

Quality Club Toolkit

Report for:

Wombourne Kayak Club



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**Your
Assessment
Results**

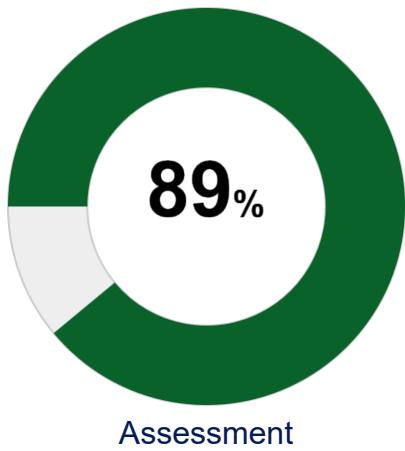
Assessment Summary

Dear John Teuwen,

Thank you for completing the **Quality Club Toolkit Assessment** on behalf of Wombourne Kayak Club.

This report will show how you rated in each section, as well as providing you and us at British Canoeing with a record of how you are currently doing and what you intend to implement in order to improve as a club.

The report will show you how you scored overall as well as in each individual section and subsection. Ideally you should be achieving over 80% overall in order to be considered for Quality Club accreditation.



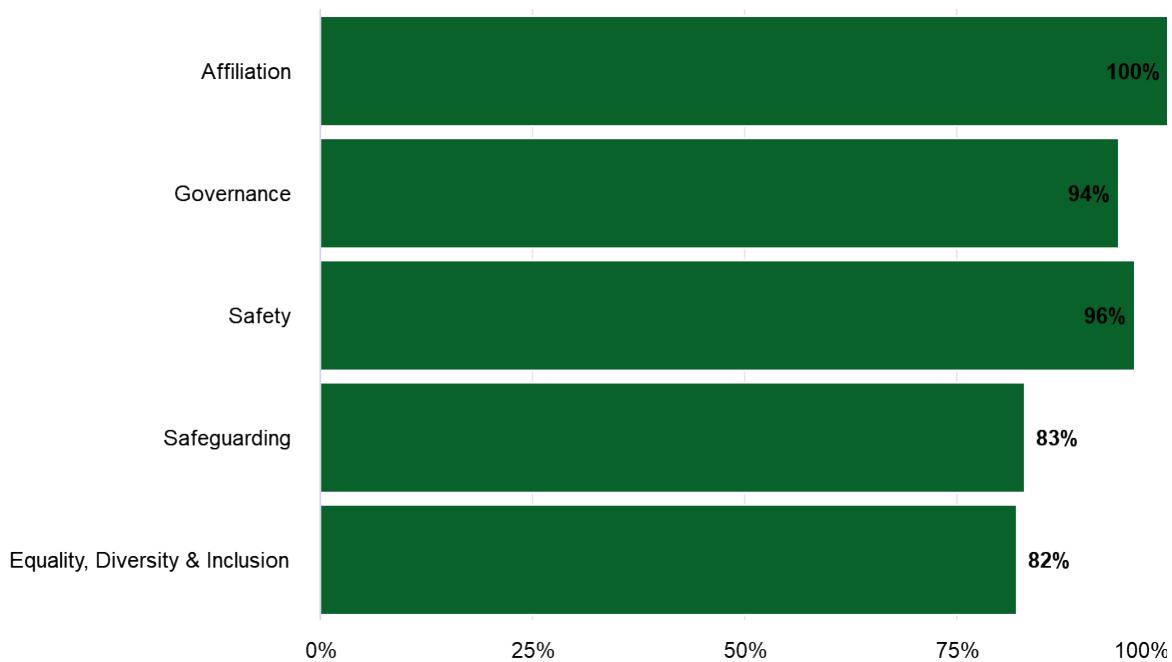
**Your club's overall score was
89%**

Well done!

This means that your club has a good rating overall and may well now be in a position to be accredited for Quality Club. You are obviously doing good work in a lot of areas, there may still have room for improvement though and the report will help highlight the areas in which can improve and provide links to resources that will help you in each area.

The Quality Club Toolkit Assessment Questionnaire was divided into five sections.

You can see below how you score for each one of them:



The assessment as well as sections and subsections are also colour coded so that you can see at a glance how you currently rate in each one of them:



High – Your club is performing well in this section

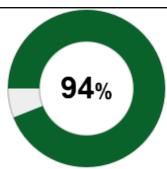
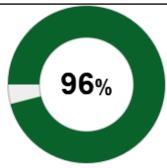
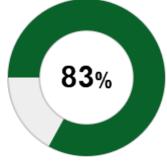
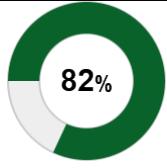


Medium – Your club could be performing better in this section



Low – Your club is not performing very well in this section

A brief description of each section is included below next to your scores. Further recommendations in each section and resources will be detailed for each section.

| | |
|--|---|
|  Affiliation | Affiliation – measures the extent to which the club provides information as requested at the point of affiliation and ensures that this information is uploaded and updated regularly on the Club Portal. |
|  Governance | Governance – measures the processes, practices, and rules by which those in charge of the club are governing it. The governance of a club underpins its sustained development. It is the foundations with which to build a strong and resilient club able to withstand challenges and adapt to changes in its environment. |
|  Safety | Safety – measures the systems and processes that your club has in place to ensure that activities are delivered safely for all club activity. |
|  Safeguarding | Safeguarding – measures the systems and processes that your club has in place to ensure that your members and volunteers are protected whilst involved in club activities. |
|  Equality, Diversity & Inclusion | Equality, Diversity and Inclusion – measures how well you know your club members as well as your local community and how well you provide for the different groups of people you engage with and how good a job of reaching out to the different groups in your area. |

Affiliation

Ideal recommendations for this section:

As part of your affiliation to Paddle England you will already have agreed to have a number of things in place as a minimum requirement.

In this section we ask you to confirm that you have these things in place before continuing on to the areas that will help you to develop as a Quality Club demonstrating that you are operating above and beyond the minimum requirements.

| Key Recommendation | Resources |
|---|--|
|  Affiliation Your club is currently doing a good job with regard to conforming to Affiliation requirements. | Paddle UK Club Affiliation The Clubhouse Templates and Guidance |

| Suggested improvements | To be carried out by | To be completed by |
|---|----------------------|--------------------|
| You should be scoring 100% in this section. If you score any less than this use the links above to update your affiliation requirements as necessary. | Club Committee | a.s.a.p |

Governance

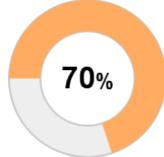
Values, Aims and Objectives

Ideal recommendations for this section:

Your club should have clear Vision, Aims and Objectives in order to clarify the reason for your club's existence and to help prospective club members know if the club is right for them and help with the future development of the club. Having these outlined within your club's governing document(s) will help confirm the clubs commitment to your Vision, Aims and Objectives. Your club's Vision, Aims and Objectives should be visible on your club's website, social media platforms and at your club's facility.

