



Boys and Girls Clubs of Wales
Clybiau Bechgyn a Merched Cymru



Youth Club Guidebook

An A-Z guide of how to effectively establish and run a Boys & Girls Clubs of Wales affiliated youth club. This guide supports the BGC Wales e-learning modules on Cademi.

This guide is for:

- People wanting to start a youth club
- People wanting guidance on an existing youth club they run
- People wanting more information on youth work and the running of a club



2024 edition developed by the Boys' & Girls' Clubs of Wales
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About this guide


This guidebook is a useful guide for anyone setting up or running a Boys & Girls Clubs of Wales (BGC Wales) youth or sports club. The guidebook is split into 7 sections which are this introduction, an overview of youth work, safeguarding, management of the club, dates for your diary, helpline numbers and an acknowledgement. The guidebook will be regularly updated on www.bgc.wales to provide the most up to date and relevant information so keep returning to this. The guidebook contains links to useful documents which are in bold and underlined.


Acknowledgements

This Youth Club Guidebook was funded by the Welsh Government's Taith Pathway 2 funding and was produced following four visits to the USA by Volunteers and Youth Workers from throughout Wales during 2024. These visits were supported by the World Youth Clubs and in particular Kirk Dominick who helped us establish contacts with four Boys' and Girls' Clubs in the USA. These included: Boys & Girls Clubs of Skagit County, Boys & Girls Clubs of Yellowstone County, Boys & Girls Clubs of Central Florida and Boys & Girls Clubs of Metro Atlanta.

Our mission is to support all young people in Wales to live healthy and happy lives, develop new skills, have fun, and make a meaningful contribution to their community.

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10 Facts You Should Know About BGC Wales

1. Originally set up for boys in the mines to access sport, cultural activities and develop a sense of community
2. The St. Athan Boys Camp opened in 1926 where all boys' club members could attend for a summer holiday
3. The clubs officially allowed girls to attend in 1991
4. The organisation was renamed from the Boys Clubs of Wales to the Boys & Girls Clubs of Wales in 1998
5. BGC Wales turned 95 in 2024
6. BGC Wales now has over 140 member clubs
7. BGC Wales supports over 30,000 young people
8. BGC Wales supports over 3500 volunteers
9. BGC Wales runs an annual youth exchange with a partner in Germany
10. BGC Wales has a small staff team of 15 who are always happy to help

Affiliation

By affiliating as a registered BGC Wales club you will have access to the full national sporting and activities programme, this club guidebook, as well as advice and guidance from the BGC Wales office, training opportunities as detailed in this guidebook including youth work training and sports leaders courses. You will also be able to access opportunities such as our annual youth exchange. Affiliation costs a small fee of £30 per year. If you are yet to affiliate you can do so by calling 02920 575705 or emailing office@bgc.wales

Our values



The heart of the community



Equality, diversity and inclusion



Professionalism and integrity



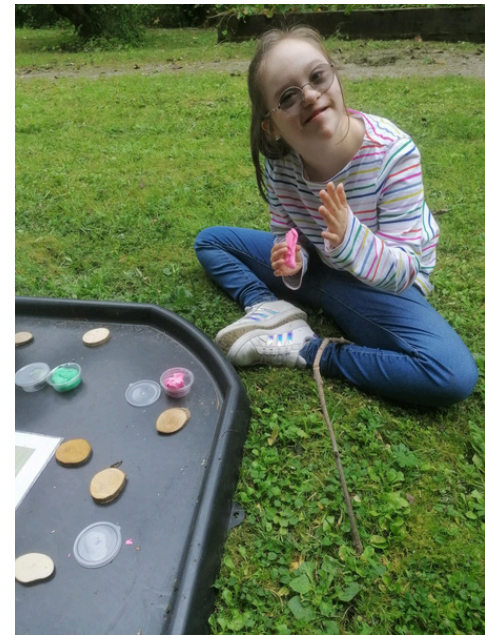
Respect, reliability and trust

Our Organisational values reflect the values of youth work and those within the Youth Work in Wales: Principles and Purposes (2022) (cwvys.org.uk) and the National Occupational Standards for Youth Work (2019) (nya.org.uk).

What is Youth Work?

Youth work is the process of working with young people aged 11-25 to aid their personal and social development, enable them to have a voice, build resilience and confidence. Youth work is different to other professions that work with young people as it is built on a set of key principles.

- Youth work relies on the voluntary engagement of young people.
- Young people should be empowered partners in the processes and opportunities that youth organisations provide.
- Youth work starts at whatever point young people are in their lives, regardless of circumstance, and recognises their potential.
- Based on principles of equality and inclusion.
- Youth work has at its core the importance of providing safe environments for young people and of supporting the safety as well as the development and well-being of young people.



Key points taken from Youth Work in Wales: Principles & Purposes (2022) document.



Youth Work in Wales

Youth Work in Wales is delivered based on the following principles which are known as the ‘Five Pillars of Youth Work’ as set out in the **Youth Work in Wales Principles and Purposes (2022)** document.

Educative	Participative	Expressive	Empowering	Inclusive
<p>Enabling young people to gain the skills, knowledge, understanding, attitudes and values needed for their development. Encourage young people to learn communication skills through sport, or culinary skills in a cooking activity.</p>	<p>Encouraging and supporting young people to become partners in, and share responsibility for, the opportunities, learning processes and decision-making structures which affect their own and other people's lives and environments.</p>	<p>Support young people to be creative and express themselves through art, dance or sports. Encouraging and enabling young people to express their understanding, knowledge and ideas, opinions, emotions and aspirations through a broad range of creative and often challenging opportunities.</p>	<p>Equipping young people with the understanding and skills to enable them to exercise their rights including engaging with social and political issues, recognising the rights of others and being responsible citizens.</p>	<p>Enabling young people to develop knowledge, understanding and positive attitudes and behaviour in relation to race, gender, heritage and identity. Promote diversity in your club and challenge discriminatory language and behaviour.</p>

BGC Wales and the Youth Work Strategy for Wales 2019

Welsh Government oversees a youth work strategy for Wales to ensure Wales becomes a country where youth work is of high quality. BGC Wales is committed to meeting the aims of the strategy and to do this we need all clubs to be committed to putting them into practice.

Young people are thriving

BGC Wales clubs can support young people to be skilled, confident and thriving by creating youth work cultures that are caring, inclusive, and encourage young people's participation in decision making. They can provide young people with the opportunity to build relationships with trusted adults and help them to understand their rights and celebrate diversity.

Youth work is sustainable

BGC Wales staff and volunteers should be committed and clubs should have the intent of longevity in the community. Clubs should work in partnership with other youth work organisations to provide consistent support to young people.

Following the release of the Youth Work Strategy, the Youth Work Strategy Implementation Board ('Implementation Board') was established to build on the work of the Interim Youth Work Board which published its final report 'Time to deliver for young people in Wales: Achieving a sustainable delivery model for youth work services in Wales', on 16 September 2021. The report contains 14 recommendations to the Welsh Government for improving youth work services in Wales.

Youth work is accessible and inclusive

Youth work is rights-based, informed by young people, collaboratively planned and supported by a skilled workforce of voluntary and paid professional staff.

BGC Wales clubs can create safe spaces for young people, be visible to young people and their families, work in partnership with other organisations to offer planned and unplanned opportunities for young people in Welsh and English.

