encouragement
- Focus equally on all young people
- Make sessions more fun and less serious
- Offer targets or rewards for participation
- Are responsive to their social and age-related needs (which change over time).
- Is a role model and trusted adult
- Know and have a progression plan for each individual (This may include personal and social as well as performance based goals)
- Seek positive interaction with participants as one of the outcomes of the session



### 3. Having opportunities to:

- Demonstrate their skills
- Develop additional skills such as coaching and leadership



### 4. Progression

- Young people take on leadership roles and volunteering is part of the experience.
- Opportunities and encouragement to progress in the sport are on offer
- Challenges and competition that inspire skill development in a fun, informal way.
- Young people feel able to put themselves forward.



### 5. Planning and delivery of the sessions

- Every session is well managed, fun and interesting
- Planning gives shape and rhythm to a series of sessions that become a programme
- Age groups are flexible
- Older age groups are offered separate sessions.
- Sessions vary every week – innovation brings the sport to life
- Fun competition and challenge. A 'skills and drills' approach is unlikely to work.
- Consider the use of music, even if just in the background
- Time/space allocated as a social area.
- A consistent approach. The same coach every week. No gaps in delivery.



**P. 32** gives an example of a layout for a session that has been used in successful badminton and table tennis satellite clubs.

## 6. Incentives

- Incentives and rewards promote regular attendance and minimise drop-out.
- Frequent events create something to look forward to.
- Appropriate competition gives young people a chance to test their skills and abilities.
- Trips to major events and stadia
- Visits from local celebrities/star players
- Schools/colleges may add their own incentives e.g. existing merit systems



## 7. A sense of belonging

- It's not just about sport – young people want to have fun with their friends.
- Participant feedback is encouraged.
- Participants can say what they want from the experience – and the coach listens.<sup>3</sup>
- Clear boundaries prevent domination by strong personalities.
- Over time, ownership builds discipline and a self-governing group.
- Belonging to the group supports personal goals



## The right competition

Your satellite club has a relaxed social atmosphere but appropriate competition also peeps up the programme. Fair, carefully introduced competition against others of similar ability with lots of encouragement will be welcomed.

Involve young people first. How they feel about it? Do they want it? What will they gain from it? What type of competition/challenges would they like? To get a balanced view, include all young people in these discussions, particularly more reluctant participants.

## Competition within your satellite club

Initially, most young people want to have fun, develop skills and socialise. Focus on self-improvement – learning the basics and growing confidence. Introduce competition initially amongst friendship groups in the form of competitive games or innovative challenges where they'll feel more comfortable testing themselves out. Then move on to practice matches. Keep it all within the club before exploring external opportunities. You could set up more formal competition within the satellite club e.g. leagues or on-going innovative challenges developing skills. Include different levels so that all young people can take part and no-one feels a loser.

## Competition outside your satellite club

Once young people are ready, explore opportunities to compete outside the club but creating the right competitive atmosphere is crucial. Young people should sense that competition is valued not over-emphasised. Focus on skill development and social aspects not just winning or the team's record. Young people will be proud to have an opportunity to represent their community. Travel can be a barrier, so try to keep it local.

Hosting competitions at your hub club site is great preparation for those ready to transfer and makes them feel involved. Add an introductory competition level to existing fixtures and include this in club fixtures and results.

*"Without a doubt competition is the biggest attraction for young people attending a satellite club, in particular the opportunity to represent Arsenal against other football clubs. The opportunity to compete against other clubs regionally and nationally gives them the opportunity to travel and meet young people from other communities, something many of them don't have the opportunity to do. Numbers always increase when a competition is coming up. It's the best way to retain young people."*

**Premier League 4 Sport co-ordinator, Arsenal in the Community**

## Your NGB

Does your NGB have recreational competition already in place? Perhaps you could develop something together, pulling together similar clubs?

## Other existing competitions

Your county sport partnership will be able to advise if other local events such as Community Games, neighbourhood festivals or School Games may be appropriate competition pathways for your club members.

## Visit a major event or professional club

If you have a local professional club or major event, it's a great opportunity for a fun day out with friends and can be inspiring. Often complimentary tickets are offered to community groups for preliminary rounds.

## Other events

Inviting satellite club members to club award evenings and social occasions is a great opportunity to make them feel part of the club. Develop specific awards for the satellite club. Allow young people to help promote the club at other community events/festivals.