Your club's development plan should identify the Vision, Aims and Objectives of the club and the actions that you will be taking moving forward in order to achieve these. Evidence that the Vision, Aims and Objectives are clearly documented and visible on your club's website will help to embed these principles at the club.

Having them available in the club handbook/code of conduct or at the facility are other great ways of reinforcing them in the club culture and communicating them during the induction process and documents will also help in this area. It is important that club Committee members are able to clearly identify the future direction of the club and this is aligned to the club's offer. Including Vision, Aims and Objectives within committee meetings / AGM's will help keep the club moving in the right direction.

| Key Recommendation | Resources |
|---|---|
|  Vision, Aims and Objectives It's great that you have your Vision, Aims and Objectives in place, but you could be doing more to share them and incorporate them into the development and running of your club. Use the supporting links to help you with this process. | Buddle - Values and Culture |

| Your suggested improvements | To be carried out by | To be completed by |
|---|---|--|
| Overall, we embed our culture from our Vision, Values, Aims, within our Constitution, Welcome Pack 2024 in which we encourage a transparent, non-judgemental, and learning culture to our membership. This has provided an identity and direction | The Committee will take responsibility through meetings to review, develop, | The WKC 3 - Year Strategic Development Plan with be an |

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|---|---|---|
| for the club to sustain its future, subsequently there has been an increase in membership since 2019, e.g., AGM Minutes 2024. | and implement a WKC 3- Year Strategic Development Plan 2024-2027. | continuous on-going process in which the short and long-term goals will be reviewed on an annual basic. |
|---|---|---|

Note - You may wish to review these actions based on the recommendation and resources listed above.

Club Structure

Ideal recommendations for this section:

When asked, members of your Committee should be able to clearly identify what the clubs current structure is and why they have adopted this. Including:

- Identifying the advantages and disadvantages of their current legal structure.
- Identifying if their current structure is right for the club at present and for any planned development of the club.

Discussions should be documented as part of minutes of committee meetings, including why other legal structures were not appropriate and key factors that would trigger a change in status.

Ideally your club should have identified risks and mitigating actions on a risk register. The risk register should ideally be agreed and dated by the committee.

Your club should also keep a record of any evidence of attendance at any training/ CPD relating to the club's structure. Your club structure may involve certain requirements and responsibilities which need to be understood and acted upon.

The club should keep records of any amendments to governing document or annual returns that have been reported to relevant bodies as required (e.g. HMRC or Charities Commission).

| Key Recommendation | Resources |
|---|--|
|  Club Structure Well done. Your club is currently doing a good job with regard to your Club Structure, but there may be some areas for improvement you may wish to consider in order to protect the interests of your club | Buddle - Legal Structures Charity Commission Guidance Government Guidance on Structure |

and committee. Use the supporting links to help you with this process if necessary.

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|---|
| Create a risk register; Identifying the advantages and disadvantages of their current legal structure. Review 3-year Strategic Development Plan to identify and incorporate the Vision, Aims and Objectives of the club. | The Committee. | During the Review 3-year Strategic Plan 24-27 Strategic Development Plan. |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Club Committee

Ideal recommendations for this section:

Committee roles should be split across different committee members (one committee member does not take on multiple different roles).

Names and addresses of at least three unrelated, non-cohabiting committee members should be provided by the club.

A statement should be included within club's governing document noting a minimum requirement of 3 non-cohabiting, unrelated committee members.

Committee members should be listed within club documents, club's website or displayed at clubs facility.

The club should provide clear role descriptions for all committee roles which outlines their role, responsibilities and required skills. Committee members understand their roles and responsibilities and a process is in place to ensure understanding.

Role descriptions should be in place for each committee position and ideally signed and agreed by all role holders.

Terms of reference should be developed for main club committee and any sub committees

Ideally skills audits should be carried out on existing committee members and recruitment processes used to fill skills gaps.

Ideally applicants for committee posts should evidence skills in their applications and the selection process should be skills based.

The club should be able to evidence that both formal and informal CPD training is undertaken by club committee members where appropriate.

A committee induction pack should exist and include all relevant information required to enable them to fulfil their role.

The club should have a clear succession plan in place for all roles.

Handover periods should be in place. e.g. shadowing of existing post-holder or minutes where handover was discussed and documented

Records of the recruitment and appointment should exist for each role and details of the section of club they represent should be recorded. Election results from AGM and minutes confirming these appointments should be available.

Committee members should be listed within the club's documents, club's website or displayed at the club's facility.

Committee members' roles, contact details and images should be detailed on club's website at the club's facility and/or within club documents.

The club should be able to evidence the introduction of the club committee to new members.

There should be reference to quorum for decision making within governing document (e.g. constitution).

Decision making records e.g. meeting minutes should be agreed by committee members.

Meeting agendas/schedule should be available to all members and the club's workforce (e.g. displayed at club facility or uploaded onto club's website).

Meeting minutes should be made available (e.g. emailed to club members and the clubs workforce or uploaded to clubs website).

The club's governing documents should state that the AGM should be held annually.

The process for nominating committee members should be outlined in governing documents and made clear to all members. Process for electing committee members should be communicated to all members prior to the AGMs.

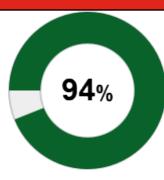
Governing documents should state that committee members should not serve a period longer than 8 years and set out how members are currently elected.

The club should keep a conflicts of interest register and declarations of interest forms.

Examples should be documented of where conflicts of interest have been recognised and the process followed to ensure this was managed effectively (e.g. meeting minutes).

Evidence of consultation processes should be available e.g. suggestion boxes / feedback forms / club surveys etc.

Committee roles and contact details should be kept updated on the Club Portal.

| Key Recommendation | Resources |
|--|---|
|  <p>94% Committee</p> | The Clubhouse Role Descriptions Buddle - Effective committees Buddle - Volunteer Development Buddle - Retaining volunteers Buddle - Good Governance |

| | |
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| Well done. Your club is currently doing a good job with regard to the running of your Club Committee, but there may be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links to help you with ensuring that you have these in place if necessary. | Buddle - Skills Audit Buddle - Effective meetings Buddle - Difficult meetings Buddle - Conflicts of Interest CPSU - Guidance on consultation with younger members The Clubhouse - Club Portal |
|--|--|

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|---|
| Committee roles should be split across different committee members (one committee member does not take on multiple different roles). Evidence of consultation processes should be available e.g. suggestion boxes / feedback forms / club surveys etc. A committee induction pack should exist and include all relevant information required to enable them to fulfil their role. Governing documents should state that committee members should not serve a period longer than 8 years and set out how members are currently elected. | The Committee | During the Review 3-year Strategic Plan 24-27 Strategic Development Plan. |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Finances

Ideal recommendations for this section:

Your club should be able to evidence standard agenda items or meeting minutes evidencing reporting of club finances.