Youth work is valued and understood

BGC Wales staff and volunteers should recognise their value and impact on the lives of young people. It is vital to ensure youth work is recognised and celebrated by services at all levels.

Different Types of Youth Work

Youth work comes in a variety of forms depending on the wants and needs of the young people you are working with.

Sports Based Practice

BGC Wales provides a variety of sports and outdoor activities. Sport provides opportunities for young people to develop new skills including:

Team Building

Communication

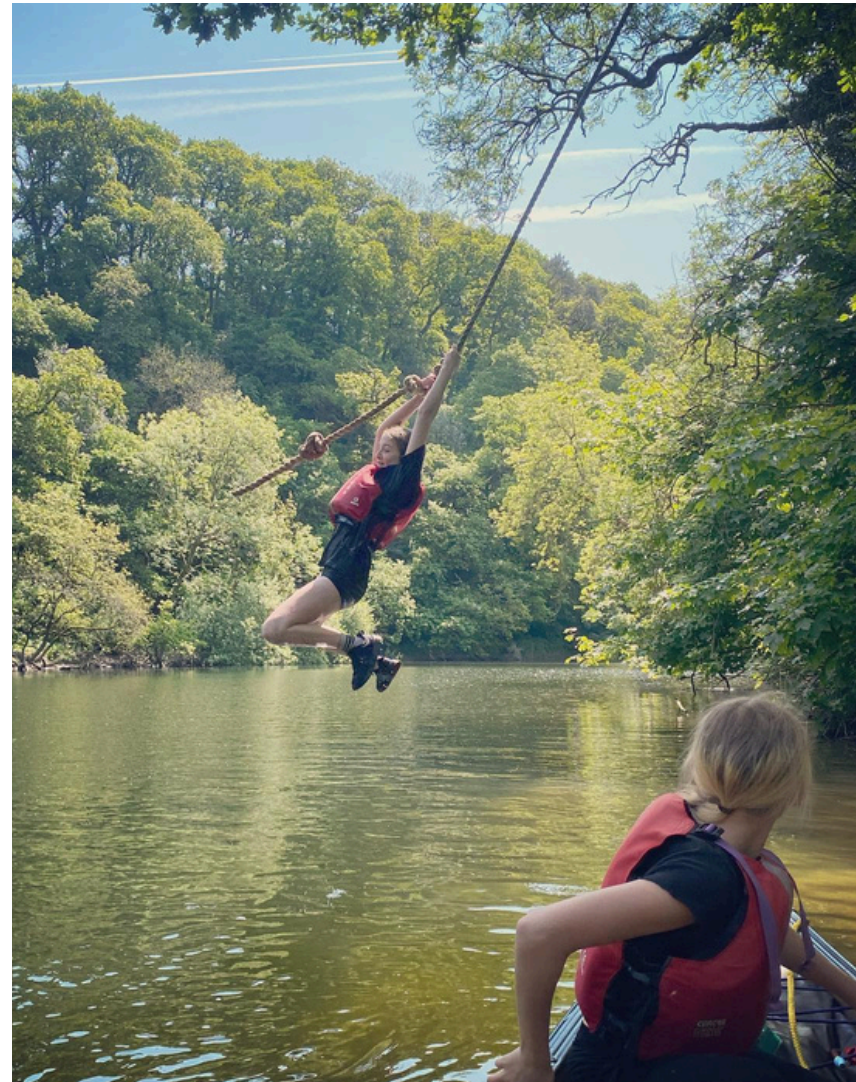
Problem Solving

‘Play the Game’

Clubs can run their own sporting activities. Although BGC Wales champions the value of competitive sport, we ensure that opportunities are available for all young people to participate even those with lower skill levels.

Sport played at BGC Wales should be played in the correct spirit with respect for team mates, opponents and the officials. You can keep up to date with sporting opportunities in the [BGC Wales Bulletin](#) or by speaking to the office team.

BGC Wales run an annual **100 mile canoe test** on the River Severn & the River Wye. The event is an opportunity to demonstrate quality youth work with a group of young people. Get involved!



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Arts Based

Arts based practice can improve young people’s communication, confidence and creative skills. Arts-based practice includes activities like:

- Drama
- Dance
- Arts & Crafts
- Graffiti

Arts activities are beneficial for getting young people out of their comfort zones and trying something new. Arts projects that include a lot of participants can help develop communication and interpersonal skills.

Issue Based

- Structured and non-formal sessions can be planned if there is an issue your young people need advice about. Sessions work best when developed with young people and address issues that the young people have identified as being of interest or importance to them. However, youth workers may also identify an issue that they feel needs addressing and should help young people understand why.
- Examples of issues may be money, employment, drugs, sex, mental health or healthy relationships.
- You can find a poster of helpline numbers that you may find useful to display in your club in the appendix of this handbook – think about putting them in your main room, but also somewhere more discreet like on the back of toilet doors.

Youth Work Recognition

BGC Wales is at the forefront of youth work in Wales and is very keen to represent the views of our young people, leaders and clubs at a national level when influencing current policy. BGC Wales is trying to maintain and improve quality within its clubs. Member clubs can achieve a recognised quality standard and ensure that their club is recognised for delivering quality youth work with young people. This is known as **The Quality Mark for Youth Work in Wales (gov.wales)**.

Planning & Delivering Projects

Project planning with young people is important to make your club a success. When planning for a project or activity you should consider:

- Prior and on-going consultation with young people.
- Learning aims within general subject areas; for example, “To encourage healthy eating”.
- Learning objectives: what you want to achieve within the learning aims; for example, “young people will know the benefits of a healthy diet”.
- Linking your activities and events to the 5 pillars to youth work.
- What facilities, resources and staff you’ll need.
- Health and safety issues, risk assessments and consent, if these are required.
- Expected costs and the funding needed to meet them.
- Check with training providers if the activity provides opportunity for accreditation.
- Promoting the project.
- How you’ll evaluate the project during and after completion.

Think about electing a youth committee in your club – an elected group of young people who come together to talk about key issues in and outside the club.

Partnership Working

BGC Wales clubs should work in partnership with other organisations to give young people a wide range of opportunities. Using Dewis.wales & Infoengine.cymru can help you find out what services are available for young people in your local area.

Work with other clubs in your local area and share equipment and good practice. To find out what BGC Wales clubs are operating in your area contact the office.

Youth work gives young people the chance to access new opportunities. These can include international opportunities such as the [BGC Wales’ annual German exchange](#).

BGC Wales runs many additional projects such as youth exchanges, residentials, employment programmes and workshops in clubs. Keep up to date with our monthly newsletter, website and social media.

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Off-site and Outdoor Activities

Off-site activities, whether they are a short trip to the park, team away games or a flight abroad, are an important part of the work we do in any BGC Wales club. It is good to ensure that your club is fully prepared for any form of 'off-site' activity.

When considering an out of club event you must:

- Make sure that where you're taking the young people is suitable and that they are **appropriately supervised** when they are there.
- Make sure you have a **risk assessment** in place.
- Make sure you have **parental consent**.

Appropriate Supervision

When taking young people on an overnight trip, it's good to have both male and female staff, if you're taking away both boys and girls. You can find out more about how many staff you need on [p.14](#).

