



Horrabridge Rangers Sports Association

INTRODUCTION

Horrabridge Rangers Sports Association is a fast growing football club situated in the Devon village of Horrabridge, inside the boundaries of Dartmoor National Park. This is 10 miles south of the City of Plymouth and 4 miles north of the town of Tavistock.

Horrabridge has a population of approximately 2500. The village of Horrabridge was originally established as a settlement adjacent to the crossing point of the River Walkham and at the conjunction of the three parishes of Whitchurch, Sampford Spiney and Buckland Monachorum, possibly during the 14th century, being first mentioned in 1345. The name Horrabridge is believed to mean Boundary Bridge. It became a civil parish in its own right in 1950.

Horrabridge Rangers Sports Association was founded at the turn of the century as Horrabridge and played at Pound Corner. Teams came out on the train and walked up across the moor; a wooden hut in the corner of the field was the only shelter and the players changed behind the gorse bushes. The club colours were old gold and black, the club has now reverted to these same old colours. After World War 1 they continued to play at Pound until Sargent's Field was acquired on 1926. With a great deal of work and effort from the club's benefactor, Mr. Walter Youlden, Fillace Park Recreation Field came into being.

Today the club provides football for both sexes and all ages from eight to adult over 35's. In 2003 the club was awarded FA Charter Standard Club and in 2004 achieved the FA Charter Standard Development Club.

This development plan is written as an extension of the club's aims which are:

- 1st. ***To encourage and promote the development of football within the community of Horrabridge, with an emphasis on youth teams.***
- 2nd. ***The club will strive to provide an opportunity for players of both sexes to participate in football at all age levels. The club will seek to compete at the highest possible level.***
- 3rd. ***We will endeavour to facilitate the provision of the best playing amenities and equipment available to us in line with the growth of sport in Horrabridge.***

The Development Plan incorporates the following documents - all of which are available separately and published on the club's web site at www.hrsports.co.uk.

- i. Club Constitution
- ii. Club Codes of Conduct for Players, Supporters, Managers, Coaches and Officials
- iii. Child Protection Policy





Horrabridge Rangers Sports Association

- iv. Anti Discrimination and Equality Policy
- v. Club Development Roles of Officers Policy
- vi. Recruitment and Retention Policy
- vii. Mini Soccer Policy
- viii. Links with Schools
- ix. Links with Youth Soccer
- x. Staff Development Programme
- xi. Referee Development
- xii. Development of New Teams
- xiii. Exit Route
- xiv. State of Pitch Policy
- xv. Overall Support for Sport in Horrabridge
- xvi. Business Case for Sponsorship
- xvii. Social and Club Awards
- xviii. Conclusion

CLUB AIMS and MISSION STATEMENT

The aims of Horrabridge Rangers Sports Association are as follows:

- i. ***To encourage and promote the development of football within the community of Horrabridge, with an emphasis on youth teams.***
- ii. ***The club will strive to provide an opportunity for players of both sexes to participate in football at all age levels. The club will seek to compete at the highest possible level.***
- iii. ***We will endeavour to facilitate the provision of the best playing amenities and equipment available to us in line with the growth of sport in Horrabridge.***

We will achieve the above by:

- i. ***Encouraging the development of football at all levels with the emphasis on giving priority to local residents.***
- ii. ***Achieving this through a policy of equal opportunity where the best possible facilities are made available for both sexes and all ages.***
- iii. ***Encouraging sportsmanship and fair competition and competition at the highest possible levels.***
- iv. ***Supporting the development of football and sport in general throughout the village and supporting attempts to improve sporting venues and facilities.***





Horrabridge Rangers Sports Association

In addition to the above the club has defined short and long term aims as follows:

SHORT TERM

Short term aims are designed to be achievable within three years and where possible within one year. The present short term aims of the club are:

- i. *The appointment of a volunteer coordinating officer, This was achieved in mid 2004.*
- ii. *The appointment of a schools' liaison officer. This was achieved in mid 2004.*
- iii. *To undertake a full recruitment drive to attract new volunteer helpers*
- iv. *To ensure that volunteers, managers, coaches and club officials receive adequate training to undertake their roles.*
- v. *To appoint a referees' development officer. This was achieved at the beginning of 2004.*
- vi. *To improve communication throughout the Club*
- vii. *To improve our standing in the community and the wider area*
- viii. *To achieve Charter Community Club status.*
- ix. *To introduce Saturday morning junior coaching club.*
- x. *To encourage and support club members in their attempts to gain coaching, refereeing, first aid and other qualifications.*
- xi. *To improve the drainage and general standard of club pitches*
- xii. *To build a modern up to date Pavilion with 4 changing rooms & Junior Hospitality Suite*

LONG TERM

Long Term aims look into the future (5-10 years).

The present long term aims are:

- i. *To achieve Adult National League System Level 7 Standard to feed local youth players into*

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Better
Attitude*





Horrabridge Rangers Sports Association

CONSTITUTION

NAME

The club shall be called Horrabridge Rangers Sports Association. (The Club)

OBJECTS

The objects of the Club shall be to arrange association football matches and social activities for its members.

STATUS OF RULES

These rules (the Club Rules) form a binding agreement between each member of the Club.

RULES AND REGULATIONS

- i. The Club shall have the status of an Affiliated Member Club of The Football Association by virtue of its affiliation to/membership of The Football Association. The Rules and Regulations of the Football Association Limited and parent County Association and any League or Competition to which the Club is affiliated for the time being shall be deemed to be incorporated into the Club Rules.
- ii. No alteration to the Club Rules shall be effective without prior written approval by the parent Association.
- iii. The Club will also abide by The Football Association's Child Protection Policies and Procedures, Codes of Conduct and the Equal Opportunities and Anti-Discrimination Policy.

CLUB MEMBERSHIP

- i. The members of the Club from time to time shall be those persons listed in the register of members (the Membership Register) which shall be maintained by the Club Secretary.
- ii. Any person who wishes to be a member must apply on the Membership Application Form and deliver it to the Club. Election to membership shall be at the sole discretion of the Club Committee. Membership shall become effective upon an applicant's name being entered in the Membership Register.
- iii. In the event of a member's resignation or expulsion, his or her name shall be removed from the Membership Register.
- iv. The Football Association and parent County Association shall be given access to the Membership Register on demand.

ANNUAL MEMBERSHIP FEE

- i. An annual fee payable by each member shall be determined from time to time by the Club Committee. Any fee shall be payable on a successful application for membership and annually by each member. Fees shall not be repayable.
- ii. The Club Committee shall have the authority to levy further subscriptions from the members as are reasonably necessary to fulfil the objects of the Club.





Horrabridge Rangers Sports Association

RESIGNATION AND EXPULSION

- i. A member shall cease to be a member of the Club if, and from the date on which, he/she gives notice to the Club Committee of their resignation. A member whose annual membership fee or further subscription is more than 2 months in arrears shall be deemed to have resigned.
- ii. The Club Committee shall have the power to expel a member when, in their opinion, it would not be in the interests of the Club for them to remain a member. There shall be no appeal procedures.
- iii. A member who resigns or is expelled shall not be entitled to claim any, or a share of any, of the Club Property.