Your club should be able to evidence budget sheets that align with the club's development plan.

For larger clubs your accounts may need to be signed by an audited accountant.

Your club minutes from the AGM should evidence that they have reported on the club's accounts.

Your accounts should be accessible to all via the club's website or made available upon request.

If appropriate you should be able to evidence any national insurance, pension and tax administration associated with paid staff if employed.

If appropriate the distinction between volunteers and paid staff should be clearly understood.

You should have a dual authorisation function set up on your bank account.

Your club should ideally have a reserves/savings account and a reserves policy is in place.

You should ideally have a sinking fund which exists to cover the replacement/upgrade of facilities and equipment.

You should be able to evidence how the club generates income from a diverse range of sources.

| Key Recommendation | Resources |
|---|--|
|  <p>100% Finances</p> <p>Well done. Your club is currently doing a good job with regard to the management of your club's finances, but there may still be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links to help with this process if necessary.</p> | Buddle - Finances Buddle - Budgeting Buddle - Managing Money Buddle - Online Banking Buddle - Tax Guidance HMRC - Tax Status Check Tool Sport England - Funding Information Buddle - Funding advice |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|--------------------|
| To be able to evidence how the club generates income from a diverse range of sources. Create a "Sinking fund" which exists to cover the upgrade of equipment, e.g. SUP & paddles. | The Committee | June 25 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Operational Compliance

Ideal recommendations for this section:

Your club should be appropriately insured.

Copies of relevant insurance documents should be available. Insurance certificates should be on display at your club facility if you have one. Relevant insurance should be in place for club events/trips.

Evidence of licenses if appropriate should be displayed at your club facility.

| Key Recommendation | Resources |
|--|--|
|  <p>Operational Compliance</p> <p>Well done. Your club is currently doing a good job with regard to the management of your club's operational compliance but there may still be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links if necessary to help you with ensuring that you have suitable measures in place.</p> | <p>The Clubhouse - Insurance Information</p> <p>Buddle - Insurance</p> <p>HMRC - Club Premises Certificate</p> |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|---------------------|
| Update insurance documents on Club Website. | John Teuwen | October 24th., 2024 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Policy Documents

Ideal recommendations for this section:

Your club should be able to demonstrate how you collect membership data, e.g. membership form.

You should be able to evidence how the club collects information on the club's volunteers, e.g. coach's registration form.

A register should be kept of who has agreed to code of conducts (appropriate to their position within the club) and signed declarations regarding the risk of activities.

The full club's committee should have inputted into the production of the development plan with consultation of all members. It should be regularly reviewed and sets out the vision of the club, aims and objectives and actions to ensure these are achieved.

The development plan should be freely available and uploaded onto the club's website.

Evidence that progress against the development plan should be in place (e.g. minutes from committee meetings or amended versions of the development plan are dated).

Details/formal documentation of disciplinary procedure should be in place and should be contained within the club's governing documents.

Your club should be able to evidence that a dispute and appeals process is in place.

Evidence of how this is communicated to members, the workforce, parents/carers, e.g. on club's website, available at club's facility, email communications or induction information.

All club documents should be dated with review date shown.

The club keeps a schedule of review dates and nominate club committee members to review them.

A process should be in place to review key documents annually prior to AGM so that any updates/changes can be discussed and agreed.

| Key Recommendation | Resources |
|--|---|
|  Policy Documents Well done. Your club is currently doing a good job with regard to your Policy Documents and sharing them with your club members, but there may still be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links to help you with ensuring that you have these in place. | Paddle UK - Affiliation Documents The Clubhouse - Templates and Guidance Awarding Body - Code of Conduct for the Coaching Workforce Elearning Buddle - Code of Conduct information CPSU - Example Codes of Conduct SRA - GDPR Toolkit Paddle UK - Data Protection Policy Paddle UK - Privacy Centre CPSU - Information on Data Protection Buddle - Succession planning |

| Your suggested improvements | To be carried out by | To be completed by |
|-----------------------------|--|---|
| Yes | Review 3-year Strategic Plan 24-27 Strategic Development Plan to include consultation of all members in which it sets out the vision of the club, aims | The Committee will implement a consultation with members to discuss the 3-year Strategic Plan 24-27 Strategic Development |

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| | and objectives and actions to ensure these are achieved. | Plan, which will be finalised at the AGM. |
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Note - You may wish to review these actions based on the recommendation and resources listed above.

Sustainability

Ideal recommendations for this section:

Paddle UK serves a community of paddlers that cares deeply about the environment, the natural world and its sustainability. We have a responsibility to work together to protect and preserve our environment.

The impact of climate change and water pollution is being felt by our clubs, disciplines and athletes. We have seen extremes in water levels, increasing sewage discharges, outbreaks of Invasive Non-Native Species (INNS) and harmful algae.

Climate change is directly preventing our clubs and members from accessing the very waterways they enjoy and is also resulting in lost training and competition days for our athletes and teams.

Conservation and protection of the places we paddle is ingrained into our community.

Anything you can do as a club to help with this is obviously beneficial to help protect our environment.

| Key Recommendation | Resources |
|---|--|
|  Sustainability Well done. Your club is currently doing a good job with regard to Sustainability, but there may still be some areas for improvement you may wish to consider in order to protect our waterways and minimise your impact on the environment. Use the supporting links to help with this process if necessary. | Paddle UK - Sustainability Awarding Body - Introduction to Environmental Awareness CACW - Paddle Clean Ups CACW - Sign up form CACW - Check Clean Dry Sport England - Sustainability Buddle - Environmental Sustainability |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--------------------|
| The Club will take responsibility to work together with the local community, local agencies to | The Committee. | September 25 |

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| conserve, preserve our environment and natural world. | | |
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Note - You may wish to review these actions based on the recommendation and resources listed above.

Safety

Policies

Ideal recommendations for this section:

Your club should be able to evidence that a Health and Safety policy is in place and reviewed annually.

Dates of review should be recorded on the Health and Safety Policy document(s).

Your club's Health and Safety policy should be easily available, e.g. policy on club's website, inclusion in induction pack or displayed within your club's facility.

