

Reopening toolkit for clubs and organisations

Getting back to activity

Getting back to activity is a priority for lots of clubs and organisations, but it's generated lots of questions on how they can be best prepared to support their volunteers, staff and participants. This toolkit has been developed to offer prompts and tips on what your club and organisation could think about when planning to return to activity. This should be done at the right time and pace for your club and organisation – **and of course when the government's guidelines allow you to reopen** – and there should be no pressure to get things done as soon as possible. Also, depending on your circumstance, you may not need to go through all the points in this toolkit.

Reimagining your offer

Clubs and delivery organisations are all very different and each will have its own unique service/activity offer. Whatever type of club or delivery organisation you are, it's important that you understand all of your services/activities and think through which of them you can safely adapt, restart or continue to offer as lockdown measures ease, while ensuring your compliance with social distancing requirements, national governing bodies of sport, government, health and safety, safeguarding and other relevant guidance (the scope of your reopening).

As well as considering all of the services and activities you used to provide before your closure, we recommend including any new activities you've begun during lockdown, such as online activities and supporting your local community. As you go through this action plan, please consider your members/participants who have health conditions that mean they're shielded, people aged 70+, disabled people, people on low incomes and people facing other challenges. Keeping connected and supporting them through these difficult times is important. Club Matters has produced a hints and tips document on how you could **reimagine your offer**.

Guidance throughout coronavirus (Covid-19) is changing at a rapid pace so we would recommend you revisit this list on a regular basis to reflect the most up to date guidance. You might find that the delivery of some of your services/activities are heavily restricted at the time of writing your action plan, however, this doesn't mean that you can't start doing them if it's safe to do so.



How to use this toolkit

1. Establish a working group

It's best to involve a wide a range of different people (remotely if advised) in pulling together your action plan. Consider selecting people with the best knowledge of:

- your club/organisation's service/activity offer and operations
- premises, maintenance, kit and equipment.
- health and safety policy/processes
- members/customers and their needs
- marketing and communications
- insurance policies and licenses, as well as sponsors, funders, suppliers and other key partners
- staff, volunteers and suppliers* (*people/organisations you buy goods/services from)
- finances
- constitution/articles, governance and legal structures
- IT systems
- safeguarding policies and procedures.

It's good practice to assign specific roles and responsibilities to all the people in the group so you don't duplicate your efforts. Select someone to oversee pulling the action plan together and some senior people to be responsible for signing off the plan.

2. Have your key documents and plans ready

- It's important to consult your key documents and plans when preparing to restart your activities and reopen your facilities.
- Depending on the sensitivity of the information you're handling, we would recommend you identify a small number of trusted people to have access to these documents and consider whether these people need to hold a current Disclosure and Baring Service (DBS) check.
- Clubs and delivery organisations who have facilities should already have accurate and up to date building maintenance records and be aware of their statutory health and safety obligations. These should include details of key personnel, service providers, safety tests, operation and maintenance manuals, and legal, ownership, lending and insurance body information.
- Depending on how much you've been able to maintain your facilities during their closure, you may need to revisit these records and update them. We'd recommend you continue to keep these records in a safe and secure location, under the control of a competent person/people with standby access provision should the latter become unavailable.
- Your club/organisation may already have some other plans in place. For example, you might have a staff/volunteer or employer's handbook, emergency financial plan, a disaster recovery plan for your IT equipment, normal and emergency operating procedures, a plan for closing your facilities in an emergency, a flood plan, a drought plan etc. Please refer to these documents when completing your action plan. Storing all of these documents securely and complying with data protection laws is also essential.

How to use this toolkit

3. Going through this action plan

The action plan has been designed so that you can follow a process for each section, depending on what position your club or organisation might be in.