**Keeping young people interested will help sustain your satellite club**



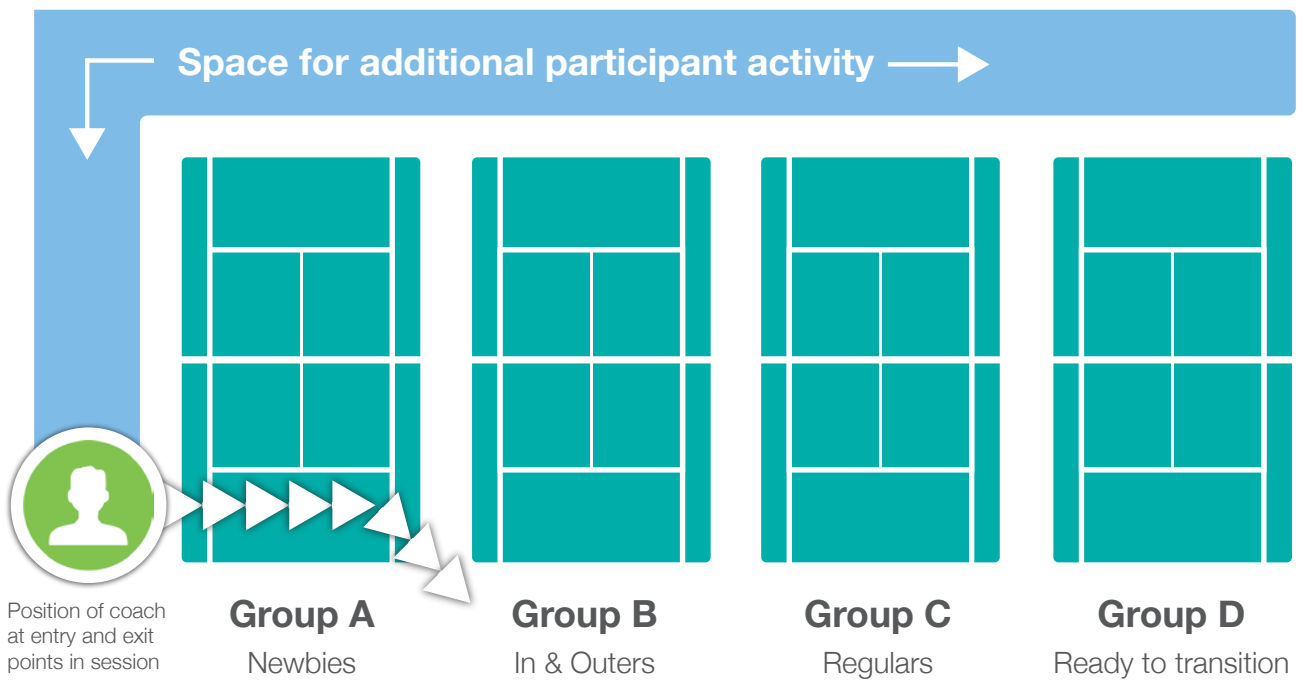


Fig. 2. An example of a layout of a badminton satellite club in a 4 badminton court hall.

**Group A**

Constantly active game play with social interaction from coach only

**Group B**

Constantly active game play with occasional technical feedback from coach

**Group C**

Constantly active game play (first half) moving to some skill based game play second half for more committed participants

**Group D**

Constant game play interspersed with some technical coaching in preparation for competition or transition to hub club.

## Step 8: Keeping momentum

Young people in satellite clubs should have the opportunity to progress in sport. Find someone who can really listen to young people who will be able to move them onto activities based on their likes, their social group and support needs to ensure it's right for them. This involves knowing about other local opportunities. An individual participant plan is in Annex 3 on **P. 42**.

### 1. Transition into hub clubs

Satellite clubs should work with their NGB/CSP to make good links to community sports clubs but not every young person wants to join a competitive club or take sport seriously.

### 2. Transition to and from existing community programmes and activities

Satellite clubs can also provide opportunities for young people who are involved in existing school or community programmes such as School Games, Sportivate etc. Ask your CSP.



*“Eight young people moved onto Black Arrows Badminton Club. However, we found that many continued to play badminton, booking courts at the leisure centre with friends they made at the satellite club.”*

Premier League 4 Sport Co-ordinator, Arsenal in the Community.



### 3. Other sports and activities

Varying the programme and supporting young people to connect with other local opportunities helps retain their interest in sport so invite other clubs and provide alternative activities.