Your club should have a statement/policy about their duty of care for those participating and visiting the club.

A risk acknowledgement statement should be in place with evidence of requiring member consent/acceptance of risk (e.g. tick box and signature on member's application form).

The club should be able to evidence any training/information provided regarding safety and emergencies.

The club should have details/documentation associated with safety briefings carried out prior to activities.

Your club should be able to evidence that they have utilised the 'Paddlesafer' guidance through use of checklists, promotion of best practice to members and the club's volunteers.

Checks of Paddle England Safety Alerts should happen regularly and procedures to follow recommended guidance should be put in place.

| Key Recommendation | Resources |
|--|--|
|  <p>Well done. Your club is currently doing a good job with regard to your Safety Policy Documents and sharing them with your club members, but there may still be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links to help you with ensuring that you have these in place.</p> | The Clubhouse - Templates and Guidance The Clubhouse - Paddlesafer The Clubhouse - Event Safety Buddle - Health and Safety Essentials Health and Safety Executive - Guidance Paddle UK - Safety updates |

| Your suggested improvements | To be carried out by | To be completed by |
|---|---|--------------------|
| The club should have details/documentation associated with safety briefings carried out prior to activities. The club will finance and support Coaches/Leader training in Advanced Whitewater Safety & Rescue in which it deals with safety and emergency situations. | Paul Elkington, John Teuwen, Rich Dowen | June 25 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Risk Management

Ideal recommendations for this section:

Your risk assessments should identify key areas for consideration around the club's duty of care, e.g. not letting U18s wait for parents outside unsupervised.

Suitable procedures should be in place within your Health and Safety policy.

Health and safety policy/risk assessment documentation should be in place evidencing requirement to wear safety equipment as appropriate.

There should be a process in place to ensure coaches/activity leaders carry out dynamic risk assessments prior to any activity, recording any new risks or changes to prior risks. Procedures should be in place to verify that these are conducted for all activities.

You should have sufficient measures and additional risk assessments in place for the running of trips and events.

Your Risk Assessments should follow HSE and Paddle England recommendations.

Your Risk Assessments should have been reviewed as part of Paddle England's sampling process and any recommendations acted upon. If your Risk Assessments have not been sampled yet we will do so as part of the Quality Club process.

| Key Recommendation | Resources |
|--|---|
|  Risk Management | Risk Management eLearning The Clubhouse - Risk Assessment template |

Well done. Your club is currently doing a good job with regard to your Risk Management processes and procedures, but there may still be some areas for improvement you may wish to consider in order to ensure the safety of your club members and the interests of your club committee. Use the supporting links to help you with ensuring that you have these in place if necessary.

| Your suggested improvements | To be carried out by | To be completed by |
|--|---|---|
| Implement the criteria required to meet Standards for Deployment. To improve the risk of regulatory breaches when communicating with U18's enquiries and dealing Foster Parents, Parents, Local Authorities procedures. In addition reviewing and updating Adult and Junior Trip Consent and Code of Conduct. Risk Assessments for specific river trips are updated within a 6 month cycle or from the last organised trip with regards to safeguarding. | Neil Allen, Paul Elkington, John Teuwen | Sept. 26 - Standards for Deployment, Sept.24 - Regulatory Breaches. |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Equipment

Ideal recommendations for this section:

Documentation should be in place evidencing safety audits of equipment and any actions taken (e.g. included within Standard Operating Procedures).

Your club should have Equipment Checklists in place which are checked at least annually.

Reference to checking first aid kit/equipment should be made within the club's Standard Operating Procedures. This should include timescales for checking contents.

First aid contents checklists should be completed which identify any contents that needs to be replaced. Checklists should be dated to ensure checks are carried out regularly.

| Key Recommendation | Resources |
|---|--|
|  Equipment Well done. Your club is currently doing a good job with regard to the provision and maintenance of Equipment at your club, but there may still be some areas for improvement you may wish to consider in order to protect the interests of your club and the running of your committee. Use the supporting links to help you with ensuring that you have these in place. | Awarding Body - Equipment Management eLearning The Clubhouse - Boat Racking Policy The Clubhouse - Club Trailer Advice |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--------------------|
| To invest in SUP and SUP paddles. Improvements on "Safety Audits" on boats are undertaken before and after usage due to irregular use of equipment. Reference to checking by Coaches/Leaders of their first aid kit/equipment is made within the club's Standard Operating Procedures. | John Teuwen | Sept.24 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Volunteers

Ideal recommendations for this section:

You should have a role description for your Safety Officer ideally signed.

Your Safety Officer should have evidence of attendance at Paddle England Event Safety training and Risk Management training.

Contact details for First Aiders and Safety Officer should be easily available, e.g. contact details on club noticeboards, posters in key areas and on your club's website.

Documentation should be available evidencing Safety Officer and nominated First Aiders' training and certification.

Documented evidence of Coaches and Leaders meeting minimum training standards should be available (e.g. certificates).

Qualifications for volunteers should be uploaded to Paddle England's Club Portal.

Systems should be in place to check that Coaches and Leaders first aid qualifications remain in date.

Your club should be able to evidence that they have utilised the 'Paddlesafer' guidance through use of checklists, promotion of best practice to members and the club's volunteers.

| Key Recommendation | Resources |
|--|---|
|  <p>88% Volunteers</p> <p>Well done. It looks like you are doing a good job with regard to ensuring that your Volunteers are operating and being deployed to ensure the safety of your members. There may still be some areas in which you could improve. Use the links if necessary to help you with these improvements.</p> | The Clubhouse - Safety Officer Role Description The Clubhouse - Event Safety The Clubhouse - Paddlesafer Guidance |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--|
| Implement the criteria required to meet Standards for Deployment. Safety Officer should have evidence of attendance at Paddle England Event Safety training and Risk Management training. APL? | The Committee | To enquire with new member whether he will undertake the Committee H&S role because he has completed the Paddle England Event Safety training and Risk |

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| | | Management training. |
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Note - You may wish to review these actions based on the recommendation and resources listed above.

Reporting

Ideal recommendations for this section:

Your club should be able to evidence where accident and incident reports are stored, e.g. online filing system or locked documents.

Documentation should exist which outlines the process to report accidents and incidents to British Canoeing (e.g. Standard Operating Procedures) and all relevant individuals understand and follow this.

| Key Recommendation | Resources |
|--|--|
|  Reporting | The Clubhouse - Incident reporting |

Well done. It looks like you are doing a good job with regard to ensuring that your Reporting processes are in place and working effectively. There may still be some areas in which you could improve. Use the links if necessary to help you with these improvements.

| Your suggested improvements | To be carried out by | To be completed by |
|--|--------------------------------|--------------------|
| Implement the criteria required to meet Standards for Deployment. To ensure that reported incidents are acknowledged by Paddle UK in the "Drop Down" tick box because of not knowing whether they have been recorded and acted upon. | Paul Elkington, John Teuwen | Sept. 24-26 |

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Note - You may wish to review these actions based on the recommendation and resources listed above.

