
Community Sport Hub Evaluation

CSH Profiles

Final Report
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Putting sport first

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Profile: Aberdeen Disability Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key stakeholders of the Aberdeen Disability CSH, in Aberdeen. These involved the Hub Officer, a representative from the main facilities partnership, a sports trust Sport Development Officer, a Scottish Governing Body representative and an Active Schools Coordinator (who was also a club representative). It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH has focused on improving the opportunities for disabled people to participate in sport. It has worked to develop specialist sport opportunities for disabled people, and improve the way in which mainstream sports engage with disabled people.

What can we learn from this CSH?

This CSH has:

- raised the profile of disability in sport;
- supported the development of specialist sport activity;
- encouraged some mainstream clubs to be more inclusive; and
- improved the skills and awareness of coaches in relation to disability.

1. Background and context

The Aberdeen Disability CSH was established in 2012 in response to **sportscotland's** interest in developing a disability CSH. Early development work was taken forward by two development professionals from Scottish Disability Sport.

Following a review of the CSH, in April 2014 the decision was taken to transfer the key activities currently delivered by Aberdeen Disability CSH to Grampian Disability Sport, a local voluntary organisation.

This profile was developed before the transfer of activities to Grampian Disability Sport.

2. How the CSH operates

At the time this profile was developed the CSH was managed on a day-to-day basis by Sport Aberdeen (the local leisure trust).

A steering group for the CSH brought together a range of partners to develop and manage the CSH, including:

- Local sport clubs;
- Sport Aberdeen;
- Scottish Disability Sport;
- Active Schools;
- Robert Gordon University / Robert Gordon University Sport;
- University of Aberdeen;
- Aberdeen Sports Village; and
- Inspire (a local charity working with young people with learning disabilities).

Although the CSH is based in the Aberdeen Sports Village (a standalone regional sport facility) it also delivers activities in a wide range of locations in Aberdeen and Aberdeenshire.

3. Offering a range of sport

The CSH includes a wide range of sport activities. In developing, it has:

- **Gathered information about local needs** – During the early stages of the CSH, gaps in disability sport provision were mapped, and new activities developed in response. There was also a lot of focus on club engagement, in particular developing links with mainstream sport clubs.

- **Brought together a wide range of existing sports** – Stakeholders felt that the CSH offered a lot of activities. The range of sports offered includes athletics, curling, table tennis, tennis, badminton and basketball.
- **Supported the development of specialist sport activities** (specifically for disabled people) – In particular, the wheelchair basketball team (Grampian Flyers) was initiated by and received significant support from the CSH. This team forms part of an existing mainstream club. Another example was the Multi-Sports project run by Aberdeen Sports Village through the CSH.
- **Supported the development of an inclusive children’s programme** – This has allowed people to become involved in sport who would not have otherwise.
- **Provided training and support to existing sport clubs** – There was some early scepticism from sport clubs about delivering inclusive sport. In particular, there were concerns that it would take additional time and commitment. To address this, the CSH offered disability inclusion training to sport clubs and undertook a wide range of awareness raising work. This aimed to help those involved in clubs understand the needs of disabled people, and develop more inclusive approaches.
- **Made use of existing sports facilities** – Stakeholders were positive about Aberdeen Sports Village, which is relatively new and well equipped for disability sport. The growth of sport activities within the CSH has led to greater use of wider facilities in the area.

4. Understanding community needs

The CSH has used a range of techniques to raise its profile including:

- **An official launch** – This took place at Aberdeen Sports Village in April 2012, and was seen as a success. The event involved sport taster sessions, and was promoted to sport clubs, schools for children with additional support needs and disability groups. Between 40 and 50 people of various ages and interests attended.
- **Local advertising** – Following the launch event, a disability sport brochure was developed. The brochure was distributed to all disability sports groups in the Aberdeen and Aberdeenshire areas, and also to mainstream clubs.

- **Outreach work with potential sport clubs and participants** – CSH representatives have attended university events (e.g. Fresher’s Week), internal club meetings, and also national events such as the Learning Disability Consortium event, in order to promote the CSH.

To understand local needs the CSH carried out:

- **Two surveys of local school pupils** – These surveys were targeted at pupils with disabilities in mainstream schools. It was felt that this had enabled the CSH to design its communications and activities in a more targeted way.

It was felt that not having a Hub Officer for some time had meant that no one was exclusively leading on promotional activities. Some felt that promotion was an area that the CSH had to develop further. They wanted to see the CSH develop its own branding, logo and website, and increase the understanding of the CSH among a wider audience.

5. Growth in participation

The CSH has supported the development of both specialist and inclusive sports for disabled people in the Aberdeen area, and those involved felt this had led to increased participation. In particular, the CSH has:

- **Increased participation in specialist sport** – It was felt that participation in the Grampian Flyers wheelchair basketball club had increased rapidly due to the CSH, and that numbers remained consistently high. The Multi-Sports project delivered by the CSH had attracted large numbers of participants, with numbers increasing on a week-by-week basis.

“It highlights athletes representing the sport nationally. This helped to raise the profile of disability sports.”

- **Increased the number of disabled people becoming involved in mainstream clubs** – It was felt that this had happened as a result of high standards of education and training and the inclusive environment created by the CSH.

6. Joint working

Strategic links

Those involved in the CSH felt that the CSH Steering Group was a useful vehicle for networking and encouraging partnership working. It has brought together professional officers with a remit for disability with sport providers to progress CSH goals. It was felt that different organisations involved in the CSH had built stronger links as a result of their joint work.

Club level

Although the CSH has provided a wide range of sport activity, there was some concern that too few clubs were actively engaged. Some felt that there had been a lack of effective joint working at club level.

“Clubs were not working better together.”

One stakeholder suggested this was because this CSH had been developed quite differently to other CSHs.

“It wasn’t a normal CSH, it wasn’t led by clubs.”

It was hoped that this situation would change going forward. It was felt that Grampian Disability Sport (the organisation taking forward CSH activities in the future) has more influence with sport clubs and would be better able to promote effective joint working.

“Grampian Disability Sport has access to more clubs to engage, so it will be better suited to run it.”

School links

Stakeholders felt that the development of strong links with local schools had been a major success of the CSH. It was felt that the engagement with schools for people with additional support needs had been “fantastic”. Active Schools Coordinators were involved in the CSH which had been very important in supporting this development.

It was felt that the CSH would be operating in a more formal structure under Grampian Disability Sport, and would have more capacity to build on and further strengthen these links.

7. Supporting community leadership

Stakeholders felt that leadership opportunities created by the CSH were positive. In particular the CSH had created opportunities for:

- **Disabled people to become coaches and volunteers** – This was a key aim of the CSH. Disabled people received mentoring support to enable them to progress into leadership roles and play a key part in the CSH.
- **Existing sport leaders to learn about inclusive approaches** – Coach education, including disability awareness and inclusion training, had enabled existing coaches to become more receptive to the idea of disability sport provision and enhanced their capacity and skills.

“It has been successful, especially for adults with learning and physical disabilities. Coach education has empowered people with disabilities to remain in sport.”

“Coach education has been a big part of the CSH.”

- **More volunteering** – Those involved reported that volunteer enquiries had increased – particularly from college and university students seeking placements or work experience, and from older people.

“This cannot all be attributed to the CSH perhaps, but it is definitely linked.”

Working with volunteers has created significant benefits for the CSH. It has increased its capacity in terms of coaching, and reduced the potential cost of delivering many activities. This has allowed the CSH to accommodate more participants. By providing access to coach education, the standard of coaching has improved.

To encourage people to become involved as volunteers, the CSH did presentations to colleges, universities and volunteers on inclusion issues, and offered relevant education and training courses.

One stakeholder suggested that the impact of leadership opportunities should be evaluated, in order to understand the individual and community outcomes resulting from CSH support.

“It would be beneficial to find out what the impact of leadership roles has been.”

8. Successes

Those involved in this CSH identified a number of important success factors which have supported its development:

- **Effective promotion** – stakeholders felt that the CSH had successfully raised its profile locally - particularly through its official launch day. Promotional activities had led to an improved awareness and understanding of the CSH among the disabled community.
- **Listening to community views** – it was felt that feedback gathered through community engagement activities had influenced the development of the CSH. For example, the wheelchair basketball team was developed in response to demand.
- **Joint working between agencies** – stakeholders thought that joint working between the CSH, local facilities, and strategic partners, had been particularly important to the success of the CSH.
- **Working with local volunteers** – those involved felt that working with local volunteers (many of which were involved in mainstream sports) had increased the capacity of the CSH, provided local insights, and helped communicate key messages about inclusive sport.

9. Challenges

The CSH has encountered a number of important challenges along the way. These included:

- **A lack of active involvement from clubs** – Stakeholders felt that not as many clubs actively engaged with the CSH as was originally hoped. It was suggested this was because clubs felt the CSH wouldn't bring them any real benefits, could be a drain on their resources and time; or might threaten their mainstream sport activities. The absence of strong participation from clubs had led to professionals within partner organisations taking on key responsibilities within the CSH.
- **A lack of understanding of disability issues** – It was suggested that some clubs and volunteers may not have become involved because of a “fear of the unknown” or a lack of understanding of disability, inclusive approaches, or the CSH concept.

- **Overlap between the CSH and Grampian Disability Sport** – Both these groups focused on promoting sport for people with disabilities and engaging existing disability clubs in the area. This created additional demands on club time, and led to duplication in activities.
- **A lack of existing provision for disabled people** – One barrier to increasing participation was the fact that there were a limited number of clubs offering sport for disabled people in the area.
- **Lack of volunteers** – Although volunteers were seen as a key strength within the CSH, it was felt there were a relatively low number. This limited the number of participants that CSH activities could accommodate.

10. Future development

The recent decision to transfer the CSH to Grampian Disability Sport was taken to improve the reach of the CSH. Grampian Disability Sport is led by its users and groups, which was seen as a key strength in taking forward the aspirations of the CSH. Stakeholders mostly agreed that this would be a beneficial move.

“It is a positive move forward.”

When the transfer of the CSH is complete, stakeholders including Aberdeen Sports Village will still be involved and have representatives on the management committee of Grampian Disability Sport.

Grampian Disability Sport will take forward the main activities previously delivered by the CSH. **sportscotland** funding previously allocated to the CSH will be used to support other local CSHs embed inclusive approaches. Some stakeholders expressed concerns about this approach, as they felt Grampian Disability Sport would need resources to continue to deliver activities previously carried out by the CSH.

Grampian Disability Sport will set out its future priorities for disability related activity in its Annual Development Plan. Key priorities are likely to include increasing the number of volunteers and clubs involved.

“It will be a hub where professionals, clubs and volunteers can come together.”

Key Impacts

Those involved in this CSH feel it has brought about a number changes. In particular, it has:

- improved awareness and understanding of disability among mainstream sport clubs;
- supported the development of specialist and inclusive sport activities;
- strengthened links between local agencies interested in sport; and
- improved participation of disabled people in sport in the area.

Those involved in the CSH highlighted a number of particular benefits the CSH had offered to volunteers. In particular, it has improved their:

- access to work and coaching opportunities;
- awareness and understanding of disability;
- leadership and communication skills;
- self esteem, confidence; and
- qualifications.

Profile: Armadale Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives of the CSH in Armadale, West Lothian. These involved the Hub Officer, the Legacy Officer, Head Teacher and three sport club coaches. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH is a school-based hub, set within Armadale Academy. The CSH has worked to expand the use of existing sport facilities within the school to benefit local sport clubs.

What can we learn from this CSH?

This CSH has:

- secured a full time Hub Officer to manage the facility;
- established a Lettings Policy to manage demand for facilities and encourage clubs to raise standards; and
- increased the use of existing facilities by sport clubs.

1. Background and context

The CSH is a school-based hub, set within Armadale Academy. The school is a Public-Private Partnership school; one of two in West Lothian. The school was described as having “fantastic sports facilities” which include a large games hall, smaller hall, dance studio, fitness suite, swimming pool and outdoor space, which includes a 3G all-weather football pitch.

The school was selected as a CSH location because of its facilities and its ethos of being involved in sport. Staff at the school recognised the positive links between sport and attainment, and were keen to be involved in a CSH. Those involved were keen to maximise the use of the facilities within the school.

“There are incredible facilities and part of the reason for becoming a hub was that it would be a scandal to lock away these facilities after 4pm.”

“Sport and PE should be central to the curriculum – not just for the health benefits to students, but also for the added benefits of self-discipline which help students learn and attain.”

Working with Sports Development Officers at West Lothian Council, the CSH was established in 2010 with funding from **sportscotland** in place until March 2015.

2. How the CSH operates

The CSH facilities are available to the school during the week from 9am – 5pm. After this time, it is open for use by affiliated clubs, commercial organisations and businesses. It is not open to the public. The CSH is open until 10pm weekdays and between 9am and 5pm at the weekends.

The CSH has:

- **A full time Hub Officer** – The Hub Officer is new to the role, having taken up the position in March 2014. This role has two strands. The first is to support the development of the clubs. This can involve helping them to apply for funding grants, or organising training sessions to build the skills of club members and promoting their growth. The second strand is to develop the CSH and make it more sustainable and profitable.

Once the school day has ended, the Hub Officer takes on the role of ‘facility manager’ ensuring that the CSH is clean and ready to be used by the member clubs, organisations and paying clubs who have priority use of the facilities.

- **Dedicated staff** – The Hub Officer is supported by dedicated staff who deal with bookings and payments from clubs. Two of the staff are ex-pupils of Armadale Academy.
- **A Steering Group and Club Forum** – The CSH has a Steering Group and Club Forum.
- **Developed a Lettings Policy** – The CSH is close to operating at full capacity. With so many clubs wanting to use its facilities, it is important to allocate lets and bookings appropriately. The CSH operates a lettings policy, which clubs have to adhere to in order to use the facilities. Some clubs noted that as a result of this lettings policy, they had to improve their own practices to score higher and access the most suitable facilities for their needs.

“We had to put in administrative procedures, do more monitoring of members, and have qualifications for coaches to increase our score.”