Parental Consent

You must have parents or guardians sign consent forms for offsite activities which must list what the young people will be doing, particularly if it is adventurous or hazardous, as parents must know what they are consenting to. A copy of the consent form should be taken with you whilst another copy should be left with someone at the club who is not attending the off-site activity.

A consent form template can be found in the appendix.

Risk Assessment

You will need to conduct a risk assessment if you are transporting young people to the activity, as well as a separate one for how you will supervise them while they are there. Keep risk assessments straightforward. For example, if you are organising a trip to the cinema, complete a separate risk assessment for the minibus and another for the cinema, rather than a single assessment for the entire outing. This way, if you later arrange a bowling trip, you can reuse the minibus risk assessment (provided it remains relevant) and simply complete a new one for bowling.

If you are taking young people to a publicly organised activity, such as the cinema or bowling, you can safely assume that the venue and activity are already covered by their own risk assessment

BGC Wales clubs should welcome young people from a variety of backgrounds and circumstance, including race, gender, sexual orientation or identity, religions and those with disabilities.

Inclusive Practice

Discrimination: the unfair treatment of different categories of people, especially on the grounds of race, age, or sex.

BGC Wales recognises that discrimination is absolutely inexcusable and that it is our responsibility to ensure that the principles of equality of opportunity are always followed. It is important that club staff and volunteers understand the different forms of discrimination in order to prevent, challenge and report any forms of discrimination:

Direct discrimination – when someone is treated less favourably than another would be treated in the same circumstances, on the grounds of the bullet points to the right.

Indirect discrimination – when something is applied equally to everyone, but it has a detrimental effect on one group in society e.g. asking everyone to use the stairs in a building but not providing a ramp or lift for a wheelchair user.

Harassment – this can be described as unwanted behaviour that either violates a person’s dignity or creates a threatening, unfriendly and humiliating environment for the person. It can occur through verbal or physical contact.

Any form of discrimination or harassment is extremely serious and will result in disciplinary action. Make sure you read and understand the equality policy and equal opportunities policy.



All BGC Wales clubs, staff and volunteers must be committed to treating young people, staff and volunteers in a non-discriminatory way, regardless of their:

- gender/gender they identify with
- sexual orientation
- disability
- race
- age
- religion or belief
- marriage/civil partnership
- pregnancy/maternity

Working with Young People with Additional Needs

BGC Wales clubs must be equipped to work with young people with additional needs. To make your club accessible you need to consider:

The building: does it have ramps, a disabled toilet and lifts? Is there enough room for a wheelchair user to get around?

Staffing: do you have enough staff or volunteers to support young people with additional needs? Some young people may need one to one support and your staff or volunteers need to understand their needs and treat them with respect. Refer to the safeguarding section of the handbook for further guidance.

Young People who Abscond or Go Missing

You may work with young people in a club or on off-site activities who abscond (run away). If this happens you must follow this procedure

1. A member of staff or volunteer should follow the young person off site (if safe to do so) but maintain a safe, non-threatening distance. Another staff or volunteer should remain on site and in contact with the staff member or volunteer who left.
2. Staff member or volunteer on site should contact their safeguarding lead officer or the emergency duty team.
3. You know your young people: take into account the young person's state of mind and behaviour. If the location of the young person is known and they are safe, give time to see if the young person returns. If you are not sure where they are, contact the young persons' parent/guardian.
4. If a parent is unable to confirm their child's welfare and location, contact the police. If the level of danger and vulnerability is low, contact 101, however if the young person is in clear danger of immediate significant harm then contact 999.

Top tip: use your initiative. If in doubt it is better to do too much than not enough.

Managing challenging behaviour

Challenging behaviour is behaviour that is provocative, aggressive, threatening or antisocial.

Why does it happen?

Young people present challenging behaviour for a variety of reasons. This could include having a disability such as autism, having a mental health problem or be reaching out for attention because they're not getting it at home. It may come in the form of conflict between young people, confrontation with youth workers, bullying and self-harm. It's important to understand that there are always reasons behind why young people act out.



What can you do about it?

Building positive and supporting relationships with young people is instrumental in limiting challenging behavior.

- Speak calmly and assertively. Avoid shouting unless there is immediate danger
- Try to understand the root cause of the behaviour - is the young person bored or anxious? Speak to the young person and ask them why they're acting like they are.
- Listen to what the young person has to say before imposing your views on the situation.
- Use your initiative and make sure you always safeguard yourself.
- Try to avoid banning young people from your club wherever possible as this is not supportive for the young person and only a short-term fix.
- Avoid talking in front of groups of other young people if you can.

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Key Definitions

Safeguarding means proactively seeking to involve the whole community in keeping children safe and promoting their welfare.

Lead Safeguarding Officer each club should have a lead safeguarding officer who is in charge of putting in measures to safeguard the members of your club. This is usually your club manager.

Child protection is the process of protecting individual young people identified as either suffering, or at risk of suffering significant harm as a result of abuse or neglect.

BGC Wales is committed to creating and maintaining an enjoyable and safe environment for all children, young people and volunteers. Clubs accept a commitment to child protection and safeguarding of young people, protecting them from poor practice, abuse or bullying.

We are dedicated to devising and implementing policies so that everyone in BGC Wales accepts their responsibilities to safeguard children from any form of harm. We expect our team to follow procedures that protect children and report any concerns about their welfare to appropriate authorities.

Children and Young People's Rights to be Safe

All children and young people have basic fundamental rights to help them develop to their full potential and grow into responsible, healthy and happy adults. Keeping children safe is one important part of this.

This includes the right to:

- A name and an identity
- Protection from abuse and exploitation
- An education
- Privacy
- A relationship with their parents
- Be heard
- An opinion
- Play in safety

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Safeguarding Ratios:

The NSPCC (nspcc.org.uk) recommend the following ratios dependent on the ages of the groups you are working with:

- 4 - 8 years - one adult to six children
- 9 - 12 years - one adult to eight children
- 13 - 18 years - one adult to ten children

If the group has both male and female participants we recommend at least one male and female adult is present. We also recommend at least one adult is first aid trained.

If young people are helping to supervise younger children only those aged 18 or over should be included as adults when calculating adult to child ratios.



Ratios for Travelling & Overnight Trips:

If travelling or taking young people on an overnight stay ratios should be calculated dependent on the group size, the age of the children, their behaviours, the size of the vehicle and a thorough risk assessment. It is recommended that at least one adult is driving and one adult is supervising the group, however this should be increased dependent on:

- The group size and age of the children (see above)
- The needs and behaviours of the group
- The size of the vehicle
- How many young people are staying overnight and what the risks are associated with this (e.g. are there particularly risky activities)

Use your discretion as you will know the needs of the group you are working with. You will need to undertake a thorough risk assessment and we recommend no less than 3 staff (including males & females) for overnight trips. If you require any advice don't hesitate to contact the BGC Wales office.

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Confidentiality

Young people develop trusting relationships with youth workers and can talk to them in confidence about any issue they want to. However, there may be times where youth workers have to break confidence if they feel:

- A young person or community member may be at risk of experiencing emotional, physical, sexual harm or neglect.
- The safety and security of young people, staff, volunteers and property is at risk.
- A young person is a risk to themselves.