Safeguarding

Safeguarding Policy

Ideal recommendations for this section:

Respective children and adults safeguarding policy documents in the name of the club should have been signed by club committee members and dated.

Your club should have evidence of annual policy reviews, e.g. meeting minutes, dates of review are recorded in policy documents or document review log is kept.

The club should be able to evidence how safeguarding policies have been communicated to all club members effectively, e.g. membership induction pack, email with policies attached, fact sheet or similar for junior members (e.g. picture of fact sheet available on club noticeboard).

The club should ensure that policies are made available publicly, e.g. website link or copy of policy documents at club facility including club noticeboard or club rooms with documents accessible.

| Key Recommendation | Resources |
|---|---|
|  Safeguarding Policy Well done. It looks like you are currently doing a good job with regard to the Safeguarding Policy at your club, but there may still be some areas for improvement you may wish to consider in order to protect your club members as well as your committee members and volunteers. Use the supporting links if required to help you with ensuring that you have these in place. | The Clubhouse - Templates and Guidance CPSU - Sports Safeguarding Tools Ann Craft Trust - Advice on Writing and Implementing Adult Safeguarding Policy Ann Craft Trust - Policy and Procedures Template Ann Craft Trust - Differences Between Children and Adults HMGov - Sharing Safeguarding Information Guidance Buddle - Safeguarding Adults Buddle - Safeguarding Children and Young People Awarding Body - Code of Conduct for the Coaching Workforce eLearning |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|-------------------------------------|
| Respective children and adults safeguarding policy documents in the name of the club should have been signed by club committee members and dated. The club should be able to evidence how safeguarding policies have been communicated to all club members effectively, e.g. Update membership induction pack with link to website safeguarding page, email to members. | John Teuwen | January 2025 at Membership renewal. |

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Note - You may wish to review these actions based on the recommendation and resources listed above.

Safeguarding Procedures

Ideal recommendations for this section:

Evidence of regular workforce safeguarding training should be in place.

Induction packs should include information on safeguarding processes.

Clear reporting channels should have been identified by the club and documented.

There should be evidence of the club communicating safeguarding procedures to all those at the club, e.g. on website, via membership sign ups, inductions, etc.

Contact details of your Club Welfare Officer/s and relevant bodies should be easily accessible including Paddle England Safeguarding Lead, Local Authority Lead and NSPCC.

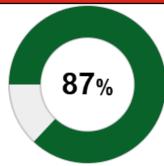
There should be a formal complaints and appeals process in place (separate documentation or included within club's governing document).

Risk Assessment of your club's activities should identify potential safeguarding issues/situations that may arise and appropriate mitigating actions.

Your Club's Safeguarding and Safeguarding related procedures documents should cover all safeguarding obligations including:

- Bullying at the club.
- Cyber bullying linked to the club's social media presence.
- Whistle Blowing.
- Appropriate supervision of juniors.
- How to transport juniors.
- Collection of juniors.
- Collection and storage of player profile and medical consent forms.
- Use of photography and filming equipment.
- How to use images of juniors.
- Being in changing rooms with juniors.
- Safe and appropriate use of social networking to communicate.

- Disciplining juniors/adults who are considered to be at risk and handling challenging behaviour.
- Use of mobile phones.
- Overnight stays.
- Other relevant situations.

| Key Recommendation | Resources |
|--|---|
|  Safeguarding Procedures <p>Well done. It looks like you are currently doing a good job with regard to the Safeguarding Procedures at your club, but there may still be some areas for improvement you may wish to consider in order to protect your club members as well as your committee members and volunteers. Use the supporting links if required to help you with ensuring that you have these in place.</p> | <p>The Clubhouse - Templates and Guidance</p> <p>Paddle UK - Safeguarding Templates and Guidance</p> <p>Ann Craft Trust - Policy and Procedures Template</p> <p>CPSU - Safeguarding Tools</p> <p>CPSU - Putting Safeguards in Place</p> <p>Buddle - Safeguarding Adults</p> <p>Buddle - Safeguarding Children and Young People</p> <p>CPSU - Reporting Procedure</p> <p>Paddle UK - Safeguarding reporting</p> <p>CPSU - Safeguarding overview</p> <p>Ann Craft Trust - Photography Guidance</p> <p>CPSU - Photography Guidance</p> <p>CPSU - Online Safety Guidance</p> <p>HMGov - Sharing Safeguarding Information Guidance</p> |

| Your suggested improvements | To be carried out by | To be completed by |
|-----------------------------|---|--------------------|
| Yes | Formulate a Safeguarding related Guidance procedures to include: Being in changing rooms with juniors at the pool sessions, management of juniors on river trips (Include children in Care), overnight stays. | The Committee |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Recruitment and Deployment

Ideal recommendations for this section:

Your club should be able to evidence completed self-declaration forms.

Risk assessment documentation associated with recruitment should be in place.

DBS checks should be carried out as appropriate.

References should be carried out and evidenced where appropriate.

Evidence that a register is kept recording dates of DBS checks should be in place.

A standard agenda item in meetings to flag expiry dates of DBS checks and qualifications should be in place.

Evidence that Safeguarding training/refresher training has been undertaken should be in place, e.g. certification or confirmation of attendance.

Your club should be able to evidence that they track when online refresher training is due. This could include a spreadsheet with expiry date of training and qualifications.

Safeguarding procedure information should be included in induction packs, internal comms., etc.

Your club should be able to evidence support for additional training, e.g. booking information/confirmation showing subsidy from club.

Your club should keep records of additional training/qualifications or attendance at sessions.

Your club should be able to evidence that Safeguarding considerations are covered in induction process and/or induction documentation.

Your club should identify specific Safeguarding responsibilities for different roles within the club.