Letting policy, affiliation package and code of conduct

The CSH operates a lettings policy, which clubs have to adhere to in order to use the facilities. Allocations are based on assessment criteria which include consideration of whether the club operates within West Lothian boundaries, how well run the club is, the strength of the school-club links and whether it is affiliated to relevant accreditation schemes.

The CSH scores clubs in line with these assessment criteria. The swimming pool, large games hall and football pitches are the most popular, while the dance studio has more availability. The letting policy was described as “key to sustaining the hub” as it allows clubs to receive a consistent service that meets their needs, at a reasonable price. The CSH has produced a package of what they offer clubs and what they expect in return.

The CSH has designed its own code of conduct and affiliation packages, which sets out what is expected from clubs and what they can expect in return. This includes things like development support, marketing and promotion opportunities, support with grant applications, and links with Active Schools to help offer taster sessions to pupils. In return, the CSH expects high standards of coaching, club pathways to be developed, support to community based projects and regular communication.

Funding and finances

The CSH has received a total of £232,583 since it began in 2010 – with over two-thirds of this funding coming from **sportscotland** (£151,759) and the remainder provided by West Lothian Council (£80,824 over four years).

The local authority controls the CSH finances including any profits after staffing costs are covered.

Those involved recognise that the CSH needs to continue to be maintained to a high standard in order to keep the clubs interested, and paying for their lets. To achieve this, the school is working with the Council to identify and agree ongoing maintenance costs.

3. Offering a range of sport

Since the CSH started, participation has grown from 9 clubs to 32 clubs. There was a very rapid increase in clubs with over 27 clubs joining the CSH within a six month period. There are currently over 1,000 people using the CSH per week.

There are 32 clubs currently involved in the CSH offering a range of activities including:

Football	Archery	Basketball
Wheelchair Basketball	Handball	Netball
Swimming	Rhythmic gymnastics	Tai Kwando
Karate	Boxing	Personal training

There are a few facilities within the CSH that have some availability and the Hub Officer plans to target specific groups (such as dance classes and a cricket club) to see if they might be interested in using the facilities.

4. Understanding community needs

The local community has been involved in the development of the CSH in two main ways:

- **During the development of the facilities** – When the facilities were being built, community groups worked with local councillors to ensure the work was carried out well. The school's parent council was also involved by providing views when the CSH was built, as it was integral to the school campus. Those involved in this consultation process reported it had been a positive experience.

- **Engagement with clubs** – Consultation and evaluation activities were undertaken as the CSH was established. This included questionnaires with local clubs to find out more about what they wanted from the CSH.

The perception of those connected to the CSH is that the local community are “on board” with the CSH. For example, there have been no complaints from neighbours about the school being open late.

There has been some interest from parents wanting to use the facilities, but the CSH is “not set up for pay as you play”. The CSH does signpost to other local clubs and sport centres so that those who do want to become more active can find a local outlet.

5. Growth in participation

The CSH has developed activities to increase participation in sport. These include:

- **Connecting with schools** – The CSH has links with the Active Schools programme, which had led to the development of more opportunities for pupils to access sport activities outside school hours. The number of opportunities to take part in sport and related activities has increased from two to 16 per week. As a result, all clubs increased their membership and wanted more space in the CSH.
- **Holiday programme taster sessions** – The CSH offers a programme of sport sessions during school holidays. Several clubs offered taster sessions and many got together to share volunteer coaches or equipment – for example, both wheelchair basketball and mainstream basketball worked to coordinate their holiday programme. These sessions allowed young people to try out different sports and helped to generate new members for clubs.

By taking part in these taster sessions, clubs have the opportunity to showcase what they do, and can generate more ‘points’ towards their letting allocation, in line with the CSH’s letting policy. Usually, between 6 and 10 clubs support this programme with around 50 young people participating. As an incentive, clubs are offered a free let within the CSH or £15 to deliver a taster session. However, most clubs do not accept either incentive and see the potential of increased membership as their reward.

As the CSH is only open to people who are participating in established clubs, there has been limited promotion with the wider community. There has also been limited promotion with other clubs as the CSH is operating at almost full capacity.

6. Partnership working

There are two main structures, which offer partners the opportunity to shape the development and delivery of the CSH:

- **A Steering group** – The CSH has a steering group which supports the Hub Officer in the delivery of the CSH. The group is chaired by the Head Teacher of the school and includes a PE teacher, Active Schools Coordinator, a local councillor, Xcite Leisure Trust, senior pupils from the school, club members, reception staff and the Hub Officer.

In the beginning, the steering group met regularly, approximately every 4 to 6 weeks, but this has relaxed and it now meets bi-annually to discuss what is happening in the CSH. It was suggested that the group 'operates like a board' and although the Hub Officer is given freedom to manage the CSH, any big decisions are made in consultation with the group.

- **A Club Forum** – The clubs get together twice a year in a club forum to discuss the CSH and how it is run, typically the week before a steering group meeting to allow them to feed into the steering group agenda. It allows clubs to network together, share experiences and expertise. Many clubs said that they do not have much interaction with other clubs and so this forum allows them to mix.

Staff from the school's senior management team attend the club forum meetings and although there might be issues raised, these are always qualified with positive feedback. There are no complaints about the concept of the CSH – the only complaints are about the availability of some particular lets.

7. Supporting leadership

The CSH has created leadership opportunities including:

- **Opportunities for students** – The CSH approached the University of West of Scotland at their open day to recruit students with an academic interest in sports science or development to volunteer at the CSH. Interested students applied to the CSH. The successful applicant took on responsibility for organising the holiday programme for young participants. This student has since gone on to use the CSH as the topic for his university dissertation.

- **Reception staff** – There is one position, equivalent to a full time member of staff, which is covered by four different individuals who work part time. This includes two former pupils from the school who have returned to work on the CSH reception. All are paid positions. They primarily carry out administrative duties, but also take on additional tasks such as attending meetings, bookings and payments. It was acknowledged supporting a number of staff required significant input from the Hub Officer.
- **A sport and recreation programme** – The school has a programme called 'sports and recreation'. As part of this some of the S5 and S6 pupils have been involved in organising the holiday programme and other aspects of the CSH and can gain an SQA award for their involvement.

8. Successes

This case study includes the views of three clubs. All were very positive about the CSH – in particular the quality of the facilities on offer, the support of the Hub Officer and also the resultant increase in their club's membership that each had witnessed.

"The hub is a god-send."

A number of factors have been important to the success of this CSH including:

- **Excellent facilities** – Having modern state of the art facilities has encouraged clubs to become involved, and even raise their standards in order to participate.
- **A dedicated Hub Officer** – Having a dedicated officer was seen as being very important to the successful development and effective day-to-day management of the CSH.
- **Support from the Legacy Officer** – This role (currently filled by a former Hub Officer) has supported the promotion of the CSH, and encouraged those involved to work together.
- **Getting buy-in from the school** – Senior teachers within the school were very supportive of the CSH, its approach, and potential benefits.

9. Challenges

The CSH has encountered a number of important challenges along the way, including:

- **Availability** – Prior to the introduction of the lettings policy some clubs experienced issues with availability of lets. Clubs are now aware of the priorities and conditions of lets.
- **Being based within a Public Private Partnership school** – The building is leased by the Council and is not solely managed by the school. Janitors used to manage the school facilities, but once the CSH took off this caused some friction because janitors found their work load increased. This led to the Hub Officer taking on more of a management role.
- **Coping with the increased use of facilities** – Having more people using the facilities has led to new challenges, which the CSH has had to work to overcome. For example, Lothian Phoenix Wheelchair Basketball club hold all of their home games at the CSH, but have experienced some issues with accessible car parking. There can be up to 20 adults at any game, and 12 young people. This results in a number of cars in the school car park – however there are only eight disabled parking bays. The club has encountered problems with non-disabled people using these parking spaces, as they are the closest to the entrance. This issue has been raised with the Hub Officer who tries to help by emailing other clubs to remind them not to use the parking spaces.
- **Increase in let costs** – The CSH is consulting members on proposed cost increases in line with costs across the local authority. Some felt an increase could negatively affect club participation.

10. Future development

Those involved in the CSH have identified the following priorities for future development:

- **Becoming self sufficient** – The CSH is funded until March 2015 by **sportscotland**. By this time, the CSH hopes to be self sufficient through income generated from lets. One stakeholder suggested that the CSH makes enough through lets to continue supporting the Hub Officer role beyond March 2015.
- **Expanding its focus beyond sport clubs** – Some of those involved would like to see the CSH extend beyond a sporting focus to include other activities and to become a ‘social hub’. For example, as parents cannot use the facilities while their children are at their clubs, there is a tendency for parents to sit alone, in their cars. The school could create a space for parents to network with each other – where they could use Wi-Fi and socialise.

In addition, some wanted to see the CSH space extended to more non-sporting clubs. Currently the local pipe band group use the CSH to practice and have supported sporting events by performing. Other clubs and groups could potentially use the facilities as well.

- **Developing new partnerships** – The steering group have plans to ensure the sustainability of the CSH. This includes a potential new partnership with Xcite Leisure Trust.

Future plans

Currently Xcite cannot offer fitness classes such as Body Pump or Spin because it does not have the space on offer within its own facilities. The CSH does have the space – but not the equipment. It is hoped that an agreement can be reached whereby Xcite locates some of its equipment in the CSH, which can be used by the school during the day – and then used by others in the evenings.

Key Impacts

Those involved in this CSH felt it had brought about a number of key impacts including for people, clubs and organisations including:

- increased the use of local facilities, for the benefit of local clubs;
- created opportunities which have supported people develop new skills and confidence;
- contributed to a healthy attitude towards work and play within the school;
- increased awareness and improved the perception of the school and clubs; and
- encouraged more local people into the school – who might not have been regular visitors.

“Because the school doesn’t shut at 3.30pm, students are part of the clubs, parents are too. It helps to break down any barriers to access to the school. Some parents who might have had bad experiences while they were at school could come back in a different guise.”

Profile: Aviemore Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSH). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This case study has been developed based on discussions with key stakeholders of Aviemore CSH. These involved the Facility Manager, two Active Schools Coordinators, and three club representatives (one who also represented a sport governing body and one who also represented the Aviemore Sports Council). It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH is area-based and focuses on the unique natural environment and wide range of outdoor sports locally. It has formed strong partnerships with both outdoor and indoor community sport clubs, with the aim of improving the quality of and access to sport in the community.

What can we learn from this CSH?

This CSH has:

- provided a platform for improved joint working between clubs;
- improved the links between schools and clubs;
- developed local sport coaches and volunteers; and
- mapped local needs and improved the use of local facilities.

1. Background and context

A new facility called Aviemore Primary School and Community Centre opened in Aviemore in August 2012. It incorporates a range of services including a primary school, community library, sports halls and a gym. It is owned by Highland Council and run by High Life Highland (HLH) - an arms length organisation of the Council.

The Aviemore CSH was established around the same time as the community centre opened, and uses the new facility as a physical base. It is an area-based CSH reputed for its unique natural environment and wide range of outdoor sports. It has formed strong partnerships with both outdoor and indoor community sport clubs, with the aim of improving the quality of and access to sport in the community.

A Hub Officer, employed by Highlife Highland (HLH) manages this CSH and three other CSHs in Highland. The Hub Officer came into post in February 2012.

2. How the CSH operates

The CSH has:

- **Access to a range of facilities** – The community centre currently provides:
 - a 3G all weather outdoor pitch;
 - a gym;
 - meeting space;
 - two indoor sports courts; and
 - a community library.

In addition it uses several club owned playing fields and Glenmore Lodge (owned by **sportscotland**). Prior to development of the community centre and the establishment of the CSH, it was felt that access to facilities in the area was fragmented. Since its establishment, access to facilities has improved.

“It is a case of maximising existing space.”

- **Hub meetings** – Hub meetings bring together the clubs involved in the CSH and are open to other interested clubs. The meetings are designed to be club-led. The meetings provide an opportunity to discuss the needs of individual clubs and the local community, and allocate tasks to individual members.

- **Resource packs for clubs** – Each club receives a resource pack after joining, which includes a self-health check with preferred minimum requirements for participation in the CSH.
- **A Hub Working Group** – A CSH Working Group has also been established, involving the Hub Officer, the Young Hub Leader, Active Schools Coordinators, two community club representatives, a governing body representative and facilities representatives. The purpose of the Working Group is to give the CSH a more strategic direction, and to enable it to become sustainable. Eventually it is hoped that the Working Group will take on more of the Hub Officer's responsibilities.

Funding and resources

Aviemore CSH is funded entirely by **sportscotland**. This funding mainly covers the cost of a dedicated CSH Officer. The remaining £4,000 in 2014/15 is being used to progress the Aviemore CSH.

HLH provides staff resources through Active Schools Coordinators and the local Facility Manager to support the development of the CSH.

3. Range of sport on offer

Clubs involved in the CSH span a large geographic area. There are 16 member clubs, offering a wide range of activities, many of which are outdoors. Clubs were initially invited to join through a community engagement event.

Activities within the CSH include:

- Snow sports (including snow boarding, nordic skiing and biathlon);
- Cycling;
- Bowls;
- Running;
- Orienteering;
- Gymnastics and dance;
- Disability sports;
- Swimming;
- Tennis; and
- Rambling.

Those involved felt that the CSH offers a wide range of sport and physical activities, and expect this to grow as awareness raising work continues.

One of those involved in the development of the CSH felt that it should primarily focus on engaging the right kinds of clubs, rather than expanding the number of those involved.

“We like clubs that are members of the CSH to be actively involved without this being a hugely onerous task. Clubs that put the most into the CSH have got the most out of it.”

It was felt that perception of the CSH was positive among clubs. As more and more clubs have joined, they have begun to take on greater ownership of the CSH.

“It is very much club-led, in the way it has developed.”

Some stakeholders indicated that awareness of the CSH concept was “still a little unknown”. It was felt that it would take time to develop people’s understanding fully.

