

# Policies and Procedures Manual

Guidelines for ISA affiliated organisations on;

- Writing Safety Statements
- Conducting risk assessments
- Developing Standard Operating Procedures
- Developing an Emergency Action Plan
- Keeping records
- Developing Policy Statements
- Developing Codes of Conduct
- Developing Complaints procedures
- Policies and procedures required when working with children
- Insurance



3 Park Road,  
Dun Laoghaire,  
Co. Dublin  
Ireland.

Tel: 01 280 0239 Fax: 01 280 7558 Web: [www.sailing.ie](http://www.sailing.ie)



## Introduction

This manual has been developed to assist managers, staff, officers and members of ISA affiliated organisations in developing policies and procedures that will help in the safe and effective running of their organisations and associated activities.

The process of developing this paperwork is as important as the end product. You are required to examine every aspect of your unique organisation and decide what the safest and most effective way of doing things is. For this reason we have always made it a definite policy not to hand out a set of policies and procedures onto which you could simply insert your name.

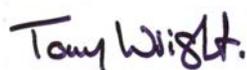
Once developed, it is important that the good work done is not allowed to sit on a shelf and gather dust. Ensure that it is used correctly and reviewed periodically.

The ISA has a wide range of organisations affiliated to it. They range from large sailing clubs through to small one man powerboat schools. These guidelines, by necessity, have been developed to try and cover as wide a range as possible. Not all sections or approaches will be appropriate to all organisations.

Those organisations who are, or are applying to become ISA Training Centres are required to have certain policies & procedures in place. Where appropriate these are indicated in this manual. However, the Guidance Notes for Recognised Teaching Establishments identifies exactly what is required.

If you find that you need help in developing any of the elements described in this manual do contact the ISA Office. Assistance available can range from a quick chat over the phone to a site visit. Remember we have seen many similar organisations through the process so need not feel on your own.

While every care has been taken in putting these guidelines together, ultimate responsibility for the safety of your staff, clients or members rests within your organisation. Nor are these guidelines intended to provide a comprehensive guide to health and safety or any other legislation.



Tony Wright  
ISA Training Manager

19<sup>th</sup> January 2005

# Writing a Safety Statement

## Objective

An organisations safety statement outlines its commitment to, and methodology in, providing a safe working environment for its employees.

The safety statement also provides to opportunity to extend this commitment to club members, clients, course participants.

## Why have a safety Statement?

- Every employer is required by law to have a safety statement.
- All ISA Training Centres are required by the ISA to have a Safety Statement.
- By detailing the management's commitment to a safe environment, a Safety Statement is one of the cornerstones to implementing good practice within an organisation.

## What is in a Safety Statement

A safety statement should contain;

	A statement of general policy
	A list of people in the club with responsibility for safety
	A Risk Assessment
	Operating Procedures
	Emergency Procedures

## Statement of Policy

Ultimate responsibility for safety in an organisation rests with the employer or senior management. A Safety Statement should begin with a statement of policy by the management declaring their commitment to providing a safe environment. This should include;

- A statement of management's commitment to securing an environment that is as safe and healthy as possible.
- A statement of management's commitment to comply with all relevant health and safety legislation.
- An undertaking to revise the safety statement regularly.
- Indication on how the statement is to be brought to the attention of employees and other people in the organisation who might be affected by the statement.

The statement of policy should;

- Be signed by senior management
- Not be longer than one page
- If possible, be displayed in a prominent place within the organisation.

In a club, the statement of policy would normally be signed by the Commodore or equivalent person.

# Writing a Safety Statement

## Responsibilities

In this section of the Safety Statement you identify those people who have specific responsibilities for the implementation of a safe working environment.

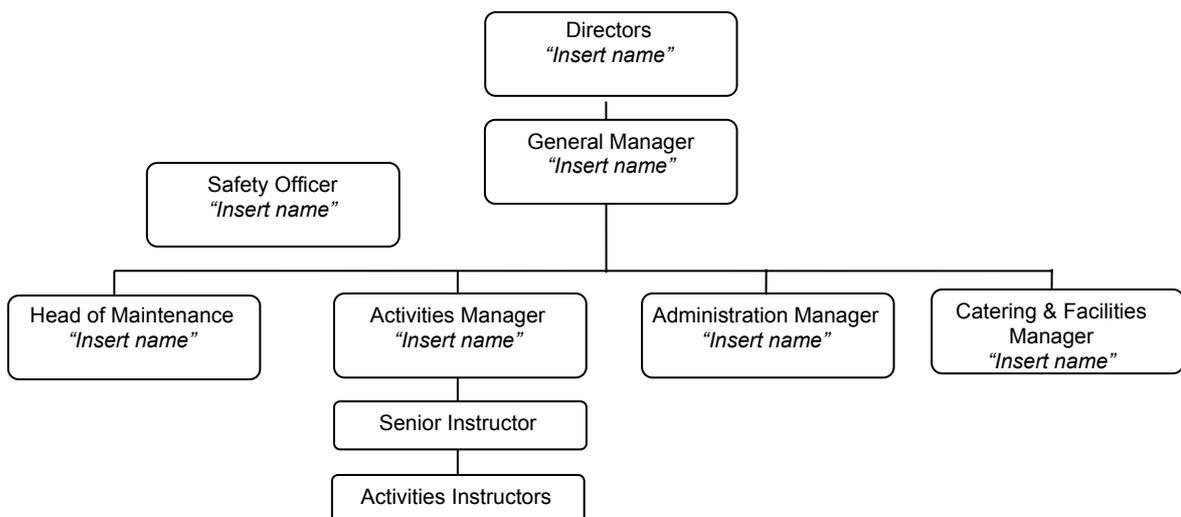
Whilst overall responsibility for safety must rest with the owner, commodore or trustees of an organisation, it will often be necessary to nominate a deputy, to act on the management's behalf.

It is also likely you will need to appoint a number of deputies with the technical expertise in certain areas of operation, to act as supervisors. For instance a senior boatman for rescue and ferry services, a senior sailing instructor for dinghy sailing courses etc. Those with specific responsibilities should also be nominated, for instance, carrying out safety inspections, investigating accidents, monitoring maintenance of boats and equipment. It should also state the people to which any incidents or accidents should be reported.

It should be stressed that all staff have a responsibility to co-operate with supervisors and managers to achieve a safe environment.

It is useful, and good practice, to include a diagram of responsibilities and associated reporting structures.

### Diagram of Organisation



A short section should be included for each position, detailing the specific responsibilities of that person. This will usually be required as well as the diagram as it is normally impractical to fit the level of detail required into the diagram.

### General Manager

The General Manager has responsibility to ensure the safety, health and welfare of employees, members and those affected by the club's activities. Their duties and responsibilities are summarised as follows:

- Ensure that the health and safety policy as described in the club's safety statement is fully complied with.
- Ensure that employees are aware of their responsibilities and are kept informed on matters of safety, health and welfare.
- .....

# Conducting a Risk Assessment

## Objective

In conducting a risk assessment we are trying to identify where there is a significant risk of harm to ourselves and the people around us. This then allows us to reduce the likelihood of harm being done to anyone by either eliminating the hazard or by controlling the risk so that harm is unlikely.

## Definitions

A **hazard** is a possible source of danger.

A **risk** is the particular harm that may be caused by a hazard.

- For instance the **hazard** may be water and the **risk** may be drowning.

## Conducting a Risk Assessment

Conducting a risk assessment is essentially an 8 step process. Each of these steps is explained below. The pro-forma on page 10 will lead you through the process.

<b>1</b>	<b>Divide the organisation into physical areas and or activities.</b>
----------	---

Then for each of these areas / activities.

<b>2</b>	<b>Identify the hazard</b>
<b>3</b>	<b>Identify the risk arising from the hazard</b>
<b>4</b>	<b>Identify who might be harmed</b>
<b>5</b>	<b>Identify what precautions are already in place to control the risk</b>
<b>6</b>	<b>Identify what other precautions are necessary</b>
<b>7</b>	<b>Record you findings</b>

Then

<b>8</b>	<b>Periodically review your risk assessment</b>
----------	---

## Step 1

### Divide the organisation into physical areas and or activities.

The first thing that we need to do is break the organisation down into manageable sections. Do this by identifying particular physical areas or types of activities.