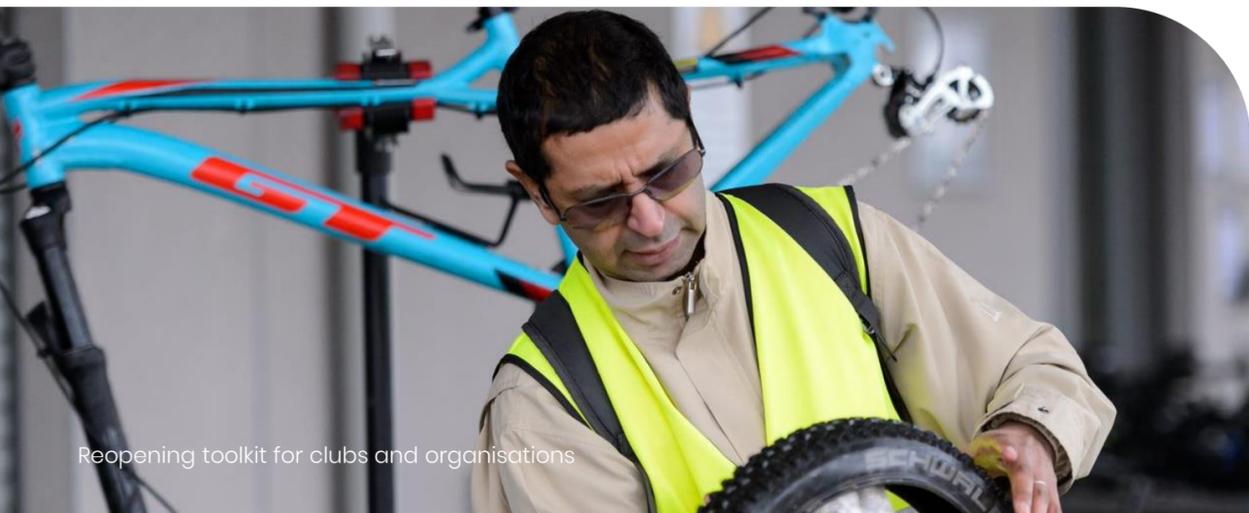
Remember, not all sections will be applicable to your club/organisation's, so say if it's not applicable. Also, even if your activity cannot re-start, you can still go through these to be prepared for when they will be.

- It's advisable to start off by getting in touch with the people involved in your club to understand what level of offer you may be required to provide and whether there'll be sufficient levels of support from volunteers, coaches and/or staff.
- Once you know the level of demand, you can then start to look at what your activity plan can look like and how this can be undertaken safely.
- Finally, you can then assess the financial and operational logistics required to achieve this, alongside working to prepare your facilities.
 - If you hire facilities or use indoor facilities (e.g. leisure centres) then there are useful prompts in the facilities sections for considerations you may need to make.
- Alongside all of this you should maintain regular communications to all the people involved in your club/organisation.

This process is explained in the diagram below.

Throughout the document there are lots of links to other websites or guidance. These have been provided to help answer any queries or provide some clarification.

Once this is finished you should regularly review and revisit sections, particularly if conditions/restrictions change.



Overview

To download an editable Word version of this template, please [click here](#). Make sure you keep this toolkit open to help identify what to do

Name of your club/organisation:	Add your club/organisation name.
Title, version number and date:	Give your plan a title, version number and date.
Authors:	Name the individuals who've prepared the plan and their roles/responsibilities.
Scope of reopening - services and activities:	List the services/activities you can safely resume when lockdown restrictions have been eased.
Stopped services and activities:	List the services/activities you know you can't offer at the current time but plan to resume in the future when it's safe to do so.
Approval process:	Explain the decision-making processes that will be applied to this plan.
Distributed to:	List who's received a copy of the plan.
Plan storage:	Detail where the electronic and hard copies of the plan are stored.
Next review date:	Note when the plan is due to be updated.
Emergency contact details:	Add the details of the people responsible for writing, updating and signing off the plan (your working group).
Communication plan:	Who will your action plan be communicated to? Include those both inside and outside of your club/organisation and be as transparent as you possibly can.

Understanding your people

Tasks: volunteers, coaches and staff	N/A?	Action required	By who?	By when?	Progress
<p>Identify all the volunteers and any staff/delivery partners that are required to support your initial return to activity and how this may change as more people/activities are able to return.</p> <ul style="list-style-type: none"> Think about the essential personnel that are needed to operate sessions, for example a first aid-trained individual, an individual with safeguarding training (children and adults) Consider any changes to your usual roles and responsibilities needed to manage the changes you've made and the additional social distancing and hygiene responsibilities. 					
<p>Engage with your volunteers and coaches to understand their feelings on returning. A toolkit's available, including things like:</p> <ul style="list-style-type: none"> Their desire to return to the club/organisation and at what capacity? (Some roles may be different, which may change their appeal.) Do they have, or have they had, coronavirus symptoms? What concerns do they have with returning to the club and how could they feel supported? Have they had any contact with parents/members/other volunteers and whether they have anything to share? Is there anything the club can do to support with their overall mental wellbeing during this time? 					