### 4. Competitions and challenge

- Trips, games and competitions are high points in the calendar.
- Inviting visitors increase the group's feeling of pride.
- Participation in local competitions – at an appropriate level – peeps up the programme and young people relish the opportunity to represent their community.
- Consider innovative types of challenges and competitions that help develop skills rather than traditional competition formats.

## Here are some ideas to help young people take the step from a satellite club to the hub club.



Have the right attitude that values recreational players and you will find it easy to deliver an effective satellite club.

Explain to all staff and volunteers “how to” support young people to move to the hub.

Keep the coach consistent, ideally the same coach at the satellite club and the hub.

Use “Ambassadors”, hub club volunteers attending the school/college engaging new young people into the satellite club and acting as a friendly face in early visits to the hub club.

Keep individual support plans, probing verbally for support needs and threats to them returning in an informal, confidential environment. See Annex 3 **P. 42**.

Hold a parents’ meeting as most young people still require parental support.

Offer flexible membership fees and structures

“We offered flexible options of paying the membership fee weekly.” Steve Kerr, Wigan Seahawks.

Offer an incentive for coming to the hub club e.g. t-shirts/free sessions/discount

Bring those who have moved onto the hub club back to the satellite club to tell everyone the good news about how great the hub club is.



### Further information

Further information on satellite clubs and to view an online version of this guide can be found on the Sport England website

[www.sportengland.org/our-work/children-and-young-people/satellite-clubs/](http://www.sportengland.org/our-work/children-and-young-people/satellite-clubs/)

# Guidance & Resources

## Legalities

### Safeguarding and Protecting Young People's Welfare

Everyone involved in a satellite club has a legal and a moral duty of care to safeguard and promote the welfare of young people attending the club and other young people involved e.g. as volunteers, coaches or officials. Young people have the right to enjoy sport and organisers have a responsibility to take all reasonable steps to ensure that that activities are provided in as safe an environment as possible.

Many things can negatively impact on a young person's experience of sport, from homesickness to bullying, poor coaching practice and abuse. Even apparent low level concerns can escalate if not addressed and resolved.

Clubs should have in place clear policies and procedures that ensure all concerns are addressed appropriately. Recommended Standards set out basic requirements which apply to all clubs, coaches and volunteers and that need to be met to ensure a safe activity; policies and procedures should reflect these recommended standards.

It is vital that activity providers have in place and implement safeguarding policies, procedures and guidance as identified in the Recommended Standards (Annex 1 **P. 42**) e.g. reporting processes, codes of conduct for coaches, and safe recruitment. Additional advice and guidance can be accessed from the Child Protection in Sport Unit (CPSU) at [www.thecpsu.org.uk](http://www.thecpsu.org.uk) as well as the relevant national governing body and CSP.

The CPSU provide a comprehensive safeguarding toolkit.

<https://thecpsu.org.uk/resource-library/2013/safeguarding-support-toolkit/>

## Insurance

Your satellite club must have adequate insurance for the activity you deliver and the member numbers. It's possible your satellite club may be covered as an extension of your hub club policy so check with your insurance company if you are already covered. You may be able to extend your existing policy to more than one site for just a small additional charge.

It's worth checking the insurance policy of the facility too, particularly in community venues as incidents due to facility mismanagement are unlikely to be covered by your club.

## Data Protection

If you handle personal information about individuals, you have legal obligations to protect that information under the Data Protection Act 1998. The main sources of personal information you will manage are registration forms and registers, including databases of those stored electronically.

Paper copies of these documents should be stored in a secure lockable file or password protected electronic format accessibly only to those individuals who need to know that information in order to carry out their duties.

For example a new coach may need to know key information regarding age and ability levels of young people attending the club alongside some health information and emergency contact details however they would not need to know addresses and personal contacts.

When information is collected, the individual should be told what you will do with their information. They should also be given contact details should they have any queries or complaints about the way their information is handled. There is also an obligation to provide individuals with a copy of the information you hold about them, if they ask for it.

If you plan to use the information in a way that was not anticipated when you collected it, you need to ask consent (parental consent for young people under 16). In particular, personal information should not be shared with third parties without prior consent of the individual. What this means is that you need to ask consent (parental consent for young people under 16) for taking of and distribution of photographs, for other parties to contact them or to send them updates such as text messages emails etc.