Copies of references should be kept by the club for all active workforce members.

| Key Recommendation | Resources |
|--|--|
|  Recruitment and Deployment In the interest of not only the individual club members, but also your club committee and volunteers, you should have more Recruitment and Deployment measures in place at your club. Use the supporting links to help you with ensuring that you have these in place. | Paddle UK - DBS Guidance HM Gov - Info on DBS Checks for Volunteers Paddle UK - Safeguarding Policies UK Coaching - Safeguarding and Protecting Children Ann Craft Trust - Safe Recruitment Guidance CPSU - Safe Recruitment Guidance CPSU - Safeguarding tools Paddle UK - Safeguarding Training Paddle UK - Safeguarding Templates and Guidance CPSU - Self-Declaration Form Information and Template |

| | |
|--|--|
| | NSPCC - Child Protection in Sport Training |
|--|--|

| Your suggested improvements | To be carried out by | To be completed by |
|-----------------------------|--|--------------------|
| No | To formulate voluntary recruitment self-declaration forms when DBS checks are not undertaken. Safeguarding considerations are covered in induction process and/or induction documentation. | John Teuwen |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Welfare Officer

Ideal recommendations for this section:

Evidence of appointment of Club Welfare Officers, e.g. contact details or profile of officers should be listed on your club's website.

Minutes from AGM's or committee meeting should confirm your Welfare Officers appointments.

A job description and person specification for both Welfare Officer and Deputy Welfare Officer should be in place.

Role descriptions should ideally be signed and acknowledged by role holder.

Evidence that Safeguarding training/refresher training has been undertaken, e.g. certification or confirmation of attendance should be uploaded to the Club Portal

The Welfare Officer and Deputy Welfare Officer's names and contact details should be clearly available on the club's website, at the club's facility, within key club documents and communicated to all.

| Key Recommendation | Resources |
|--|--|
|  <p>100%</p> <p>Welfare Officer</p> <p>Well done. It looks like you are currently doing a good job with regard to the Welfare Officer provision at your club, but there may still be some areas for improvement you may wish to consider in order to support your Welfare Officers and protect your club members as well as your committee members and volunteers. Use the supporting links if required to help you with ensuring that you have these in place.</p> | <p>The Clubhouse - Templates and Guidance</p> <p>Paddle UK - Safeguarding Templates and Guidance</p> <p>UK Coaching - Safeguarding and Protecting Children</p> <p>Sport Structures - Time To Listen Course</p> |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--------------------|
| The Welfare Officer name and contact details should be clearly available on the club's website, within key club documents and communicated to all. | John Teuwen | Jan., 2025 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Equality, Diversity and Inclusion

Good EDI Governance

Ideal recommendations this section:

Your club should have an Equality Policy and Anti-Bullying Policy in place. You can adopt the wording from Paddle England's policies.

Your policies should be shared with all members through registration documents and as a basic requirement of becoming a member of the club. This commitment should also be embedded in codes of conduct for members.

Having the policies available on your website and social media means that they are easily available and lets potential members of the club know about your commitment as well.

Ideally your Anti-Bullying policy should also incorporate sections on inappropriate language and harassment.

Language can be used to discriminate against or exclude a person or group of people, whether knowingly or unknowingly.

- An Anti-Bullying Policy should clearly outline that explicitly discriminatory or inappropriate language (for example, homophobic, racist or xenophobic comments) should be listed as inappropriate.
- Using 'banter' as an excuse for inappropriate behaviour is not acceptable. Repeated discriminatory language aimed at a particular person or group of people, that makes inappropriate comments or jokes at the expenses of someone's identity, or used as an excuse to justify inappropriate or discriminatory language or comments, falls under bullying and harassment.

Inclusion can be communicated in a range of ways:

- Included in the "About" section or website introduction for the club
- Ensure the constitution is made readily available to all members of the club
- Used in social media posts or website/blog posts by the club e.g. "We are a friendly, welcoming club who are committed to inclusion"

Volunteers who represent a range of backgrounds, experiences and who represent a range of identities can be important role models to their communities and support with connecting to under-represented groups in the club.

- Are club volunteers listed with photographs/headshots on the website, social media pages or other club content?
- Do coaches, leaders and deliverers at the club also have a range of backgrounds, experiences and identities?

If the club's volunteer body does not have a range of representation in these groups, this should be something the club looks to address across the membership as a whole.

Where there is an opportunity to improve representation in the core volunteer body, or the committee of the club, positive steps should be implemented to ensure that members from under-represented groups can be supported into volunteer roles where they have the necessary skills or experience.

- If the club has some recognised gaps in this space, then implementing approaches to improve the diversity of volunteers should be discussed.

| Key Recommendation | Resources |
|---|---|
|  Good EDI Governance Well done. It looks like you are doing a good job regarding EDI Governance measures in place at your club. In the interest of both your individual club members and your club committee and volunteers there may still be some areas you could improve on. Use the supporting links if necessary to help you with ensuring that you have these in place. | Paddle UK - Equality Diversity and Inclusion The Clubhouse - Equality Policy Template Buddle - Finding volunteers Anti-Bullying Alliance - What is Banter? Paddle UK - Anti-Bullying Policy |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|--------------------|
| Included in the "About" section or website introduction for the club. | Committee | Jan., 25 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Understanding Your Club

Ideal recommendations this section:

Whilst there is currently no requirement to report any data to Paddle England, use of an up-to-date equality monitoring form is beneficial to accurately collect monitoring data on the diversity of your club.

Understanding the breakdown of your membership and seeing where there is a lack of diversity should then inform efforts to engage with these groups, or make changes to activities or delivery to attract these groups.

Understanding the motivations of your members to paddle means that the club can ensure its offer is suitable for the range of members it has currently, and can provide the pathway for anyone to seek opportunities, such as competition, volunteering, coaching or leading.

Clubs can work on establishing this in a variety of ways, but all involve speaking with those currently at the club. They could be surveyed each year, or have a question or option to fill in on a registration form, for example.

The needs of paddlers can be wide and varied. They can be accessibility-related, safety-related, or identity-related. Working with members to ensure their needs are met during club activities, whether in a training/paddling, competition or social context, and making reasonable adjustments to accommodate those needs can have a significant impact on how welcomed and included members feel.

An easy way to foster this conversation is through an induction process, where new members have an opportunity to discuss their needs and any required adjustments.

Spending time understanding the experience of under-represented groups can mean the club is better informed, especially if the club has members from these communities. It can support the creation of activity that is more accessible and inclusive to more people.

Clubs can do this by having one-on-one discussions, or surveying the wider club.

Clubs should not use a single person or group as the only source of information when looking to improve the club's offer. They can only provide their own perspective, and instead the aim should be to work collaboratively to make changes which benefit everyone.

Just as safeguarding and safety training is essential for volunteers, equality, diversity and inclusion should also be a priority, to ensure all club volunteers understand the impacts of these themes on their club activity.

Paddle England now has a free eLearning module available, titled Introduction to Equality, Diversity and Inclusion, released in 2021

Many external providers, such as UK Coaching, provide high-quality and up-to-date information, not just for coaches, but awareness and information for other volunteers

Equality, Diversity and Inclusion should form part of the upskilling agenda for all volunteers, regardless of their role.