4. Understanding community needs

Those involved felt that the CSH had done a lot of work on community engagement, and that this had contributed significantly to the success of the CSH. Much of this work focused on engaging with local sport clubs, and involved:

- **A mapping exercise** – Initially, the Hub Officer and key partners undertook a sport club mapping exercise in order to understand the sporting landscape of the area. This had not been done previously in Highland, and gave CSH partners the opportunity to draw together club information in a coordinated way. It felt that this helped to get partners’ buy-in, and helped them take a role in driving the CSH forward.
- **One-to-one club engagement** – The Hub Officer undertook a series of one-to-one discussions with clubs to discuss the benefits of being part of a CSH. It was felt that this was an effective approach because it was easier for clubs to air their views honestly.
- **Community engagement event** – A community engagement event was organised, where clubs were given the opportunity to talk about issues related to the CSH collectively. At this event, clubs were invited to express their interest in joining the CSH, by filling out an application form. It was felt that this provided a good range of feedback, and enabled the Hub Officer to define priorities for the CSH.

“It was really well received. Everyone that should have been there was there.”

- **Ongoing feedback** – The CSH gathers club, stakeholder and community feedback regularly. This often involves using evaluation forms at partner meetings, open days, training courses and workshops. All feedback is reported to the Working Group and tangible actions agreed.

Engaging with non-traditional sport groups (such as youth and disability groups) is also a key priority for the CSH, although “the door is always open to mainstream clubs”.

5. Growth in participation

The CSH has carried out a range of activities to improve participation. In particular:

- **Open days** – The CSH has held an open day, which helped to raise the profile of the CSH in the wider community. Sporting celebrities (including Dave Smith, the Olympic gold medallist from Aviemore) spoke at the first open day and this helped to attract people.
- **Print and social media** – Articles in the local paper have also been very effective in promoting the CSH. A Facebook page advertises CSH activities and encourages community feedback. A CSH notice board has recently been installed in the community centre promoting club activities.
- **Targeted school activity** – There have been various activities to promote the CSH in schools, including issuing letters and email updates.
- **Developing strong links with schools** – It was felt that links between the CSH and schools have developed well and have allowed clubs and other partners to do more sport-related work in schools.
- **A planned sports directory** – There are plans to distribute a new sports directory at a second open day. It is expected that this will attract new clubs to the CSH, and increase the range of activities offered to the community.

The CSH has run workshops open to all local clubs, which have explored approaches to marketing and social media.

The CSH reports that there has been an increase in participation across sports. While there was recognition that this may have been influenced by a range of factors, clubs have identified links between CSH activity and new membership. For example, after the first open day a few clubs reported recruiting new members. It is felt that having a physical space in the community centre has allowed clubs to be more visible to the community, which has improved participation.

The Hub Officer regularly summarises monitoring figures on participation and reports this to clubs, so that they can formulate new goals and targets around participation for the coming year.

In terms of growing participation in the future, one stakeholder emphasised that clubs need to be equipped with the tools to cope with a greater volume of members.

“Clubs need to have the infrastructure to support a larger membership, so it is a fine balance when focusing on growth.”

6. Joint working

Organisations involved in developing and running the CSH include:

- Highlife Highland;
- **sportscotland**;
- Community sport clubs;
- Aviemore Community Council;
- Active Schools (two Active Schools Coordinators);
- Aviemore Primary School and Community Centre;
- Parents Council;
- Badenoch and Strathspey Sports Council;
- Cairngorm National Park;
- Glenmore Lodge; and
- Two Scottish governing bodies of sport (representing cycling and orienteering).

Those involved in the CSH highlighted that organisations and clubs have worked together in a range of ways. They felt that the CSH has had a key role in:

- **Bringing diverse stakeholders together** – Stakeholders were involved in early discussions about how the CSH should develop, and what facilities would be offered to the community. Most partners responded positively to the idea of the CSH. Initially some were sceptical about the concept, thinking that there may be duplication between the CSH and the work of other organisations. However, as partners became more involved in the CSH, concerns were overcome. Some emphasised the important role the Hub Officer had played in this process.

“The Hub Officer has been instrumental in building relations. There is a good flow of information at all times and this keeps people enthusiastic and involved.”

- **Increasing dialogue between clubs** – It was felt that clubs now work more effectively together since the establishment of the CSH. The CSH has given clubs a dedicated platform to talk, which can be difficult under normal circumstances, as they are so busy with day-to-day business.

“The hub has created a forum for dialogue.”

- **Clubs delivering activities together** – Clubs have also been working together to offer taster sessions to each other, encouraging people to try a range of sports. For example, the Aviemore Tennis Club hosted a Wimbledon day which they invited other CSH clubs to.

“Cross links between activities are developing, and the hub is the platform to facilitate that. We are starting to see the benefits of joint working.”

- **Clubs learning together** – It was felt that the CSH had enabled more training to be provided locally, and allowed clubs to come together to learn.

The CSH has a strong working and supportive relationship with **sportscotland** and representatives have attended CSH meetings and taken part in community engagement activities. This support was welcomed by those involved in the CSH.

“**sportscotland** has been very active in all Highland hubs.”

Links have also been developed with a local disability group, Cairngorm Sports for All, which works to enable people with disabilities to take part in sports. It is hoped the CSH can build on this relationship in the future.

7. Supporting community leadership

The main way in which the CSH provided leadership opportunities was through the Young Hub Leader programme. The current Aviemore Young Hub Leader is a pupil at a local secondary school and a member of the Biathlon Club. The Young Hub Leader is also involved in community-wide initiatives beyond the CSH, including working with older people to help them develop internet skills.

The role is welcomed by partners and clubs, as it provides a fresh perspective on community sport. CSH stakeholders felt that involving a Young Hub Leader could help empower local people to take the lead. It was felt that the Young Hub Leader has given young people in Aviemore a stronger voice in the CSH.

CSH stakeholders felt that the Young Hub Leader programme resulted in a number of benefits for the young person involved, including the opportunities to:

- develop new skills relating to sport, including sport administration skills;
- gain experience in the sport industry;
- develop confidence and self esteem; and
- explore various progression pathways within the sport industry.

8. Successes

A number of factors were identified as being important to the development of this CSH. These included:

- **Ongoing feedback** – The CSH gathers club, stakeholder and community feedback regularly. This often involves using evaluation forms at partner meetings, open days, training courses and workshops. This had led to the development of actions, and influenced the direction of the CSH.
- **Training workshops** – The CSH has run workshops open to all local clubs, which has allowed them to explore issues including marketing and social media. The application of these skills has helped to raise the profile of the CSH, and of individual clubs. By providing access to a range of training, the CSH has been able to demonstrate the benefits of being involved to clubs.
- **Support from the Hub Officer** – Those involved felt that the Hub Officer had played a vital role in the development of the CSH.
- **Providing a platform for discussion** – By bringing existing clubs together, the CSH has supported them to develop new connections and joint work.

9. Challenges

The CSH has encountered a number of important challenges along the way. These included:

- **Limitations of existing facilities** – It was felt there is limited indoor space for sports activities, which has impacted on the number and types of sports the CSH can offer. Some believe that the community would like to see another sport facility opened in Aviemore to accommodate demand.

“It would be more sustainable, it would have more indoor facilities for use over the winter and it would be a boost for tourism.”

- **Recruiting volunteers** – Clubs and partners felt that recruiting volunteer coaches was an ongoing challenge. Clubs are unable to grow their membership and offer a wider range of activities without qualified coaches and volunteers. Stakeholders generally agreed that more has to be done to encourage volunteers to get involved in sport clubs, and that there should be a focus on coaching qualifications.
- **Geography** – Clubs are spread over a wide geographical area. Travel is expensive and time consuming and it was felt this has inhibited participation.
- **Lack of understanding among clubs** – It was felt that some clubs have struggled to “buy-in” to the idea of working together to achieve a common goal. Some may not have understood the concept, purpose and benefits of the CSH. In particular, some clubs have struggled with the concept that the CSH was area based – and not one single “hub” space.
- **Engaging young people as leaders** – While there was interest in engaging more young people in volunteering, there was recognition that young people often have limited time and competing pressures, and may move away to progress with their education. In addition, the long distance between the main facilities and the nearest secondary school has created further challenges for young people to become involved.

10. Future development

The CSH produced a development plan, setting out the main priorities, targets and actions for the CSH in the coming year.

The Hub Officer’s post ends in 2015, and partners have been considering the sustainability of the CSH. Those involved felt that relationships with clubs are now established and that that the Working Group has the potential to “stand alone” in the longer term. However, those involved also felt that having a dedicated Hub Officer post will remain essential to the success of the CSH. Extending the Hub Officer role beyond 2015 would allow responsibilities to be devolved and an effective exit strategy developed.

“It is too early to be sustainable by itself.”

“It would concern me if the Hub Officer wasn’t in post. How would we progress?”

The option of the CSH becoming constituted has been discussed, but clubs generally felt that it wasn't the right time to do this. It was felt that the Working Group functions well, and some clubs were wary of the additional responsibilities that a formal constitution might bring. However, stakeholders recognised that in the longer term, a formally constituted CSH might be an option.

“There would be too much responsibility, and too much pressure. Clubs might back away. The Hub is there to benefit clubs, not make it harder.”

Key Impacts

Those involved in this CSH felt it had brought about a number of impacts for people, clubs and organisations. Key impacts include:

- improved networks, which have enabled clubs to come together to discuss common issues and themes;
- greater joint working between clubs;
- a more coordinated approach to using facilities;
- improved skills among clubs, as access to training has improved locally; and
- growth in club membership.

Profile: Clydesdale Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs. By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives of the Community Sport Hub (CSH) in Titwood, Glasgow. These included the Hub Officer, Club President and a representative from the cricket and hockey strands of the club. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH has focused on developing strong pathways between school and adult sport.

What can we learn from this CSH?

This CSH has:

- promoted its club sports in schools; and
- worked to improve access to sport.

1. Background and context

The CSH involves only one club – the Clydesdale Cricket club. The club has been in operation since 1848 and offers both cricket and hockey from the club house in south-west Glasgow.

The club received CSH status in April 2013. It was felt that both the hockey and cricket sections could relate to **sportscotland's** CSH model and principles and becoming a CSH would give the club the chance to grow their participation levels and their engagement with the local community.

“We’ve always had two sections, but with the youth development side of things, we are on the same page – we both want more kids in and to develop pathways from primary school tasters through to national level.”

The ultimate aim is to create pathways from primary school through to adulthood playing sport at the CSH.

2. How the CSH operates

The clubhouse is located in close proximity to Hutcheson’s Grammar School, and there is a business arrangement, which allows facilities to be shared between the CSH and the school.

Facilities

The CSH includes a hockey pitch and a cricket pitch, which has been awarded full one-day international status, allowing major international tournaments to be hosted.

There is also a multi-use games area (MUGA). Although it is equipped for use by other sports such as basketball or netball, it is currently used as an extra training space for hockey and cricket. The CSH also benefits from a clubhouse with meeting room facilities and a large social area and bar.

The CSH has a reciprocal relationship with Hutcheson’s Grammar school. The club is able to use the facilities at school in the winter months. This includes their indoor sports hall and changing facilities for indoor hockey and cricket. The club does not pay for the use of these facilities on an ongoing basis. However, the club did pay for the installation of an astroturf pitch at the school. This is used by the school during the day and available to the club in the evenings.

Funding and finances

The club has a diverse funding base which includes:

- **Membership fees** – The club charges members an annual fee. The fees from adult members (approximately £240 a year for each member) are used to pay for the running and maintenance of the club and facilities. For example, there is a specific fund for replacing the pitch, which costs around £30,000 a year to maintain.

“The pitch is the lifeblood of the club – it has to be maintained.”

The fees from the junior members (ranging from £100 - £190 per year for each member) are retained by each section of the club and are used to pay for coaching, development fees, and equipment.

- **Grant funding** – The CSH has also received funding from **sportscotland** and Glasgow Life.
- **Sponsorship** – The club has successfully secured commercial sponsorship. For example the hockey section received a large investment from a company whose owner was keen to invest in sport. The club received £125,000 to raise the performance level of the team to a national standard.
- **Holiday camps** – The club also raises money through its holiday camps. The club runs three camps a year (Easter, summer, autumn) and each can attract over 200 young people.
- **Social membership** – The CSH also has a ‘social membership’. This is open to anyone who wishes to use the clubhouse facilities. The bar is used for general socialising but can also be hired out for functions. Social memberships are currently £90 per year.
- **Relationship with Hutcheson’s Grammar School** – The school pays the club to use their facilities, at a cost of approximately £10,000 per year.

Staff and management

The CSH has a Hub Officer supporting its development. Employed through Glasgow Life, the Hub Officer also has responsibility for two other CSH’s in the south of Glasgow. The Hub Officer’s role is to support the CSH to grow participation and to concentrate on sport development.

The CSH has a management committee, which is long established. Sitting on the committee are the club president, club secretary/treasurer, the house convenor, the finance convenor, and representatives of both hockey and cricket. The Hub Officer would also attend meetings as necessary.

3. Offering a range of sport

The CSH offers two sports - hockey and cricket:

- **Hockey** – The hockey section currently offers both adult and junior sessions. The Clydesdale Western Hockey club is for women only and has six adult teams. The Clydesdale Hockey club is for men only and has seven adult teams training at the CSH. They also have a number of youth teams catering for under 18s, under 16s, under 14s and under 12s. The youth teams run on a tournament basis, but practice every week.

Hockey takes place every night of the week with sessions for different ages, gender and performance levels.

“Any age or ability – we’ll find you a team.”

There are 276 young women and 80 young men playing the youth teams. The hockey club plans to do more targeted work to try and boost the numbers of boys playing the sport – although they reported more success long-term with boys returning to play as adults.

Inclusive activities

The hockey club were keen for young people from different backgrounds to be able to participate in the sport. Having undertaken some taster sessions across Glasgow, they had interest from young people living in the east end of the city who wanted to come to play hockey. The CSH paid the transport costs for these young people to attend hockey sessions.

“We want all kids to have a shot – we won’t turn them away from the east end.”

- **Cricket** – The cricket section has four senior teams and seven junior teams, and is always open to new members interested in playing. The junior teams are open to those aged under 10 years (in the ‘kwik cricket’ team) and teams from ages 11, 13, 15 and 18. There are no separate female teams as women are welcome to join the existing teams. If women do wish to play in all-female teams, they can be signposted to other teams in the Glasgow area.