CLUB COMMITTEE

- i. The Club Committee shall consist of the following Club Officers: President, Chairperson, Vice Chairperson, Treasurer, Secretary and Minutes Secretary, (known as the Executive Officers) plus the Team Managers and a General Committee, elected at an Annual General Meeting.
- ii. Each Club Officer and Club Committee Member shall hold office from the date of appointment until the next Annual General Meeting unless otherwise resolved at a Special General Meeting. One person may hold no more than two positions of Club Officer at any time. The Club Committee shall be responsible for the management of all the affairs of the Club. Decisions of the Club Committee shall be made by a simple majority of those attending the Club Committee meeting.
- iii. A development committee shall be formed to include the above officers and will also have the power to co-opt additional members where appropriate.
- iv. The Chairperson of the Club Committee meeting shall have a casting vote in the event of a tie. Meetings of the Club Committee shall be chaired by the Chairman or in their absence the President. The quorum for the transaction of business of the Club Committee shall be three.
- v. Decisions of the Club Committee at meetings shall be entered into the Minute Book of the Club to be maintained by the Club Secretary.
- vi. Any member of the Club Committee may call a meeting of the Club Committee by giving not less than 7 days' notice to all members of the Club Committee. The Club Committee shall hold not less than four meetings a year. Committee meetings will normally be held on the third Monday of each month.
- vii. An outgoing member of the Club Committee may be re-elected. Any vacancy on the Club Committee which arises between Annual General Meetings shall be filled by a member proposed by one and seconded by another of the remaining Club Committee members and approved by a simple majority of the remaining Club Committee members.
- viii. Save as provided for in the Rules and Regulations of The Football Association and the County Association to which the Club is affiliated, the Club Committee shall have the power to decide all questions and disputes arising in respect of any issue concerning the Club Rules.
- ix. A discipline committee shall be formed to include the chair, president, secretary and one co-opted member to discuss disciplinary matters as outlined in the club's development plan.
- x. In addition the club will consider annually appointing an honorary life member. This honour will be bestowed on somebody who has made an outstanding contribution.





Horrabridge Rangers Sports Association

to Horrabridge Rangers Sports Association, to soccer in the village, to sport in the village or to village life. Any club member can nominate a person for honorary life membership and the nominations will be considered by the club's committee before the annual presentation evening.

- xi. In addition the main committee has the right to appoint appropriate people from either within or outside the village as honorary vice-presidents.

OFFICIAL DUTIES

The Chairman shall carryout the following responsibilities.

- i. Be figure head for the club
- ii. Attend official functions as required
- iii. Call and chair meetings in line with constitution

The President shall carryout the following responsibilities

- i. Support all officers as appropriate
- ii. Deputise for the chair as required

The Secretary shall carryout the following responsibilities

- i. Filter and action all correspondence with Football Authorities and Leagues
- ii. Arrangements for facility hire
- iii. Control and maintenance of centrally held club equipment
- iv. Confirmation of fixtures, results, match cards and forms
- v. Arrangements for insurance
- vi. Coordination of press reports as required by team managers
- vii. Maintenance of club records and statistics

The Child Protection Officer shall carryout the following responsibilities

- I. Maintain and administer a record of all volunteers, officials and staff of the club
- II. Check and investigate all references supplied by new volunteers
- III. Respond to suspicions and allegations at all levels
- IV. Keep confidentiality on a need to know basis
- V. Give advise on follow up action to other agencies as required

The Treasurer & Assistant Secretary shall carryout the following responsibilities

- i. Maintenance of records of all receipts and payments
- ii. Honouring all invoices received
- iii. Preparing end of year accounts for review at the Annual General Meeting
- iv. Arrangements for and minutes of meetings

Team managers (or other appointed officials) shall carryout the following responsibilities

- i. Honour fixtures as required by competition organisers
- ii. Select players and inform them of arrangements





Horrabridge Rangers Sports Association

- iii. Collect fees as appropriate, maintain records and pass moneys to the treasurer on a regular basis
- iv. Complete match cards and pass to the club secretary in the time deadlines to be met

ANNUAL AND SPECIAL GENERAL MEETING

An Annual General Meeting (AGM) shall be held in each year to:

- i. Receive a report of the activities of the Club over the previous year
 - ii. Receive a report of the Club's finances over the previous year
 - iii. Elect the members of the Club Committee
 - iv. Consider any other business.
- a) Nominations for election of members as Club Officers or as members of the Club Committee, shall be made in writing by the proposed and seconded, both of whom must be existing members of the Club, to the Club Secretary not less than 21 days before the AGM. Notice of any resolution to be proposed at the AGM shall be given in writing to the Club Secretary not less than 21 days before the Meeting.
- b) A Special General Meeting (SGM) may be called at any time by the Committee and shall be called within 21 days of the receipt by the Club Secretary of a requisition in writing signed by not less than five members stating the purposes for which the Meeting is required and the resolutions proposed. Business at an SGM may be any business that may be transacted at an AGM.
- c) The Secretary shall send to each member at their last known address written notice of the date of a General Meeting together with the resolutions to be proposed at least 14 days before the Meeting.
- d) The quorum for a General Meeting shall be 7.
- e) The Club President, or in their absence a member selected by the Club Committee, shall take the chair. Each member present shall have one vote and resolutions shall be passed by a simple majority. In the event of an equality of votes the Chairperson of the Meeting shall have a casting vote.
- f) The Club Secretary, or in their absence a member of the Club Committee, shall enter Minutes of General Meetings into the Minute Book of the Club.

CLUB TEAMS

At its first meeting following each AGM, the Club Committee shall appoint a Club member to be responsible for each of the Club's football teams.

The appointed members shall be responsible for managing the affairs of the team.

The appointed members shall present to the Club Committee at its last meeting prior to an AGM a written report on the activities of the team.

- a) Match Day Responsibilities:

On match days the Team Manager of any team, together with any Officer or Committee member present, shall be responsible for the good behaviour of the players and spectators of the Club, as within the terms of The Football Association, at all times, and be responsible for





Horrabridge Rangers Sports Association

contacting the emergency services, should the need arise. They should also be available at least $\frac{3}{4}$ of an hour prior to kick off in order to prepare the field of play.

b) Retirement of teams from club:

Any team leaving the Club, for whatever reason will forfeit all rights and return all property.

CLUB FINANCES

- a) A bank account shall be opened and maintained in the name of the Club (the Club Account). Designated account signatories shall be the Club Chairperson, the Club Secretary and the Treasurer. No sum shall be drawn from the Club Account except by cheque signed by two of the three designated signatories. All monies payable to the Club shall be received by the Treasurer and deposited in the Club Account.
- b) The income and assets of the Club (the Club Property) shall be applied only in furtherance of the objects of the Club.
- c) The Club Committee shall have power to authorise the payment of remuneration and expenses to any member of the Club and to any other person or persons for services rendered to the Club.
- d) The Club shall prepare an annual Financial Statement in such form as shall be published by The Football Association from time to time.
- e) The Club Property, other than the Club Account, shall be vested in not less than two and no more than four custodians, one of whom shall be the Treasurer (the Custodians), who shall deal with the Club Property as directed by decisions of the Club Committee and entry in the Minute Book shall be conclusive evidence of such a decision.
- f) The Custodians shall be appointed by the Club in a General Meeting and shall hold office until death or resignation unless removed by a resolution passed at a General Meeting.
- g) On their removal or resignation a Custodian shall execute a Conveyance in such form as is published by The Football Association from time to time to a newly-elected Custodian or the existing Custodians as directed by the Club Committee. On the death of a Custodian, any Club Property vested in them shall vest automatically in the surviving Custodians. If there is only one surviving Custodian, a Special General Meeting shall be convened as soon as possible to appoint another Custodian.
- h) The Custodians shall be entitled to an indemnity out of the Club Property for all expenses and other liabilities reasonably incurred by them in carrying out their duties.

DISCIPLINE COMMITTEE

- a) A discipline committee shall be formed to include the senior officers of the club (chair, president, secretary) and one other co-opted member to deal with matters of a disciplinary nature. The committee will have the power to call players, officials or club members before it and also to impose additional fines and suspensions over and above those imposed by Devon County FA, subject to ratification by the club's main management committee.
- b) Players, officials or club members who are adjudged to have a particularly bad disciplinary record will also be asked to appear before the committee. The committee also reserves the right to recommend cancellation of the registration of persistent offenders or players, officials or club members in blatant contravention of either club or Devon FA rules.