- *Physical areas* might include the dinghy park, changing rooms, car park or sailing area or slipway.
- *Activities* might include Level 1 dinghy sailing courses, use of powerboats or keelboat racing.

Sometimes you may need to combine the two. For instance a day trip for Advanced sailors or power boaters may present different risks from training activities close to the centre / club. These risks may be different for different destinations.

# Conducting a Risk Assessment

## Step 2

### Identify the hazard

Here we identify what factors in each area or activity have the potential to cause harm. Examples may be the water, the students own boat, other boats / ships, slip way etc.

## Step 3

### Identifying the risk arising from the hazard

Here we consider each hazard and identify what potential harm it may cause. One of the risks commonly associated with a slipway would be that of someone slipping and falling. Of course you may find others. The slipway is the hazard, and the slip or fall is the risk.

## Step 4

### Identifying who may be harmed.

Using the example above, the only people likely to be at risk of slipping or falling on the slipway will be those actually using it. These are therefore the only people we need to consider protecting.

Sometimes the risk will change due to the nature / type of person exposed to the hazard. You need to be aware of this and take action accordingly. For instance a particular hazard may present different risk depending on whether a person is a child or adult, experienced or inexperienced, trained or not trained, tall or short! This is important as it will define how we go about protecting them. In this example we might assume that anyone may slip or fall whether or not they are young or old, experienced or inexperienced.

## Step 5

**Identify what precautions are already in place to control the risk** and decide if they are effective and sufficient. If adequate precautions do not exist, move onto the next step.

## Step 6

### Identify what other precautions are necessary

Using our example of the slipway; precautions to prevent users from slipping may include regularly removing weed from the slip and having a sign at the top of the slipway advising people to exercise care as it may be slippery. These precautions should be identified and recorded.

## Step 7

### Record your findings

It is important that you have, and keep, a written record of your assessment. This will save you time when you come to review you assessment. It will also allow people new to your organisation to pick up where you have left off and benefit from your experience. A written record will also serve as a useful reference tool should you ever need to show anyone that you have considered the level of risk for an area / activity and put appropriate precautions in place.

# Conducting a Risk Assessment

## Step 8

### Review your Risk Assessment

As time goes by your organisation and its environment will inevitably change. This could be through the addition of new facilities, types of boats or buildings. It could also be through a change to your operating areas through additional boat traffic or changes to the positions of reefs or shoals. You need to keep on top of this changing environment and ensure that your precautions to reduce risk are still adequate and appropriate. To do this you should conduct a formal risk assessment at least once a year and every time you introduce significant changes to activities or environment such as the purchase of new types of boat, introduction of new activities or the use of new operating areas. Finally don't forget to include all those things that show up all the time through practical experience.

### Implementing precautions

Identifying hazards, risks and precautions in your risk assessment will not make your organisation safer. However implementing precautions will!

In the example of the slipway, one might assume that implementing the required signage would be the responsibility of the management. They would simply assign the job of acquiring and locating the sign to the appropriate person. On the other hand, keeping the slip free from weed is an ongoing task and so should be written into a Standard Operating Procedure (SOP). Details on writing SOPs are given elsewhere in these guidelines.

### Some important points to consider

Do not attempt to artificially remove hazards or risks that are inherent to the activity. To do so would mean that students / participants may be un-prepared for the hazards and risks that they will inevitably encounter when sailing or boating on their own.

People learn by making mistakes. Do not eliminate the option of them getting it wrong. However, do try and ensure that when they do so, they do not get hurt or have their confidence damaged.

It may not always be possible, or indeed desirable, to remove all risk. The fact that some risk is involved should not prevent you carrying on with an activity so long as long as the level of risk is acceptable to you and your participants. However, in doing so remember that the participants may not have the skills or experience to evaluate the level of risk and so it may be necessary to explain it to them. You have a higher level of responsibility when working with children as you cannot assume that they are aware of the level of risk and have accepted it.

In some instances it may be possible or appropriate to remove the hazard completely. This may be done by physically moving it, or preventing access to the area where it is located.

Take care that precautions are appropriate to the type of user. Signage is only effective where people can and will read it and where they are also capable of understanding it. Therefore the use of signage to protect younger children or people in unlit areas may not be appropriate.

## Conducting a Risk Assessment

Don't overlook the obvious, particularly when doing your first assessment.

Use your accident and incident logs to identify where things are going wrong and what precautions might be implemented to prevent these.

### Who should conduct a risk assessment?

There are professional companies who will undertake your risk assessment for you. Depending on the size, complexity of your organisation and what activities you are involved in, this may well be the right option for you. However, whether or not you engage professional risk assessors do consider the following points.

- Ultimate responsibility for control of risk on your premises and during activities lies with your organisation and with no one else.
- Does anyone know your organisation and activities as intimately as you, your employees and members?
- In ISA Training Centres and clubs you will have access to experienced sailors with professional qualifications in their field whether it be instructors, senior Instructors, coaches or race officers. Do not underestimate the value and relevance of this and use it to your advantage.
- It is useful to get an outside perspective on what you do every day. However, ensure that it comes from someone who is competent and familiar with the environment in which you are operating.
- The ISA can and will assist you in running a risk assessment. Contact the office for details.

## Risk Assessment Pro-Forma

Area / activity		Conducted by		Date:-
Hazard	Risk	Who may be harmed	What precautions exist to control the risk?	What other precautions are necessary to reduce risk to acceptable level.



# Standard Operating Procedures (SOPs)

## Objective

In developing standard operating procedures we are;

- Providing guidelines for the safe and effective completion of specific tasks.
- Communicating and implementing precautions identified in the risk assessment.
- Identifying those requirements made under legislation or by organisations such as the ISA.

Standard Operating Procedures may be developed in a number of forms to cover different activities whether they form part of running watersports activities or other aspects of your organisation.

## Identifying where you need SOPs.

Standard Operating Procedures may be developed for any area of your organisation where it is necessarily or beneficial to have predetermined methods or guidelines on an activity or task. Some examples of activities or tasks for which SOPs might be developed could include;

Administration	Keeping of records, insurance, booking process, certificate management, purchase of publications, financial control, recruitment.
Maintenance of equipment	Maintenance schedules, Maintenance log, Identifying equipment requiring maintenance and preventing its use.
Operation of powerboats	Coxswain qualifications, equipment
Operation of shorebased equipment	Directions for use of hoists, cranes, slipway winches, power tools, forklifts, pressure washes etc.
Refuelling of boats	Safety, storage, transport, reporting, correct fuel mixes etc.
Storage of hazardous chemicals	The safe storage of petrol, oil, paints and other chemicals used at the centre

## Standard Operating Procedures (SOPs)

SOPs should also be developed for on the water activities run within the organisation. These might include;

Training Courses	Use a separate SOP wherever there are significant differences in requirements. For instance between Powerboat courses and dinghy sailing courses or beginner and advanced courses.
Racing	A SOP for racing might include the appropriate number of safety boats to be used, who decides if conditions appropriate to race or not and race areas to be used.
Equipment rental procedures	Here you might identify; what skill level required by hirers, what checks and briefing to be done by staff prior to launch, supervision levels required and what to include on the rental agreements / booking form.
Expeditions / Day trips	Here you might identify considerations like; what back up and support is required, who should be notified and what minimum skill levels required for participants.

### Defined Operating Areas

It will assist in the development of your SOPs if you have defined operating areas. You can then easily refer to these in your SOPs. The areas used should be easy to identify when on the water and when briefing staff and participants.