4. Understanding community needs

Local perceptions

Stakeholders involved in the development of this profile believed that local people knew and recognised the Clydesdale Cricket club (and its hockey branch), but were not aware of the CSH. Stakeholders agreed that more promotion was needed locally to market the CSH – but they felt that it was still ‘early days’ in the lifetime of the CSH. The CSH plans to design a marketing strategy which it will use to promote and advertise cricket and hockey in the local area.

5. Growth in participation

The CSH has carried out activities aimed at improving participation in cricket and hockey, including:

- **School links and taster sessions** – Both the hockey and cricket strands of the club run regular sessions in schools to try to attract more young people to the sports. These can be one off taster sessions or blocks of three or four weeks of hockey or cricket. The school programme tends to be ‘demand-led’, with the school contacting the club to ask for their input.

These sessions are led by volunteer coaches – many of whom are university students, on their own coaching pathway. This allows the coaches to develop experience of working with schools.

School links were seen as a means of creating pathways to allow young people who were interested in sport to come to the club and join a team.

“It creates links and gives more structure, and we try and link up the coaches so that when kids come to the club, they recognise the coaches and feel welcome.”

It was felt that although the number of young people making the link from school to club can be small, any new members were a benefit.

- **Bringing different schools together** – The hockey section brought different schools across Glasgow together at the CSH. However, there were some challenges with this, as the young people did not mix well. It was suggested that the quality of hockey played by those from a private school was better than that played by those from state schools which led to tensions.
- **Girls only sessions** – The cricket section run girls only taster sessions and summer camps as part of their schools programme to encourage more women into the sport.

Engaging with parents

The CSH ran a Positive Coaching Scotland training course. This was specifically for parents and its aim was to rid any negative experiences in sport. It covered concepts such as 'honouring the game' and 'respecting the rules' and the importance of 'rewarding effort'. Around 70 parents participated in a series of workshops at the club.

6. Supporting leadership

The majority of coaches involved in the club are volunteers, although there are some paid positions. The CSH would like to attract more young club leaders. They plan to put out a note of interest to attract more young people to the CSH.

"If there are four or five people interested we could have a youth panel, but if there's one or two they could join the main management committee and we would allocate them a role – probably promoting the CSH through social media."

The CSH offers coaching pathways for those wanting to take their interest in sport further. The CSH will put young people through their coaching qualification with the majority of the funding for the course coming from **sportscotland**.

Coaching pathways

The club decided to invest in all its under 16s and put them through a basic, one hour coaching course on 'kwik cricket' which teaches them how to run a safe game of cricket. This allows the young people a start on the coaching pathway if they are interested and potentially makes the club more sustainable in the long term.

7. Partnership working

The CSH has relationships with:

- **Titwood Sports Trust** – The sport ground at the CSH is owned by the Titwood Sports Trust. This organisation purchased the land on which the club is based from Pollok Estates. The Titwood Sports Trust subcontracts all the responsibility for the land to the CSH. Trustees are all past presidents of the club. This is to ensure the ground is retained for sport and so that other people cannot join the trust and vote for the ground to be sold for another use (it is estimated to be worth £12 million). The Trust is a registered charity and the CSH can use this status to access specific funding streams.
- **Hutcheson's Grammar School** – The club shares some facilities with the school. However, it was suggested this relationship could be improved and strengthened beyond the existing purely business agreement.

8. Successes

Those involved in the CSH highlighted two key successes:

- **Becoming established as a CSH** – Receiving CSH status and getting the buy-in of the club and management group was a huge success for the CSH. There were challenges at first, but now they are on board and see the CSH as a way forward to growing the club's participation.
- **Survey of volunteers** – The club issued a survey to all its current volunteers. This was accompanied by promotional material advertising the CSH. Volunteers were asked whether they had any ideas that would improve the CSH or had any particular interests they would like to explore (such as an interest in a particular sport not currently offered at the CSH).

9. Challenges

Those involved in the CSH identified a number of important challenges the CSH had faced:

- **The Community Sport Hub concept** – One of the key challenges for the CSH was to work with the existing management group and get them to understand, and be on board with the idea of becoming a CSH. While there were strengths in having a long-established group involved in the running of the CSH, some had reservations about becoming a CSH. Changing the attitude of the management group had been challenging.
- **Attracting coaches and volunteers** – Those involved in the CSH understood that it had to do more to attract and retain volunteers. It was also suggested that volunteers should be properly rewarded for their efforts – such as giving them a meal if they are working all day or providing them with kit and equipment as necessary.
- **Retaining young people once they go to university** – The CSH has been successful at recruiting young people to its teams, but inevitably it has lost these young people as they move to university elsewhere. The challenge is to encourage them to return as adults. Those involved in the CSH felt that this is why creating pathways is important – particularly at an early age. The CSH will coach children as young as four-years old and the hope is that they will continue into adulthood.

10. Future development

The CSH has identified the following priorities for development:

- **Sustainable income** –The CSH currently generates a net income of £25,000 from its bar and social lettings and a further £36,000 from the adult membership fees. This funding is used for maintenance and development of the facilities. The club believed that this revenue provided them with a sustainable income, but was also aware of relevant funding streams they could access to develop their activities further.

“Looking after our members is our first priority.”

- **Look for new partners** –The Hub Officer will focus on creating new partnerships to raise the profile of the CSH. Potential partners identified include the South West Community Planning Partnership, which is made up of representatives from the NHS, Police, Fire and Rescue and the Council. This was thought to be a good place to advertise the CSH and to access potential funding streams.
- **Look for new clubs** – The Titwood Tennis Club and the Titwood Bowling Club are in close proximity the club. There may be potential to work with these clubs to share facilities, and develop training and funding applications. However, some representatives of the CSH had concerns about what it was that the CSH could really offer to other new clubs. Existing clubs tended to have their own facilities and the CSH is operating to capacity. Some believed that the only real opportunities are to promote the social membership of the club, offering their clubhouse for club dinners and AGM meetings, but also offering social memberships to local residents to increase the use of the clubhouse as a social venue. Other opportunities exist to let the multi-use games area to new clubs. The area is equipped for use by basketball, or netball clubs and the management group plan to offer the venue to local clubs.

“We want to have as much happening as possible, so if the running club need a base, or we can offer a function hall for an AGM then we have the space to do that.”

- **Continue to showcase sport in schools** – The CSH would like to continue to offer taster sessions or blocks in primary schools. They plan to continue working closely with Active Schools (the Shawlands and Holyrood clusters) to make formal links with schools.

- Engaging with parents – The CSH wants to make the environment of the club more friendly and welcoming to new members and potential members. Parents tend to drop off their children at the club and sit in the car, rather than come into the clubhouse. There are plans to create a coffee shop to help parents feel more at ease.

Key Impacts

Those involved in this CSH felt it had brought about key impacts including:

- raising the profile of cricket and hockey with young people;
- focusing development in hockey and cricket;
- funding opportunities; and
- creating improved pathways from school to club sport.

Profile: Colinton Corridor Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile has been developed based on discussions with key stakeholders of the Colinton Corridor Community Sport Hub (CSH) in Edinburgh. Stakeholders included the Hub Officer, three club representatives (including one who also represented the CSH Steering Group), one community facility representative and a Council Leisure Services Representative. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH is area-based. It has focused on bringing together a range of partners to improve the use of existing facilities in a geographical area.

What can we learn from this CSH?

This CSH has:

- developed strong links between clubs and partners;
- developed new links between clubs and schools;
- led to joint working between clubs;
- worked to improve data collection; and
- developed a range of joint strategies and approaches which have enabled more effective use of existing facilities.

1. Background and context

The Colinton Corridor CSH was established in June 2011. An early scoping exercise found that there were around 40 sport clubs operating independently in the area, with a wide range of facilities. The introduction of the CSH was intended to establish a more joined-up way of working and using resources.

A Hub Officer supports the CSH, which is fully funded by **sportscotland**, and is currently not constituted.

2. How the CSH operates

The CSH:

- **Involves a range of facilities, owned by different partners** – The main facility used by the CSH is the Meggetland Sports Complex. This is managed by Edinburgh Leisure (the Trust) for the Council. There are other facilities involved, such as Firhill High School and Edinburgh Napier University Campus.
- Has a **Steering Group** – In early 2014, a CSH Steering Group was set up to give the CSH more coherence and strategic direction. This was seen as a logical step as CSH membership had increased rapidly and needed a coordinated approach to accommodate the many different clubs and interests.

Stakeholders felt that it was a challenge to find the right people for the Steering Group, particularly on a voluntary basis. Steering Group members tend to volunteer within the sports industry running their own sport clubs and initiatives, and therefore have little time. The task therefore was to find people who could give the time and leave individual interests aside to represent the CSH, and work towards a common goal. It was widely felt that this has been achieved.

- Has a **CSH Forum** – This group meets quarterly providing an opportunity for all stakeholders to meet, share best practice and discuss how to raise the profile of the CSH. Target attendance for meetings is 75% of club members, which is starting to be achieved despite the fact that there are around 22 clubs in the CSH and the majority are volunteers. Several stakeholders felt that CSH meetings were a good way to network and share best practice.
- **Has active involvement from CSH members** – The 22 CSH members contribute significantly to running the CSH. Several club representatives said

that while they do not sit on the Steering Group, they still feel that they have a voice and can influence the development of the CSH.

“I can give feedback and suggestions.”

“It is all about club engagement, pooling resources. It is about clubs, not individual sports.”

- **Developed an affiliation document** – The Steering Group has developed this and drafting is in the final draft stages. It includes quality standards for clubs.

3. Offering a range of sport

There are currently 22 member clubs involved in the CSH, and 14 sports on offer¹.

Stakeholders generally felt that the range of sports on offer was good. The first clubs to engage with the CSH were those based at nearby sports complexes - Meggetland Sports Complex and Firhill High School. Having the canal nearby also enabled the CSH to include water sports.

“We are really lucky with the range of sports in the CSH.”

There has been recent consultation by the CSH to identify new sports, for example walking groups and martial arts.

A key focus of the CSH has been about making better use of existing facilities. The Steering Group is currently preparing a document to propose future usage of local sports facilities, which will be presented to key stakeholders once developed. This is intended to address the issue of overuse of a small proportion of facilities. The Steering Group intends that the new proposals will result in a 25% increase in participation across sports, by spreading usage more evenly across facilities.

To partly address the lack of meeting and social space for CSH clubs, Boroughmuir Rugby and Community Club has turned its bar into a community and club cafe, which other clubs and the community can use. Currently the space is used more by community groups than by sport clubs, which the rugby club is trying to address.

“It could be so much better. The CSH needs more influence over facilities.”

¹ For a list of clubs in the Colinton Corridor CSH visit:
http://www.sportscotland.org.uk/clubs/community_sport_hubs/hubs/colinton_corridor/

4. Understanding community needs

The CSH has used a range of techniques to engage the local community including:

- **Consultation with member clubs** – The CSH regularly communicates and consults with member clubs. For example, the Steering Group consulted clubs about issues with facilities, and in response to that are working on a facilities strategy to meet club and community needs. This helps to avoid duplicating engagement activities. The CSH is not creating new networks; rather it is using existing club networks, in order to engage on a wider scale.
- **Community engagement events** – The CSH has been involved in joint community engagement events, for example a recent event hosted at the North Merchiston Club which aimed to increase participation of Muslim women in sport. The CSH has also been involved in the Meggetland Festival and Health Fair.
- **Targeted engagement with schools** – School-specific engagement has also been successful. Taster sports sessions in schools have been popular with young people. Through Active Schools, it was felt that the CSH has “great links with schools”.

“It was a good way to advertise to schools the activities on offer.”

- **A regular newsletter** – A CSH newsletter is emailed to stakeholders on a monthly basis, to inform them of activities and plans.
- **The CSH website** – This is used to inform clubs and the wider community of latest developments, and contains relevant links to other organisations.

Perception of the CSH

Those involved felt that the CSH had successfully improved awareness among sport clubs in the area. However, some questioned the extent to which the CSH was known and understood by individual club members and the wider community.

“How do we know that club reps are promoting the CSH to their members?”

The CSH is currently developing the community engagement strategy and hopes to increase awareness in the coming year, in order to further increase participation. While the Steering Group is focusing on marketing the CSH among clubs, the Hub Officer is keen to build relationships with the wider community:

“The thing is to increase awareness in the wider community. Clubs will already have awareness.”

One stakeholder felt that **sportscotland** could play a stronger role in CSH promotion generally, to raise awareness of the concept.

5. Growth in participation

In relation to growing participation, the CSH has worked to:

- **Improve data collection** – The CSH has been working to improve the evidence base about participation levels. This was mainly due to concerns that the current data being collected about participation may not be “giving the full picture”, as it focuses on registered – rather than active – members. In particular, the CSH:
 - **Undertook a club survey** (online and face-to face) to collect specific information on active members. This revealed that there are likely to be 3,038 active club members - a 10% increase on the previous year.
 - **Reviewed baseline data collected from clubs** to identify gaps in membership and future club requirements. Clubs have been able to better identify relevant target groups to grow their membership, for example mothers returning to sport, age-specific groups and people from ethnic minority communities.
- **Run taster events** – A stakeholder said that taster events offered at schools are key to increasing participation in sports. These events can help raise the profile of sports that are less well known, such as American Football, fencing and rowing.

“Taster sessions are probably the greatest achievement of the hub. They help to spark interest.”

One stakeholder commented that as the CSH was situated in a largely middle class area, participation in clubs was good, as families can afford club fees.

6. Joint working

Clubs working together

Stakeholders felt that joint working between clubs has improved since the establishment of the CSH, and has become even more effective since the Steering Group was developed. As one stakeholder described it, “it has started a dialogue”. For example:

- Two local clubs have developed a relationship, which is “really beneficial” – and are currently discussing developing youth teams, and organising a joint fundraising event.
- The local water sport clubs work together more efficiently now. One club wanted to build a new water sports facility, and has worked with other water sport clubs to reach the planning stages of a new multi water sports facility. Individual clubs will contribute to the usage of the facility.
- Clubs also share resources and expertise since the CSH has been established. One club representative said that they got advice from another club about a funding application and highlighted that there are a number of clubs that now share facilities.

“There were no relationships between clubs before the CSH, except on a social level. These links have broadened the definition of what sport is in the area.”