Horrabridge Rangers Sports Association

To do this the discipline committee will make a recommendation to the full club management committee.

- c) Any player, official or club member suspended or fined by the club will not be allowed to be a club member until their suspension and/or fine has been completed or paid. Players, officials or club members who have their registration cancelled by the club will not be allowed back into membership until they have made a personal appeal to the club management committee who will make a decision on the issue.
- d) The playing of unregistered players will not be accepted under any circumstances. The manager of any team playing an unregistered player will be asked to attend a club disciplinary hearing. Fines can be imposed on any team knowingly playing unregistered players. The full club committee holds the right to withdraw any of its team from a league.
- e) The club secretary will monitor bookings and sending off and will monitor suspensions and/or fines imposed by Devon FA and ensure that player's, officials or club members reimburse the club committee where necessary.
- f) All players' officials or club members must adhere fully to league, county FA and club rules.
- g) Any players, officials or club members receiving a club fine will be deemed to be suspended from playing or being involved with any of the club's teams until the fine has been paid off. Similarly any player official or club member receiving a club suspension will be banned from appearing with any club team until the suspension has either been served or cancelled by the club management committee. Any application by a player to pay a fine in instalments must be referred to the club's disciplinary committee who will make recommendations to the main committee.
- h) The disciplinary committee of the club will meet as and when necessary.
- i) All club players should be made aware of the club's constitution, development plan and codes of conduct, all of which are available on the Internet
- j) **Ignorance by members of these recommendations will not be accepted as a defence.**
- k) Managers of all teams will be made aware of the disciplinary record of players on a regular basis. This will include the current state of any fines and/or suspensions.

DISSOLUTION

A resolution to dissolve the Club shall only be proposed at a General Meeting and shall be carried by a majority of at least three-quarters of the members present.

The dissolution shall take effect from the date of the resolution and the members of the Club Committee shall be responsible for the winding up of the assets and liabilities of the Club.

Any surplus assets remaining after the discharge of the debts and liabilities of the Club shall be transferred to the parent Association who shall determine how the assets shall be utilised for the benefit of the game. Alternatively, such assets may be disposed of in such other manner as the members of the Club with the consent of the parent Association shall determine.





Horrabridge Rangers Sports Association

Code of Conduct for Football

Football is the national game. All those involved with the game at every level and whether as a player, match official, coach, owner or administrator, have a responsibility, above and beyond compliance with the law, to act according to the highest standards of integrity, and to ensure that the reputation of the game is, and remains, high. This code applies to all those involved in football under the auspices of The Football Association.

Community

Football, at all levels, is a vital part of a community.

Football will take into account community feeling when making decisions.

Equality

Football is opposed to discrimination of any form and will promote measures to prevent it, in whatever form, from being expressed.

Participants

Football recognises the sense of ownership felt by those who participate at all levels of the game. This includes those who play, those who coach or help in any way, and those who officiate, as well as administrators and supporters. Football is committed to appropriate consultation.

Young People

Football acknowledges the extent of its influence over young people and pledges to set a positive example.

Propriety

Football acknowledges that public confidence demands the highest standards of financial and administrative behaviour within the game, and will not tolerate corruption or improper practices.

Trust and Respect

Football will uphold a relationship of trust and respect between all involved in the game, whether they are individuals, clubs or other organisations.

Violence

Football rejects the use of violence of any nature by anyone involved in the game.

Fairness

Football is committed to fairness in its dealings with all involved in the game.

Integrity and Fair Play

Football is committed to the principle of playing to win consistent with Fair Play.





Horrabridge Rangers Sports Association

Code of Conduct for Coaches

Coaches are key to the establishment of ethics in football. Their concept of ethics is their attitude directly affects the behaviour of players under their supervision. Coaches are, therefore, expected to pay particular care to the moral aspect of their conduct.

Coaches have to be aware that almost all of their everyday decisions and choices of actions, as well as strategic targets, have ethical implications.

It is natural that winning constitutes a basic concern for coaches. This code is not intended to conflict with that.

However, the code calls for coaches to disassociate themselves from a “win-at-all-costs” attitude.

Increased responsibility is requested from coaches involved in coaching young people. The health, safety, welfare and moral education of young people are a first priority, before the achievement or the reputation of the club, school, coach or parent.

- a) Coaches must respect the rights, dignity and worth of each and every person and treat each equally within the context of the sport.
- b) Coaches must place the well-being and safety of each player above all other considerations, including the development of performance.
- c) Coaches must adhere to all guidelines laid down by governing bodies.
- d) Coaches must develop an appropriate working relationship with each player based on mutual trust and respect.
- e) Coaches must not exert undue influence to obtain personal benefit or reward.
- f) Coaches must encourage and guide players to accept responsibility for their own behaviour and performance.
- g) Coaches must ensure that the activities they direct or advocate are appropriate for the age, maturity, experience and ability of players.
- h) Coaches should, at the outset, clarify with the players (and, where appropriate, parent) exactly what is expected of them and also what they are entitled to expect from their coach.
- i) Coaches must co-operate fully with other specialists (e.g. other coaches, officials, sports scientists, doctors, physiotherapists) in the best interests of the player.
- j) Coaches must always promote the positive aspects of the sport (e.g. fair play) and never condone violations of the Laws of the Game, behaviour contrary to the spirit of the Laws of the Game or relevant rules and regulations or the use of prohibited substances or techniques.
- k) Coaches must consistently display high standards of behaviour and appearance.
- l) Coaches must not use or tolerate inappropriate language.





Horrabridge Rangers Sports Association

Code of Conduct for Players

Players are the most important people in the sport. Playing for the team, and for the team to win, is the most fundamental part of the game. But not winning at any cost – Fair Play and respect for all others in the game is fundamentally important.

Obligations towards the game

A player should

1. Make every effort to develop their own sporting abilities, in terms of skill, technique, tactics and stamina.
2. Give maximum effort and strive for the best possible performance during a game, even if his team is in a position where the desired result has already been achieved.
3. Set a positive example for others, particularly young players and supporters.
4. Avoid all forms of gamesmanship and time-wasting.
5. Always have regard for the best interests of the game, including where publicly expressing an opinion on the game and any particular aspect of it, including others involved in the game.
6. Not use inappropriate language.

Obligations towards one's own team

A player should

1. Make every effort consistent with Fair Play and the Laws of the Game to help his own team win.
2. Resist any influence which might, or might be seen to, bring into question his commitment to the team winning.

Respect for the Laws of the Game and competition rules

A player should

1. Know and abide by the Laws, rules and spirit of the game, and the competition rules.
2. Accept success and failure, victory and defeat, equally.
3. Resist any temptation to take banned substances or use banned techniques.

Respect towards Opponents

A player should

1. Treat opponents with due respect at all times, irrespective of the result of the game.
2. Safeguard the physical fitness of opponents, avoid violence and rough play, and help injured opponents.





Horrabridge Rangers Sports Association

Respect towards the Match Officials

A player should

1. Accept the decision of the Match Official without protest.
2. Avoid words or actions which may mislead a Match Official.
3. Show due respect towards Match Officials.

Respect towards Team Officials

A player should

1. Abide by the instructions of their Coach and Team Officials, provided they do not contradict the spirit of this Code.
2. Show due respect towards the Team Officials of the opposition.

Obligations towards the Supporters

A player should:

1. Show due respect to the interests of supporters.

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Horrabridge Rangers Sports Association

Code of Conduct for Team Officials

This Code applies to all team / club officials (although some items may not apply to all officials).