# Standard Operating Procedure



## Watersports Activity

Neptune Watersports Club

Activity

**Dinghy Sailing - Topaz**

Course type

**Basic Skills course**

Group type

**Any**

Training Scheme or NGB as appropriate

**ISA Small Boat Sailing Scheme**

Operating area

**Westpoint Bay – Area 1**

Group Type

**Any**

Staff Qualifications

**ISA Dinghy Instructor supervised by ISA Senior Instructor**

Ratios

**1:6 in up to 6 boats**

Clothing and equipment

Instructor	Participant
<ul style="list-style-type: none"> <li>Instructor must be prepared to enter the water immediately and at any time and must be dressed appropriately for conditions.</li> <li>Appropriate Personal Flotation Device</li> <li>Knife</li> </ul>	<p>Mandatory</p> <ul style="list-style-type: none"> <li>Appropriate Personal Flotation Device</li> <li>Wetsuit, steamer or Drysuit</li> <li>Footwear (wetsuit booties, trainers or sandals)</li> </ul> <p>Discretionary</p> <ul style="list-style-type: none"> <li>Waterproof Cagoule</li> </ul>

General

- Instructor must get permission to launch from Senior Instructor before launching sailing boats.
- Instructor running session responsible for ensuring that a suitable safety boat is on hand and ready for use, prepared and equipped as per appropriate SOP.
- Instructor running session must check each boat prior to launch to ensure it is rigged / fitted out correctly. See separate checklist for Topaz dinghy.
- Instructor running session must check each participant prior to launch to ensure they are kitted out correctly.
- Instructor running session must complete session plan prior to session – see company guidelines on developing session planner
- Session run must fit within programme for basic skills course. Deviations from this must be authorised by SI.
- If conditions afloat appear to be marginal Instructor should check sailing area themselves before launching course participants.
- Instructor must be aware of forecast weather and tidal conditions prior to embarking on session.
- This session is ISA approved and as such is subject to guidelines issued by them.
- Instructor must provide appropriate briefing to participants at the start of the session and prior to launch including;
  - Launching procedure
  - Defined sailing area
  - Always stay with the boat
  - Recall signal
  - Recovery procedure

# Standard Operating Procedure



Neptune Watersports Club

Activity

## Operation of Powerboats

Staff Qualifications

Anyone using Club powerboats must be on list of authorised users held by Centre principal. Authority to use powerboats will only be issued to those with the following qualifications;

### Powerboat Coxswains

ISA National Powerboat Certificate  
ISA Day Skipper or above.

### Safety Boat Coxswains

ISA Safety Boat Certificate  
or  
ISA Dinghy, Keelboat or Catamaran Instructor

Clothing and equipment

Coxswain	Boat
<ul style="list-style-type: none"> <li>• Appropriate Personal Flotation Device</li> <li>• Coxswains on powerboats must be dressed appropriately for the expected conditions.</li> <li>• Coxswains on safety boats must be prepared to enter the water immediately and at any time and must be dressed appropriately for expected conditions.</li> <li>• Appropriate footwear (wetsuit booties, trainers or sandals)</li> <li>• Knife</li> </ul>	Boats to be equipped according to SOP issued for that particular boat.

General

### Before going afloat

- Coxswain must get permission to launch from Senior Instructor before going afloat.
- Boat and equipment must be signed out by coxswain.
- Coxswain is responsible for ensuring that boat is ready for use and prepared and equipped as per appropriate SOP.
- Coxswain must be aware of forecast weather and tidal conditions prior to embarking on session.
- Coxswain is responsible for ensuring all passengers are wearing an appropriate PFD and know how to use it.

### Coxswains must at all time drive the boat with due care and attention. In particular:

- Always proceed at a safe speed
- Avoid driving the boat at speed unless in open water and away from other boat users
- Be aware of the depth of water in order to avoid damaging the propeller.
- Kill cord must be securely attached to the coxswain at all times.
- Engine must be switched off when in close proximity to people in the water.

### When finished with boat the coxswain must;

- Return fuel tanks to fuel store & refill
- Return safety kit to boathouse.
- Complete Powerboat log
- Report any defects / concerns to Senior Instructor
- Insure that all boats equipment is in place and stowed correctly
- Remove and return to appropriate place any equipment not belonging to that boat such as marks & ground tackle.
- When leaving a boat afloat, ensure that all bungs and bailers are closed.
- Ensure that the boat is secure and will not be damaged while unattended.

### On trips starting or ending outside of designated operating areas

Coxswain to file Traffic Report with Coastguard and confirm safe return with them when at destination.

# Standard Operating Procedure

## Equipment list for

### Avon # 2



Neptune Watersports Club

The following list of equipment is the minimum that must be carried in Avon # 1.

**Anchor** of suitable size and type, fitted with sufficient chain and line for the operating area.  
The anchor, chain and line must be stowed in the container provided.

**Designated Safety Box** containing

- First aid kit
- Plastic bivvy bag
- Flares (2 P/N & 2 smoke)
- Engine tools
- Spare Killcord

**Towing Warps** including;

At least one warp long enough to tow several boats astern.

At least two other short warps for towing alongside.

**Fuel tank & line**

All fuel must be carried in ready to use cans. Decanting or pouring petrol between tanks while in the boat or at sea is prohibited.

All fuel tanks must be securely attached to the boat to prevent movement while underway.

**Paddles** x 2, stowed in holders on sponson.

**Bailer**, secured to boat

**Sponson Pump** & line, stowed under seat

**Fire extinguisher** stowed in its tube under seat

**VHF Radio** is to be carried if the boat is operating outside of Designated Operating Area 1.

## Example of Designated Operating Areas



# Emergency Action Plan

## Objective

An Emergency Action Plan sets out how members of your organisation should react in the event of an Incident / accident. This should assist them in making correct decisions and taking appropriate action, thereby;

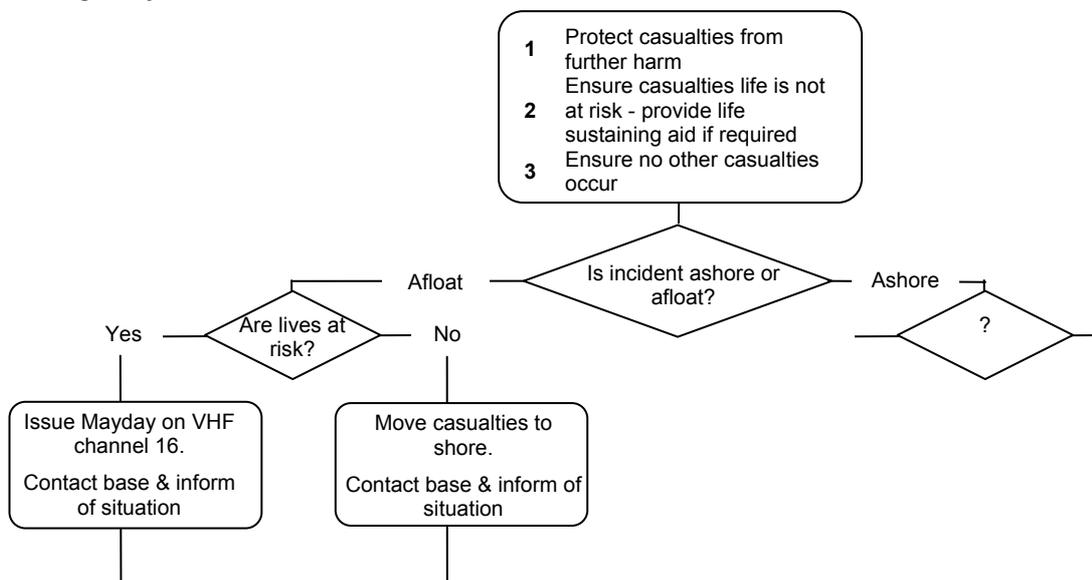
- Preventing the incident deteriorating further.
- Ensuring the continued safety of participants and staff not immediately involved in the incident.
- Ensuring that casualties are given appropriate care in timely and effective manner.