Strategic links

Partners involved in running the Colinton CSH include **sportscotland**, Edinburgh Leisure, Active Schools, Edinburgh Napier University, Edinburgh City Council and Club Sport Edinburgh (Sports Council for Edinburgh). Community Learning and Development at Edinburgh City Council and some local charities are also involved in the CSH.

The benefits of partner involvement in the CSH included:

- a much clearer club network;
- development of the pathway from school to club through the Active Schools Programme;
- enhanced club links to the local authority;
- better signposting to clubs, facilities and funding; and
- breaking down barriers between sport clubs.

7. Supporting community leadership

Colinton CSH has two Young Hub Leaders (YHL). Both have previously completed the Young Coach Apprenticeship. It was felt that having YHLs gives the CSH a youth voice. The Young Hub Leaders are currently managing the CSH website and social media channels. Both have recently been tasked with rolling out a video project in schools, around the benefits of CSHs and community sports. This will be piloted in the summer of 2014.

CSH stakeholders felt that young leadership opportunities:

- **Helped the CSH** through raising its profile; creating wider awareness; enhancing its delivery capacity; and engaging more young people in sport. The widespread use of social media by young people in leadership roles opens up new channels of communication for the CSH and clubs. For clubs, the programme gives young members the chance to progress within sport, strengthening overall club performance. There are financial benefits for clubs, as young people receive funded training.
- **Benefited clubs and young people** – through the CSH providing opportunities for young leaders to meet and share ideas. It enables young people to realise their potential and develop new skills and attributes, including:
 - strength of character;
 - self belief and confidence;
 - practical and organisational skills; and
 - communication skills.

“Young people probably use these skills in and out of sport. It gives them the confidence to engage in more activities.”

However, one stakeholder felt that the CSH needed to build an approach and structure for supporting young leaders more effectively. The CSH is planning to work on creating a pathway for young coaches and leaders, but it was emphasised that this would rely on additional funding.

8. Successes

Those involved in the CSH highlighted a number of key successes:

- **Encouraging discussions between clubs** – The Hub Officer has been proactive in engaging clubs and encouraging them to network. One stakeholder said that CSH meetings have been managed well, ensuring that the right mix of people are attending. This has made it easier for clubs to collaborate.

“There are lots of different clubs and characters and interests. They are not trying to make us agree, but to see each others’ perspectives and discuss common interests.”

- **Events to engage clubs and the wider community** – Stakeholders felt that CSH events have proved a successful way to engage with non-member clubs, and the wider community. The CSH open day in 2013 was met with a good reception from clubs and participants, attended by 320 young people from P4 to P7.
- **Working with schools** – Those involved in the CSH were positive about the links being made with local schools through the CSH. One club representative highlighted that participation in their junior and senior sections has increased by 25% in the last year, and attributed this to work within schools.
- **The CSH Steering Group** – Established recently, this was a popular decision with clubs and other partners. Some clubs felt that this has already given the CSH more strategic direction and influence.

9. Challenges

Those involved in the CSH identified a number of challenges in its development:

- **Encouraging and sustaining club involvement** – Four clubs have left the CSH in the past year. Two of these closed due to financial difficulties and the loss of facilities. The other two had low levels of engagement with the CSH, and found it to be too much commitment.

“It was not for them. It was too much commitment and the hub was not a priority. They thought they were going to get more out of it, such as money.”

Some stakeholders felt that it could be difficult to convince clubs of the value of the CSH. One stakeholder said that if clubs do not see that they are getting

anything back from the CSH, this can lead to disillusionment. It was felt that to encourage clubs to engage, they needed to see immediate results.

Rivalry between clubs can also be a barrier for some to join the CSH. Some clubs cannot see what they will gain from working with other clubs, from sharing resources and expertise. This is a mindset which one stakeholder felt needed to be challenged.

“Clubs don’t have to clash. The CSH is for the greater good, and we need to break down barriers.”

One stakeholder felt that because clubs are largely run by volunteers, they often have no time to dedicate to the CSH, in terms of attending meetings and working with other clubs. Volunteers have other commitments, which can make it difficult for some to free up time to contribute to the CSH.

There is the willingness, but it can be very difficult to find the time.”

- **Capacity of existing facilities** – Due to the number of sports using the facility, space is restricted. There is high demand for playing space, and frequent bad weather means that indoor pitches are overused, while outdoor pitches are not in a good state. Some felt that the CSH activities have outgrown their local facility, and indoor space is lacking. Others highlighted that clubs from other areas sometimes use the facilities and schools are often using some facilities during the day – making it difficult for local clubs to access. One stakeholder said that space in the centre of Edinburgh will always be limited. They felt that it is more a question of utilisation of existing facilities, and improving these where possible.
- **Recruiting young people as volunteers** – There are some challenges associated with recruiting Young Hub Leaders. Often young people of the appropriate age are busy with their own clubs, school work and exams.

“It is the same ten per cent who pick up everything.”

- **A lack of paid club coaches** – Another barrier to participation highlighted by several stakeholders was the lack of paid club coaches. In 2013 / 2014, there were 29 (10%) paid coaches in member clubs, compared to 209 (90%) voluntary coaches. Some felt a lack of employed coaches could be a barrier for clubs to increase participation. For example, one local football club planned to run ‘micro sessions’ with four and five year olds, but had to abandon the idea when it could not find qualified voluntary coaches to deliver training.

The Hub Officer is working with Edinburgh Napier University and the Edinburgh Volunteer Network to recruit more volunteer coaches for clubs. The recruitment rate is currently about five coaches per month, with a three to six month turnover, as many volunteers are students who are in between further study or employment.

10. Future development

The CSH has identified the following future priorities:

- **Sustainability** – The main priority going forward is sustainability of the CSH. Now that the Steering Group has been established, a five-year plan can be developed and the required infrastructure identified. Work is underway to agree how the CSH can be sustained in the longer term, beyond current **sportscotland** funding.
- **Marketing and community engagement** – This is another important area the CSH wants to develop to raise its profile and increase participation.
- **Exploring the development of a formal constitution** – Several stakeholders felt that formal constitution of the CSH is essential going forward. The Steering Group is looking at the options, such as becoming a registered charity or another form of constituted body. It was felt that formalising the constitution of the CSH would determine sustainability. Another stakeholder said that ultimately the CSH should form a key part of the Council's sport development strategy. CSHs should be valued and city-wide sports initiatives should be channelled through them.

One stakeholder expressed the view that CSH priorities for the future should be transparent, open and discussed. Clubs should feel involved in the process, and in discussions about the future. While strategic decision making sits with the Steering Group, clubs contribute to the direction of the CSH.

“Priorities are still set by the club forum. We then seek agreement of these from the Steering Group.”

There was some concern about what might happen when **sportscotland** funding comes to an end. A dedicated resource (Hub Officer) to drive the CSH forward seems to most stakeholders to be the most efficient way to manage it.

“The Steering Group are all voluntary. They are too busy to run the hub full time.”

Key Impacts

Those involved in this CSH felt it had led to:

- more coordinated approaches to using and developing local facilities;
and
- improved links between clubs and schools.

Profile: Duffus Park Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives of the CSH at Duffus Park CSH in Cupar, Fife. These involved the Chair of the CSH, the Hub Officer, the Chair of the Duffus Park Partnership, a local club, and the local Active Schools Coordinator. The profile explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

Duffus Park is home to a number of local sport clubs and is in close proximity to Bell Baxter High School, Elmwood College and Cupar Sports Centre. This CSH has focused on improving the way in which clubs work together, and enhancing access to sport.

What can we learn from this CSH?

This CSH has:

- organised a number of successful community events and programmes;
- developed a youth forum; and
- offered a range of leadership development opportunities for young people.

1. Background and context

The CSH is based at Duffus Park in Cupar. Established in 2012, it is adjacent to the Cupar Sports Centre (run by Fife Sport and Leisure Trust), SRUC Elmwood Campus and Bell Baxter High School.

“The Duffus Park was ideally placed to become a CSH due to the existence of a number of active sport clubs, and also the links with local schools and the local college at Elmwood Campus.”

2. How the CSH operates

The CSH has:

- **A Steering Group** – The CSH is run by the Duffus Park Steering Group and includes representation from all of the local sport clubs that use Duffus Park, Fife Council, Bell Baxter High School, SRUC Elmwood Campus and Fife Sport and Leisure Trust. The Chair of the Steering Group has a sport and sports development background, and through this has an extensive network of contacts at both the local and national level. The Steering Group’s role is to collaborate with local sport clubs to develop and increase the range of opportunities available for sport and leisure at Duffus Park. It works alongside the Duffus Park Partnership Board, which is responsible for the management of the facilities at Duffus Park that were originally gifted to the people of Cupar by a local family.

“The Duffus Park Steering Group and the Partnership Board are one and the same thing, as the same people are represented on both groups. The reason that there are two bodies is that legally a separate body is required to manage the facilities on behalf of the people of Cupar.”

- **Support from the Hub Officer and sports development** – The CSH gets support from Fife Council’s Hub Officer, although he also has responsibility for overseeing all 12 of the CSHs in Fife. As part of this, he provides administration support to the Duffus Park CSH and works closely with the Chair to develop the CSH’s annual plan, ensuring that it links in with the Active Fife programmes. He also works with the CSH to ensure that links are made with key partners at both local and national level. The CSH benefits from some support from a generic Sports Development Officer and Active School Coordinator within Fife Council’s Active Fife team.

Resources

In addition to funding support from **sportscotland**, Fife Council provides support in the form of staff time – through the Hub Officer and the sports development officer. The CSH is also able to access support from Fife Council’s printing and design services, when they need to produce publicity material. Previously, the CSH benefited from funding support from the Big Lottery, and Fife Council’s Area Committee.

3. Offering a range of sport

The CSH is used by a range of local sport clubs that promote the following activities:

- Tennis
- Football
- Rugby
- Gymnastics
- Athletics
- Bowling

Currently 7 clubs operate out of the CSH. In addition, a range of other activities are provided at Duffus Park through Elmwood College, Bell Baxter High School, Fife Council and Cupar Leisure Centre. For example, these include holiday programmes and after school clubs.

There was a shared view expressed by stakeholders that people who already used the CSH were happy with what was on offer. However, some felt that there was possibly less awareness of the CSH within the wider community. People also felt that it had been beneficial to bring all of the clubs together under the umbrella of the CSH, and this had helped to deliver a more coordinated programme of sport and activities in Cupar.

“It (the CSH) is a great idea, it meets the needs of the community.”

4. Understanding community needs

The CSH has started to make good links with the community. In particular, through:

- local schools – where they have sought to engage both teachers and parents;
- encouraging club representatives to consult with their members; and
- establishing a Youth Forum - as a way of involving teenagers from clubs and getting them to make links through Active Schools to the schools. The aim is to get two members of the Youth Forum to sit on the Duffus Park Steering Group.

The Steering Group is aware that up until now the CSH has not done a lot of wider community consultation, and that this is something that they will be looking at as part of their future plans. They recognise that there will be some real barriers to overcome, as many people live in rural communities out with Cupar, and just getting to the CSH is a real issue for some people. The schools therefore will play an important role in helping to get children to the CSH.

5. Growth in participation

There was agreement that all of the local clubs were growing. The problem going forward was 'where to go from here', as further expansion was constrained by the facilities that were available. One of the main priorities for the Steering Group would be to look at how to manage the growth of the CSH, and to explore how they could provide facilities to match the growth in participation.

"The Hub needs to continue to draw in more young people from Cupar and surrounding communities."

The CSH has undertaken a range of activities to encourage participation. These have included:

- **A number of community events and holiday programmes** that have helped to build stronger links with a variety of groups in the wider community.
- **Work to develop pathways to clubs.** The CSH is working with SRUC Elmwood Campus to get students to provide support to the clubs to enable this to happen.

Duffus Park Bowling Club

The CSH has generated an appetite within clubs to be more proactive. Being part of the CSH has helped Duffus Park Bowling Club to develop its profile within the community. It is now working with Active Schools and Fife Council to promote opportunities through local schools, SRUC Elmwood Campus and Cupar Sports Centre.

Basic Moves Programme

The Basic Moves Programme had been a great success – the programme is aimed at P1 - P3 children to develop their ability to run, jump, throw and catch. All clubs at the CSH have bought into the aims of the programme and have adopted a collective approach to delivering the programme with the support of SRUC Elmwood Campus.

Local promotion

A range of methods have been used to promote the CSH. For example:

- through the local press,
- by word of mouth,
- through Active Schools;
- at big local events like Cupar Gala Week;
- through Fife Council's website; and
- currently a comprehensive pack of promotional material (including DVD clips) is being produced to promote the local clubs more widely.

"This year, the Hub will be hosting a Commonwealth Sports Day on 17 June for the Bell Baxter feeder primary schools (involving 1,500 pupils). Celebrate and Fife Council's Local Area Committee have provided funding for the event. The local sport clubs will be also be helping out on the day."

"Promoting the Hub through community events such as the annual children's gala and through holiday clubs has helped to raise the profile of the Hub within the wider community."

However, despite these successes there is recognition that more needs to be done to encourage the participation of 'harder to reach' children and young people, and that the Steering Group will continue to work with Fife Council's Active Schools and Sports Development colleagues on this.

6. Partnership working

Steering group

The Steering Group brings together all of the key local partners including local clubs, representatives from Fife Council, SRUC Elmwood Campus, Bell Baxter High School, Fife Council and Fife Sport and Leisure Trust. The Steering Group is responsible for reviewing and developing the annual plan that sets the priorities for the CSH. This group meets on a quarterly basis and meetings are timed to coincide with Partnership Board meetings, as the same people tend to be involved in both groups.

Benefits of joint working

There was agreement across stakeholders that the CSH has led to clubs working in a more collaborative, coordinated and supportive way, where they produce joint marketing and publicity material, for example, for holiday programmes, and also work together to resolve logistical issues, for example, car parking. Clubs have also benefited from getting access to professional coaching sessions through the Hub Officer at discount rates.

“The Hub works well with local clubs. There has been a real drive to get people working together and this has been successful.”

“The Hub Officer has done a great job bringing the clubs together. They now have a unified voice and have a more coordinated approach to managing activities.”