Obligations towards the Game

The team official should

1. Set a positive example for others, particularly young players and supporters.
2. Promote and develop his own team having regard to the interest of the Players, Supporters and reputation of the national game.
3. Share knowledge and experience when invited to do so, taking into account the interest of the body that has requested this rather than personal interests.
4. Avoid all forms of gamesmanship.
5. Show due respect to Match Officials and others involved in the game.
6. Always have regard for the best interests of the game, including where publicly expressing an opinion of the game and any particular aspect of it, including others involved in the game.
7. Not use or tolerate inappropriate language.

Obligations towards the Team

The team official should

1. Make every effort to develop the sporting, technical and tactical levels of the club/team, and to obtain the best results for the team, using all permitted means.
2. Give priority to the interests of the team over individual interests.
3. Resist all illegal or unsporting influences, including banned substances and techniques.
4. Promote ethical principles.
5. Show due respect for the interests of the players, coaches and officials, their own club/team and others.

Obligations towards the Supporters

The team official should

1. Show due respect for the interests of supporters.

Respect towards the Match Officials

A team official should

1. Accept the decisions of the Match Official without protest.
2. Avoid words or actions which may mislead a Match Official.
3. Show due respect towards Match Officials.





Horrabridge Rangers Sports Association

Code of Conduct for Parents / Spectators

Parents / Spectators have a great influence on children's enjoyment and success in football.

All children play football because they first and foremost love the game – its fun.

It is important to remember that however good a child becomes at football within our club it is important to reinforce the message to parents / spectators that positive encouragement will contribute to:

1. Children enjoying football.
2. A sense of personal achievement.
3. Self-esteem.
4. Improving the child's skills and techniques.

A parent / spectator's expectations and attitudes have a significant bearing on a child's attitude towards:

1. Other players.
2. Officials.
3. Managers.
4. Spectators.

Ensure that parents / spectators within our club are always positive and encouraging towards all of the children not just their own.

Encourage parents / spectators to:

1. Applaud the opposition as well as your own team.
2. Avoid coaching the child during the game.
3. Not to shout and scream.
4. Respect the referee's decision.
5. Give attention to each of the children involved in football not just the most talented.
6. Give encouragement to everyone to participate in football.

Ensure that parents / spectators within our club agree and adhere to your club's Code of Conduct and Child Protection Policy.

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Horrabridge Rangers Sports Association

CHILD PROTECTION POLICY

All sporting organisations which make provision for children and young people must ensure that:

The welfare of the child is paramount

All children, whatever their age, culture, disability, gender, language, racial origin religious beliefs and/or sexual identity have the right to protection from abuse

All suspicions and allegations of abuse will be taken seriously and responded to swiftly and appropriately

All staff (paid /unpaid) working with Horrabridge Rangers Sports Association have a responsibility to report concerns to the appropriate officer.

Staff/volunteers are not trained to deal with situations of abuse nor decide if abuse has occurred.

POLICY STATEMENT

Horrabridge Rangers Sports Association is committed to creating and preserving the safest possible environment for children to play football. It is the duty of all Club Members, Referees, Club Officials, Team Managers, Coaches, Parent Helpers and any other individuals directly or indirectly involved with the club to safeguard the welfare of all children and young people by protecting them from physical, sexual, or emotional harm and from neglect or bullying.

Horrabridge Rangers Sports Association accepts children's welfare is paramount and all children, whatever their age, culture, disability, gender or religious belief, have the right to protection from abuse. All suspicions and allegations of abuse will be taken seriously and responded to swiftly and appropriately. A child is defined as under 18 (The Children Act 1989).

POLICY AIMS

The aim of the Horrabridge Rangers Sports Association Child Protection Policy is to promote good practice:

Providing children and young people with appropriate safety and protection whilst in the care of Horrabridge Rangers Sports Association;

Allow all staff / volunteers to make informed and confident responses to specific child protection issues.

Introduction

Child abuse, particularly sexual abuse, can arouse strong emotions in those facing such a situation. It is important to understand these feelings and not allow them to interfere with your judgement about any action to take. Abuse can occur within many situations including the home, school and the sporting environment. Some individuals will actively seek employment or voluntary work with young people in order to harm them. A coach, instructor, teacher, official or volunteer may have regular contact with young people and be an important link in identifying cases where a young person needs protection. All suspicious cases of poor practice should be





Horrabridge Rangers Sports Association

reported following the guidelines in this document. When a child enters the club having been subjected to child abuse outside the sporting environment, sport can play a crucial role in improving the child's self esteem. In such instances the club must work with the appropriate agencies to ensure the child receives the required support.

Good Practice Guidelines

All personnel should be encouraged to demonstrate exemplary behaviour in order to protect themselves from false allegations. The following are common sense examples of how to create a positive culture and climate within football:

Good practice means:

1. Always working in an open environment (e.g. avoiding private or unobserved situations and encouraging an open environment i.e. no secrets).
2. Treating all young people/disabled adults equally, and with respect and dignity.
3. Always putting the welfare of each young person first, before winning or achieving goals.
4. Maintaining a safe and appropriate distance with players (e.g. it is not appropriate to have an intimate relationship with a child or to share a room with them).
5. building balanced relationships based on mutual trust which empowers children to share in the decision-making process;
6. Making sport fun, enjoyable and promoting fair play.
7. Ensuring that if any form of manual/physical support is required, it should be provided openly and according to guidelines provided by the Coach Education Programme. Care is needed, as it is difficult to maintain hand positions when the child is constantly moving. Young people should always be consulted and their agreement gained. Some parents are becoming increasingly sensitive about manual support and their views should always be carefully considered.
8. Keeping up to date with the technical skills, qualifications and insurance in sport.
9. Involving parents/carers wherever possible (e.g. for the responsibility of their children in the changing rooms). If groups have to be supervised in the changing rooms, always ensure parents/teachers/coaches/officials work in pairs.
10. Ensuring that if mixed teams are taken away, they should always be accompanied by a male and female member of staff. (NB however, same gender abuse can also occur)
11. Ensuring that at tournaments or residential events, adults should not enter children's rooms or invite children into their rooms.
12. Being an excellent role model – this includes not smoking or drinking alcohol in the company of young people.
13. Giving enthusiastic and constructive feedback rather than negative criticism.
14. Recognising the developmental needs and capacity of young people and disabled adults – avoiding excessive training or competition and not pushing them against their will.





Horrabridge Rangers Sports Association

15. Securing parental consent in writing to *act in loco parentis*, if the need arises to give permission for the administration of emergency first aid and/or other medical treatment.
16. Keeping a written record of any injury that occurs, along with the details of any treatment given.
17. Requesting written parental consent if club officials are required to transport young people in their cars.

Practice to be avoided

The following should be **avoided** except in emergencies. If cases arise where these situations are unavoidable they should only occur with the full knowledge and consent of someone in charge in the club or the child's parents. For example:

1. A child sustains an injury and needs to go to hospital, or a parent fails to arrive to pick a child up at the end of a session:
2. Avoid spending excessive amounts of time alone with children away from others;
3. Avoid taking children to your home where they will be alone with you.

Practice never to be sanctioned

The following should **never** be sanctioned. You should never:

1. Engage in rough, physical or sexually provocative games, including horseplay;
2. Share a room with a child;
3. Allow or engage in any form of inappropriate touching;
4. Allow children to use inappropriate language unchallenged;
5. Make sexually suggestive comments to a child, even in fun;
6. Reduce a child to tears as a form of *control*;
7. Allow allegations made by a child to go unchallenged, unrecorded or not acted upon;
8. Do things of a personal nature for children or disabled adults, that they can do for themselves;
9. Invite or allow children to stay with you at your home unsupervised.

NB. It may sometimes be necessary for staff or volunteers to do things of a personal nature for children, particularly if they are young or are disabled. These tasks should only be carried out with the full understanding and consent of parents and the players involved. There is a need to be responsive to a person's reactions. If a person is fully dependent on you, talk with him/her about what you are doing and give choices where possible. This is particularly so if you are involved in any dressing or undressing of outer clothing, or where there is physical contact, lifting or assisting a child to carry out particular activities. Avoid taking on the responsibility for tasks for which you are not appropriately trained.