Youth workers should report any concerns to their lead safeguarding officer who should report to their local authority.

If youth workers have to tell someone what a young person has told them they must let the young person know first and explain what will happen next. Wherever possible you should do this before passing on the concern.

Young people can always speak to someone in strict confidence by telephoning Childline (0800 111).

DBS Checks

All staff and volunteers working with young people should undertake an enhanced Disclosure and Barring Service (DBS) check prior to commencing their role. This should be undertaken through discussion with the Club's lead Safeguarding Officer.

This is a criteria for membership to BGC Wales. Further advice and training is available from our office.

Professional Boundaries

Youth workers and young people share an equal relationship built on trust and mutual respect. Although the relationship may be friendly, it must remain professional and youth workers must set themselves clear boundaries to safeguard themselves and the young people's interests. It is very important that all youth workers, either paid or unpaid, behave in ways which are not open to misinterpretation.



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Categories of abuse

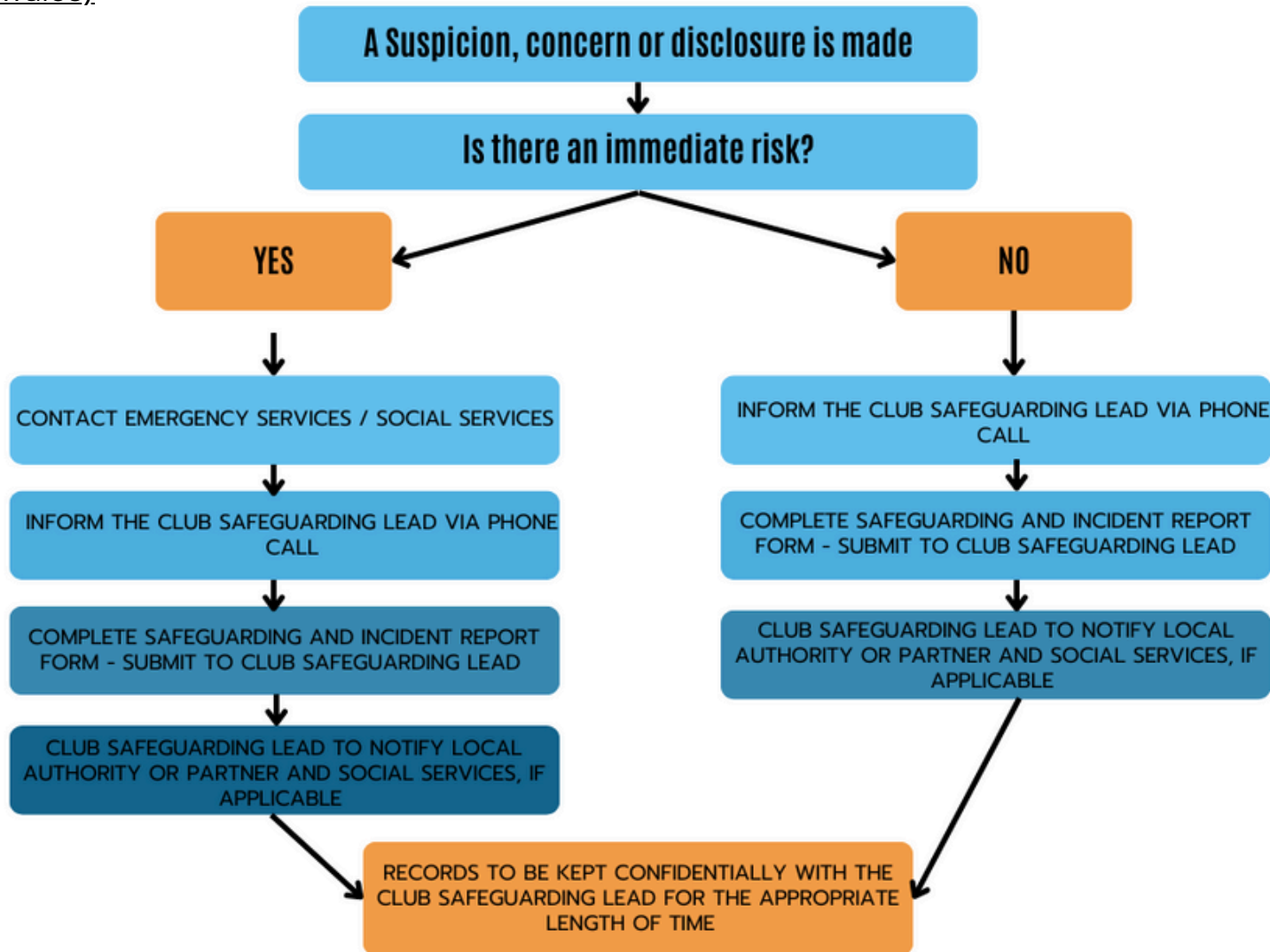
Type Of Abuse	What is it?	Possible warning signs
Emotional	The persistent emotional ill treatment of a child or young person which causes severe effects on the child's emotional and behavioural development.	Struggling to control emotions , have extreme outbursts, having few or no friends, lacking social skills.
Neglect	Persistent failure to meet a child or young persons physical and/or psychological needs such as failing to provide clothing, food, emotional care, shelter or medical care.	Poor appearance and hygiene, changes in behaviour, housing and family issues, health issues e.g persistent illness, being hungry all the time, having the wrong clothes e.g no coat in the winter.
Physical	Hitting, shaking, throwing, poisoning or scalding a child or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates or induces an illness in a child who they are looking after.	Bruises/injuries in unusual and consistent areas, excuses that don't match the injuries, burns such as cigarette burns.
Sexual	Forcing or enticing a young person to take part in sexual activities, regardless of if the child is aware of what is happening.	Sexualised behaviour, avoiding being alone with people, self harm, STI's, pregnancy.
Financial	Includes having money or other property stolen, being defrauded, being put under pressure in relation to money. Financial abuse can be concerning money, property or belongings.	Unexplained money loss, inability to access or check bank accounts, sudden or unexpected changes in a will or other financial documents, changes or deterioration in standards of living.

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Reporting Safeguarding Concerns

'If any person has knowledge, concerns or suspicions that a child is suffering, has suffered or is likely to be at risk of harm, it is their responsibility to ensure that the concerns are referred to social services or the police, who have statutory duties and powers to make enquiries and intervene when necessary' Wales Safeguarding Procedures (Safeguarding.wales).



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Responding to a Disclosure

DO

- Reassure the young person
- Listen carefully
- Tell them they have done the right thing in telling you
- Record and report immediately
- Tell the young person you must report their disclosure
- Take the young person seriously
- Promise support - but only within your role
- Secure the young persons immediate safety
- Use BGC Wales safeguarding policy and procedure

DON'T

- Promise confidentiality
- Disbelieve or act judgementally
- Ask direct questions
- Over-dramatise the situation unnecessarily
- Complete any medical examination
- Try to investigate the situation
- Offer an alternative explanation
- Tell the young person off for not telling you sooner

Accident Reporting

Accident reporting is an essential part of running a club. In the event of an accident or injury it is important to keep a record of the incident.

When reporting accidents or injuries it is important to record the following:

- Name and contact details of the injured person.
- Details of the incident/injury and where/ how it happened.
- Date and time of the incident.
- Name / signature of the person reporting the incident.
- A copy of an accident report is included in the template section of this Club Handbook.