Wider partnerships

The CSH works with a range of local partners including the High School, SRUC Elmwood Campus and Fife Sport and Leisure Trust. However, one stakeholder said that more needed to be done to get the High School on board. A Youth Forum has also recently been set up to engage with young people involved within local clubs.

7. Supporting community leadership

Leadership opportunities

So far the Steering Group has focused on looking at the training needs of the clubs and how to build capacity within clubs based at the CSH. As part of this the CSH has been working with SRUC Elmwood Campus to develop better links between students and clubs, so that they could support each other.

In addition, the CSH has worked with Young Ambassadors from Bell Baxter High School, who have helped out with holiday programmes at the CSH and also provided support at some of the clubs. Seventy high school pupils will be involved in helping out at the Commonwealth Games Sports Day on 17 June.

Leadership opportunities for young people

Students from SRUC Elmwood Campus have benefited from placements within different clubs at the CSH. This has provided a wide range of leadership opportunities - allowing people to work across different sports and to work with different age groups.

The Basic Moves Programme had also enabled students to get involved in coaching with the support of the Active Schools Coordinator and SRUC Elmwood Campus. Students have taken real ownership of the programme and are getting more involved in running the programme themselves in a voluntary capacity.

The Steering Group is also looking at how it can support parents, so that they were comfortable helping out at the local clubs. They are planning on looking at informal training for parents to encourage them to be involved.

8. Successes

Those involved in the CSH highlighted specific successes in its development:

- **Developing strategic partnerships** – The CSH has been successful at developing networks with a range of local partners including the High School, SRUC Elmwood Campus and Fife Sport and Leisure Trust.
- **Community events** – The CSH has developed a range of very successful community events which have raised the profile of the CSH, and clubs.
- **Offering clubs a collective voice** – There was agreement across stakeholders that the CSH has helped to develop more positive relationships between clubs and has given clubs a collective voice. The Hub Officer has played a vital role in facilitating this. This has led to a range of joint work between clubs.

9. Challenges

Those involved in the CSH have identified a number of key challenges:

- **Challenges in involving local people** – The Steering Group is aware that the burden of responsibility tends to fall on the same people and time is always a major constraint. It is therefore trying to get more parents involved with the CSH and local clubs, so that they can develop a more sustainable approach for the future. Clubs are also trying to nurture individuals at club level. As part of this, the CSH will have a key role in sharing best practice across the clubs.

“The main challenge has been about trying not to target the same people.”

“Getting people to commit their time is the main challenge and trying to persuade them that they don’t have to make a massive commitment.”

- **Capacity** – There are some challenges due to the limited capacity of the facilities and at times conflicting interests between rugby and football clubs. However, the CSH does manage to work around this by looking at timetabling of activities and also working with the local high school (Bell Baxter) to get access to their facilities at peak times. It was suggested by one stakeholder that the plans to redevelop the Howe of Fife Rugby Club’s facilities might help to address some of the capacity issues. Others felt that the capacity of the existing facilities might limit the amount of new clubs that can join the CSH in future.

- **Time commitment** – There was general consensus that one of the main barriers to clubs getting more involved with the CSH was the time pressure on already ‘overburdened’ volunteers.

10. Future development

Sustainability

One of the main concerns for the Steering Group is about future sustainability. It is aware that building the capacity of clubs is key to this, but there is a lack of future club leaders coming forward. Getting more young people involved through the Youth Forum might help to address this; however, there was frustration that there are not enough young people on committees.

“Everybody wants to do it (sport), but nobody wants to run it.”

One stakeholder emphasised that the CSH does not spend a lot of money in relative terms, but the funding that it gets from **sportscotland** is critical to making things happen. Without this, volunteers would struggle to run the CSH.

Currently, the CSH is not legally constituted, however this is being reviewed, as having a legal structure might help them access other funding sources.

“The hub has been a real positive for Cupar, and the work of the Hub Officer and Chair has been tremendous.”

Future priorities

Some felt that the priority should be about making the best of the existing facilities and ensuring they are maintained to a high standard. Another stakeholder said that the schools and clubs would have to take on more of a role, if the CSH is to become sustainable over time.

“The main priority is around securing and maintaining the facilities for the long term and accessing funding to support this.”

Key Impacts

Those involved in this CSH felt it had brought about:

- very strong relationships between clubs;
- more coordinated activities among clubs;
- strengthened the links between schools and clubs; and
- supported leadership development by offering a wide range of opportunities.

Profile: Dundee North West Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs. By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives of the Dundee North West Community Sport Hub. This included the Hub Officer, representatives from four clubs (including the Chair and Treasurer of the CSH), and two representatives from the local play group. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

At the time this profile was developed, Dundee North West Community Sport Hub was in the process of becoming a Scottish Charitable Incorporated Organisation. A partnership of local sport clubs, the CSH manages a sports pavilion which it rents from the local council on a long term basis.

What can we learn from this CSH?

This CSH has:

- taken on and renovated a previously run down sports pavilion;
- supported clubs to work together as part of a new Scottish Charitable Incorporated Organisation;
- helped a new sport club to become established; and
- supported one club in particular to develop stronger youth to adult pathways, which has increased its membership significantly.

1. Background and context

The Dundee North West Community Sport Hub is based in a renovated sports pavilion next to playing fields in the Strathmartine area of the city. It is situated close to neighbourhoods which are in the 15% most deprived in Scotland, according to the Scottish Index of Multiple Deprivation.

Until recently, the pavilion had been used as offices by Dundee City Council, which owns the building and playing fields. In 2009 the Council decided to close the offices. With support from Leisure and Sport Dundee, the Council approached the three local sport clubs who used the changing facilities (which make up the downstairs part of the pavilion) to discuss the possibility of them taking over the Pavilion. These clubs were:

- Dundee West Football Club;
- Tayside Fire Brigade Amateur Football Club; and
- Stobswell Rugby Club.

The clubs could see the potential benefits of working together, taking over and improving the facilities within the pavilion. But the idea of taking on the development and management of a community facility was daunting initially. The Scottish Football Association provided support to the clubs to consider this.

Shortly after initial discussions began, the Community Sports Hub programme was launched, and the clubs had the opportunity to take on CSH status. This was seen as a good way to secure funding and support to progress with the redevelopment of the pavilion.

2. How the CSH operates

The CSH is now managed and run by an independent Board. It is currently in the process of formalising its company status, by becoming a Scottish Charitable Incorporated Organisation (SCIO).

On a day-to-day basis the CSH is managed by volunteers from participating clubs, who open and close the facility as it is needed. A cleaning company is employed to clean the pavilion regularly, and a local decorating company has decorated the pavilion free of charge.

The CSH has:

- **Secured significant additional funding to develop** – With support from the Hub Officer, the CSH successfully secured additional funding of £16,000 from Dundee City Council and £22,000 from the Payback Sports Facilities fund. This was critical in enabling the clubs to improve the facilities.

“Payback funding came at the right time. We already had permission to renovate, and were able to make things happen.”

- **Developed a business plan and income generation model** – The clubs recognised early on that taking on a building would require a robust business strategy. The CSH accessed support from an external organisation to develop a business plan and income generation model. This was seen as being a valuable process, enabling the Board members to identify ongoing maintenance and development costs, and a charging structure for clubs and others. It was felt that the business plan will enable the CSH to become sustainable in the longer term. Where smaller clubs may struggle to pay ongoing charges, the CSH discusses what they can reasonably afford so that cost is not a barrier to becoming involved.
- **Fundraising events** – The Hub Officer and local clubs ran a number of successful fundraising events to generate income – including an annual fun day, themed nights, and participating in a local charity cycling event. Each of these events has raised up to £3,000 for the CSH. These events have also provided opportunities to increase the profile of the CSH and participating clubs, as well as to consult with local people.

3. Offering a range of sport

The CSH has:

- **Grown** beyond the initial three clubs, to include three more clubs, which are now formal members – a women’s netball club, a women’s football team and a new table tennis team.

“It has been really good. It is only going to get bigger. It is about much more than just football – which is what it mainly was a few years ago.”

- **Supported the development of a new club** – Recently the CSH worked with a local volunteer to establish a new table tennis club, based in the pavilion. In particular, a CSH Board member helped with the constitution, insurances and other practical elements. The Hub Officer provided advice and support to access funding for equipment and to develop a room within the pavilion for the club.

“We are branching out. The addition of table tennis has been ideal.”

- **Actively worked to involve other clubs** – The CSH has actively approached other sport clubs in the area to encourage them to be involved – including martial arts clubs, running clubs and others.

- **Has become involved in wider community activities** – Those involved in the development of the CSH were keen from the beginning to support the delivery of wider community activities.
- **Used a range of promotional methods** – Early in the development of the CSH, volunteers designed and produced leaflets which were distributed to local homes. However, those involved felt that this was resource intensive, and didn't necessarily lead to any new engagement in the CSH. Following a survey of those attending its first fun day, the CSH identified that the local press and word of mouth were better ways to raise its profile. As a result, representatives from the CSH have attended local community regeneration meetings to talk about the CSH. Generally, those involved felt this targeted approach to promotion was working well.

“People like to put a face to the name.”

The CSH has recently begun using Facebook and Twitter to raise its profile – again as a result of feedback at the Fun Day.

4. Understanding community needs

The CSH has used a range of methods to engage local people in the development of the CSH. In particular, it has:

- **Organised an annual fun day**, which has been a key opportunity to promote the CSH and engage with the local community. The event offered local people the chance to try different sports; watch sport demonstrations; and learn about participating clubs.
- **Ran a survey** at the fun day, which proved a useful source of information about how the community wanted to see the CSH develop. It highlighted sports of most interest to local people, and explored how best to promote the CSH. In particular:
 - The survey showed significant demand for particular sports such as athletics. As a result, the CSH approached clubs which deliver these sports to discuss whether they could become involved.
 - There was also interest in “fitness bootcamps”. This led to discussions with a local fitness related business, which now hires office space in the pavilion.
 - Racket sports and table tennis were also sports that people wanted to see more of. The CSH has since worked with a volunteer to establish a new table tennis club.
 - People felt that key improvements were needed, which the CSH is now focused on taking forward. In particular, people wanted to see

improvements to the quality of the pitches, goals and other equipment.

In the future, the CSH hopes to carry out a survey of all its club members to better understand their needs.

5. Growth in participation

Dundee West Football club has been the main club which has successfully increased participation since joining the CSH, with membership up by about a third. The club believes this has been supported both by the CSH and by becoming an SFA accredited “legacy club”.

Having the CSH has allowed the football club to offer new opportunities – such as a football holiday camp. This provided opportunities for members and non members to play football for full days, and for younger coaches to gain valuable experience.

“We wouldn’t have been able to do this before we had the place.”

It was also felt that having the pavilion has encouraged interest in the club, and given it a higher profile.

“We have got this facility now. Parents look and think ‘this is a club on the up.’”

The support from the SFA has led to stronger links with schools, which has been very important in creating pathways into adult football. In the longer term, it is hoped that links with schools could be strengthened and formalised. The Active Schools Coordinator has been discussing opportunities with the CSH to do this.

The hope is that the CSH can further strengthen strategic links and pathways and raise the profile of the other clubs in the future.

6. Joint working

Links between sport clubs

The clubs, which are members of the CSH, have actively worked together through the Board to plan future developments, run the CSH, and monitor progress. At a practical level they are working together to schedule activities and work is underway to develop a diary of club activities.

Organising fundraising events has been a good focus for clubs to work together, and get to know one another.

“We come together to run events . . .it has really been a joint effort.”

There are some examples of clubs working together to promote their sports. For example:

- the football teams are working together to create better pathways between junior and adult football;
- some of the junior football players have been trying rugby;
- the rugby club now has a five-a-side football team; and
- some junior football players have become involved in table tennis after training.

Strategic links

The Hub Officer has provided an important link between the clubs involved in the CSH and public sector organisations. In particular, he has worked to explain and promote the concept of the CSH; overcome barriers faced by the clubs; and develop links with funders and local strategic partnerships.

“The clubs are the public face of the hub. [The Hub Officer] is the professional face with local networks and at meetings.”

As a result, the CSH now has links with:

- the Equally Well Test Site – which focuses on tackling health inequalities;
- the Local Community Partnership in Ardler – which also acts as the local Community Safety Partnership;
- NHS structures; and
- relevant council teams - to progress improvements to the facilities (such as Environmental Services).

The local Active Schools Coordinator, and Community Planning Officers have attended CSH meetings to discuss key issues, and recently participated in their strategic planning day.

How this CSH identified shared priorities for the future

The Hub Officer designed and facilitated a strategic planning session with the Board, and wider stakeholders – including the Active schools Coordinator. In total, about 15 people were involved.

The Hub Officer used two **sportscotland** participatory tools – the H Diagram and the Wheel of Improvement – during the discussions.

“Everyone had an opinion . . . and having people who weren’t involved in the CSH there was good because they were actually telling us we were better advanced than we thought.”

The session allowed participating clubs to agree common goals and priorities for the future. The Board will work with the newly appointed Hub Officer to progress these over the next period of development.

The clubs involved in the development of this profile were extremely positive about the local Community Planning team, who provided support and advice in the early stages of the CSH.

“The Community Planning team has given us advice in terms of developing the facilities and local funding sources for projects. They have been really good.”

Learning from other Community Sport Hubs

The CSH has been involved in regular meetings with the other CSHs in Dundee. This has been a good opportunity to share progress, learn about other approaches, and discuss funding.

“I find it encouraging to see what is happening across Dundee. Many people are committed to the same thing . . . we are not alone in what we want to do.”

7. Supporting community leadership

The CSH has created opportunities for local volunteers involved in clubs to develop as community leaders. In particular:

- **As part of the CSH Board** – a core group of active volunteers involved in the Board have played a critical role in the development of the CSH. Their commitment, skills and hard work are seen as key success factors.

“The hub has a really proactive Committee. . . they have done pretty much everything.”

- **By providing more coaching opportunities** – for example, because of the increased participation in Dundee West Football club, the club has been able to offer more coaching opportunities and it has doubled the number of coaches since joining the CSH.

Those involved feel that volunteers have developed their skills and knowledge as a result of the CSH.

“[Club volunteers] have gone from running a club to being a leading activist in the community.”