### **Registration forms and registers**

Examples of satellite club registration forms are in Annex 4 on **P. 43-46**. There's a different one for young people 16+ and those under 16, who need parental consent.

If registration is done in hard copy, clubs should ensure that there is a handout (example in Annex 4 on **P. 47**) available in case the individuals concerned ask what is being done with their information, want to request its destruction or request a copy of the information.

### **Health and safety**

Your club will need a Health and Safety Policy. A template is available in Annex 5 on **P. 48**.

Activities at the club will need to have been risk assessed if you have more than five staff or volunteers. A template you could use is on **P. 49**. Ask your facility for a copy of their risk assessment so you are aware of how any hazards in the room can be minimised. Coaches should have received risk assessment training. Many NGBs provide template risk assessments for their sport.

### **Appropriate standards**

Providing sport on young peoples' terms – how, when and where they want it – may present challenges for your club. You may worry that breaking away from your traditional approach could result in a lowering of standards. This does not have to be the case.

Sport England offers advice and guidance (see Annex 1 **P. 39**) on recommended standards, relevant to all clubs delivering satellite clubs, although many CSPs and NGBs will have their own. The guidance is particularly useful if you do not have a recognised club accreditation standard to work with. It creates a framework that works for the youth sector and for community sport providers that might have a less formal or traditional set up.



The aim of the guidance is to support all involved in community sport, and to ensure that young people have access to attractive, alternative sporting opportunities of high quality.

There is a checklist of recommended and desirable operating standards. All recommended standards must be in place before your satellite club even starts providing activities for young people.

It is anticipated most hub clubs will have attained or be working towards the Clubmark standard. Clubmark is a cross-sport quality accreditation for clubs. To achieve the accreditation, clubs need to have certain minimum operating criteria in place.

You can apply for Clubmark via your sport's national governing body if they are licensed or your county sports partnership if not.

Further information can be found at <http://www.clubmark.org.uk/>

Gaining a Clubmark accreditation will:

- Reassure parents, carers and partners that young people are in safe supportive environment
- Improve the likelihood of you club accessing funding
- Provide a framework for leaders to reassure them that they are following good practise guidelines.

# Appendices

## Annex 1 Satellite Clubs: Recommended standards guidance

This checklist should be reviewed annually to ensure that it is still valid and all elements such as Clubmark accreditation are in date, that both parties are performing the relevant parts of the agreement and that young people are progressing from satellite club into the hub club or other local progression routes.

Checklist	Evidence	Initial	Date
Club is Clubmark accredited (or working towards completion within 12 months)			
Coaches are:  National Governing Body (NGB) qualified and at appropriate levels to run sessions.			
Disclosure and Barring Service checked?			
Appropriately insured			
School agrees to provide quality opportunities to promote clubs within school			
An agreement by all parties to notify each other of any changes in circumstances			
Club is linked to:  Local Authority Local Development Group (if applicable) National Governing Body (if applicable)			
A willingness by both the club and the school to share attendance numbers at school to club link related sessions.			
Annual review date set.	Insert date here:		
Notes/Actions			



## NGB/CSP Desirable Standards Checklist

Checklist	Evidence	Initial	Date
Satellite club and School/College support each other with the provision of festivals/competitions			
Opportunities for young volunteers or leaders			
Volunteer role descriptions are in place for all parties.			
Effective links to hub club or other suitable progression routes are in place			
All coaches leading sessions in schools/colleges included on appropriate local authority/NGB/CSP databases (if applicable).			
Quality promotional opportunities are in place e.g. well placed notice boards, parent information, demonstrations, tasters etc			
PLEASE ADD ANY OTHER AGREEMENTS BELOW			

## Annex 2 Satellite Club Pre-meeting Checklist

This tool is designed as a useful prompt to help you prepare for meetings in the development of your satellite club

Action/reminder		Further actions
Do you have the full contact details of all key partners in the project?	YES/NO	
Have you begun to explore other resources you might bring to the project (e.g. coaches, facility, equipment, volunteers)?	YES/NO	
Have you considered what you would call the satellite club?	YES/NO	
Will you invite members to be part of a Local Management Group?	YES/NO	
Have each of the partners drafted/ signed the Partnership Agreement and agreed about process and who is accountable for Safeguarding?	YES/NO	
When you meet clarify with each other's roles and responsibilities. Make a checklist beforehand.	YES/NO	
Share with each other what are your club's priorities and goals for this project.	YES/NO	

## Annex 3 Satellite Club Individual Participant Plan (completed by coach/volunteer)

The below prompts will tease out support needs or threats/barriers young people have to attending your club. Ask these verbally and informally and record on the plan.