Keep an Accident Log Book in a designated and signposted first aid area.

Internet Safety

It is important to support your club members to understand the importance of staying safe online. Youth workers should follow **CEOP guidance**.

Instead of just giving young people rules, start a discussion with them about staying safe online and see what their experiences are and what they have to say. Social media is changing fast and so are the sites that young people use so it's important to keep up to date. Here are some tips you can give young people. Follow them up by asking if they stick to the rules and why.

- Make sure you're old enough to join social media sites
- Never give out personal information to people you don't know. Don't put things like your school or job in your bio.
- Use the strongest privacy setting when you set up your profile. This means that only your friends will be able to view your information. Instagram should be private, snapchat on ghost mode.
- Pictures and videos can be shared very easily across the Internet, so make sure you are very careful when uploading.
- We strongly advise you don't meet up with anyone you've met online. If you do, make sure it is in a public place, take a friend with you and tell a trusted adult when and where you are going.

Tips For Cub Leaders and Volunteers

- Encourage staff to attend relevant training such as 'Child Exploitation Online Protection (CEOP)'
- Monitor the use of computers and websites at the club.
- Ensure that web content is age appropriate (sometimes YouTube videos can include explicit content).
- Purchase or download parental controls software such as 'Net-Nanny' to help protect young people against pornography, bullying, online predators and any other sources of harm.

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Social Media

Staff, volunteers and young people at the club should avoid becoming friends on social network sites.

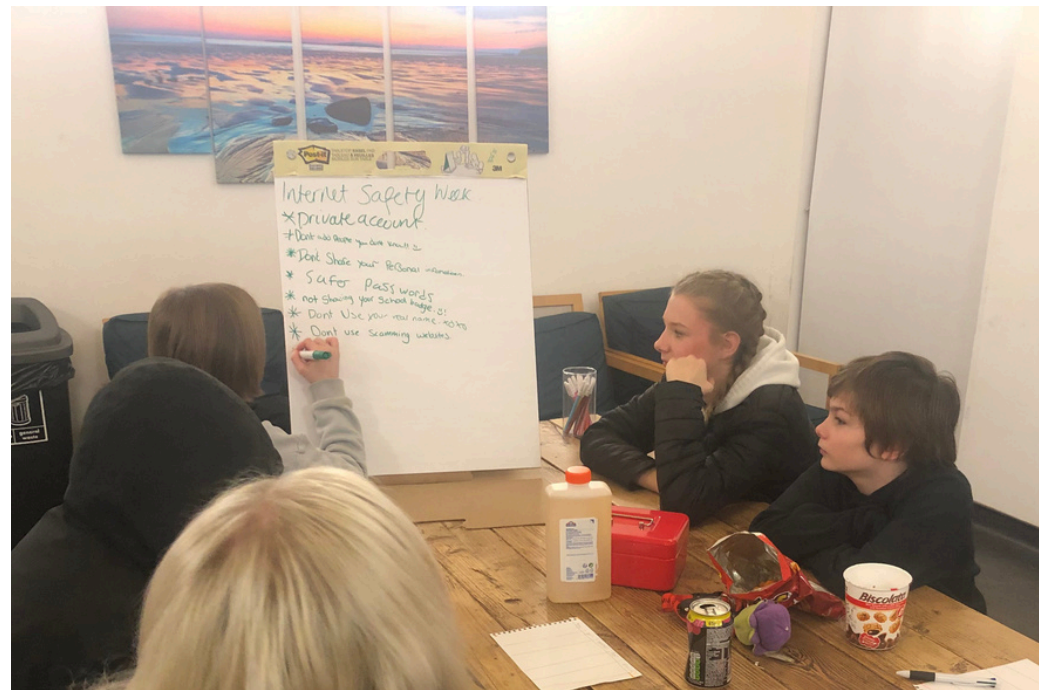
Think about making a club page for young people and staff to stay connected within professional boundaries. Find out what social media sites young people are using and create a club profile on the most popular ones. If young people aren't on Facebook but are using Instagram all the time, make an Instagram page not a Facebook one. You can also engage young people with your club's social media account by asking them to do a social media takeover.

You must have consent from all members, staff and volunteers to use their images on social media (this should be the club's social media and never your personal account).

Social Media & Mental Health

It is important for youth workers and young people to understand that social media can negatively impact the developing brain. It should be reinforced that:

- Someone's Instagram profile or snapchat story is constructed – it's not real life.
- The amount of likes or comments someone has on a post doesn't matter.
- Whenever possible encourage young people to stay off social media in youth club and to interact with one another, staff and activities.



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Key Words You Might Hear

Word	Meaning
Ghosting	When a person cuts off all communication with their friends or the person they're dating, with zero warning or notice beforehand. You'll mostly see them avoiding friends' phone calls, social media, and avoiding them in public.
Catfishing	Internet predators that produce online identities that are completely different to who they actually are to trick people into emotional/romantic relationships (over a long period of time).
Gaslighting	A form of intimidation or psychological abuse, sometimes called ambient abuse, where false information is presented to the victim, making them doubt their own memory, perception and quite often, their sanity.
Kittenfishing	Making yourself seem younger, more attractive, slimmer etc. than you actually are on online dating sites e.g. using photos from a long time ago.
Grooming	When a sexual or other kind of predator sets the stage for abusing another, such as a child or other person.

Sexting & Child Sexual Exploitation (CSE)

Sexting is when someone shares naked, semi-naked or sexual images, videos or messages.

- In the eyes of the law it is illegal for a young person (under 18) to take an explicit photo or video of themselves or a friend.
- Share an explicit image or video of a young person, even if it's shared between young people of the same age.
- Possess, download or store an explicit image or video of a young person, even if the young person gave their permission for it to be created.

Young people often see sexting as harmless, but it is important that they understand the risks. Let them know they can talk to you if anyone is making them do anything they don't want to.

Childline have designed an app called 'zipit', which gives young people witty gifs and memes to send instead of explicit images if someone asks for them. Find out more at childline.org.uk.

Child sexual exploitation is when a young person is given things such as gifts, drugs and money in exchange for performing sexual activities. It is a form of sexual abuse.

Young people might think they are in a caring relationship, but really they are being exploited. Having lots of money or gifts they can't explain, drug abuse and physical signs of abuse can all be signs of sexual exploitation. It is important to look out for these signs, report any safeguarding issues you might have and support your young people to confide in you.

Advice and information can be found at nspcc.org.uk.

Cyberbullying is bullying that happens online. BGC Wales has zero tolerance for cyberbullying. This includes cyberbullying of staff, members or volunteers. If you suspect cyberbullying is happening in your club, report it immediately to your lead safeguarding officer.

Thinkuknow.co.uk is a useful toolkit for internet safety

4 Club Management



Management is an important part of running a successful BGC Wales club. The following pages will outline what you must have in place to manage a youth club.

Committee Structures & Trustees

A committee is a group of people who are appointed to take care of your club. In charities and voluntary groups, a committee is often known as a board of trustees. When you are establishing a new group you will need to write a constitution and appoint members to a board of trustees. This is really simple – ask BGC Wales’ HQ for a sample constitution to get started.