The Hub Officer has provided important advice and support to the Board, as well as direction and reassurance at times. There is some evidence that volunteers are learning from each other. For example, one of the volunteers involved in the netball club has become quite actively involved in the CSH fundraising work– even though her club doesn't train there.

8. Successes

Those involved in the development of the CSH identified a number of success factors which have supported the development of the CSH:

- **“The perfect setting”** – The pavilion and adjacent playing fields were described by one person as “the perfect setting” for a CSH. The pavilion became available at the right time, and funding has supported the local clubs to build on its potential, in an incremental way.

“We didn't want to take on too much on at once. We are doing it a bit at a time. Once we complete one stage, we look at the next goal.”

- **Creating the right governance structure** – Establishing an independent Board and registering as a SCIO have been important steps for the CSH. It has clarified roles and responsibilities, helped focus the clubs involved, and established the CSH on a “professional basis”.
- **Support from the Hub Officer** – Those involved in the development of the CSH feel that the Hub Officer role has been particularly important to its success. The officer has provided essential support and advice to the Board, and built strong strategic links with local public sector and community structures.

“[The Hub Officer has been brilliant. . . he keeps the council aware of what is going on . . . and provides a link to other hubs in the area.”

- **Providing an inclusive community space** – Dundee North West Community Sport Hub has successfully engaged local community groups alongside sport clubs. The best example of this is the local childminder's group, who now use the upstairs space daily. Those involved in this group feel it has made a real difference to them and the children they work with.

“The room is great for what we need . . . we have space to store our toys and prepare snacks.”

“It has been brilliant for us.”

How this CSH took on responsibility for their facility

After becoming a CSH, the three main clubs worked to secure a tenancy agreement with the council, develop the facilities, and involve more clubs.

With support from the Hub Officer, the clubs secured a 25 year lease for minimal rent. Work then began to modernise the downstairs changing facilities and reconfigure the upstairs space to provide three multi-purpose rooms and a small office. It was hoped these changes would attract more clubs, and provide useful spaces for local community groups.

With support and advice from the Community Planning team, the CSH was able to secure financial support from the Council to address significant problems with the building.

9. Challenges

The CSH has encountered a number of important challenges along the way. These included:

- **Understanding of Community Sport Hubs** – In the beginning, the volunteers and Hub Officer found it difficult to effectively communicate what a Community Sport Hub was. In particular, a number of public sector representatives found it difficult to understand the potential of the model, and what their role might be supporting the CSH. Sport clubs have also found it hard to understand the concept at times – which has made it difficult for them to engage with the CSH.

“Not everyone understands what it [the CSH] is.”

“[Sport clubs need to understand] “What is a hub? What does it do? And how can it help me?”

- **Engaging clubs that don't currently use the pavilion** – Despite working hard to engage with other sport clubs, and some initial interest, it has been difficult to engage new sport clubs. This might be because these sport clubs were less interested in taking on a wider community role or because they already had facilities, which met their needs.
- **The quality of facilities** – Improvements to the pavilion building have been a key success area for the CSH. But those we spoke with felt that the quality of the facilities, and the adjacent outdoor space in particular, has prevented

some clubs from training at the CSH, and therefore becoming involved. Although the CSH has tried to secure the use of other local sports fields and school facilities, it has been difficult to get access at the times most clubs want to train. Only four of the current member clubs actually train at the CSH or use the changing facilities.

“The quality of the pitches is definitely a deterrent to adult sports.”

- **Asset transfer process** – Currently the CSH has a long-term lease on the pavilion, and the council owns and manages the adjacent playing fields. The CSH has found the process of taking on the lease and progressing renovations quite difficult at times. It has been necessary to work with various teams within the council, and the process has been time consuming.

“With the council, everything seems to take an age.”

- **Time and resources** – Because sport clubs are often run by a relatively small group of active volunteers, getting the time and commitment to progress CSH work has been difficult. Some feel this has significantly limited the amount of community development work the CSH has been able to undertake.
- **Working with schools** – Some clubs have struggled to make good links with local schools. This is partly related to the strategic approach being taken by the governing bodies to developing pathways. In Dundee one governing body has chosen to focus on local clubs not involved in the CSH as the focus for building school links.

“It would be good to develop better links with schools . . . some are struggling to get young people involved.”

- **Funding and sustainability** – Those involved in the CSH have aspirations to grow and further develop the CSH – but recognise that funding to support this is a challenge.

10. Future development

Those involved in the CSH have identified the following priorities for future development:

- **Improving the outdoor pitches** - The main priority for developing the CSH is improving the adjacent outdoor pitches. Ideally, these would become 3G pitches, which would allow more clubs to use the space throughout the year.

“We want outdoor training for everyone, whatever the weather.”

- **Improving the pavilion building** – Although the pavilion has been modernised, it is expensive to heat and needs further improvements. The CSH has engaged an architect to look at potential renovations, including disabled access. It was also exploring funding avenues to install a new central heating system.
- **Expanding sport on offer** – Those involved were keen to engage more sport clubs, offer opportunities to specific groups who don't have access to many sports or physical activities in the local area (such as older people), and expand the range of community activities being delivered in the pavilion building.

“I'd like to see more going on for people . . . even just using the meeting rooms for local groups . . . the hub needs to not just be about sport but be about the local community.”

- **Taking on more responsibilities** – The CSH Board was interested in taking on ownership of the pavilion in the longer term, and possibly renting or owning the adjacent playing fields. Those engaged in the development of this profile felt this would allow them greater control, and access to a wider range of funding. One active volunteer suggested that in the longer term, the CSH could develop a new building designed to meet the needs of all its members, if funding could be secured:

“The building has a limited use. But owning the facility could mean accessing new money, which could mean developing another building. . . funding is the biggest challenge for us. ”

- **Further developing its voluntary leadership** – Those involved in the CSH recognised the importance of having a core group of volunteers, clubs and the wider community “on board”. There is recognition that more volunteers might be needed to achieve the CSH's potential.

“[Sustainability can be ensured by] keeping people involved. We have got to keep it interesting for everybody.”

Key Impacts

This CSH has brought about a number of changes for the clubs and volunteers involved. In particular, it has:

- strengthened the links between local sport clubs;
- developed a clearer picture of which sports and activities the local community is most interested in (through the survey);
- developed stronger strategic links between clubs and the public sector;
- led to improvements in a community based sport facility; and
- developed the skills of local leaders.

Profile: Loch Lomond Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives involved in the development of the Community Sport Hub (CSH) at Loch Lomond including the Hub Officer, a Steering Group member, and two sport club representatives. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This CSH is at a relatively early stage. To date it has focused on bringing water sport clubs together to develop a new facility.

What can we learn from this CSH?

This CSH has:

- brought clubs together to progress common goals; and
- overcome initial issues with land ownership.

1. Background and context

The CSH at Loch Lomond is in its early stages. There is currently no physical building constituting a CSH, but clubs and partners are involved in developing the idea of the CSH into a physical space.

The clubs include the rowing club, kayaking club, water-skiing club, and the open water swimming element of the triathlon club.

Before establishing the CSH, there were water sport clubs already in the area, but there was not much happening on the loch. The CSH vision is for Loch Lomond “to become like a Windermere”, with a range of activities taking place on the loch. But there is a need for a specific facility to act as the physical base for these activities.

“Having one building with all the sports under one roof is very appealing and gives a strong impression to the public.”

The key for the CSH is for it to be a visible centre that is easily accessed by the community. The partners would like people to be able to see the CSH and feel that they can “wander over and see what is on offer”.

2. Joint working

The CSH has a steering group, which currently meets every month. It consists of representatives of the clubs, the Hub Officer, the architect appointed to undertake initial feasibility studies, representatives from the National Park Authority, West Dunbartonshire Leisure, and **sportscotland** as appropriate.

Some members of the steering group were club coaches who found that the added responsibilities of being involved were difficult to meet alongside their club commitments. They have given up some club commitments in order to progress the work of the CSH. Partners have been impressed with the conduct of the clubs, each considering the needs of the others in the design and development of the CSH.

“There is no fighting over space, it is all positive.”

3. Understanding community needs

Those involved in the CSH feel it has been too early to engage with the community about the Loch Lomond CSH. Until there is a tangible building, the partners have decided to hold off from any promotion or engagement. However, once the building is operational, there are plans to engage with local schools to offer taster sessions as well as community groups to encourage as many people as possible into the CSH.

“Once we get started, we can go out to schools, community, scout groups, etc and tell them about the hub.”

Community engagement

Loch Lomond Rowing Club has been working with Dumbarton Academy for the last couple of years providing indoor rowing sessions as part of their S1 healthy lifestyle weeks. And for the last three years the Rowing Club have been involved with West Dunbartonshire's annual sport club shows where they have provided opportunities for local people to try out indoor rowing.

“Having the ability to translate these sessions to the water is yet another reason why the development of the CSH will be a vital and facilitating asset as at the moment the club's location and condition does not lend itself to supporting such initiatives.”

4. Successes

Those involved in the CSH feel there have been some key successes to date:

- **Working together** – clubs have come together and are working well as partners.
- **A strong application framework** – Feasibility studies have been carried out and it was felt that the quality of the submissions to the planning department have been very strong and stand the CSH in good stead for the future.
- **Gaining strategic commitment** – The National Park Authority profiled the CSH as an action in their five year outdoor recreation plan², which outlines commitment to actions and aspirations which enhance outdoor recreation opportunities across the Park from 2013 to 2017. It was felt that this will help maintain the momentum of the CSH.
- **The role of the Hub Officer** – This has been instrumental in terms of driving the physical development of the building, bringing the clubs together in partnership, however it is too early to report any real impact of the CSH.

² <http://oldp.lochlomond-trossachs.org/oldp/docSelectAction.do?docId=254>

5. Challenges

Those involved in the CSH highlighted a number of challenges the CSH has faced:

- **Land ownership** – a key problem has been sourcing a suitable site and there are added difficulties around Loch Lomond as the land is “splintered” and owned by lots of different people, including private owners, and the National Park, and much of the land at the selected site at Loch Lomond is owned by Scottish Enterprise.
- **Initial resistance** – Early in the development of the CSH the steering group presented their plans to local stakeholders and were met with some resistance. However, recently it has been agreed that the proposed site of the CSH does not encroach on any proposed plans and so the CSH has an ‘in-principle’ agreement to acquire the land at a significantly reduced rate.
- **Maintaining momentum** – There was a period where clubs became disillusioned with the slow progress of the CSH. Attendance at meetings became more sporadic, as members lost interest in clubs without a physical building in which to meet. However, there has recently been an injection of enthusiasm with news that a potential site has been identified and work has begun to develop architectural drawings.

“We had a doldrums period as we had a vision but we couldn’t see how to get there – it was an insurmountable problem. Now there is a clearer picture and the interest has ramped up. There is a good buy-in from clubs, regular attendance and a positive contribution from members.”

- **Managing expectations** – More recently, there has been the need to manage the optimism of the clubs, as they see architectural drawings and are enthusiastic about the future. It has also been important to ensure that they understand this process will “not happen overnight”.
- **Safety concerns** – There are some safety concerns that have to be considered. This includes informally ‘zoning off’ the loch so that those doing sports are safe in the water from commercial cruisers.
- **Funding** – The next key challenge for the CSH is to have funding in place in order to go ahead with the proposed building, which is estimated will cost in the region of £3.2 million. There is a package of funding that has been developed as part of the business plan. This includes a proposal to work with the Maid of the Loch charity which would like a ticket office. There could be

opportunities for this to be based within the CSH and for funding to be sourced from Heritage Lottery.

The CSH will also have to consider a commercial element in order to function as a sustainable business. There are proposals to perhaps lease space to a third party to open a coffee shop, and offer retail space, for businesses specialising in water sport merchandise.

6. Future development

The key current priority for the CSH is to put together a strong business plan once the results of the pre-planning application have been reviewed by the National Park Authority. The business plan will contain a breakdown of the proposed funding streams and how the CSH will progress. The preferred site then needs to undergo a ground investigation and other engineering work.

Those driving the idea of the CSH forward would like to see it come to fruition within the next five years.

Profile: Rothesay Community Sport Hub

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key stakeholders of the Rothesay CSH on the Isle of Bute. These included the Hub Officer, an Active Schools Coordinator, a council facilities representative and four club representatives. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This is an area-based CSH, which has focused on supporting clubs to work better together, and make better use of existing facilities.

What can we learn from this CSH?

This CSH has:

- improved relationships between existing clubs;
- supported clubs to work together to progress common goals; and
- provide a range of training and learning opportunities for clubs.

1. Background and context

Rothesay CSH is one of four planned CSHs in Argyll and Bute. One Hub Officer, employed by Argyll and Bute Council, manages all four. Rothesay and Campbeltown CSHs have been established, while the Dunoon and Helensburgh CSHs are still at planning stages.

The Rothesay CSH was developed as a result of a separate piece of scoping work initiated by Argyll and Bute Council. This work – to develop the Sport Pitch and Facilities Plan (2011) – focused on improving the use of local facilities and involved mapping the use of existing sports facilities. When **sportscotland** proposed the development of CSHs the Council recognised the potential to develop a CSH in Rothesay, an area with good existing facilities and potential. It was felt that the many local sport clubs in the area could benefit from it.

2. How the CSH operates

Different organisations are involved in the CSH. Partners involved in running the CSH include sport clubs, Active Schools, and Argyll and Bute Council (including Leisure and Youth Services).

Bute Shinty Club leases its pitches from Bute Estate, a private landowner. It also has changing facilities, which it uses and allows other clubs to use as part of the CSH.

All other clubs let pitches from Argyll and Bute Council. There has been a recent shift to encourage clubs to take on short-term leases from the Council, which include responsibility for upkeep and maintenance. One club has agreed to this type of lease – believing it will allow them to maintain the pitch in better condition. Other clubs are undecided due to the time and costs associated with maintenance.

3. Offering a range of sports

When the Rothesay CSH was established, a few core sport clubs became members. These included shinty, football, cricket and rugby clubs.

Other clubs have come on board since, including the Bute Pony and Riding Club, sailing, yoga and golf clubs. Some clubs delayed joining the CSH partly due to uncertainty around the level of commitment involved, lack of awareness of the CSH and its benefits, and disillusionment with previous sports initiatives in the area.