Participant Name	Male/Female	Age
How did you find out about the club?	<i>Useful to help with future marketing or identify key individuals who are effectively promoting the club</i>	
What interested you in the Club?	<i>Gives insight into the interests and aspirations of the young person.</i>	
What experience of this or other sport have you had in the past?	<i>Applaud positive experience. Raise coach's awareness of previous negative experiences.</i>	
How many times have you participated in sport in the last month?	Are there any other sports you would like to try?	<i>wider opportunities</i>
How do you get here?	<i>Walking- could weather affect attendance? Do they know bus numbers, bus stops other participants who could help with transport?</i>	
Who did you come with?	<i>Will they still come if X/Y doesn't?</i>	
What do you think might prevent you from attending some weeks?	<i>Homework, caring responsibilities, health, money</i>	
Do you have a good pair of trainers you can wear?		
Would you like to bring a friend?		
Have you ever heard of XXXX Hub Club?	Do you know where it is?	<i>This may identify territorial barriers</i>
<b>Support Plan</b>		
<b>Threat</b>	<b>Measures that can be taken to maximise retention/progression/inclusion</b>	
Participants support needs		
Retention threats		
Likely progression		
Transition threats		
Notes		

## Annex 4 Participant Registration Form (1 of 2)

This form is to be completed by participants aged 16-25 yrs.

If hard copy is used ensure the notes on **P. 47** accompany registration forms (See registration **P. 35**)

Q1. What is your name?

**Surname:**  **Forename:**

Q2. What is your email address?

Q3. What is your mobile number?

Q4. Are you male or female? **Male:**  **Female:**

Q5. How old are you?            
**16 17 18 19 20 21 22 23 24 25**

Q6. What is your postcode?

Q7a. In the past 4 weeks, on how many days have you done 30 minutes of sport/activity?  
*(Do not count any curriculum activities at college/university. Do not include cycling or walking unless it was for sport or recreation. Gardening, DIY and housework should not be included. Please write in the **number of days between 0-28.**)*

Q7b. Have you previously been involved in this sport at your school? *(Y/N)*

Q8. Which ethnic group do you consider yourself to belong to?  
*(Tick **one**)* **White:**  **Mixed:**  **Asian:**   
**Black:**  **Other:**  **Prefer not to say:**

Q9. Do you consider yourself to have a disability? **Yes:**  **No:**  **Prefer not to say:**

Name of emergency contact, relationship and phone number:

**Name:**  **Relationship to you:**

**Phone number:**

Relevant medical information (include any allergies / injury problems):

**I have completed the medical details above and I consent that, in the event of any illness/accident, any necessary treatment can be administered, which may include the use of anaesthetics.**

**Signature:**  **Date:**

## Annex 4 Participant Registration Form (2 of 2)

**This form is to be completed by participants aged 16-25 yrs.**

This information will be used to monitor the success of satellite clubs and help us plan for future sport. Sport England (who run satellite clubs) would like your permission to share your contact details as follows:

Consultants working for Sport England to monitor satellite clubs may want to send you a survey.

Please tick here if you DO NOT want to be sent the survey by email:

Please tick here if you DO NOT want to be sent the survey link by text to your mobile:

County sports partnerships may wish to notify you about other sports activities.

Please tick here if you DO NOT want to be notified:

We will collect and process all personal data in line with the Data Protection Act 1998 and there is more information about this on the Data Protection Statement supplied with this form. Sport England's commercial partners may wish to share information that may be of interest to you.

Please tick here if you DO wish to receive this information:

PHOTOGRAPHY/FILMING - There may be filming and photography at some Satellite Club sessions which may be used in publicity materials e.g. leaflets, newsletters or on official websites. Sport England advises all activity providers to ensure that images are not accompanied by names or details that could identify individuals.

I DO give permission to be filmed or photographed during Satellite Club activities as described above.

## Annex 4 Participant Registration Form (1 of 2)

This form is to be completed by participants aged 11-15 yrs.

If hard copy is used ensure the notes on P. 47 accompany registration forms (See registration P. 35)

Q1. What is your name?

Surname:  Forename:

Q2. What is your email address?

Q3. What is your mobile number?