Understanding your people

Tasks: volunteers, coaches and staff	N/A?	Action required	By who?	By when?	Progress
<p>Explore and plan for the formal/informal training or development needs of your staff/volunteers/coaches to support good levels of:</p> <ul style="list-style-type: none"> • health and safety • hygiene awareness • social distancing • sport specific adaptations • safe use and storage of equipment • general development. 					
<p>Check whether any individual’s qualifications (coaching, first aid, safeguarding) or DBS have expired, or are due to expire across the next six months. Create a simple plan to:</p> <ul style="list-style-type: none"> • track whose qualifications/training needs updating, by when and what needs to be done • who needs to be contacted for any clarification? • who is responsible for overseeing this? 					
<p>Explore whether new roles may need to be temporarily created in order to support the return to activity. This may be needed to support additional cleaning, marshalling or communication to members.</p>					
<p>Share relevant hints and tips with your volunteers and any staff to support their mental health and wellbeing where possible. MIND have some great resources to support individuals here.</p>					
<p>Update your codes of conduct and get these approved by the committee (which may require an EGM/AGM) and signed by your volunteers/coaches/committee.</p>					

Understanding your people

Tasks: volunteers, coaches and staff	N/A?	Action required	By who?	By when?	Progress
Plan and deliver a volunteer/staff/coaches/committee re-induction if needed (virtually , or at the club/organisation) before activities take place.					
Arrange to have more volunteers available when bringing groups back to the club, so there are more personnel available to support the movement of people arriving, transitioning around and leaving the club/organisation.					
Create an issues log and use it to record and resolve any issues your staff/volunteers/committees encounter – risk register template here					
Tasks: volunteers, coaches and staff	N/A?	Action required	By who?	By when?	Progress
For any sport or activity that you plan to run, check the website of its governing body for the most up to date playing guidance. You don't need to be affiliated to a governing body to receive advice. You can view these plans here , collated by London Sport.					
Consult with your participants/members/parents and carers (if applicable) to understand: (toolkit available here) <ul style="list-style-type: none"> • whether they're in a high-risk group or shielded • whether they intend to return to activities immediately or later • what they're most looking forward to about coming back • any concerns they have about returning • what would help to support and encourage their return • if they're unable to return yet, do they need help being active from home and staying connected socially • whether they'd be willing to take on any volunteering roles to support the club/organisation. 					

Creating your activity offer

Tasks	N/A?	Action required	By who?	By when?	Progress
Develop an inclusive plan for phasing the return of your members/participants which sets out your approach for different age groups/abilities/groups. The following tasks will help you to do this.					
Consider whether timings and formats of sessions or activities need to change, and consult your members on any plans. <i>In the appendix is a template for how you can map out your offer across different groups.</i>					
Consider the maximum number of participants that can take part at any one time, based on the space available, volunteer/coach/staff availability and amount of equipment.					
Consider how to best design your activities and the use of equipment to ensure social distancing and hygiene measures can be adhered to. Make sure guidance is put in place and shared with members/participants and spectators.					
Create a booking/registration system so that you're aware of how many members/participants are expected. Where necessary you may need to limit numbers/split groups. This doesn't need to be sophisticated – Google Forms, Doodle Polls or Survey Monkey are great tools to help.					
Plan for re-inductions if needed (virtually or at the club/organisation) before activities take place.					
When all plans and club logistics are complete, publish training plans for all members and include options for training virtually, solo or at the club to ensure everyone remains included.					

Protecting your people

Tasks	N/A?	Action required	By who?	By when?	Progress
Consider any safeguarding risks and issues associated with new ways of working (i.e. online activities, changes in coaching ratios, one to one training, etc.) and put appropriate procedures in place which comply relevant guidance from your NGB, The Child Protection in Sport Unit and the Ann Craft Trust . Update and share your safeguarding policies accordingly.					
Review and update your health and safety policies and procedures , linking them to the latest advice from the government, Health and Safety Executive, Public Health England, manufacturers and other relevant bodies and regulations. Make sure these changes are communicated to your wider club/organisation.					
Establish procedures to determine the course of action should anybody at your club/organisation become ill during the pandemic. For the latest guidance on what to do if someone has symptoms, visit the NHS website .					
Ensure social distancing protocols are in place and are clearly communicated to all members/participants, volunteers/staff, and visitors prior to attending the venue.					
Develop, agree and communicate enhanced cleaning practices and schedules for your organisation. Cleaning should be regularly scheduled for any public spaces, touch points (e.g. door handles or gates), workspaces and equipment. For guidance on cleaning and PPE please visit the government website here .					
Consider the need/requirement for additional training for cleaners and arrange this where necessary.					