## Points to consider

The safety and welfare of participants and staff, not equipment, is the number one priority.	Boats can be left and recovered when convenient.
People not already involved in an incident should not be put at risk	In the heat of an incident it is easy to forget that safety cover and supervision need to be maintained for all people afloat & not just at the scene of the incident.
Identify who has responsibility / command at a particular stage of an incident.	On training courses this would usually be the Senior Instructor. Determine how and when management are informed of an incident.
Ensure casualties are adequately cared for, by qualified people and in an appropriate manner	Try to prevent well intentioned people from doing more harm than good by moving casualties unnecessarily or providing inappropriate care.
Determine how and when emergency services are contacted.	Liaise with emergency services prior to an incident occurring to ensure they know where you are and where to meet boats bringing casualties ashore. Ensure that staff are aware of when they should call for the assistance of a lifeboat or helicopter.

A flow chart is often a good way to illustrate an Emergency Action Plan. A copy of this can be laminated and carried afloat. It might look something like this.

## Emergency Action Plan



## Dealing with a Major Incident

Following a major incident

Ensure that you identify and get statements from competent witnesses while they are still around.

If at all possible remove key personnel and witness from the club / centre so that you may talk to them away from the press.

Prepare a written statement that you can give to the press. Keep it simple, to the point and based on established facts. E.g.

*“\*\*\*\*\*” sailing club regret to announce the death of a crew member who fell overboard from a yacht while racing.*

*Name of yacht*

*When*

*Where*

*We wish to extend our deepest sympathy to the relatives. A full statement will be released at 1400 tomorrow.*

Give yourself sufficient time to collate the information.

Don't hold a press conference

Decide who will speak to the press and ensure your staff knows who it is.

Ask members of staff not to speak to the press without specific authorisation.

Keep a list on who you have spoken to and who has contacted you.

Inform ISA Training (01 2710 113 or 087 2362909) who can assist in compiling your statement to the press.

If there has been a fatality the Gardai will contact the organisation and inform the next of kin. Do not release names of casualty until this has been done even if others, including the press, appear to know who it is.

Do not release the name of any casualties until their family has been informed even if others, including the press, appear to know who it is.

Keep anything that you feel might be relevant e.g. Lifejackets, logbooks, boats

Major incidents in ISA Training centres are very rare. However, if unfortunately you are involved in one, it helps if ;

- Your paperwork is up to date e.g. you have appropriate contact and other details on booking form.
- You have your own safety procedures and you have complied with these and with ISA Guidelines.

# Recording Accidents & Incidents

## Accident or Incident

An accident is where someone is injured. An incident is where a dangerous or potentially dangerous occurrence happened but where no-one was injured

Should you have an accident or incident at your centre you should have a process whereby the people involved record what happened and to whom.

This is necessary to ensure that you have an accurate record that will allow you to;

- identify particular hazards and associated risks within your operation.
- review relevant operating procedures.
- identify if correct procedures were being used and if any training or education is required.
- review any resulting litigation accurately and with authority.

## How to record an accident

The recommended method of recording accidents would be to use a standard form that you have developed. Providing boxes to fill in will help ensure that obvious omissions are not made. When you are happy with the form you have developed get them copied and bound into a book by your local print shop. This will prevent forms being removed and mislaid.

## What to include in your Accident report

Name and contact details for injured person	This will allow you to accurately identify the person who was injured and to contact them if necessary.
Personal details for injured person	Do you need to know anything about them such as how old they are or what gender?
Name and contact details for Parent / Guardian.	Required if a child is injured.
Date and time of accident	
Description of injuries sustained	This should be complete and accurate indicating exactly what the injury was and to what part of the body. Any injuries apparently sustained prior to the accident should be noted.
Circumstances of the accident	What was the person doing immediately before the accident? What was the person doing when the accident occurred? What actually caused the injury? What happened immediately subsequent to the accident? A diagram is often a useful in assisting in recording what was where before during and after the accident.
Action taken following accident	Was First Aid administered, if so by whom was it administered? Were they taken to or asked to go to a doctor or hospital.
Consequences of accident	Could they continue with their course / activity etc.
Contact details of witnesses	This will allow them to be identified and contacted.
Signature of Manager	This is as much to indicate that they have checked that the form has been filled in properly rather than agreeing with the contents

# Recording Accidents & Incidents

## Legislation

You are required under Health and Safety Legislation (Part X of the 1993 General Application Regulations) to report to the Health & Safety Authority;

Immediately by phone if as a result of (or in connection with) your work;

- someone receives a major Injury, or is seriously affected by, for example, electric shock or poisoning.
- there is a dangerous occurrence.

Send a written report on Form I.R.1 for accidents and Form I.R.3 for dangerous occurrences to;

- confirm, as soon as possible , a telephone report of a death, major injury or dangerous occurrence.
- Notify, as soon as possible, any injury which stops someone doing thir normal job for more than 3 days.
- Report certain dangerous events involving flammable materials, collapse of cranes etc. on form I.R.3.

See the H.S.A website on [www.hsa.ie](http://www.hsa.ie) for more details.

## How to record an Incident

The recommended method of recording incidents would be the same as for accidents above.

## What to include in your Incident report

Name and contact details for people involved.	This will allow you to accurately identify the people involved and to contact them if necessary.
Personal details for people involved.	Do you need to know anything about them such as how old they are or what gender?
Name and contact details for Parent / Guardian.	This may be required if a child is involved.
Date and time of incident	
Description of incident	
Circumstances of the accident	What was happening immediately before the accident? What was happening when the incident occurred? What actually caused the incident? What happened immediately subsequent to the incident? A diagram is often a useful in assisting in recording what was where before during and after the incident.
Action taken following incident	
Consequences of incident	Was damage done to boats or equipment? Could participants continue with their course / activity etc?
Signature of Manager	This is as much to indicate that they have checked that the form has been filled in properly rather than agreeing with the contents

## Policy Statements

A policy statements sets out your organisations stance on a particular issue or topic. It will;

- Make it clear to people inside and outside of your organisation that you have considered a particular issue and that you have established a position on it.
- Communicate your position on an issue to people within and outside of your organisation.
- Allow you to identify where you need to define working or other practices that relate to this area. These can then be included in the relevant Standard Operating Procedure.

### ISA requirements

The ISA require that Training Centres have the following policy statements;

Safety Policy Statement	This sets out the management's commitment to ensuring safe working environment.
Required levels of water confidence	This should set out what levels of water confidence and or ability to swim you require of participants. See Page 34 & 35 for details.
Children within the organisation	This sets out your commitment to providing a child centred, safe environment children participating in activities within your centre. See page 28 for more details.

Other areas that you might consider developing policy statements for are;

Use of Personal Flotation Devices	This might clarify where and when people are to use PFD within your organisation.

The format for a Policy statement might be similar to that used for the ISA policy on Required levels of Water Confidence and Ability to Swim for ISA Affiliated Organisations Offering Training & Coaching on page 34.

## Codes of Conduct

Codes of conduct lay out expected minimum levels of behaviour for people within our organisation. Having a code of conduct will;

- Identify to people how they are expected to behave.
- Allow people in your organisation to enjoy participation in your activities.
- Provide employers and supervisors with a defined set of standards in the event a person behaviour becoming an issue.

You might consider developing codes of conduct for

Members of Staff	
Club members	
People working with Children & young people	It is often a good idea to sit a group down and ask them to come up with their own rules. This can create "buy in" from the group. However, this process should be carefully facilitated!
Parents & guardians	What support and co-operation do you expect from them? How should they interact with Instructors / coaches? What should they expect from the activities?

What should be considered when developing a Code of Conduct?

Developing a friendly and caring ethos.	
Promoting appropriate and productive interaction between people within the organisation.	
Keeping courses and activities centres in the needs of the participants.	
Promoting appropriate and productive interaction between members / employees of the organisation with people outside of the organisation.	Customer relations! Members interaction with other water users etc.
Preventing physical, verbal, mental and sexual abuse	

## Complaints Procedure

The organisation should have in place procedures to deal with complaints, discipline those at fault and allow them recourse to an appeal. It is vital that these are developed prior to their being needed. These may apply to staff or participants however different procedures may be required.

It is important to note that the investigation of suspected child abuse is the responsibility of the Statutory Authorities and should not be undertaken by Children's Officers or other club/organisation Sports Leaders. See "Working with Children" on page 26.