Trustees are volunteers who sit on a board and make decisions about the club. They take the legal responsibility for the club and are in charge of finances, administration and decision making. We recommend your club elects a board of trustees to make decisions about your club and meets at least every three months. Trustees must be at least 18 years old.

Below are some examples of roles you should include on your board of trustees:

- **Chair**: in charge of meetings, overall running of the club, supervising staff
- **Treasurer**: in charge of finances including book keeping and budgeting
- **Secretary**: in charge of admin including keeping minutes of board meetings
- **Funding officer**: in charge of raising money for the club including events and funding bids
- **General trustee**: make general contributions to meetings and the club

The Charity Commission

The Charity Commission for England & Wales regulates everything in the sector. It gives guidance for how your trustees can meet their legal duties and responsibilities. Voluntary groups (including your club) only need to register as a charity if their income is over £5000. If your club has an income less than £5000 it still needs to abide by charity law and have a constitution.

The Charity Commission (gov.uk) has a range of guiding documents from registering as a charity to trustees duties. Legal responsibilities can seem daunting but don’t worry. The Charity Commission can help you with any queries and if you need additional support contact the BGC Wales office.

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Finances

The Treasurer usually looks after finances with the help of a few trustees. They take care of the bank arrangements and keep an accurate record of the club's financial position. The Treasurer is responsible for providing finance reports at all board meetings and ensures that the accounts are independently inspected before presenting them at the Annual General Meeting (AGM).

The treasurer must record:

- What money is coming in and where from
- What money is going out and where to
- How does this fit with your club's aims

You can record finances either on a spreadsheet or manually. Templates can be found on wycas.org.uk.

Keep a record of all club transactions including:

- Grants
- Room hire/lettings
- Donations
- Cash from events and tuckshop (you can use a petty cash float and make a note in a cashbook)
- Invoices
- Shop receipts
- Membership payments if you are charging for the club

Finances may seem daunting but there is lots of information online which can help such as that from knowhow.ncvo.org.uk.

What's an AGM?

An Annual General Meeting (AGM). Is a meeting every voluntary organisation or charity must have once a year. It should be held at the end of the financial year (as soon as possible). The purpose of an AGM is for the chair of the board to give a report, to present the annual accounts, to elect or re-elect trustees and to let anyone invited to ask any questions. Anyone can attend and you can use it as an opportunity to thank volunteers.

Appoint The Right Trustees

When looking for trustees it is useful to advertise for someone with finance experience, or who is keen to learn, to help with your accounts.

4 Club Management



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Funding

Every club needs money to run. There are different ways to raise this money such as:

- Fundraising events and challenges - summer fetes, quiz nights, sponsored walks or runs are great ways for your club to raise money. Charge entry or sell goods to raise money for your club. Engage your young people to help organise and run the event.
- One off donations - these might come from parents or community members, or local businesses.
- Tuck shop - selling snacks at your youth club can generate a small amount of money for your club. Remember to keep prices affordable.
- Grants from funding bodies - grants can come from a wide range of sources and your local CVC can provide advice and guidance. Some suggestions can be found below.

Need Advice and Support?

We send funding news to our member clubs regularly, and staff at BGC Wales are available for funding advice and support. Please contact us at office@bgc.wales

Writing a Funding Bid

There is plenty of support for writing funding bids such as from your local CVC or from the BGC Wales office. Take a look at knowhow.nvco.org.uk guide to writing funding applications.

- Keep it short & sweet
- Tell the funder what your club does
- Follow the application process
- Include case studies & evidence
- Consider involving the young people in writing the funding bid
- Describe the change you want to make using funding and how you will make the change.
- Provide a budget for your project



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Policies and Procedures

Policies and procedures go together to explain what your club wants to do and how to do it. They reflect the values, approaches and commitments of the club, its culture and heritage.

Policies are clear statements of how your club intends to conduct its services to young people and they provide guidelines to help with decision making. Policies don't need to be long or complicated; a few sentences can make your points clear.

Procedures outline how each policy will be put into action.

You must make sure you have the relevant policies and procedures in place to safeguard young people and ensure your club runs smoothly. You will need to develop policies that aren't specific to youth work too, like a smoking or mobile phone policy.



Each procedure will include things such as:

- Who is responsible for undertaking which tasks.
- What steps they need to take.
- Which forms or documents to use.

Procedures can just be a few bullet points or instructions. Sometimes they work well as forms, checklists, instructions or flowcharts.

The safeguarding flow chart (p.17) in this handbook is an example of the procedures you would take in the event of a disclosure.

The UK GDPR

GDPR stands for General Data Protection Regulations which retained in domestic law as the UK GDPR, but the UK has independence to keep the framework under review. The 'UK GDPR' sits alongside an amended version of the DPA 2018. All BGC Wales member clubs must be GDPR compliant. Not processing data correctly can result in large fines even for small organisations. Use the following guidance to make sure your club is GDPR compliant in the eyes of the law, for further information please visit the Information Commissioner's Officer at ico.org.uk:

Note: personal data applies to any data that can identify a person including names, locations, email addresses, photos etc. Your club membership forms, safeguarding disclosures and risk assessments may all contain personal data.

Personal data must be:

- Processed lawfully, fairly and in a transparent manner
- Collected for specified, explicit and legitimate purposes
- Adequate, relevant and limited to what is necessary
- Accurate and where necessary kept up to date
- Retained only for as long as necessary
- Processed in an appropriate manner to maintain security

Management Information Systems

Data security is an important part of GDPR compliance. All data should be kept under lock & key or encrypted if stored online. One way to do this is by subscribing to a management information system such as Views where you can store things like membership forms, track attendance numbers and plan sessions. If there is a data breach (e.g. membership forms are stolen) you must report this to the information controller's office within 72hours.

This is only a brief overview of GDPR and you must ensure your club has the appropriate policies and procedures in place for data protection. Guidance can be given by your local CVC and useful information can be found on it.governance.co.uk.

You must have consent to keep individuals' data. If someone wants to remove their data they can do this at any time. You should only keep data for as long as necessary. For example if a member moves away or becomes too old to attend club you should remove their data.

Community Voluntary Councils (CVCs)

CVCs are umbrella bodies that support voluntary groups. Every local authority in Wales has one. They can support individuals, communities and organisations to work together to make a positive impact in their communities. They act as a hub to support members through helping plan and develop projects, activities and events as well as helping members plan and manage what they do. They can support you on things such as:

- Volunteering
- Funding
- Trustees
- Committees
- Becoming a registered charity
- Training

We recommend you think about joining your local CVC. There is also plenty of advice and guidance from **Wales Council for Voluntary Action**.



Community Voluntary Councils List

- Bridgend: Bridgend Association of Voluntary Organisations
- Cardiff: Cardiff Third Sector Council
- Carmarthenshire: Carmarthenshire Association of Voluntary Services
- Ceredigion: Ceredigion Association of Voluntary Organisations
- Conwy: Conwy Voluntary Services Council
- Denbighshire: Denbighshire Voluntary Services Council
- Flintshire: Flintshire Local Voluntary Council
- Gwynedd: Mantell Gwynedd
- Gwent: Gwent Association of Voluntary Organisations
- Isle of Anglesey: Medrwn Môn
- Merthyr Tydfil: Voluntary Action Merthyr Tydfil
- Neath Port Talbot: Neath Port Talbot Council for Voluntary Services
- Pembrokeshire: Pembrokeshire Association of Voluntary Services
- Powys: Powys Association of Voluntary Organisations
- Rhondda Cynon Taff: Interlink
- Swansea: Swansea Council for Voluntary Service
- Torfaen: Torfaen Voluntary Alliance
- Vale of Glamorgan: Glamorgan Voluntary Services - GVS
- Wrexham: Association of Voluntary Organisations in Wrexham

Promoting Your Club

BGC Wales clubs must work hard to attract and keep its visitors. Here are some tips on how to promote your club to young people and volunteers.