If any of the following occur you should report this immediately to another colleague and record the incident.

You should also ensure the parents of the child are informed.





Horrabridge Rangers Sports Association

1. If you accidentally hurt a player
2. If he/she seems distressed in any manner
3. If a player appears to be sexually aroused by your actions
4. If a player misunderstands or misinterprets something you have done

Guidelines for Use of Photographic Filming Equipment at Sporting Events

There is evidence that some people have used sporting events as an opportunity to take inappropriate photographs or film footage of young and disabled sportspeople in vulnerable positions.

It is advisable that all clubs be vigilant with any concerns to be reported to the Club Child Protection Officer.

Videeing as a coaching aid: there is no intention to prevent club coaches and teachers using video equipment as a legitimate coaching aid.

However, performers and their parents/carers should be aware that this is part of the coaching programme and care should be taken in the storing of such films.

Recruitment and selecting staff and volunteers

Horrabridge Rangers Sports Association recognises that anyone may have the potential to abuse children in some way and that all reasonable steps are taken to ensure unsuitable people are prevented from working with children. When undertaking pre selection checks the following should be included:

All volunteers /staff should complete an application form.

The application form will elect information about applicants past and a self disclosure about any criminal record.

Consent should be obtained from an applicant to seek information from the Criminal Records Bureau (introduced in September 2001).

Two confidential references, including one regarding previous work with children.

These references must be taken up and confirmed through telephone contact.

Evidence of identity (Passport or driving licence with Photo)

Responding to suspicions or allegations

It is not the responsibility of anyone working in Horrabridge Rangers Sports Association, in a paid or unpaid capacity to take responsibility or to decide whether or not child abuse has taken place. However there is a responsibility to act on any concerns through contact with the appropriate authorities.

1. Horrabridge Rangers Sports Association will assure all staff/volunteers that it will fully support and protect anyone, who in good faith reports his or her concern that a colleague is, or may be, abusing a child.
2. Where there is a complaint against a member of staff there may be three types of investigation





Horrabridge Rangers Sports Association

3. A criminal investigation,
4. A child protection investigation,
5. A disciplinary or misconduct investigation.

The results of the police and child protection investigation may well influence the disciplinary investigation, but not necessarily.

Poor Practice

If, following consideration, the allegation is clearly about poor practice; the Club Child Protection Officer will deal with it as a misconduct issue.

If the allegation is about poor practice by the Club Child Protection Officer, or if the matter has been handled inadequately and concerns remain, it should be reported to the relevant Horrabridge Rangers Sports Association officer who will decide how to deal with the allegation and whether or not to initiate disciplinary proceedings.

Suspected Abuse

Any suspicion that a child has been abused by either a member of staff or a volunteer should be reported to the Club Child Protection Officer, who will take such steps as considered necessary to ensure the safety of the child in question and any other child who may be at risk.

1. The Club Child Protection Officer will refer the allegation to the social services department who may involve the police, or go directly to the police if out-of-hours.
2. The parents or carers of the child will be contacted as soon as possible following advice from the social services department.
3. The Club Child Protection Officer should also notify the relevant Horrabridge Rangers Sports Association officer who in turn will inform the Devon Football Association Child Protection Officer who will deal with any media enquiries.
4. If the Club Child Protection Officer is the subject of the suspicion/allegation, the report must be made to the appropriate Manager or in his/her absence the Devon Football Association Child Protection Officer who will refer the allegation to Social Services.

Confidentiality

Every effort should be made to ensure that confidentiality is maintained for all concerned. Information should be handled and disseminated on a need to know basis only.

This includes the following people:

1. The Club Child Protection Officer;
2. The parents of the person who is alleged to have been abused;
3. The person making the allegation;
4. Social services/police;
5. The Devon Football Association Regional Development Manager and Devon Football Child Protection Officer;





Horrabridge Rangers Sports Association

6. The alleged abuser (and parents if the alleged abuser is a child). *

*Seek social services advice on who should approach alleged abuser.

Information should be stored in a secure place with limited access to designated people, in line with data protection laws (e.g. that information is accurate, regularly updated, relevant and secure).

Internal Enquiries and Suspension

The Horrabridge Rangers Sports Association Child Protection Officer will make an immediate decision about whether any individual accused of abuse should be temporarily suspended pending further police and social services inquiries.

Irrespective of the findings of the social services or police inquiries the Horrabridge Rangers Sports Association Disciplinary Committee will assess all individual cases to decide whether a member of staff or volunteer should be reinstated and how this can be sensitively handled. This may be a difficult decision; particularly where there is insufficient evidence to uphold any action by the police.

In such cases, the Horrabridge Rangers Sports Association Disciplinary Committee must reach a decision based upon the available information which could suggest that on a balance of probability; it is more likely than not that the allegation is true.

The welfare of children should always remain paramount.

Support to Deal with the Aftermath

Consideration should be given about what support may be appropriate to children, parents and members of staff. Use of Help Lines, support groups and open meetings will maintain an open culture and help the healing process.

The British Association of Counselling Directory (**The British Association for Counselling Directory**) is available from The British Association for Counselling, 1 Regent Place, Rugby CV21 2PJ, Tel: 01788 550899, Fax: 01788 562189, E-mail: bac@bac.co.uk, Internet: www.bac.co.uk) may be a useful resource.

Consideration should be given about what support may be appropriate to the alleged perpetrator of the abuse.

Allegations of Previous Abuse

Allegations of abuse may be made some time after the event (e.g. by an adult who was abused as a child or by a member of staff who is still currently working with children). Where such an allegation is made, the club should follow the procedures as detailed above and report the matter to the social services or the police. This is because other children, either within or outside sport, may be at risk from this person.





Horrabridge Rangers Sports Association

Anyone who has a previous criminal conviction for offences related to abuse is automatically excluded from working with children.

This is reinforced by the details of the Protection of Children Act 1999.

Action if Bullying is Suspected

The same procedure should be followed as set out in the Section relating to responding to suspicions or allegations, if bullying is suspected. All settings in which children are provided with services or are living away from home should have rigorously enforced anti-bullying strategies in place.

Action to Help the Victim and Prevent Bullying in Sport:

1. Take all signs of bullying very seriously.
2. Encourage all children to speak and share their concerns (It is believed that up to 12 children per year commit suicide as a result of bullying, so if anyone talks about or threatens suicide, seek professional help immediately).
3. Help the victim to speak out and tell the person in charge or someone in authority.
4. Create an open environment.
5. Investigate all allegations and take action to ensure the victim is safe.
6. Speak with the victim and the bully (ies) separately.
7. Reassure the victim that you can be trusted and will help them, although you cannot promise to tell no one else.
8. Keep records of what is said (what happened, by whom, when).
9. Report any concerns to the Club Child Protection Officer or the school (wherever the bullying is occurring).

Action Towards the Bully(ies):

1. Talk with the bully (ies), explain the situation, and try to get the bully (ies) to understand the consequences of their behaviour.
2. Seek an apology to the victim(s).
3. Inform the bully's parents.
4. Insist on the return of *borrowed* items and that the bullies (ies) compensate the victim.
5. Provide support for the coach of the victim.
6. Impose sanctions as necessary.
7. Encourage and support the bully (ies) to change behaviour.
8. Hold meetings with the families to report on progress.
9. Inform all organisation members of action taken.
10. Keep a written record of action taken.

Remember:





Horrabridge Rangers Sports Association

1. Maintain confidentiality on a *need to know* basis only.
2. Ensure the Club Child Protection Officer follows up with social services.
3. The Club Child Protection Officer should also report the incident to the Devon Football Association Child Protection Officer who should ascertain whether or not the person/s involved in the incident play a role in Football and act accordingly.