Understandably the disciplinary process for commercial organisations will vary from that required for clubs.

### Recommended procedures for clubs

- A code of conduct reflecting should drawn-up, widely disseminated and applied to all Sports leaders and members
- The organisation should appoint a disciplinary committee with clearly defined procedures to resolve problems relating to the conduct of its members. This should include bullying. The committee should consist of a representative from the Management Committee and ordinary registered members of the club. Regular turnover of this committee should be encouraged
- the disciplinary committee should initiate an investigation following a complaint into any incident of suspected misconduct that does not relate to child abuse. It should, as soon as possible, inform the Management Committee of the progress of the disciplinary process
- written confidential records of all complaints should be safely and confidentially kept. Procedures should be defined for the possession of such records in the event of election of new officers
- the disciplinary committee should furnish the individual with details of the complaint being made against him/her and afford him/her the opportunity of providing a response either verbally or in writing
- where it is established that an incident of misconduct has taken place, the disciplinary committee should notify the member of any sanction being imposed. The notification should be made in writing, setting out the reasons for the sanction. If the member is under 18 years of age, correspondence should be addressed to the parents/guardians.
- if the member against whom the complaint was made is unhappy with the decision of the disciplinary committee s/he should have the right to appeal the decision to an appeals committee (independent of a disciplinary committee). Any appeal should be made in writing within an agreed period after issue of the decision of the disciplinary committee. The chairperson of the appeals committee should be a member of the Management Committee or elected by the members at AGM.
- the appeals committee should have the power to confirm, set aside or change any sanction imposed by the disciplinary committee.
- if any party is not satisfied with the outcome the matter can be referred to the Governing Body. However efforts to resolve the issue at local level should be exhausted before the Governing Body is engaged in attempts to resolve the matter.

# Complaints Procedure

## Guidelines for commercial organisations

- A code of conduct reflecting should drawn-up, widely disseminated and applied to all staff.
- The organisation should have clearly defined procedures to resolve problems relating to the conduct of its members. This should include bullying.
- The disciplinary process should be initiated following a complaint into any incident of suspected misconduct that does not relate to child abuse.
- written confidential records of all complaints should be safely and confidentially kept. Procedures should be defined for the possession of such records.
- Individuals should be provided with details of the complaint being made against him/her and be given the opportunity of providing a response either verbally or in writing
- where it is established that an incident of misconduct has taken place, the individual should be notified in writing of any sanction being imposed and the reasons. If the person is under 18 years of age, correspondence should be addressed to the parents/guardians.

# Recruitment and Employment of Staff and Volunteers

## Objective

Formalised recruitment procedure will help ensure that;

- Applicants are suited to the role or position.
- The applicant is not likely to pose a threat to clients of other staff members
- Applicants are provided with adequate training to ensure they can operate safely and effectively.

## ISA requirements

The ISA requires that;

- All adults taking responsibility for children in sport should undergo a formalised recruitment process.
- All instructor are provided with pre-employment training

The following procedures for recruitment of Sports leaders will assist in placing them in the position to which they are suited and help in the protection of children and Sports leaders alike.

- list tasks that applicants need to perform and the skills and qualifications needed for those tasks.
- make all vacancies openly available to interested and qualified applicants
- an application form should be completed by each applicant. This should include a self-declaration form. See sample form on page 40
- References should be verified by the Management or Management Committee and should be kept on file as a matter of record. See Sample Form on page 42
- All recommendations for appointment should be ratified by the sports club's/organisation's management committee. The decision to appoint a Sports leader is the responsibility of a sports club/organisation, and not of anyone individual within it
- once recruited into staff and volunteers should be adequately managed, supported and offered child protection awareness training
- any statutory guidelines should be adhered to
- a probationary period should be established
- verify qualifications and check any gaps in employment history

## Staff and volunteers who are part-time, temporary or required at short notice.

Where staff and volunteers are taken on at short notice or for short periods of time it may be difficult or impractical to complete a full recruitment process. However, where they are required to run training courses or activities or have contact with children;

- They must fill in the standard application form.
- They must work under the immediate and direct supervision of trusted staff.
- Not be asked to undertake tasks for which they have not had training.

## Interviews

Interviewing applicants for a position will allow you to match the person to the role and establish how they will fit into your organisation. It should also allow them to see enough of your organisation to decide if they want to work with you. If you are recruiting instructors or coaches, don't be shy about asking them to go afloat and run a session.

# Recruitment and Employment of Staff and Volunteers

## Pre-employment Training

All new employees and volunteers should be provided with pre-employment training. This should focus on the skill and knowledge they need to complete the task expected of them

in a safe and effective manner. In an ISA Training Centre this would normally be devised and run by the Senior Instructor.

## Advertising positions

There is a dedicated jobs section on the ISA website open to all ISA affiliated organisations. It allows both employers to advertise positions they wish to fill and those seeking jobs to indicate their availability.

## Guidelines for Writing Statements of Terms of Employment for Instructors working in ISA Training Centres.

### Aim

The following guidelines aim to assist ISA Recognised Teaching Establishments (RTEs), including ISA affiliated clubs, in developing Statements of Terms of Employment for Instructors working with them.

These guidelines aim to provide general guidelines and are not a legal interpretation of the various acts covering this area.

### Introduction

In developing these guidelines we do not intend to provide employers with standard terms to be adopted. To do so would fail to recognise the innate differences between each organisation and the working conditions of instructors working within them. Instead we have suggested a list of headings and issues to be considered when writing contracts. In compiling these guidelines we have made extensive use of the guidelines published by the Department of Enterprise Trade and Employment.

### Legislation

The *Terms of Employment (Information) Act, 1994 and 2001* covers the requirement for employers to provide of a written statement to its employees setting out particulars of the employee's terms of employment. The act covers anyone who has been, or will be in continuous service for over 1 month.

### Information to be included

The *Terms of Employment (Information) Act, 1994 and 2001*, specifies that the following information should be included in terms of employment.

Specific items suggested for consideration in ISA RTEs are noted in small print.

1. The full names of the employer and the employee.
2. The address of the employer in the State or, where appropriate, its principal place of business or, the registered address of the employer as registered with the Companies Registration Office.
3. The place of work or where there is no main place of work, a statement indicating that the employee is required or permitted to work at various places.
4. Job title or nature of the work.
5. Date of commencement of employment – *Allow for time required for pre-employment training.*
6. If the contract is temporary, the expected duration of employment. *Allow for time required at the end of the season to allow instructors to repair & store equipment and complete any administrative requirements.*
7. If the contract is for a fixed term the date on which the contract expires.
8. The rate of remuneration or method of calculating remuneration.
9. The pay reference period for the purposes of the National Minimum Wage Act, 2000.
10. Whether remuneration is paid weekly, monthly or otherwise.
11. Terms or conditions relating to hours of work (including overtime). *In defining the working hours you should consider;*

# Recruitment and Employment of Staff and Volunteers

- *Time for morning briefings & preparation.*
  - *Requirements for supervision during lunch.*
  - *Time for end of day de-briefings, supervision & preparation for following day.*
12. Terms or conditions relating to paid leave (other than paid sick leave).
  13. Terms or conditions relating to incapacity for work due to sickness or injury.
  14. Terms or conditions relating to pensions and pension schemes
  15. Periods of notice which the employee is entitled to receive and required to give on termination of employment; where this cannot be indicated when the written statement is given, the written statement must state the method for determining the period of notice to be given.
  16. A reference to any collective agreements that affect the terms of employment. Where an employer is not a party to the agreement, the written statement must indicate the bodies or institution.

## Additional Information that may be included:

17. Supervision structure. *Here you may consider detailing the supervision structure under which the instructors will work. Who is the instructor responsible to? Who is the instructor responsible for?*
18. Responsibilities.- *In this section you could details specific responsibilities that you wish the instructor to undertake.*
19. Code of Conduct.- *Your organisation should have a code of conduct for Instructors / Coaches. The instructor's attention should drawn to it.*
20. Disciplinary procedures.- *What are the organisations disciplinary procedures with regard to employees? These should be defined and explained to all staff before they are ever needed.*

## Other requirements relating to the written statement

The statement of terms of employment must be signed by or on behalf of the employer. The statement must be retained by the employer during the employment and for 1 year after the employee 's employment has ceased.