- Make sure that people know where you are and what you are doing.
- Let the local media know of any events you are holding or achievements gained by the club or its members. Their coverage will reach a lot of interested people, including potential members, supporters and volunteers.
- Make use of social media.
- Young people will have different motivations and reasons for visiting the club. Young people will start coming for one reason and, as they become more familiar with and involved in the club, they'll keep coming for different ones.
- Keep aware of the reasons why members attend your club. As their needs evolve, activities can be developed to address them. To enable this, ensure consultation and evaluation with young people is embedded within the culture of your club.
- Ensure that new people feel welcome by making sure that they are greeted and shown around. Encourage some established members to do this as others will then take their lead.

Volunteering

BGC Wales recognises and values the hard work of our volunteers and understands that we could not continue the work we do with young people without the valued support of volunteers within our communities.

It is vital that all volunteers share our values and mission and are ready to take on their identified role.

It is important for clubs to respect volunteers and value their contribution and development. This can be done through regular supervision meetings, team meetings and awards and recognition ceremonies, rewards for volunteering like time credits etc.

Speak to your local CVC about recruiting volunteers.



Youth Worker Tips

When promoting your club... “don’t rush. Be organised”
When recruiting volunteers....“Make sure the leaders share a positive view of young people and are willing to share decision making with club members”

Managing Volunteers

Young people can support some volunteering roles within your club - they are mostly keen to gain experience and having such responsibility can improve their skills - but make sure they're ready for the role.

Volunteer Application Form

All volunteers should complete this with their availability and skills relevant to working at the club. Find it in the appendix

Volunteer Agreement

This outlines your club's responsibilities to your volunteers and your club's expectations of the volunteers. Find it in the appendix.

DBS

It is essential that all volunteers have a DBS check. Check out the DBS section (p.15) for guidance.

Induction

All volunteers should receive an induction into their club and be paired with another experienced volunteer for a period of 'Shadowing'.

Insurance

All volunteers should be made aware that they are covered by your clubs insurance policy whilst they are on the club premises or engaged in any work on behalf of the club.

Consent Forms

Volunteers should sign the same consent forms as members such as photo and social media consent.

Training & Support

Volunteers should have a supervisor for regular feedback, progress reviews, and addressing issues, with supervision notes recorded. Offer volunteers any relevant staff training available. During induction, assess current qualifications and development needs, and provide mandatory training in safeguarding and health and safety.

Youth worker tip: "Ensure sufficient numbers of available volunteers, don't be a 'one man band'"

Insurance

All BGC Wales clubs are required to have the following insurance policies in place.

Public Liability/Employee Insurance

Employee insurance covers volunteers and employees. If members of the public visit your organisation's premises, or you arrange off-site events which members of the public attend, you should consider taking out public liability insurance. We also recommend you take out accident cover for staff and volunteers.

Buildings Insurance

Covers the cost of repairing or rebuilding your business premises if it is damaged or destroyed. All BGC Wales clubs are responsible for ensuring the premises they work in is insured. If you are renting a space, check with your landlord if they have building insurance.

Minibus/Motor Insurance

Covers you against costs that arise as a result of injuries caused to other people and damage to their vehicles. If your club has its own vehicles for volunteers to drive e.g. a minibus, it is up to you to arrange insurance for it. If your volunteers use their own vehicles for voluntary purposes (e.g. a club volunteer has a minibus and says they can use it to take young people on a trip) they should be covered by their own insurance policy, but they should check with their insurer to be sure.

If you are using a minibus to transport young people you will need to ensure you have adequate insurance cover to do so. Most people can drive a minibus on a normal category B license depending on a few requirements.

Property Insurance

Covers the cost of repairing or rebuilding your organisation's premises, or replacing its contents. It will cover against risks such as flooding, fire and theft. There are two types of property insurance – buildings insurance and contents insurance.

Contents Insurance

Covers the cost of replacing your club's contents if they are damaged or stolen. All BGC Wales clubs are responsible for ensuring their club has contents insurance. If you are renting the building, check with your landlord if your contents are covered, if not you will need to get your own contents insurance.

Training and Qualifications

BGC Wales staff and volunteers can access several training opportunities which include gaining a professional youth work qualification. Some of training such as induction, safeguarding and health & safety should be mandatory for all staff and volunteers in your club.

Below are some training suggestions for staff and volunteers:

A stepping stone to youth work (Level 2)

This programme has been developed to provide volunteers with the skills, knowledge and confidence to deliver a service which fits with the principles of youth work in Wales. It aims to help individuals grow and progress within a youth work setting and raise the standards of delivery for organisations.

The Award in Youth Work (Level 2)

This qualification is JNC recognised and is aimed at learners working under supervision in the voluntary or statutory youth work sectors. It prepares learners for further learning or training and develops knowledge and skills in youth work. Completion of the course qualifies you as an Assistant Youth Support Worker.

Junior Youth Group Leadership Award (Level 2)

This unit is suitable for young people who are interested in becoming young leaders volunteering in your club.

Certificate in Youth Work Practice (Level 3)

This qualification is JNC recognised and aimed at learners wanting to progress from the Level 2 qualification or have at least 12 months experience of working with young people. Completion of the course qualifies you as a Youth Support Worker.

BA Hons Youth & Community Work (Degree)

Professional, full time youth work is a degree level profession. Cardiff Metropolitan University offer the degree along with an access year for those who don't have the degree requirements

If you are interested in completing any of these courses get in touch with the BGC Wales office to find out when they are running. Further courses can also be accessed via [adult learning wales](http://adultlearning.wales).

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Sustainability

“It is important for youth work to be sustainable and provide young people with a service that they know is going to be there and is something that lasts.” The Youth Work Strategy for Wales (2019). Developing a club that lasts can be difficult so here are some of BGC Wales’ top tips:

- Sustainable funding - look at the different grants your club can apply for. You will need to set up a constitution and bank account to do this.
- Volunteers - value your volunteers and recruit in different places. Encourage volunteers to take up training.
- Staff - if your club is regularly applying for grants you may be able to use this money to fund part time staff. We recommend staff complete a minimum of a level two youth work qualification.
- Link in with local CVCs - CVC’s can help you to recruit volunteers and to constitute your club.

Environmental Responsibility

All BGC Wales clubs have a commitment to running in an environmentally friendly manner. We encourage all clubs to think about best practice in relation to the environment. Here are some useful tips to help run your club in an environmentally friendly way.

- Use only paper bags for tuck-shop - no plastic
- Use mugs for hot drinks or recyclable throw away cups
- Use second hand kit or borrow kit from other clubs whenever possible
- Make members aware of their environmental responsibility - encourage them to recycle, limit how much plastic they buy and bring a reusable bottle when playing sport.
- Run activities in your club to encourage members to act in an environmentally friendly way.