If you do not know who to turn for advice or are worried about sharing your concerns with a senior colleague, you should contact the social services direct (or the NSPCC on 0800 800 5000, or Childline on 0800 1111)

What to do if there are concerns

Information passed to the social services or the police must be as helpful as possible, hence the necessity for making a detailed record at the time of the disclosure/concern. Information passed to the social services or the police must be as helpful as possible, hence the necessity for making a detailed record at the time of the disclosure/concern.

Information should include the following::

1. Name of child
2. Age of child and date of birth
3. Home address and telephone number
4. Is the person making the report expressing their own concerns or those of someone else
5. What is the nature of the allegation? Include dates, times, any special factors and other relevant information.
6. Make a clear distinction between what is fact, opinion or hearsay.
7. A description of any visible bruising or other injuries. Behavioural signs indirect signs?
8. Witnesses to the incidents.
9. The child's account, if it can be given, of what has happened and how any bruising or other injuries occurred.
10. Have the parents been contacted?
11. If so what has been said?
12. Has anyone else been consulted? If so record details.
13. If it is not the child making the report has the child concerned been spoken to? If so what was said?
14. Has anyone been alleged to be the abuser?
15. Record details.

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Horrabridge Rangers Sports Association

Anti Discrimination Policy for Horrabridge Rangers Football Club

As the governing body of the game, The Football Association is responsible for setting standards and values to apply throughout the game at every level.

Football belongs to, and should be enjoyed by, everyone equally. Our commitment is to eliminate discrimination whether by reason of gender, sexual orientation, race, nationality, ethnic origin, colour, religion or ability and to encourage equal opportunities.

The following policies are at the heart of Horrabridge Rangers Football Club activities. Horrabridge Rangers Football Club is responsible for setting standards and values to apply throughout the club at every level.

Football belongs to and should be enjoyed by everyone, equally. Our commitment is to confront and eliminate discrimination whether by reason of sex, sexual orientation, race, nationality, ethnic origin, colour, religion or disability.

Equality of opportunity at Horrabridge Rangers Football Club means that in all our activities we will not discriminate or in any way treat anyone less favourably, on grounds of sex, sexual orientation, race, nationality, ethnic origin, colour, religion or disability.

This includes:

- I. The advertisement for volunteers.
- II. The selection of candidates for volunteers.
- III. Courses.
- IV. External coaching and education activities and awards.
- V. Football development activities.
- VI. Selection for teams.
- VII. Appointments to honorary positions.

Horrabridge Rangers Football Club will not tolerate sexual or racially based harassment or other discriminatory behaviour, whether physical or verbal, and will work to ensure that such behaviour is met with appropriate action in whatever context it occurs.

Horrabridge Rangers Football Club is committed to the development of the programme of ongoing training and awareness raising events and activities, in order to promote the eradication of discrimination within its own organisation, and within football as a whole.





Horrabridge Rangers Sports Association

Equal Opportunities Policy for Horrabridge Rangers Football Club

General

Horrabridge Rangers Football Club is committed to a policy of equal treatment of all members and requires all members of whatever level or authority, to abide and adhere to this general principle and the requirements of the Codes of Practice issued by the Equal Opportunities Commission and Commission for Racial Equality.

All members are expected to abide by the requirements of the Race Relations Act 1976, Sex Discrimination Act 1986 and Disability Discrimination Act 1995. Specifically discrimination is prohibited by:

- I. Treating any individual on grounds of gender, colour, marital status, race, nationality or ethnic or national origin, religion, sexual orientation or disability less favourably than others.
- II. Expecting an individual solely on the grounds stated above to comply with requirement(s) for any reason whatsoever related to their membership, which are different from the requirements for others.
- III. Imposing on individual requirements which are in effect more onerous on that individual than they are on others. For example, this would include applying a condition which makes it more difficult for members of a particular race or sex to comply than others not of that race or sex.
- IV. Victimisation of an individual.
- V. Harassment of an individual, by virtue of discrimination.
- VI. Any other act or omission of an act, which has as its effect the disadvantaging of a member against another, or others, purely on the above grounds. Thus, in the entire Club's recruitment, selection, promotion and training processes, as well as disciplinary matters, it is essential that merit, experience, skills and temperament are considered as objectively as possible.

Horrabridge Rangers Football Club commits itself to the immediate investigation of any claims of discrimination on the above grounds and where such is found to be the case, a requirement that the practice cease forthwith, restitution of damage or loss (if necessary) and to the investigation of any member accused of discrimination.

Any member found guilty of discrimination will be instructed to desist forthwith. Since discrimination in its many forms is against the Football Club's policy, any members offending will be dealt with under the disciplinary procedure.

The Football Club commits itself to the disabled person whenever possible and will treat such members, in aspects of their recruitment and membership, in exactly the same manner as other members. The difficulties of their disablement permitting assistance will be given,





Horrabridge Rangers Sports Association

wherever possible to ensure that disabled members are helped in gaining access. Appropriate training will be made to such members who request it.

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Horrabridge Rangers Sports Association

CLUB DEVELOPMENT POLICIES

THE ROLES OF OFFICERS

The roles of officers of the club are detailed in the club constitution. In addition to these the club will also appoint the following officers:

Football Development Officer

This officer will be responsible for the development of football at the club. This will include

- i. The setting up of training opportunities and arrangement of coaching sessions
- ii. Seeking opportunities to develop skills and ability at the club
- iii. Liaising as necessary with county officials
- iv. Keeping abreast and communicating FA rule changes

The Football Development Officer should be a qualified coach and in addition to the above he/she will be responsible for the general development of football within Horrabridge Rangers.

Development Officer

This officer is responsible for developing Horrabridge Rangers Sports Association, off the field of play. He/She will be responsible for:

- i. General club development and improvements.
- ii. Obtaining grants.
- iii. Obtaining sponsorship.
- iv. General promotion of the club within the football community.
- v. Liaising with the business community with the aim of furthering the objectives of Horrabridge Rangers Sports Association.

Marketing Officer

This officer will be responsible for the general promotion of Horrabridge Rangers Sports Association within the community.

- i. Liaising with the media and seeking out any other publicity and promotional opportunity in order to further the good name of Horrabridge Rangers Sports Association.
- ii. Enhancing the clubs reputation both in the local community and the wider community.
- iii. He/She will work alongside other officers to create and run an official club website

Volunteer Coordinator Officer

The functions of this officer are as follows.

- i. The recruitment of new volunteers
- ii. Keeping a register of new volunteers with contact numbers
- iii. Keeping a register of specific skills of club members
- iv. Ensuring that new volunteers are provided with suitable induction to the club
- v. Providing volunteers with a brief of their role
- vi. Ensuring that there is a training programme available for volunteers





Horrabridge Rangers Sports Association

- vii. Ensuring that volunteers are rewarded and recognised

Schools Liaison Officer

The functions of this officer are as follows.

- i. Meeting with local schools at least twice a year
- ii. Being a contact point between the club and local schools
- iii. Ensuring local schools receive regular information about the club
- iv. Establish ways in which the club can support the local schools football programme

RECRUITMENT & RETENTION POLICY

The following policy is within the aims and objectives of the club to:

- i. Encourage and promote the development of football within the community
- ii. Provide the opportunity for players of both sexes and all ages to play competitive football
- iii. To support and provide the best playing amenities and equipment available.