Protecting your people

Tasks	N/A?	Action required	By who?	By when?	Progress
Update hygiene and infection control processes and communicate these where necessary.					
Arrange for your equipment to be thoroughly cleaned and introduce measures to ensure it's cleaned between sessions.					
Make relevant personal protective equipment (PPE) and hygiene and cleaning products available and provide instructions for their use.					
Develop an inventory for all cleaning products, PPE and hand sanitiser. Appoint a dedicated person to be responsible for making sure stock is in place and ordering more as needed.					
Make hand sanitiser readily available for all members/participants, volunteers/staff and visitors.					

Getting ready to use a facility – owned or *hired*

Tasks	N/A?	Action required	By who?	By when?	Progress
Arrange for appropriate signage and other markings to be displayed around your site to direct members/participants, volunteers/staff and visitors to maintain social distancing measures.					

Getting ready to use a facility – owned or *hired*

Tasks	N/A?	Action required	By who?	By when?	Progress
<p>Perform routine checks and testing of plant, installations and equipment where appropriate. Use the following short checklist and links to guidance to help:</p> <ul style="list-style-type: none"> • Electrical Installations: guidance on checking electrical installations is available here. • Fire alarms/escape/doors: review your risk assessment and check on fire alarms, means of escape, fire doors. More information is available here. • Heating systems: arrange inspection and servicing of gas and oil heating systems by a suitably qualified person. • Kitchen equipment/fixtures: arrange for appliances to be checked by a suitably qualified person (e.g. gas safe contractor or electrician) and agree a suitable servicing programme where necessary. • Portable appliance testing: arrange for PAT testing to be carried out by a competent person or electrical safety contractor. More guidance is available here. • Other considerations: arrange for any specialist air conditioning and air handling checks, tests, servicing and filter cleaning to take place if needed. If appropriate, arrange for any water supply and maintenance works, such as a service check by a specialist contractor, or monitoring and maintenance by a suitably qualified engineer with particular attention on measures to prevent Legionella. Further guidance is available here. <p><i>If you hire facilities, you can request confirmation that all suitable checks and testing have taken place and request details of specific issues which may impact on your operations and members/participants. This could include temporary changes to ventilation and heating systems, limitations on access to equipment and programming to allow for more regular maintenance and cleaning.</i></p>					

Getting ready to use a facility – owned or *hired*

Tasks	N/A?	Action required	By who?	By when?	Progress
<p>Perform a risk assessment, making sure to schedule any repairs and remedial work identified. Use the following points to help:</p> <ul style="list-style-type: none"> • Carry out a facility risk assessment: identify the issues and associated actions to mitigate them (incorporating the club's operating and maintenance manuals) and the items set out below. • Record and communicate key issues/changes: advise members/participants, staff, coaches and volunteers of their responsibilities. This could include temporary changes to reception or key-holder procedures, changes to regular cleaning and hygiene arrangements, use of personal equipment only, restrictions on bookings and access to changing and toilet provision, as well as observing social distancing rules. • <i>If you hire facilities, you can request confirmation that all relevant risk assessments have been carried out and request the details of the specific risks associated with your club/organisation's operation.</i> 					
<p>Carry out a maintenance and repair review. This can include:</p> <ul style="list-style-type: none"> • developing a schedule of remedial work, repairs and replacement required to perimeter fencing and gates, buildings and play surfaces due to dilapidation during closure, vandalism and theft (separate schedule which may be required for insurance claims). • carrying out general condition surveying, based on internal and external visual inspection, and drafting a schedule of repairs. <p>For further guidance and support, use the following links:</p> <ul style="list-style-type: none"> • <u>Sport England building maintenance overview</u> • <u>Sport England building maintenance checklist</u> 					
<p>Review and update product warranties from contractors based on prescribed care and maintenance procedures being undertaken and recorded.</p>					