Q4. Are you male or female? Male:  Female:

Q5. How old are you?  11-13  14  15

Q6. What is your postcode?

Q7a. In the past 4 weeks, on how many days have you done 30 minutes of sport/activity? (Please write in the **number of days between 0-28.**)

Q7b. Have you previously been involved in this sport at your school? (Y/N)

Q8. Where did you hear about the Satellite Club?

School/College:  Poster/Flyer:  Friend/Family:

Q9. Which ethnic group do you consider yourself to belong to? (Tick **one**) White:  Mixed:  Asian:   
Black:  Other:  Prefer not to say:

Q10. Do you consider yourself to have a disability? Yes:  No:  Prefer not to say:

Name of emergency contact, relationship and phone number:

Name:  Relationship to you:

Phone number:

Relevant medical information (include any allergies / injury problems):

**I have completed the medical details above and I consent that, in the event of any illness/accident, any necessary treatment can be administered, which may include the use of anaesthetics.**

Signature (Parent/Carer):  Date:

## Annex 4 Participant Registration Form (2 of 2)

**This form is to be completed by participants aged 11-15 yrs.**

This information will be used to monitor the success of satellite clubs and help us plan for future sport. Sport England (who run satellite clubs) would like your permission to share your contact details as follows:

Consultants working for Sport England to monitor satellite clubs may want to send you a survey.

Please tick here if you DO NOT want to be sent the survey by email:

Please tick here if you DO NOT want to be sent the survey link by text to your mobile:

County sports partnerships may wish to notify you about other sports activities.

Please tick here if you DO NOT want to be notified:

We will collect and process all personal data in line with the Data Protection Act 1998 and there is more information about this on the Data Protection Statement supplied with this form. Sport England's commercial partners may wish to share information that may be of interest to you.

Please tick here if you DO wish to receive this information:

PHOTOGRAPHY/FILMING - There may be filming and photography at some Satellite Club sessions which may be used in publicity materials e.g. leaflets, newsletters or on official websites. Sport England advises all activity providers to ensure that images are not accompanied by names or details that could identify individuals.

I DO give permission to be filmed or photographed during Satellite Club activities as described above.

## **Annex 4 Data Protection Statement**

You completed a registration form today for a satellite club where you gave us:

- some information about you (age, ethnicity etc); and
- your contact details (email address and mobile phone number etc).

The satellite clubs are run by Sport England and this information was collected on our behalf. If you have any questions about how Sport England is using your information, would like to know what information we have about you or have a complaint, please contact [dataenquiries@sportengland.org](mailto:dataenquiries@sportengland.org)

### **How Sport England will use the information about you**

The information about you will be used to:

- monitor the success of our programmes; and
- help us plan for future sports activities.

We will pass on the statistical results to other organisations as well but will ensure that you cannot be identified from these statistics.

### **How we will use your contact details**

Your contact details will be used to:

- Invite you to take part in a survey conducted by consultants working on behalf of Sport England

We will not do this if you indicated that you do not want your details to be passed on to Sport England. If you would like any further information about this, you can contact: [dataenquiries@sportengland.org](mailto:dataenquiries@sportengland.org)

We will not do this if you indicated that you do not want your details to be used in this way.

### **Let you know about sporting activities that may be of interest to you**

Your contact details will be shared with county sport partnerships so that they can tell you about other sports activities in your area. We will not do this if you indicated that you do not want your details to be used in this way.



## Annex 5 Template satellite club health and safety policy

This is the statement of general policy and arrangements for  
*Name of Organisation* \_\_\_\_\_ Club

Overall and final responsibility for health and safety is that of  
*Name of employer* \_\_\_\_\_

Overall and final responsibility for health and safety is that of  
 \_\_\_\_\_

<b>Statement of general policy (Club)</b>	<b>Responsibility of</b> (Name/Title)	<b>Action / Arrangements</b> (Customise to meet your own situation)	
To prevent accidents and cases of activity-related ill health and provide adequate control of health and safety risks arising from the activity			
To provide adequate training to ensure staff and volunteers are competent to deliver the activity			
To engage and consult with staff and volunteers weekly regarding health and safety conditions and provide advice and supervision			
To implement emergency procedures - evacuation in case of fire or other significant incident. The facility should be able to give you a copy of their Fire Risk Assessment.			
To maintain safe and healthy working conditions, provide and maintain equipment and ensure its safe storage / use of substances			
Health and safety law poster is displayed at facility:			
First-aid box and accident book are located:			
Accidents and ill health at work reported under RIDDOR: (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) (see note 2 below)			
Signed: (Club Manager)		Date:	
Subject to review, monitoring and revision by:		Every:	months or sooner if work activity changes