First Aid

Your duty of care to young people includes providing first aid if a young person you are responsible for becomes injured. The minimum first-aid provision at any work place is:

- A suitably stocked first-aid kit
- An appointed person to take charge of first-aid arrangements
- Information for employees about first-aid arrangements
- We recommend that at least one member of staff is first aid trained and if they are not present in the club another staff member is appointed to take charge of first-aid arrangements. You can find out more about the government's recommendations on first aid in the workplace on [hse.gov.uk](https://www.hse.gov.uk).



Food Hygiene

If you have a kitchen in your club, run cooking sessions with young people or provide food at community events it is important that you follow good food hygiene regulations.

- Staff, volunteers and young people must follow the 4Cs of food hygiene: Cleaning, Chilling, Cooking and avoiding Cross-Contamination.
- Always use food by the use by date on the packet
- Use recipes from reputable sources
- Wash hands and tie long hair back before cooking
- Wash and sanitise any equipment you are using before and after cooking
- Wear gloves if handling food e.g. at the tuck shop
- If you are handling food regularly or selling food you will need to undertake food hygiene training and register with your local authority as a food selling business. Further information can be found in Food Standards Agency at [food.gov.uk](https://www.food.gov.uk).

Checklist

The following lists may be a helpful annual reminder to check that you are up to date. Please note they are not exhaustive.

Affiliation

- Form returned to BGC Wales
- Fee Paid
- Renewal date:

Youth Work

- Risk Assessment Templates
- Parental Consent forms

Safeguarding

- Policy and procedure in place
- Policy sent to BGC Wales
- DBS checks up to date
- Accident log book / reporting forms

Club Management

Health & Safety

- H&S poster on display
- Food hygiene certificate(s)

Policies and procedures

- Constitution in place
- Smoking
- Mobile phone
- Lone working
- GDPR
- First Aid

Insurances

- Public liability / employee
- Property
- Buildings
- Contents
- First Aid training
- Food Hygiene certificate

Volunteers

- Application form
- Agreement form
- Induction
- Consent form
- Designated supervisor(s)
- DBS checks

Committee

- Chair
- Treasurer
- Secretary
- AGM
- Registered Charity (for clubs with income over £5000 only)

What We Offer

BGC Wales offers our member clubs the opportunity to participate in our sports competitions and events, as well as engage in best practice and evidence-based educational projects and programmes both nationally and internationally. Member clubs can also benefit from our range of services, including DBS checks, training programmes, access to our eLearning platform *Cademi*, and expert advice and support on youth work. Additionally, we assist clubs in achieving sustainability goals and maintaining high standards within the BGC Wales network.

We offer a full and varied programme of educational, sporting, cultural and social activities which are designed to be attractive and exciting to young people; informal workshops and our annual youth exchange with our German partners. All our project staff are fully youth work qualified and EWC registered.

For information please contact office@bgc.wales or on 02920575705 or subscribe to our Bulletin at www.bgc.wales.



The Lodge

The Lodge is a friendly and relaxed Activity and Residential Centre set in the rolling hills of South Wales. With a large, self-catering kitchen, bunk style accommodation and communal chill areas we can host over 30 guests. The venue offers a gateway to the historic South Wales Valleys and we are surrounded by Nature Reserves, Parks, Forests and Beaches.

There are a range of adventure activities, wellbeing workshops, team building sessions and bushcraft activities. Outdoor activities nearby include BMX riding, surfing, mountain biking, mountain walks, coastal walks, quad biking, geocaching sessions, as well as a space to host sports groups.

Member clubs are very welcome to use our facilities at the Lodge for team building, training events or a stay for inter-club competition. For information please contact Dale at thelodge@bgc.wales

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Dates for your diary



JANUARY	FEBRUARY	MARCH	APRIL
<p>27th Holocaust Memorial Day</p>	<p>LGBT History Month 6th International Day of Zero Tolerance to Female Genital Mutilation (FGM) 11th Safer Internet Day</p>	<p>British Science Week 1st St David's Day 8th International Women's Day 18th CSE Awareness Day 21st Downs Syndrome Day 22nd World Day For Water</p>	<p>Autism Awareness Month Easter 7th World Health Day 22nd Earth day 23rd St George's Day</p>
MAY	JUNE	JULY	AUGUST
<p>Foster Care Fortnight Mental Health Awareness Week 17th International Day Against Homophobia, Transphobia, Biphobia</p>	<p>Pride Month Volunteers Week Refugee Week Youth Work Week 5th World Environment Day 26th International Day Against Drug Abuse & Illicit Trafficking</p>	<p>15th Youth Skills day 18th Nelson Mandela Day 30th International Day of Friendship</p>	<p>12th International Youth Day 15th Relaxation Day 19th World Photography Day and World Humanitarian Day</p>
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<p>10th World Suicide Prevention Day and Youth Mental Health day 11th 9/11 Memorial Day 21st UN International Day of Peace</p>	<p>Black History Month 10th World Mental Health Day 11th International Day of the Girl 18th Show Racism The Red Card Wear Red Day</p>	<p>Commonwealth Youth Work Week UK Parliament Week National Safeguarding Week Antbullying Week 11th Remembrance Day 20th Universal Children's Day</p>	<p>1st World AIDS Day 3rd International Day of Disabled Persons 10th International Human Rights Day</p>

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Helpline Numbers

Mental Health

Thecalmzone.net : 0800 58 58 58:

Support to men in the UK, of any age, who are down or in crisis

Papyrus-uk.org - 08000684141 (call) / 88247 (text)

For young people having thoughts of suicide or anyone concerned for a young person

Samaritans.org - 116 123

24hr helpline for emotional support for anyone struggling with their mental health

Drugs & Alcohol

[Talk to Frank](http://TalktoFrank.org) - 0300 123 6600

Advice & information about drugs including safer consumption

Self Harm

Nshn.co.uk

An online forum providing crisis, support, information, advice and resources for people who self-harm and their family and carers.

Eating Disorders

Beateatingdisorders.org - 0808 801 0433

Support and information for anyone affected by eating disorders.

General Help

Childline.org.uk 0800 1111

24hr helpline for children and young people.

Sexual Health

Brook.org.uk

Information and support for young people on sexual health and relationships including a search tool to find sexual health services.

[C-card schemes - wales.nhs.uk](http://C-card.schemes-wales.nhs.uk): Free & confidential sexual health advice & free condoms

Violence

Refuge.org.uk - 0808 2000 247

Information and advice on violence against teenage girls and young women.

7 Acknowledgement



**We hope you have found this a useful resource.
The BGC Wales team wish you the best of luck with your club!**



This Youth Club Guidebook was funded by the **Welsh Government's Taith Pathway 2** funding and was produced following four visits to the USA by Volunteers and Youth Workers from throughout Wales during 2024. These visits were supported by the World Youth Clubs and in particular Kirk Dominick who helped us establish contacts with four Boys' and Girls' Clubs in the USA. These included Boys & Girls Clubs of Skagit County, Boys & Girls Clubs of Yellowstone County, Boys & Girls Clubs of Central Florida and Boys & Girls Clubs of Metro Atlanta.

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Welsh Government



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