Getting ready to use a facility – owned or *hired*

Tasks	N/A?	Action required	By who?	By when?	Progress
<p>Notify your insurers, landlords and other organisations with a vested interest in your club facilities/operations to advise of changes in circumstances and operation. Relevant bodies you need to contact can include:</p> <ul style="list-style-type: none"> • insurance companies • mortgage lenders • licensing authorities • public bodies • Landlords. <p><i>If you hire facilities, maintain regular contact with your host organisation and observe, support and adapt to any reasonable changes made to reduce or eliminate risks.</i></p>					
<p>Where services have been isolated, drained, immobilised or disconnected, appoint a suitably qualified person to reconnect and certify and/or advise safe to use.</p>					
<p>Review the condition of any outside sports surfaces condition and arrange any repairs and maintenance work. This can include:</p> <ul style="list-style-type: none"> • checking entrance gates and perimeter security, equipment and fittings and checking surfaces for damage – note, record and report for planned maintenance. • checking for litter and debris, organising manual collection or removal. Debris and litter should be collected on a regular basis, ideally daily. If left to stand on the surface, debris will accumulate, decay and contaminate the surface. Regular brushing to remove build-up of moss and algae. • referring to Grounds Maintenance Association (GMA) guidance for natural turf. • referring to Sport and Play Construction Association (SAPCA) guidance for Artificial Surfaces. • referring to your relevant national governing body (NGB) for sport specific accreditation and quality standards. 					

Getting ready to use a facility – owned or *hired*

Tasks	N/A?	Action required	By who?	By when?	Progress
<p>Explore further sector guidance to make sure you've taken all relevant considerations into account. Use the below links to help:</p> <ul style="list-style-type: none"> • Sport governing body guidance – contact or visit the website of your sport's governing body and review and apply relevant guidance to your club's operations. • Guidance for leisure providers – be aware of sector guidance to operators and consider the implications for your club operations. <i>This may be especially relevant to those renting facilities.</i> • uk active's framework document – for further guidance on operations for gyms and fitness. 					

Getting operationally and financially ready

Operational tasks	N/A?	Action required	By who?	By when?	Progress
<p>Create a risk register to log and assess all of the risks associated with managing, operating and delivering your activities. Identify actions to mitigate against the risks you've identified and appoint individuals to be responsible for their completion.</p>					
<p>Review your existing business plan and any emergency financial plan to help guide your financial management through your recovery period.</p>					
<p>Task key people within your club/organisation with monitoring the latest advice and guidance on managing the pandemic from the government, NGB(s), Public Health, Sport England, your local authority, facilities providers and other relevant organisations. This information should be fed back to your working group on a regular basis to help shape your planning and delivery.</p>					

Getting operationally and financially ready

Operational tasks	N/A?	Action required	By who?	By when?	Progress
Develop a process for reacting to an outbreak of coronavirus within your club/organisation, including planned communications with all relevant users and stakeholders, the closure of facilities and cleaning of facilities and equipment.					
Check whether you need to review or amend any of your governing documents, codes of conduct, club rules or other policies as a result of the changes made to your activities and practices. Where necessary, you may need to hold an AGM/EGM to agree these changes and minute the decisions made.					
Verify that all your suppliers are able to demonstrate they've understood and continue to implement any relevant NHS, government, Health and Safety Executive and relevant body and industry guidance.					
Make contact with any contract leads to discuss and agree any changes to your service offer in the future and assess the financial impact of this. New contracts, agreements and terms and conditions are discussed and put in place as required.					
Research the lead in time for any new suppliers required to support your club/organisation's services and activity offer (e.g. kit, merchandise and food and drink suppliers).					
Contact the relevant authorities to discuss any impact the emergency might have on any of your operating licenses and make appropriate changes.					
Ensure any volunteers/staff who've been required to work remotely continue to have access to required email accounts and servers if required.					

Getting operationally and financially ready

Operational tasks	N/A?	Action required	By who?	By when?	Progress
Develop a plan to return any IT equipment, electronic and hard copy files as and when appropriate.					
Review and amend your data protection and GDPR policies as required, if any processes (e.g. storage of data) have changed.					
Develop/review a business continuity plan for your club/organisation to ensure that you have plans in place in case of lockdown measures being re-tightened.					
Financial tasks	N/A?	Action required	By who?	By when?	Progress
Work out the costs of returning to activity for your club/organisation and create a six-month forecast, which should be updated weekly and considers the different scenarios related to your club/organisation service and activity offer. Club Matters has an emergency financial planner available here .					
Consider the financial impact of the closure and changes to your activity offer in relation to the financial sustainability of your club/organisation (e.g. repayment of any loans, replenishment of reserves etc).					
Discuss and agree with your committee any changes to membership fees and options associated with this. Make sure any changes are communicated to your members so they know an affordable offer is in place for those who need it.					
Put a place in plan to re-start any stopped direct debit payments linked to payment holiday items such as business rates, VAT, rent/mortgage, and TV subscriptions. Ensure the club is in a suitable financial position before re-starting any payments if payment holiday options are still available.					