Having a representative volunteer workforce can help to encourage others to pursue similar roles, provides diverse role models, and showcases paddling as an activity for all.

Supporting volunteers to understand what opportunities are available and how they can get involved through clear communication with a guiding hand is important.

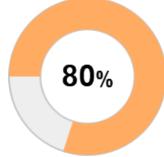
Rewarding, recognising and engaging with volunteers is key to ensuring you retain volunteers from any background or experience.

Consider the types of social events the club run activities, and whether they may prevent people from attending:

- Socials which only ever take place in pubs or bars, or involve alcohol, may be inaccessible

- Ensure activities and venues are physically accessible or adaptable so that everyone can attend
- Consider the means of communicating about social events and activities outside of normal club delivery e.g. does everyone have access to social media, or is email communication more appropriate?

Carefully considering social components of the club means everyone can access the full range of activities.

| Key Recommendation | Resources |
|---|---|
|  Understanding Your Club <p>It looks like you are currently doing a good job with regard to understanding your club members, but there may still be some areas for improvement you may wish to consider in order to improve things for both your current membership and prospective new members. Use the supporting links to help you with ensuring that you have these in place.</p> | Buddle - Understanding and Communicating with people Buddle - Volunteer motivations Awarding Body - Introduction to Equality, Diversity and Inclusion eLearning UK Coaching - Inclusion Resources Gov.uk - family resources survey Activity Alliance - annual-survey |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|--------------------|
| <p>Carry out a club survey members each year to establish members needs. Understanding the motivations of our members to paddle means that the club can ensure its offer is suitable for the range of members it has currently, and can provide the pathway for anyone to seek opportunities, such as competition, volunteering, coaching or leading.</p> | The Committee | Jan.,25-26 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Understanding Your Local Community

Ideal recommendations this section:

Understanding the demographics of your local area is helpful to understand whether your club is attracting and engaging with the local community, and help to identify ways in which you can better engage with these groups.

Taking the time to understand which groups or communities from your local area aren't represented in the club, and the barriers those groups might be experiencing through insight and resources created by organisations such as Sport England can help you to create a club offer which addresses some of those barriers, and creates a more attractive offer to a wider range of people.

Having a representative volunteer workforce can help to encourage others to pursue similar roles, provides diverse role models, and showcases paddling as an activity for all.

There is also an opportunity for the club to learn about the experience of people accessing paddling who come from diverse or under-represented backgrounds, or to understand how to create better network links to those communities.

Clubs should not use a single person or group as the only source of information when looking to improve the clubs offer. They can only provide their own perspective, and instead the aim should be to work collaboratively to make changes which benefit everyone.

Rewarding, recognising and engaging with volunteers is key to ensuring you retain volunteers from any background or experience.

Reaching out to established networks to engage with them and advertise the opportunities the club has to offer can be very effective in reaching communities the club may otherwise struggle to engage with. Each locality will be different, and dependent on the services and communities which exist around the club, but identifying some key opportunities is a start.

If the club delivers any targeted outreach (e.g. family sessions, women and girls sessions, disability inclusive sessions), consider focussing on matching this provision to the types of services and networks the club reaches out to in the first instance.

When advertising or posting about the club, on any channel, think about the images, videos and shots you use:

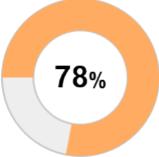
- Do the images show the range of members and paddlers who participate at your club?
- Do they showcase the range of activities you deliver as a club?
- Do they show smiling faces and welcoming group shots?
- Do you have photos of social activities the club undertakes?

Considering these things can ensure you're enticing a wide range of potential participants.

- Ensure these sessions are widely advertised and that the club provides clear information about these using whichever platforms it uses to advertise. Think about the groups touched on in "Understanding your Community" - how is this information reaching them? Is it through networks they have access to?

- Working with the groups you're looking to engage with to build sessions and offers that are attractive to specific groups will help to ensure you're able to create activities that are suitable, and don't create additional barriers or miss existing ones
- Consider how you link these targeted sessions with other opportunities the club provides, not just for paddling with the club, but for opportunities such as volunteering, coaching or committee positions.

Creating links with external groups can attract members as well as volunteers with the club, and have long-term benefit to the clubs sustainability. Use national organisation search engines to seek out opportunities for outreach.

| Key Recommendation | Resources |
|--|---|
|  <p>Understanding Your Local Community</p> <p>It looks like you are currently doing a good job with regard to understanding your local community, but there may still be some areas for improvement you may wish to consider in order to improve things for both your current membership and prospective new members. Use the supporting links to help you with ensuring that you have these in place.</p> | <p>Sport England - Local Area Insights</p> <p>Buddle - Creating Diverse Committees</p> <p>Buddle - Inclusive Marketing</p> <p>Active Partnerships - Find your Active Partnership</p> <p>Belong Network - Power of Sport Toolkit</p> <p>Buddle - Finding volunteers</p> <p>Sport England - Demographic Knowledge</p> |

| Your suggested improvements | To be carried out by | To be completed by |
|---|----------------------|--------------------|
| <p>To engage with the local community and established networks, and help to identify ways in which the club can participate with these groups. To work with specific groups to build sessions that are attractive and suitable, which don't create additional barriers or miss existing ones. To reward, recognise and engage with volunteers to ensure that the club retains volunteers from any background or experience.</p> | <p>The Committee</p> | <p>Jan., 27</p> |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Making Paddling Accessible

Ideal recommendations this section:

A club's website and social media channels pose a great opportunity for them to reach a wider range of people and advertise what they do. However, you should consider whether how you use these platforms makes paddling accessible.

Make sure information on the joining process is made clear and easy to navigate for potential members. For example:

- Do they need to speak to someone before attending, or can they come down any time? Is it clear who this person is and how they get in touch?

- Do they need to bring a craft, or can they borrow one for the purposes of the session?
- Are there changing facilities, or should they come water ready?
- What time and place should they meet the session leader?

Make sure these questions, and any others a prospective member might have, can be answered, using a variety of platforms. This ensures that anyone has the ability to come and attend your session.

Many people will use your website or other channels to work out if they can physically attend your sessions, or if they feel you have facilities to support them to participate. Consider:

- Venue accessibility: child/family parking; disabled or blue badge parking spaces; hearing loops for indoor facilities; ramps to all areas of a facility
- Changing facilities: private cubicles or changing facilities; whether a facilities have gendered or non-gendered facilities; accessible changing facilities (e.g. with red cords, toilets and so on)

This information is vital for individuals to work out whether their accessibility needs are met, and should be shared clearly. If using an indoor or built facility, there may be information shared on their website of the accessibility support available. Ensure this is included if so.