Recruitment

- i. It is club policy to, wherever possible; give priority to players living within the village of Horrabridge or the immediate catchment area which includes Tavistock, Buckland and a number of other small villages.
- ii. Following this, priority will be given to players living outside the village but who attend full-time education at schools within Horrabridge or the immediate catchment area i.e. Walkhampton Primary School, St Andrews School Buckland, Meavy Primary School, Princetown Primary School & Tavistock Community College
- iii. Following this, priority will be given to players living in immediately surrounding towns and villages such as Plymouth Launceston and Okehampton.
- iv. Any team unable to provide a playing squad under the above criteria will be allowed to look further a field for players. If insufficient players are available to run a team, Horrabridge Rangers Sports Association will not rule out the possibility of combining with another local team in a similar position.
- v. It is not club policy to approach other clubs with the idea of signing players. If players from outside clubs approach Horrabridge Rangers Sports Association they will be accepted in line with the above criteria with priority always being given to locally-based players.

Retention

- i. It is the policy of Horrabridge Rangers Sports Association to encourage local players to join the club in line with the above criteria. Once a member of Horrabridge Rangers Sports Association, players are encouraged to play a full part in the life of the club by attending training and social events.
- ii. If a player indicates a wish to leave the club, it will be the duty of the relevant team manager/coach to establish any reasons for unrest and to report these to the club's committee.





Horrabridge Rangers Sports Association

- iii. The club will actively back any player and/or official wishing to take coaching, first aid or any other football connected qualifications which are likely to benefit both the individual and the club.
- iv. It is hoped that by supporting personal and team development, players will foster a loyalty to Horrabridge Rangers Sports Association.

Attracting Players

The club will actively attempt to attract players under the above criteria by liaising on a regular basis with local schools.

- i. This will be done by personal contact with staff, posters, information sheets about the club, direct contact with pupils (with the schools permission) and appeals through school newsletters.
- ii. The club will endeavour to foster good relationships with local schools and to use school facilities wherever and whenever possible.
- iii. This will include pitches and changing facilities.
- iv. Regular articles in the Media and local promotional outlets. This will include appeals for players whenever possible.
- v. Posters placed in the village at strategic points such as the village notice board
- vi. Word of mouth and personal contact with existing players who may be aware of other players who wish to join the club.
- vii. Taking part in village organisations' days, fetes and other promotional events.
- viii. Members of the club will be responsible for promoting the good name of Horrabridge Rangers Sports Association wherever and whenever possible.

Playing Squad and Selection

- i. In cases where more than one team is organised at any level (e.g. men's and women's) the following selection rules will apply.
- ii. It is in the interest of developing players to their appropriate level that they should have the opportunity to progress.
- iii. In these cases the club will operate a "one squad" system where all players are signed to Horrabridge Rangers Sports Association and not to individual teams.
- iv. Where there is more than one team, the manager of the first or senior team will select and directly contact the 14 players he or she wants to play for him in a particular match.
- v. Players contacted have the option to accept or refuse the invitation to play for that team without fear of recrimination either at the time or in the future.
- vi. Players are encouraged by the club committee to accept selection.
- vii. Once this selection is made the team manager will notify details of his or her squad, together with the names of other players known to be available for selection to the second team manager and club secretary.





Horrabridge Rangers Sports Association

- viii. The reserve/second team manager will then select and contact directly the 14 players he or she requires for the coming fixture. The reserve or second team manager must then notify details of his/her squad together with the names of any other players known to be unavailable for the coming match to the club secretary.
- ix. This procedure will be repeated until all team places are filled.
- x. Should team managers incur call offs after they have notified their squads they may only approach players after consulting with the appropriate manager or, if not possible, the club secretary.
- xi. Team managers can select who they want to play for their team without direction from anyone else, subject to the player being both available and willing to play and not having been selected for a higher team. Players not in the 14 are not owned by the Manager nor should they be promised games in lower teams.
- xii. The club secretary will help co-ordinate the activities each week and monitor the situation to ensure that ground rules are being adhered to.

Unregistered Players

The club will take every possible step to ensure that unregistered players do not play. Managers will be reminded to play only previously registered players or those legally registered on the day in keeping with league rules. Managers transgressing this rule will be asked to appear before the club's disciplinary committee.

Mini soccer policy

Horrabridge Rangers Sports Association has a policy of providing competitive football for all ages from eight upwards.

- i. It actively encourages the development for mini soccer for boys and girls under the age of 10 and regularly provides a venue for local competitions at this age group.
- ii. Club members also take part in coaching sessions at this level in local schools.
- iii. Youngsters of either sex are encouraged to take part in mini soccer within the club's retention, equity and general policies.
- iv. In addition the club will endeavour to participate in mini soccer tournaments organised by Devon Football Association and club officials will be encouraged to attend FA mini soccer match day skills courses for referees and managers.
- v. The club will have dedicated marked out pitches specifically for mini soccer at a chosen site used by the club, currently the sites are Fillace Park and Horrabridge Primary School.

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Links with schools





Horrabridge Rangers Sports Association

Horrabridge Rangers Sports Association has close links with local schools which have been developed since the junior club's foundation in 1994.

- i. Club matches are played on pitches at Fillace Park and Horrabridge Primary School.
- ii. During matches, school facilities are utilised.
- iii. In addition coaching sessions have been undertaken by club officials over the years at village schools.
- iv. Pupils from local schools are encouraged to join the club and many have done so. Indeed many players are still with the club, having moved through the education system from primary school to Senior School.
- v. The appointment in 2004 of a schools liaison officer will enhance and heighten the links with schools.
- vi. In addition to the above, Horrabridge Rangers Sports Association will support any local school's attempts to apply to become an FA Charter Standard School. This will be carried out by close liaison between the school and officials of Horrabridge Rangers Sports Association who will be prepared to sit as members of working parties and/or committees.
- vii. Horrabridge Rangers Sports Association Development Officer will help to facilitate grants for schools.
- viii. The club will also encourage school staff to become involved with Horrabridge Rangers Sports Association as part of a two-way exchange of skills and abilities to the mutual benefit of both organisations.

Links with youth soccer

Horrabridge Rangers Sports Association primary aim is to promote and provide football within the village with the stated emphasis on youth soccer.

Since the foundation of youth sport during 1994 in Horrabridge by Horrabridge Rangers Sports Association we have provided soccer for all ages from eight upwards and regularly field up to 8 boys and one girls' team in local youth soccer leagues.

The club prides it self on being one of the major providers of quality youth soccer in the district and we are always looking at ways to develop our youth links and increase the number of teams within the limits of facilities available.

Staff Development programme

Players, coaches and club officials are encouraged to undertake a variety of qualifications and acquire skills which can be utilised by the club. Financial support has been made available for this. This has resulted in members gaining coaching, first aid, sports psychology, child protection and administrative qualifications over the past couple of years.

- i. A register of skills and qualifications has been established.
- ii. All requests for financial support for development are discussed by the club's committee.





Horrabridge Rangers Sports Association

- iii. The committee regularly looks at additional development programmes in a number of areas.
- iv. It is planned to hold training days for coaches/managers and volunteers to encourage their development and the club plans to develop its own information packs as well as use commercial videos and materials to this end.
- v. Club coaches are encouraged to join The Football Association Coaches Association. Coaches are encouraged to develop their coaching skills wherever possible.

Referees' Development

Horrabridge Rangers Sports Association fully recognises the importance of referees to the game of football.

- i. All players are instructed to accept the decision of the match referee. Dissent from players towards match officials is not tolerated and persistent offenders can expect to be asked to answer to the club as well as the relevant disciplinary bodies.
- ii. In order to further the development of referees, the club is keen to recruit qualified officials and it is our intention to appoint a qualified referee to look after recruitment and retention of qualified officials within the club.
- iii. In addition the club will encourage players, officials, managers and coaches to undertake referees' courses and to pass on their expertise to other club members.
- iv. Our ultimate aim is to have one qualified referee for each team

Development of new teams

The club prides itself on providing football for all ages and both sexes. This has resulted in running up to 11 teams each season. This has included mini soccer for those under the age of 10 and also girls' teams and adult teams.