Note 1: <http://www.communities.gov.uk/fire/firesafety/firesafetylaw/>

Note 2: <http://www.hse.gov.uk/riddor>

## Annex 5 Template satellite club risk assessment

**All clubs must conduct a risk assessment. Clubs with five or more staff/volunteers have to record the significant findings of their risk assessment.**

We have started off the risk assessment for you by including a sample entry for a common hazard to illustrate what is expected (the sample entry is taken from an office-based business). Look at how this might apply to your business, continue by identifying the hazards that are the real priorities in your case and complete the table to suit.

You can print and save this template so you can easily review and update the information as and when required. You may find our example risk assessment a useful guide ([www.hse.gov.uk/risk/casestudies](http://www.hse.gov.uk/risk/casestudies)). Simply choose the example closest to your business.

**Organisation name:**

What are the hazards?	Who might be harmed and how?	What are you already doing?	Do you need to do anything else to manage this risk?	Action by whom?	Action by when?	Done
Slips and trips	Staff and visitors may be injured if they trip over objects or slip on spillages	We carry out general good housekeeping. All areas are well lit including stairs. There are no trailing leads or cables. Staff keep work areas clear, eg no boxes left in walkways, deliveries stored immediately, offices cleaned each evening	Better housekeeping is needed in staff kitchen, eg on spills	All staff, supervisor to monitor	01/10/2010	01/10/2010

Clubs with five or more staff/volunteers must have a written health and safety policy and risk assessment. It is important you discuss your assessment and proposed actions with everyone. You should review your risk assessment if you think it might no longer be valid, e.g following an accident at the club, or if there are any significant changes to the hazards in the venue, such as new equipment or activities.

For further information and to view our example risk assessments go to <http://www.hse.gov.uk/risk/casestudies/>.

Combined risk assessment and policy template published by the Health and Safety Executive 11/11

# Acknowledgements

The County Sports Partnership Network  
Greater Sport  
Somerset Activity and Sports Partnership  
Pro-Active East London

Arsenal Football Club  
Everton FC in the Community

The Health and Safety Executive  
English Federation of Disability Sport  
The Premier League Charitable Trust  
The Youth Sport Trust  
The Child Protection in Sport Unit  
The Womens' Sport and Fitness Foundation

Volleyball England  
England Netball  
English Table Tennis Association  
England Basketball

Newham and Essex Beagles Athletic Club  
West Ham Boxing Club  
Wigan Seahawks Volleyball Club  
Islington Netball Club  
Black Arrow Badminton Club  
Orchard Gymnastics Club

Newham Sixth Form College  
Yeovil College

## Glossary

### **Club Link Maker**

A person employed by a county sport partnership responsible for supporting the development of satellite clubs.

### **Clubmark**

Clubmark is a cross-sport quality accreditation for clubs.

### **Child Protection in Sport Unit (CPSU)**

Our mission is to build the capacity of sport to safeguard young people in and through sport and enable sports organisations to lead the way in keeping children safe from harm.

### **County Sports Partnership (CSP)**

County Sports Partnerships (CSPs) are networks of local agencies committed to working together to increase participation in sport and physical activity.

### **Children and Young People (CYP)**

Each CSP has an allocated person who leads on children and young people work

### **National Governing Body (NGB)**

Independent, self-appointed organisations that govern their sports through the common consent of their sport.

### **English Federation of Disability Sport (EFDS)**

The strategic lead for disabled people in sport and physical activity throughout England.

### **Sport England**

The government agency responsible creating a world class community sport environment.

### **Premier League for Sport (PL4S)**

Delivered by the Premier League and Sport England, PL4S sees Premier League Clubs linking NGB clubs to local secondary schools to create satellite clubs.

### **Sportivate**

A £56 million Lottery programme that gives 14-25 year olds access to six-week courses in a range of sports.

### **School Games**

The School Games is a multi-sport event for the UK's elite young athletes of school age.

### **StreetGames**

The sports charity that brings sport to the doorstep of young people in disadvantaged communities

### **Community Games**

Community Games provides support for organisers, giving information and skills that they need to organise their own Community Games.