Even if the employee leaves the employment within the 2 month period for giving a written statement, the statement must still be given to the ex-employee.

Regulations made under the Act, require employers to give to any workers under the age of 18, a copy of the official summary of the Protection of Young Persons (Employment) Act within one month of taking up a job.

## Additional reading;

Title	by	available from
Terms of Employment (Information) Act, 1994 and 2001. Explanatory Booklet for Employers & Employees	Department of Trade, Enterprise and Employment	Employment Rights Information Unit. Ph:- 1890 201 615  or  online at <a href="http://www.entemp.ie">www.entemp.ie</a>
Protection of Young Persons (Employment Act)		
National Minimum Wage Act, 2000		
Terms of Employment (Additional Information) Order, 1998		

# Working with Children

Working with children can present many and different challenges. We would all recognise that we have a particular degree of responsibility when we are working with children or they are under our care. For this reason there are a number of simple steps we need to take to ensure their safety and welfare and to ensure that the time they spend with us is positive.

The Irish Sailing Association has adopted the “Code of Ethics & Good Practice for Children’s Sport in Ireland”. This excellent document has been produced by The Irish Sports Council, in partnership with their counterparts in Northern Ireland. ISA affiliated organisations must comply with the guidelines laid down in this code.

Managers / leaders of organisations running courses and activities for children must have a copy of this document, from which most of this section has been drawn. Copies are available from the ISA office and from The Irish Sports Council on 01 2407700

## Policy Statement

The organisation should have a policy outlining its commitment to ensuring the safety and well being of children participating in its activities. Guidelines are included in section 3.1 of the Code of Ethics.

## Code of Conduct

### *For staff and volunteers*

The organisation should have a specific code of conduct for those working with children. This should identify to staff and volunteers what they can and should do and when. It is as much about saying what is acceptable as what is not. An example of a code of conduct is included on page. Also see 4.2 of Code of Ethics.

### *For Children*

The children within an organisation should be encouraged to realise that they have responsibilities to treat other children and sports leaders with fairness and respect. A predetermined code of conduct can assist with this. See 4.4.1 of the Code of Ethics for more details.

## Disciplinary, complaints and Appeals Procedures

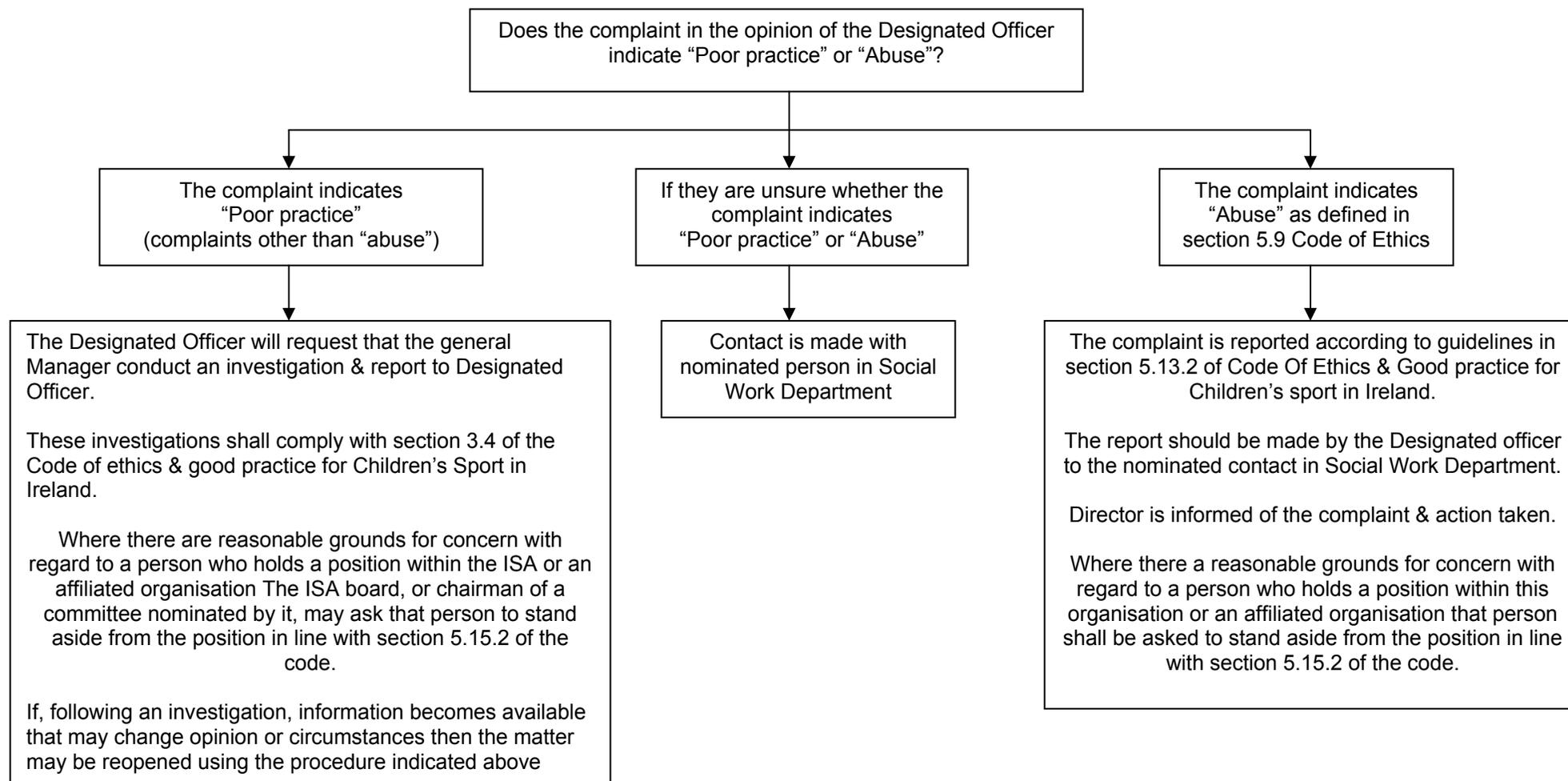
As well as the complaints process covered in previous section, the organisation should have in place procedures to deal with suspected cases of poor practice and statutory child abuse. See next page for example.

## Recruitment procedures

Recruitment procedure should comply with the guidelines outlined in this manual and with section 3.5 of the code of ethics.

## Follow up Procedures

The following procedures shall be used in the follow up on a complaint as defined in these procedures.



## Records

We need keep record for a number of reasons. These may include;

- The necessity to have details on course or activity participants.
- Marketing purposes.
- Details of who certificates have been issued to and when.
- .....

### ISA requirements

The ISA require that Training Centres;

- Hold records on who ISA certificates were issued to and when.
- Have an appropriate booking form for use by all clients.
- Hold copies of following for all staff
  - ISA instructor qualifications
  - First aid qualifications
  - Relevant powerboat and VHF qualifications.

### *Record of Certificates Issued*

ISA Training Centres issue personal skills certificates on behalf of the ISA. For the majority of these certificates the ISA itself has no record of who they have been issued to. It is therefore the responsibility of the Training Centre to keep this record, if for no other reason than that if a client loses their certificate only the Training Centre who issued it can replace it. Probably the simplest way of keeping records is on a spreadsheet. However there are proprietary databases available which will help you keep track of your clients over the years as they come to you. Creating your own simple database in with a programme such as Microsoft Access is relatively easy and is worth considering as it allows you to manipulate the data entered in many ways. At the minimum a written log is required.