Clubs may operate multiple sessions which accommodate for a range of experiences and opportunities, or may have a focus on more participation or grassroots, or have a more competitive focus. Clubs should clearly outline these, so that prospective members have an understanding of whether they can access an activity or opportunity.

A significant barrier to participating in paddling is cost - not just of sessions, but of other associated costs too:

- Have you included clear and concise information on how much it costs to participate at the club or session, and how payments can be made?
- Do you offer a variety of ways to pay, such as pay-per-session, monthly or quarterly payments? If you do, ensure this is made clear in the club information. If you don't currently, is this something you could consider in order to attract a wider range of people?
- Make sure you share any costs for parking, access to facilities or costs for hire too - anything that might be over and above the cost of the session alone.

Supporting the costs of accessing the club can be an excellent way to make paddling more accessible to a wider range of people, and a Hardship Fund or financial support can take many forms:

- A pot that is used on request to support the costs of members on request, which can be sourced from grant funding or any profit accrued by the club
- Subsidies on the cost of the session
- Providing loaned or reduced costs on craft or equipment such as buoyancy aids

Speaking with members to understand which costs would be most impactful to cover can give an indication of where Hardship Funding may be best directed.

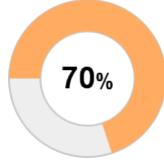
Ensure that there is a way for people to contact the club and make enquiries. This can be a generic email inbox (e.g. info@thiscanooclub.co.uk) so that you don't need to change the information each time someone takes over this role, a submission form integrated into the website, or use of social media inboxes.

An induction process does not need to be complicated, but should give a new member(s) a comprehensive welcome to the club. Think about:

- Having designated members of the club available to complete an induction during their first session. It can be very confusing and disheartening to turn up to a new session and join a club where no one is there to welcome and introduce you
- Talking to the new member about anything they might need support with from the club. This could be wide and varied, so having this conversation early on is important so you know that you're able to support that member to participate
- Introduce the new member to a group of similar paddlers in the club/session, or buddy up with them for the session as part of their induction.
- If the club has conducted an adequate induction, or spent time understanding the individual's needs, they should be aware of their requirements - ensure an open line of communication with new members or participants
- Considering some common barriers to a wide range of circumstances will ensure the club is prepared to be flexible. This can include variety in sizing of equipment, the range of craft available, the type of kit participants are able to wear and so on.

Sharing information about training can help prospective members or participants feel more confident that the volunteers and deliverers at the club can support them and meet their needs.

- Dedicate space on websites and social media platforms to make the CPD and qualifications of volunteers and coaches clear, and how this can benefit members

| Key Recommendation | Resources |
|---|--|
|  Making Paddling Accessible It looks like you are currently doing a good job with regard to making paddling accessible at your club, but there may still be some areas for improvement you may wish to consider in order to improve things for both your current membership and prospective new members. Use the supporting links to help you with ensuring that you have these in place. | Budle - Inclusive Marketing CIMPSA - Digital Hub Resource Sport England - Accessible Facilities Activity Alliance - Access for All Activity Alliance - Inclusive Communications Guide Activity Alliance - Ten Principles Activity Alliance - Effective Engagement Factsheets Sport England - Funding Opportunities Funding4Sport - Funding Opportunities |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--------------------|
| Create a formal induction process in which it considers some common barriers to a wide range of circumstances will ensure the club is prepared to be flexible. Encourage equality, diversity and inclusion training to be undertaken by coaches /leaders/Instructors. Dedicate space on websites and social media platforms to make the CPD and qualifications of volunteers and coaches clear, and how this can benefit members | The Committee | June -2025/26 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

Tackling Discrimination

Ideal recommendations this section:

Your club should ensure that all members are aware of Codes of Conduct and either sign a copy, or are aware that their membership to the club requires them to adhere to it.

- Include codes of conducts in inductions or introductions to new members
- Share updated versions with all members when you review and update them

Ensure that the process that the club uses to enable reporting is simple, easily understood and confidential.

Ensure that the club is equipped to manage any issues that arise from someone submitting a report (e.g. victimisation of the person who has reported)

Ensure that your Anti-Bullying policy outlines the steps that are required to report an incident of discrimination, bullying or harassment to Paddle England.

Ensure the Anti-Bullying policy outlines clear consequences if members to do not adhere to it.

While the club must ensure they have appropriate processes in place for members to report instances of harassment, bullying and discrimination, members may also need support to identify this behaviour in the first place

Members may not feel confident in challenging or reporting instances of this behaviour when it happens, so providing multiple, clear, confidential methods of reporting

Derogatory, discriminatory and exclusionary language and actions should be taken seriously by the club, and if found to be against the expectations set out in either the Anti-Bullying Policy or the code of conduct for members, then the consequences outlined in those documents should be followed,

and it made clear to others in the club that these behaviours are not acceptable in paddling or elsewhere.

- Cases can also be reported to Paddle England to be investigated and to support the club to resolve incidents of this type of behaviour or actions

| Key Recommendation | Resources |
|--|---|
|  Tackling Discrimination It looks like you are currently doing a good job with regard to Tackling Discrimination at your club, but there may still be some areas for improvement you may wish to consider in order to protect your club members as well as your committee members and volunteers. Use the supporting links if required to help you with ensuring that you have these in place. | Paddle UK - Safeguarding Policies Paddle UK - Reporting a Safeguarding Concern The Clubhouse - Templates and Guidance |

| Your suggested improvements | To be carried out by | To be completed by |
|--|----------------------|--------------------|
| To include during inductions or introductions to new members that Anti-Bullying behaviour is unacceptable or as a recipient of derogatory, discriminatory or exclusionary language that the process used by to enable reporting is simple, easily understood and confidential. | Committee | March 25 |

Note - You may wish to review these actions based on the recommendation and resources listed above.

If you have scored 80% or more in your overall assessment then you may be in a position to achieve Quality Club accreditation.

There are still just a couple of small steps to get you signed off though. Contact us to discuss your progress and to take you through the final sign off process at:

[Quality Club progress meeting](#)

If you are still in the process of improving your overall score then you just need to return to the Toolkit Assessment on a regular basis in order to update it as you introduce changes at your club as part of the improvement process.

If you would like to discuss your progress at any stage you can also use the above link to set up a meeting.

If you need help with any club related matters then the Club Support Team are also available to help. You can set up a meeting with any of the team using the following links:

[Meeting with James Hinves](#)

[Meeting with Russ Smith](#)

[Meeting with Phil Scowcroft](#)

You can also email the team at:

clubs@paddleuk.org.uk