Getting operationally and financially ready

Financial tasks	N/A?	Action required	By who?	By when?	Progress
Decide whether it's appropriate to return any petty cash, paperwork, card readers, bank cards, paying in books, cheque books, savings books, and other documents/equipment if these were moved off-site. Documents and equipment should only be returned if they will be regularly used and appropriate security measures are in place.					
Consider the requirement and practicalities of collecting payments via cashless methods i.e. card payments or electronic transfer.					
Claim all relevant rate reliefs, government grants and insurances for loss of income during the period of closure.					
Contact your funders, supporters and sponsors to discuss any immediate and future changes to your service offer and work with them to identify and manage any impact on the terms, conditions and financial considerations associated with their support.					

Marketing and communications

Tasks	N/A?	Action required	By who?	By when?	Progress
Put in place a meeting schedule and establish virtual methods of communication for these. All discussion points and decisions agreed during meetings should be recorded and distributed to the relevant people.					
Prepare a communications plan to enable you to inform all relevant people and organisations of your plans to restart activities and reopen your facilities. Be clear on what you will restart/reopen, the activities that will be delivered, changes to your service offer and actions being taken to minimise risks.					

Marketing and communications

Tasks	N/A?	Action required	By who?	By when?	Progress
Use your club/organisation's website, social media , newsletters, messaging apps, text messages and other methods to help you communicate messages about your restart and reopening to your members/customers, volunteers, and partners.					
Communicate your plans to members/participants and staff/volunteers who are not yet able to return (e.g. shielded groups, 70+ etc) or those who don't yet feel safe to return. Communications should include how you'll continue to engage with these individuals and how you can help them to be active and stay socially connected to the club/organisation.					
Inform the relevant people and organisations about any planned changes to your services and what this means for them.					
Plan and arrange for communications to be regularly sent to remind members/customers and staff/volunteers about government advice regarding returning to activity, the extent of your offer and stressing the need to remain at home for the required period of time if they're symptomatic.					
Communicate any new cleaning procedures, hygiene measures, social distancing measures and safety protocols that are in place to all members/customers, volunteers, and partners to help reduce fears/anxiety about returning. Use this communication to advise of personal responsibility towards cleaning and hygiene.					
Consider if and when you could develop a re-launch campaign to attract any potential new or lapsed members.					
Gather and share testimonials from those who 've returned to activity and share these on your social media/website and via newsletters.					

Appendix: Mapping your service/activity offer

Use the following table to think about the services and activities you can offer to people. You may find that at the time of completing this toolkit, you aren't able to reintroduce some of your activities/services. However, as lockdown restrictions ease further, you may be able to restart them or adapt them so they can be reintroduced. We recommend returning to this list regularly and checking it against current Government advice so your planning stays up to date.

Service/activity offer	Brief description	Beneficiaries	Adaptable? Y/N and how	Resources	Risks and financial implications	Desired dates for this group restarting activity
What you provide and what you do.	What's involved.	The groups that most benefit from this service.	Is it possible to adapt the service/activity to meet social distancing rules, government NGB and other guidance – Y/N? Think about and explain how you can achieve this.	The resources involved in delivering the service.	The risks and financial implications.	The target date for restarting, if this is relevant.
Youth football for ages 5-11 This is an example and should not be used	Weekly training sessions on a Saturday Morning and games on a Sunday from August-May	Young people aged 5-11	<p>Yes, but with significant changes and booking required by all participants.</p> <p>Staggered training times and smaller training groups of five, spread across a large area working on ball skills and passing. Likely that age groups will be bi-weekly</p> <p>More volunteers will be needed to monitor the group to ensure safeguarding guidelines are maintained.</p> <p>Matches are not possible at this stage due to breaking social distancing.</p>	<p>Increase in coaches/volunteers to monitor the sessions. May require more space therefore may need to hire more pitches if possible.</p> <p>Need for people to marshal children as they arrive for training and parents should remain in cars if possible.</p> <p>Small groups of parents can meet outside as long as they are in groups of less than six, maintaining social distancing.</p> <p>Clubhouse can only open for toilets/throughways and signs to be put up.</p>	<p>Potential for less children to come back therefore may not cover facility costs. Booking in advance should help mitigate this but need to consider the minimum numbers to be viable.</p> <p>Increase in training costs for additional volunteers – online safeguarding training.</p>	

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