### *Possible spreadsheet layout for record of certificates issued.*

Forename	Surname	Address 1	Address 2	Address 3	Address 4	Phone	e-mail		

Course type	Course date	Certificate issued	Date issued	Notes

### *Booking Form*

In developing a booking form we should first decide what we wish to use it for. Some suggested ideas might include;

Contact details for participant	This will allow you to contact them with information prior to and subsequent to their training course.
Personal details for participant	Do you need to know anything about them such as how old they are or what gender? Sometimes adults prefer not to give their exact age so ask them to tick boxes covering say "30 – 35".
Contact details for Parent / Guardian or Next of Kin	In an emergency during the courses this will allow to either; <ul style="list-style-type: none"> <li>- contact the parents of a child</li> <li>- contact the Next of Kin of an adult.</li> </ul>

## Records

### Booking Form (continued)

Risk assessment	Is there anything you need to know about the participant in order to ensure their safety and to ensure they enjoy their activity? Do they have any health issues which they feel might affect their participation? This may include being particularly tall or overweight as well as any chronic health issues.
What level of water confidence / ability to swim do they have?	This will ensure that you are happy with them participating on your course, that your instructors are briefed, and appropriate PFD is available.
Declaration	You may consider pointing out that your activity is an adventure sport and that while every care will be taken to ensure that no-one gets hurt, they, or their parents, do understand that that by participating they are exposing themselves to some risk.
Conditions	Do you have; - any booking conditions - conditions of participation (codes of conduct etc.) What will happen if the weather is too bad to complete the advertised programme?
What do they need to know about the course?	You may be sending them joining instructions, if so say so. If not what do they need to bring and where & when do they start.
Your contact details.	Who should they contact with any queries with regard to their booking?
Payment details	Of course they have to pay! How and when should they do this? Be careful about including credit card details on the booking form as these forms may be hanging around for some time to come and can present a security risk if an unauthorised person got hold of them.

Booking forms should be kept for at least 5 years after the person has finished the course. It may be needed if in any queries arise.

# Insurance

## ISA requirements

The ISA require that Training Centres hold the following insurance cover;

- Employers Liability Insurance.
- Third Party Liability insurance for a minimum of €1 260 000, covering land and sea activities and specifically detailing instruction.
- Any marine craft used must hold Third Party Marine Liability insurance including liability to passengers, with a limit of indemnity of not less than €1 260 000.

Confirmation of this cover may be provided in a letter stating that the club holds the above level of cover. See template.

## Types of liability and accident insurance

<i>Third Party Liability or Public Liability Insurance</i>	Held by organisations to cover loss arising from injury to clients, members, general public and others caused while on activities or premises controlled by the organisation.
<i>Third Party Marine Liability Insurance</i>	Held by boat owners to cover loss or injury arising from the use of a boat. It would be similar to third party insurance for a car,
<i>Employers Liability Insurance</i>	Held by an employer to cover loss arising from injury to employees while at work.
<i>Personal Accident insurance</i>	Held by individuals to cover loss arising from injuries to themselves.
<i>Personal Liability Insurance</i>	Held by individuals to cover loss to someone else caused by their own actions.

### Clubs:

Clubs should make clear whether or not it requires participants involved on a course to be paid up members of the organising Club.

### Boats:

#### *Privately owned sailing boats:*

The organisation should receive confirmation that all privately owned boats being used on courses and activities carry third party marine liability insurance for not less than €1,270,000. This would normally be done through a declaration on the booking form. As it is necessary when running training courses and activities to switch crews in and out of boats; Do check that the marine liability cover is still in place when the “owner” is not helming the boat or on board the boat.

#### *Club owned boats (Sail and Powered)*

All boats owned and operated by the organisation must hold Third Party Marine Liability insurance including liability to passengers, with a limit of indemnity of not less than €1,270,000. The Club should be aware of whether or not this insurance covers privately owned boats that have been borrowed or used by the Club without their owners being present.

### Employees:

Where a Club employs Instructors and helpers the employer (the Club) must hold Employers Liability Insurance. Clubs must also ensure that insurance cover is held for their voluntary Instructors and Club officials such as Junior Organisers.

### General:

A written statement of the insurance cover that is in place should be available for inspection by any course participant, guardian, employee, club official or ISA officer should they request it. This need not be a copy of a policy, rather a short summary similar to that detailed above. For full advice on liabilities and legal position of those responsible for activities you are advised to consult your Solicitor and Insurance Broker.

**To be completed on letterhead paper.**

**Private & Confidential**

To:- Training Manager,  
Irish Sailing Association,  
3 Park Road,  
Dun Laoghaire  
Co. Dublin

Date:-

**Confirmation to Irish Sailing Association by insurer or agent  
Insurance cover required by ISA accredited Training Centre provider**

Dear Sir,

I confirm that with regard to its activities as an ISA accredited Training Centre;

**Neptune Watersports Club,**

Address line 1  
Address line 2  
Address line 3  
Address line 4  
Address line 5

Holds

- Employers Liability Insurance.
- Third Party Liability insurance for a minimum of €1 260 000, covering land and sea activities and specifically detailing instruction.
- Third Party Marine Liability insurance including liability to passengers, for all marine craft used, with a limit of indemnity of not less than €1 260 000.

For the following activities *(delete or amend as appropriate)*

- Dinghy, catamaran and Keelboat sailing
- Cruising in Sailing and or Motor Yachts
- Powerboat activities including Tuition
- Windsurfing

Run in these locations *(if no restrictions apply this should be stated)*

- *(Insert venue/s)*

This policy is due to expire on *(insert date)*.

Yours sincerely

# ISA Policies

## ***ISA policy on required levels of Water Confidence and Ability to Swim for ISA Affiliated Organisations Offering Training & Coaching.***

### **Objective**

This documents sets out recommended policies and procedures with regard to the level of water confidence and ability to swim required of participants on water sports activities at ISA affiliated organisations.

### **ISA Statement**

The ISA strongly recommends that anyone participating in water-sports has a level of water confidence and ability to swim appropriate to the activity that they are participating in.

The ISA does recognise that the required level of water confidence and swimming abilities does vary according to;

1. The type of activity being undertaken,
2. The level and type of supervision being provided,  
and
3. The type of equipment available.

Accordingly, where a person is participating in a water sports activity within an ISA affiliated organisation the level of water confidence and swimming ability required of participants should be determined by that organisation according to these guidelines.

### **Organisation's Policy Statement**

Each ISA affiliated organisation should have a policy document which lays out its own policy with regard to the level of water confidence / swimming ability required by participants on a particular activity. Typically this would be included as a section of the organisations safety statement and / or operations manual. All staff, instructors, coaches and supervisors working on or with participants on training courses within that organisation must be aware of this policy.

### **Declaration of water confidence and swimming ability**

A declaration on swimming ability / water confidence should be included in the organisations booking and / or course enrolment forms.

### **Water confidence**

Anyone participating in a water sports activity should have a degree of water confidence sufficient to prevent them panicking or becoming distressed should they enter the water through any eventuality while participating on that activity.

### **Use of Personal Flotation Devices.**

The ISA requires that all participants on ISA accredited Training courses (with the exception of some advanced windsurfing courses) wear an appropriate Personal Flotation Device (PFD). The PFD should conform to the European Standard (EN number) appropriate to their activity.

### **Non-swimmers permitted on activities.**

Where declared non-swimmer are permitted to participate in activities the following conditions should apply;

1. Non-swimmers should be required to wear a Personal Flotation Device (PFD) that conforms to EN 396 or above providing at least 150N of **permanent** buoyancy while aboard open boats or when on deck on other craft.
2. Teaching ratios higher than 6 people to 1 instructor should not be used where there are one or more non-swimmers in the group.
3. The Instructor must inform the participant or their guardian that there is a high possibility of them ending up in the water as result of the activity. This should be acknowledged in writing by the participant or their guardian and that they undertake the activity at their own risk.
4. Instructors should consider spending some time getting a person accustomed to being in the water while wearing a PFD prior to the course / session.

# ISA Policies

## ***ISA Guidelines on Running Assessments of Water Confidence or Swimming Ability.***

The following factors should be considered if your organisation has a policy of assessing the participant's water confidence or ability to swim before they participate in any water-based activities.