- i. At any one time the club can be running up to nine youth teams and actively encourages new managers and coaches to come forward to organise new teams and "fill in" any gaps which exist.
- ii. New team managers are encouraged to join the club committee and take an active part in club life.
- iii. Full support is given to new teams. This includes facilitating entry into local leagues, arranging fixtures and ensuring they have satisfactory equipment.
- iv. It is the aim of the club to run boys teams at Under 9, Under 10 teams, girls teams at Under-12 mini soccer. Under-11, Under-12, Under-13, Under-14, Under-15, Under-16; girls teams at Under-15 and adult; three adult men's teams making a total of 15 teams. It is hoped to achieve this target within five years.
- v. New teams will receive the full backing of the officers of the club.
- vi. All new and potential youth team managers will be fully vetted by the club committee.
- vii. This will involve obtaining two independent references and also asking the individual to appear before a club committee meeting.





Horrabridge Rangers Sports Association

- viii. Only after this procedure has been followed to the satisfaction of the club committee will that person be allowed to organise, coach and run a youth team.
- ix. Anyone interested in running additional teams is encouraged to contact any of the club's officials.

Exit route policy

The aim of Horrabridge Rangers Sports Association is to encourage players to move through the youth teams into adult football. The club's further stated aim is to provide competitive football for both sexes and all age groups from mini soccer upwards.

- i. If, however, a player indicates a wish to leave the club, it will be the duty of the relevant team manager/coach to establish any reasons for unrest and to report these to the club's committee.
- ii. The same applies to coaches and those helping to run and organise teams.
- iii. Players and coaches/managers are encouraged to play a full part in the playing and social side of the club.
- iv. The club will not, however, stand in the way of any player who wishes to leave.
- v. The club will co-operate in any transfer requests from individual players or other clubs who have the agreement of a player to join them.
- vi. The club will report to the county FA any incidents of illegal approaches to players and or managers/coaches.
- vii. The club respects and supports players' wishes to make the most of their talents.
- viii. The club will foster and develop these talents wherever possible within the structure of the club.
- ix. At the same time Horrabridge Rangers Sports Association recognises the rights of a player to leave the club if he/she wishes to do so.
- x. Players are encouraged to become part of academy sides and whenever possible the management committee and/or managers and coaches will recommend suitable players for representative honours.
- xi. This will include putting individual players forward for development centres, centres of excellence, Devon Schools' FA representative teams and Devon County FA representative teams.
- xii. In the event of players wishing to join Horrabridge Rangers Sports Association in an age group for which there is not team, the club will suggest alternative local clubs for the player to join.
- xiii. The details of such players will be kept by the club and the players will be contacted if Horrabridge Rangers Sports Association starts up a team at the appropriate age level.

State of pitches policy

The club has a responsibility towards the pitches that it uses and must consider the longer term implications of playing on pitches that are considered unfit.





Horrabridge Rangers Sports Association

A decision on whether a pitch is playable should rest with the owners, club officials or the match referee if the weather worsens during play.

Matches should be postponed if

- i. The pitch is deemed to be unsafe and a hazard to players.
- ii. The pitch is deemed to be safe but unplayable
- iii. Playing on the pitch will cause irreparable damage to the playing surface.
- iv. Line markings are indistinct and there are no facilities for marking the pitch out available

Definition of the above is as follows:

- i. The pitch is deemed to be unsafe and a hazard to players when, in the opinion of officials, playing a match could lead to players suffering injuries due to the pitch condition. Examples would be frost, ice, snow and flints and stones.
- ii. The pitch is deemed to be safe but unplayable when there are specific reasons why the game should not go ahead e.g. standing water or snow.
- iii. Playing on the pitch will cause irreparable damage to the playing surface when it is considered by officials that to play on the surface will severely affect the state of the pitch for future matches e.g. will turn the surface into mud.
- iv. Line markings are indistinct and there are no facilities available will occur when the match referee decides that the markings are insufficient to go ahead with the match. This could be through lack of markings or through snow.
- v. In addition to the above, the club will regularly monitor the state of pitches, ensuring that line markings and grass cuttings are undertaken on a regular basis.

Overall support for sport in Horrabridge

Club officials and members actively support all sport in the village.

Football Club committee members also serve on the Youth Club Committee and Recreation Field Trust Committee.

One of the club's stated aims is to

"Endeavour to facilitate the provision of the best playing amenities and equipment available to us, in line with growth of sport in Horrabridge."

Horrabridge Rangers Sports Association will continue to support the development of all sport and sports facilities for the benefit and enjoyment of all those living in the village.

Business case for Sponsorship

Horrabridge Rangers Sports Association actively seeks sponsorship for a number of reasons including the following:

- i. To raise funds for the club





Horrabridge Rangers Sports Association

- ii. To improve our professionalism through better equipment and facilities
- iii. To improve links with the local community
- iv. To improve links with companies

A pack is given to potential sponsors.

This gives a brief history of the club and also facts and figures and a description of the specific team seeking sponsorship.

Included below is a section on what we can offer sponsors in return.

Horrabridge Rangers Sports Association is very aware that sponsorship is a two-way matter and that sponsors should be made welcome and feel part of the club.

In return for sponsorship we will undertake to:

- i. Promote the sponsors' name through internal documents including headed notepaper and an internal club newsletter.
- ii. Promote the sponsors name via an Internet Web site at www.hrsports.co.uk
- iii. Encourage club members to use the sponsors and generally promote the sponsors' name wherever and whenever possible.
- iv. Obtain high profile Media coverage (e.g. presentation of shirts and articles throughout the season).
- v. Provide Press coverage of the club as a whole during the season.
- vi. Invite sponsors to high profile club events such as presentation evenings, annual meetings, social events etc.
- vii. Underline that sponsors will be supporting both youth and sport in a large village and be associated with one of the fastest developing football clubs in Devon.
- viii. Prominently display an advertising board at home matches, provided by the sponsors to any design they wish.
- ix. Purchase goods associated with the sponsors' name.

Horrabridge Rangers Sports Association has the ability to become one of the top football clubs in Devon.

By sponsoring our teams you will help us to achieve this aim and in return we will promote your products whenever and wherever possible

Social and Club Awards

The club also enjoys a social side which culminates with the annual presentation evening and awards evening in May/June. Each team makes its own individual presentations followed by club awards to mark 50, 100, 150 and 200 career appearances and 50, 100 and 150 career goals.

The main club award is the Chris Beech Memorial Trophy for the player who has given outstanding service to the club during the year. The trophy commemorates club player Chris Beech who was tragically died at a young age.





Horrabridge Rangers Sports Association

The club also has a fund-raising officer who arranges barbecues and various other events and many of the younger teams raise money from sponsored events.

The club's annual meeting is held in June

Conclusion

Horrabridge Rangers Sports Association is a thriving and growing club which has the potential to become one of the top clubs in the county of Devon.

However big we become we will never deviate from our aims to provide the best possible soccer for as many local players as possible. We will always do this within the spirit of the game and in the wider world of sport in general.

We will endeavour to achieve the club's aims, as stated in the development plan, by regularly re-assessing our aims and objectives and development plan and by setting realistic, achievable and measurable goals and striving to become a centre for soccer excellence at all ages.

These objectives will be discussed regularly as an agenda item at club committee meetings and initial objectives for the coming year will be set-up at the first club committee meeting following the annual general meeting.

The club will also define a rolling five year plan.

An updated Constitution with Club Rules and Codes of Conduct, along with a Club Development Plan was adopted by Horrabridge Rangers Sports Association on June 16th 2003.

At the Annual General Meeting on June 28th 2004 they were amended.

Signed: *on the original*

Robert Mitchelmore (Chairman)

Barry Smart (Secretary)

