

Direct Club Investment

November 2017

Introduction

Within our Corporate Plan 2015-2019 Direct Club Investment is a key component of **sportscotland's** commitment into the development of Club Sport. This project, incorporating a funding stream, compliments our other Club Sport investment: Community Sport Hubs, Awards for All and the Sports Facility Fund. It is unique as it offers investment to support club development over a period of 2-4 years, giving the club time to embed significant developmental change. From its introduction in 2013 **sportscotland** has invested £3.1 million through this funding stream in around 132 local sport clubs who have, in partnership with stakeholders, also invested some £5.9, all of whom are committed to significantly developing Club Sport.

The introduction of the Club and Communities Framework will provide a comprehensive guide for clubs surrounding the six key priority areas for development, and should be considered prior to seeking specific project support.

We have identified Equalities and Inclusion as a key priority to drive further improvement in the system. We recognise that inequality and discrimination exists in sport and in order to widen access we must understand the needs of people from underrepresented groups and disadvantaged communities.

Moving forward

Our focus on leading towards greater equality and inclusion will extend our reach further and focus and prioritise our work around the inactive and underrepresented in sport, including girls and young women, people with disabilities and people living in our most disadvantaged communities.

We will now adopt a weighted approach to DCI investment, prioritising projects that provide more and better opportunities for underrepresented groups highlighted above. Our investment will be fully aligned to our other programmes, i.e. Active Schools and Community Sport Hubs

Outcome focused

Direct club Investment allows clubs to develop against their specific needs over a period of between 2 and 4 years. The key criteria are that the investment must have an impact against one or both of the following outcomes:

- Growth in club membership
- and/or; Growth in clubs which provide the correct environment to maximise athletes potential to achieve 'world class' performance levels.

We will recognise those clubs and business cases which explicitly target, in conjunction with the outcomes above, a direct impact aligned to;

- Providing opportunities for those from disadvantaged areas to get involved in sport and physical activity

- Engaging with women and girls, people with a disability and young people to get them involved in sport and physical activity
- Increasing the number and quality of coaches and deliverers from SIMD areas working with clubs in SIMD areas.

and we will also take into consideration whether projects:

- Demonstrate strong engagement with their community and other sports clubs
- Demonstrate established partnership working with Local Authorities/ trusts and/ or Scottish Governing Bodies of Sport

Investment:

It is intended that from 1 November 2017, the resource available will be weighted towards clubs who clearly identify that their developmental need impacts on the priorities surrounding SIMD, girls and women and disability.

Process

Following consulting key stakeholders and the Club and Communities Framework, the investment process starts with a club identifying a clear development need. This need should be established through discussion within the club and with key partners such as SGB's and local authorities.

A business case should then be developed, utilising the sportscotland template, detailing the required activities (outputs) to meet the development needs (outcomes). **sportscotland** will only accept business cases from not for profit individual sport clubs.

The business case should clearly indicate how the proposed development activities meet the following 5 principles:

- **Impact** – there needs to be a clear focus on how one or both of the outcomes (above) will be achieved through new activities. For example:
 - Tell us what changes will happen as a result of investment, ie: your outcomes
 - Tell us how you will know that these changes are happening, ie; what will you measure to provide evidence that your activities are on track?
- **Additionality** – investment must add to existing or current activities and not simply replace activities that the club undertakes. For example
 - Tell us about why there is a need for development
 - Tell us about how the activities add to what otherwise would have been achieved.
- **High standards** – demonstrate that you are well run and supported by local community members using appropriate and current policies, procedures and practices. For example:
 - Tell us about how you develop your coaches, volunteers and staff
 - Tell us about how your club is effectively run
- **Holistic approach** – demonstrate how you are working in partnership to deliver the right sporting opportunities into communities through a joined up and cooperative approach. For example:
 - Tell us about your links to PE departments and Active Schools
 - Tell us about other partnerships you have and how these will work
- **Sustainability** –. During the DCI investment period the club should plan for independence and ownership, increase capacity and influence and understand the practical requirements of sustaining the ambitions of the project beyond the DCI funding term.
- Demonstrate that new activities will have long term impact. Consider evidence to suggest the financial model will ensure longevity of this impact. For example:
 - Tell us about the investment the club is committing
 - Tell us what investment you require from **sportscotland** to add to the clubs investment
 - Tell us of other secure financial opportunities which may contribute to the longevity of the project
 - Tell us about how the project will be sustained over time

- Tell us about the exit strategy of the project. – mainstreaming, integrating or restructuring

Business cases can be discussed with your Regional lead manager at any time, the earlier the better. The final version of a clubs business case should be provided to the Regional lead in advance of 01 May and 01 November each year. The RSP DCI sub-group will meet and consider the Business Case and make recommendation to the sportscotland DCI panel who will meet twice a year - in June and December. If successful following this process, sportscotland will issue an investment agreement/ offer letter to the identified club, followed by the investment itself. **Depending on submission dates, it is expected that approved projects will only commence activity either on 01 April or 01 October** each year.

If you require support to help you to develop your business plan, then we suggest that you contact your SGB Regional Development Manager/Officer and **sportscotland's** Regional lead manager in your appropriate Regional Sporting Partnership (RSP) - they have the lead role in supporting, developing and monitoring Direct Club Investment in their region.

The diagram below details the flow:



Monitoring progress

Each invested project will be monitored by **sportscotland** and each club will be required to maintain monitoring information on an ongoing basis. The outcomes, outputs and indicators that the club will detail in the business case, along with regular updates on baseline info, will form the basis of the monitoring required.

- *Indicators are active club members and qualified coaches*
- *Indicators are time on task, expert coach contact time and 'growth mindset' development*

Further information

For further information on Direct Club Investment or if you wish to contact your appropriate Regional Lead manager to discuss your business case the contact details are as follows:

- Highlands & Islands – Garry Reid – 07787 151009
- Grampian – Andrew Baptie – 07805 694677
- Tayside & Fife – Robbie Stewart – 07581 623835
- Central – Hilary Templeton – 07581 623830
- East – Bob Wyllie – 07817 936112
- West (North) – Dougie Millen – 07817 287226
- West (South) – Rob Hardie – 07854 380410