### **Complacency**

Care must be taken to ensure that requiring participants to undertake an assessment does not mean that what would normally be considered as good practice in running water-based activities is allowed to erode. Supervisors must not become complacent because they assume all participants are water confident or can swim because they have passed an assessment.

### **Format**

The assessment needs to be managed extremely carefully in order to;

- Prevent accidents occurring during the assessment.
- Prevent the assessment scaring off potential participants who would ordinarily be able to pass the assessment.
- Ensure that the assessment provides an accurate indication of the required standard of swimming ability / water confidence.

Consideration should be given as to whether any assessment is conducted in open water or in a swimming pool.

#### ➤ **In all cases;**

- Participants should not be required to dive or jump into the water.
- During assessments safety cover must be provided by people who are qualified as either ISA instructors, swimming instructors or lifeguards.
- People providing safety cover must be prepared & dressed to enter the water.
- Reaching or throwing rescue equipment should be at hand & ready to use.
- Consideration should be taken of the number of participants in the water at any one time.
- Consideration should be taken of whether Dry suits and P.F.D.s should be used for the assessment.
- Candidates must be made aware that P.F.D.s should ordinarily always be worn on or around the water.
- Carefully consider how and where safety cover should be provided.
- Consider what clothing participants should be wearing.
- It may be advisable to hold a practice and trial run to help improve the participant's confidence.
- 

#### ➤ **When conducted in open water.**

- Where possible assessments should be run off of a beach.
- Checks should always be made for local hazards (boat movements, jelly fish etc).
- Determine that water quality & temperature are suitable.
- Consider conducting the assessment over a short course (more of smaller laps).
- Consideration should be taken of whether Wet / Dry Suits and P.F.D.s should be used for the assessment.
- Candidates must be made aware that P.F.D.s should always be worn on or around the water.

# Sample Policies & Procedures

## ***Good Practice Guide for Instructors / Volunteers / All Staff***

The following guidelines are intended to eliminate the incidence for abuse of children and help to protect staff and volunteers from false allegations being made by promoting good practice.

- Do not spend excessive amounts of time alone with children away from others
- Do not take children alone in a car on journeys, however short
- Do not take children to your home
- Where any of these are unavoidable, ensure they only occur with the full knowledge and consent of someone in charge in the organisation or the child's parents
- Design training programmes that are within the ability of the individual child.

You should never:

- Engage in rough, physical or sexually provocative games, including horseplay
- allow or engage in inappropriate touching of any form
- allow children to use inappropriate language unchallenged
- make sexually suggestive comments to a child, even in fun
- let allegations a child makes go unchallenged or unrecorded; always act
- do things of a personal nature that children can do for themselves.

However, it may be sometimes necessary for staff or volunteers to do things of a personal nature for children, particularly if they are very young or disabled. These tasks should only be carried out with the full understanding and consent of parents. In an emergency situation, which requires this type of help, parents and immediate line manager should be fully informed. In such situations, it is important to ensure all staff are sensitive to the child and undertake personal care tasks with the utmost discretion.

In addition, medical consent should be obtained in the event where medication or treatment is required to be administered in the absence of the parent / guardian; this includes hospitalisation.

# Sample Policies & Procedures

## **Internal Procedures**

### ***In the event of complaint relating to Code of Ethics & Good Practice for Children's Sport in Ireland.***

#### **Objectives**

To ensure that complaints received by staff that come within the Scope of the Code of Ethics & Good Practice for Children's Sport in Ireland are handled in a clear, effective and timely manner.

#### **Scope**

The scope of these procedures cover complaints received by the members of staff that;

- concern participants, instructors or coaches who are under the age of 18 years old.
- Indicate a breach, or suspected breach in the Code of Ethics and Good practice as published by the Irish Sports Council and as adopted and extended by the ISA.

#### **Responsibilities**

The member of staff responsible for implementing these procedures is the "\*\*\*\*\*". They shall be the "Designated Officer" for the purposes of these guidelines and as described in the Code of Ethics & Good Practice for Children's Sport in Ireland.

Where the "\*\*\*\*\*" is unavailable, or considered inappropriate, an alternative "designated person" will be nominated by the General Manager.

#### **Procedures**

##### **Initial Complaint**

Complaints may be first received through a number of sources. It is important that the person first receiving the complaint adheres to the following guidelines.

1. Responsibility for implementation of these procedures lies with the "\*\*\*\*\*". It is important that where possible the person making the complaint is put in contact with The Secretary General as soon as possible. It is not intended that Staff become involved in the receipt of complaints.
2. Any person receiving information must make it clear to the complainant that any information received will be passed onto those responsible for following up on the complaint. This information may be passed onto the relevant statutory authorities.
3. The person first receiving the complaint should offer no advice or opinion as to the validity of a complaint or seek to elicit more details than those being offered. However the person should ensure that they obtain sufficient contact details to allow the ISA to make contact with that person.
4. All information received in the initial contact should be recorded and committed to paper. This information must immediately be passed onto "\*\*\*\*\*".
5. "\*\*\*\*\*" shall record details of the complaint and actions taken in a registered book and electronic file designated for this sole purpose. These shall be kept as a permanent record.

People receiving initial complaints should be aware that complaints made anonymously cannot be followed up. However if they are received they should be reported to "\*\*\*\*\*" who will record them as anonymous complaints in the manner described in 5 above.

# Application for employment

Employer –  
Delete this and insert  
your logo here

Employer - delete this text and insert name of your organisation here

Employer – delete this text and insert the title of position here

## Personal details

Title:	Surname:	Other names in full:
Other name previously know by, including maiden name where appropriate:		
Age:	Date of birth:	Place of birth:
PRSI Number		

## Contact details

Current address:	
Former address (if moved within the previous 3 years):	
<b>Home</b>	<b>Work</b>
Phone Mobile: Email:	Phone; Mobile Email:

## Occupation

Current Occupation: Name of organisation: Address:	
Start date:	Finish date:
Previous Occupation: Name of organisation: Address:	
Start date:	Finish date:

## Education & Training

Include details of ISA instructor qualifications.
---

## Other relevant information

## Sample Forms

Recreational interests, hobbies, voluntary or community work etc

Please detail any previous experience of working with children, either in a voluntary or professional capacity:

Have ever been convicted of a criminal offence, been the subject of a caution, a bound over order, or are at present, subject of a criminal investigation.  
If yes please indicate nature and date(s) of offence(s)

Yes

No

Have ever been asked to leave a sporting organisation in the past.  
If yes we will contact you in confidence.

Yes

No

### References

Please give names and addresses of three people to whom application for references may be made. References from relatives will not be accepted. At least one should be from a previous employer and one should have first-hand experience of you working with children.

Name	Address	Capacity in which they know you.

If appointed, when could you start work:

How did you hear of this vacancy?

Please include with this application copies of ;  
All ISA Instructor qualifications  
Current First Aid certificate  
Any other relevant qualifications certificates.

Signed

Date

## Sample Forms

# Pre-employment Reference

### Private & Confidential

To:- *Insert name and address of referee*

Date :- *insert date*

Dear ,  
The following person

*Insert applicants full name and address.*

has expressed an interest in working with

*Insert your companies/ clubs name.*

If you are happy to complete this reference, any information will be treated with due confidentiality and in accordance with relevant legislation and guidance. Information will only be shared with the person conducting the assessment of the candidate's suitability for the post, if they are offered the position in question. We would appreciate you being extremely candid, open and honest in your evaluation of this person.

Could you please indicate how long you have known this person?

In what capacity ?

What attributes do they have that would make them suitable for this work?

Please rate this person on the following – tick one box for each statement

	Poor	Average	Good	Very good	Excellent
Responsibility					
Maturity					
Self –motivation					
Can motivate others					
Energy					
Trustworthiness					
Reliability					

Do you know of any reason at all to be concerned about this person being in contact with children or young people?

Yes

No

If you have indicated "Yes" we will contact you in confidence.

Your assistance is greatly appreciated

Signed:

Date:

Print name

Position

Organisation



Blank Page



Blank Page