Stakeholders suggested the CSH had:

- **Successfully increased the range of sports** available to the local community.

“The range of sports on offer within the hub is very good. There is a lot of activity in a small area.”

- **Improved access to and awareness of existing clubs** – Some had found it surprising how many people weren’t aware of the sports on offer, prior to the establishment of the CSH. It was suggested the CSH had been successful in engaging the involvement of “smaller sports” including yoga and trampolining.
- **Become more attractive to clubs as it has grown** – It was suggested that CSH meetings have been getting “busier and busier”, as clubs are coming on board after waiting to observe how successful the CSH would be and the benefits of being involved. It was also suggested that initially non-team sports did not engage with the CSH, but that has changed. New clubs have tended to join the CSH as a result of word of mouth, dialogue with the Hub Officer, or feedback from other clubs.

“Other sports have found out that it is also open to them, and perceptions are changing.”

Examples of clubs involvement in the CSH include:

- Bute Shinty Club has been involved with the CSH since it began. The club provides a physical base for the CSH despite the fact that the CSH is considered a network of clubs rather than a physical entity. It is the only club with its own premises, therefore other clubs tend to use its facilities.
- The local rugby club re-started just before the CSH was established and attended the first meeting. It has continued to be actively involved with the CSH since then.

4. Understanding community needs

It was felt that perception of the CSH among sport clubs was improving, as more clubs were coming on board. However, it was more difficult to gauge the perception of the CSH by the wider community.

The CSH has promoted itself with the local community in a range of ways:

- **The CSH Gala Day** – This event attracted 10% of the local population (over 700 people), and all club representatives agreed that the Gala Day was instrumental in creating awareness of the CSH.
- **Word of mouth** – Rothesay is a small community and news of the CSH has travelled by word of mouth. Initially some people and clubs felt that they had “heard it all before” but these pre-conceived ideas have begun to be broken down.

“It was hard at first. People didn’t think it would work, as things like this didn’t work before. But people realise now that on the whole, the hub is a good thing.”

“It is getting the right people involved – it takes time to develop trust and respect.”

- **Website and social media** – Stakeholders mentioned that recent work on the CSH website and use of social media had helped to raise awareness of the CSH.
- **Development of a CSH brochure** – Stakeholders spoke about the CSH brochure, produced by the Hub Officer, which featured all sports available in Rothesay.
- **Local press** - Articles in the local newspaper have helped communicate information about the CSH to the wider community. The editor of the paper has a personal interest in sports, and attends CSH meetings. The newspaper includes a CSH report on a monthly basis, and helps to promote CSH events.

The CSH Gala Day

The Gala Day was highlighted as the most effective piece of community engagement that the CSH had carried out to date. CSH clubs took on the responsibility of promoting the event, and recruiting volunteers to help staff it.

Promotion included a ‘school bag drop’, posting information on the Council’s Facebook page, articles in the local paper and handing out the CSH brochure on the day.

Stakeholders said the day had “made a big difference”, and had resulted in better knowledge and understanding of sports across the area.

Club awareness raising

At club level, one local club explained its proactive approach to community engagement. After attending CSH meetings, representatives from the club discuss issues arising with the rest of its club committee, and with its wider membership.

This enables the club to distribute CSH information to the community, through word of mouth, and also through the club's Facebook page.

Participatory tools

The CSH has used some of **sportscotland's** participatory tools including the Rugby Posts form (or H-Form) and Force Field Analysis. The tools that worked well were those geared towards development and planning. However, it was felt that more training in the use of the tools would be beneficial.

"I will continue to use them. It lets clubs take control of meetings."

5. Growth in participation

Those involved felt it was too early to see meaningful statistical evidence of increased participation, but hoped that this would be reflected in baseline data for the CSH.

Stakeholders linked the Gala Day directly with increasing participation across sports. Anecdotal feedback from clubs suggests that it resulted in new members, and some reported increased numbers at subsequent training sessions. One club explained that the Gala Day offered young people the opportunity to play their sport for the first time.

6. Joint working

Clubs working in partnership

Most club representatives agreed that joint working between clubs had improved. Stakeholders suggested that before the CSH was developed, local sport clubs worked separately. However, the CSH has now brought clubs together, enabling them to work more collectively, resolving historic tensions. One partner commented that the previous "us and them" mentality of clubs had disappeared, and now clubs were discussing issues, listening and sharing.

It was felt that a number of factors had supported this development including:

- **Joint training courses and shared use of sports facilities** – which created new opportunities to meet and learn from other clubs; and
- **CSH meetings** – which helped to bring clubs together to progress common goals.

“The hub has facilitated joint working. There was limited cooperation previously. Communications have hugely improved.”

One stakeholder explained that these clubs have not worked in partnership to this extent before, but felt that they had adapted well and have learned to leave their personal club agendas out of CSH discussions. In the longer term, it is hoped these relationships can be further strengthened.

“If nothing else happens, at least they are now talking. There is still a long way to go in terms of planning. It is not all perfect, but there are positive things.”

Some sport clubs have developed joint activities which it is felt may not have happened prior to the establishment of the CSH. For example:

- The shinty and rugby clubs organised a joint match, followed by a social event for their members.
- CSH clubs (with the help of the Hub Officer) were preparing a proposal to develop existing and new facilities in the area.
- Clubs also worked together to organise and run the Gala Day, which required team working and compromise.

“At the Gala Day all sports worked together really well. It wouldn't have happened without the hub.”

“The Clubs would like to run more joint events going forward.”

Wider partnership initiatives

Other important relationships have been strengthened with:

- **Schools** – Stakeholders felt that relationships with local schools had been strengthened through the joint working between the CSH and Active Schools Coordinators.
- **The Council** – Joint working with the Council has improved, for example Leisure and Amenity Services.

“I underestimated the number of cross-departmental conversations we would be having.”

- **A local community organisation** - Achievement Bute, a charity providing flexible and tailored individual support to enable children with disabilities to participate in leisure activities, recently discussed with CSH members its ability to offer training about additional support needs for clubs that want to become more inclusive.

While generally the feeling among clubs about the growth of the CSH was positive, some clubs involved from the beginning expressed frustration. Meetings were poorly attended when the CSH was established, decisions were taken at this stage in order to gain quick wins and to encourage other clubs to participate. As more clubs did become involved, some representatives who had been involved since the beginning felt that “decisions were unmade and made again” to account for the CSH’s growing membership. Some thought that this was undoing work that had already been done.

7. Supporting community leadership

The CSH has been working on developing community leadership in the following ways:

- **Offering a range of volunteering opportunities** – CSH clubs viewed the creation of leadership opportunities for local people – especially young people – as a positive development. One local club said that they were actively trying to attract more young volunteers. It has successfully engaged two, and the CSH helped it source the funding to support them. Another club has youth representation on its committee and would be interested in developing leadership opportunities for young people.

“We have got to bring young people through – we really need that.”

- **Young Hub Leaders** – The Young Hub Leaders programme had not been introduced in the Rothesay CSH at the time this profile was developed because of the delays in getting the CSH up and running. But it is hoped that a recruitment programme for Young Hub Leaders will begin in the summer of 2014.

“Timing is crucial. It needs to be the right and a positive environment. I wanted to establish the group before involving young people.”

8. Successes

Those involved in the development of the CSH highlighted a number of key success factors, including:

- **Creating opportunities for dialogue** – The biggest impact resulting from the work of the CSH has been joint working between clubs. This has been facilitated by the Hub Officer through dialogue and open communications.
- **Providing training and coach education** – A wide range of generic and specific learning opportunities have been supported and funded by the CSH. This has supported clubs and volunteers to develop skills, and provided opportunities to learn from each other.
- **Bringing the community together** – The CSH has taken advantage of the fact that the local community is relatively small, and has used the Gala Day to reach a large proportion of local people.

9. Challenges

Those involved in the CSH have identified a number of important challenges the CSH has faced:

- **Lack of volunteers in local clubs** – Some sports could not offer as many sessions and accommodate as many participants as they would like, because they did not have the volunteer coach capacity. Qualified volunteer coaches were difficult to engage and this was affecting membership levels.
- **Lack of opportunity for women to get involved in team sports in Rothesay** – It was suggested that this was because some clubs were not ready to accept female participants, did not have separate facilities or qualified coaches. Some team-oriented sports might have seen an increase in female participants, including sailing, tennis and golf. The Hub Officer has been exploring the possibility of helping to start a women's hockey club.

“There are no channels, competitive or otherwise for women, especially in team sports.”

- **Travel costs** – The cost of ferry travel to and from the island has increased. It was suggested that this prevents participants on the island from taking part in as many matches with other teams on the mainland as they would like, and prevents some visiting teams from coming to play matches in Rothesay. The

cost of ferry travel, along with coach hire, limits travelling for tournaments. This has the greatest impact on team sports such as rugby, football, cricket and shinty, but also affects some non-traditional sports as well.

- **A lack of local facilities** – CSH stakeholders highlighted the lack of changing and showering facilities for sports teams. As Bute Shinty Club is the only club to have its own premises with facilities, this is where most other teams get changed before and after matches. This can sometimes prove problematic when match times clash and multiple teams are using the facilities at any one time. The shinty facilities have become over-crowded, with its function hall being used as a makeshift changing area.

“They are the only changing facilities on the island, out with schools.”

Some clubs have developed strong links with the shinty club, due to the use of shared facilities. However, another has stopped using the shinty facilities because they felt it was impractical.

Overcoming access issues

The Hub Officer has been working with CSH clubs to address the issue of lack of facilities. A £10,000 bid is being prepared for a grant to commission consultants to carry out a feasibility study. This would see scoping of the changing facilities in the area, enabling the consultants to develop a plan around existing and potential facilities that would best meet the needs of local clubs and the wider community. The feasibility study would map the requirements of local clubs and people, plan the development, and propose funding sources.

- **Lack of understanding and awareness** – To date some sport clubs in Rothesay have not engaged with the CSH. It was suggested that the solution to this was education, and developing an understanding of what a CSH is. Those involved felt that a lack of awareness of the benefits of the CSH was preventing some clubs from engaging. It was felt that non-team sports didn't think the CSH was open to them, when in fact it was.

“Understanding what the hub is about and the concept is the main challenge for clubs to become involved. Preconceptions are hard to change.”

“Some clubs have a different mind set.”

Stakeholders also highlighted that some of the older, more established clubs on the island had not yet engaged. Some thought that this was because these clubs viewed themselves as autonomous, and not needing to be part of a wider network or CSH.

- **Level of commitment** – Lack of time was a barrier to some clubs, becoming involved. CSH stakeholders felt generally that some clubs hadn't engaged because they were wary of the additional workload that would result.

“Clubs were wary of the extra work commitment. They were unsure as to the level of commitment that would be required of them.”

10. Future development

Stakeholders suggested that the immediate priorities for the CSH were to:

- improve changing and showering facilities to accommodate all clubs and participants and help meet the needs of the community;
- install a 3G, all weather pitch which would be a good addition to the area as outdoor pitches could be impossible to use in periods of bad weather; and
- develop coach education.

The continued promotion of, and ease of access to sport was a longer-term priority for the CSH.

The CSH was also working towards becoming formally constituted. It was felt that this was necessary to ensure that the CSH was sustainable beyond the support of **sportscotland** and the Hub Officer.

Key Impacts

This CSH has brought about a number of changes for the clubs and volunteers involved. In particular, it has:

- improved dialogue between clubs;
- led to joint working between clubs;
- improved access to a range of sport for the whole community; and
- offered training opportunities for club members and volunteers.

Profile: Tryst Community Sport Club

About this profile

This is one of a series of ten profiles, which explore the experience of establishing and running Community Sport Hubs (CSHs). By setting out what those involved did, and the challenges and successes they had, this profile aims to help others involved in the CSH programme.

This profile is based on discussions with key representatives of the Community Sport Hub at Tryst Community Sport Club (TCSC) in Stenhousemuir, Falkirk including the Hub Officer, two senior members of school staff and two club representatives. It explores what the CSH has done in relation to the five underpinning principles of the CSH programme.

This is a school based CSH. It has focused on improving links between clubs, schools and partners and improving access to a range of sport and local facilities.

What can we learn from this CSH?

This CSH has:

- coordinated and encouraged new approaches to sharing existing facilities;
- raised awareness of a range of sports and clubs;
- established a core staff team to deliver day-to-day activities within the TCSC;
- developed a sustainable letting policy and business model; and
- used surveys, focus groups and public meetings to gather community views.

1. Background and context

The TCSC is a school based CSH, set within Larbert High School. The TCSC was initially set up as a partnership between the school and Stenhousemuir Football Club; described as one of the “most proactive” community football clubs in Scotland. Working together provided an opportunity to expand the variety of sporting opportunities for pupils both within the school and in the wider community and the opportunity to engage more with the local community.

Tryst was one of the first CSHs to receive CSH status in July 2011, but had been operating as a sport club before this date (August 2010). Also in July 2011, the Falkirk Community Trust (a representative body of Falkirk Council) was established and became a partner in the TCSC.

The school was keen to make sport available to all pupils – not just those who wanted to be part of a hockey, or football team. The ethos is to create opportunities for everyone to engage in activities. The school was also keen to instil the benefits of health and wellbeing as it believes that being healthy and active translates benefits into the classroom.

“The philosophy was that young people, who have a strong sense of health and wellbeing, are more confident, have better mental and physical health, and this translates into the classroom and shows results across the school.”

2. How the CSH operates

The TCSC:

- **Provides access to school and wider facilities** – The main TCSC facilities are available to the school during the week from 7am – 3.30pm. After this time, it is open for use by affiliated clubs, and members of the public. The TCSC is open six days a week.
- **Has an established letting policy** – Clubs pay an affiliation fee to be part of the TCSC. If a club is a business (limited company) then their rates are slightly higher. There are three clubs which operate as a business, including judo, karate and dance. Other clubs are charged on a per-term basis but most pay annually to secure their block bookings.

“We pay an overarching annual fee around March time. It covers our member’s use of the hub and the (venue) hire. It’s an excellent deal – very reasonable.”

- **Has three full time members of staff.** They are:
 - The Hub Officer, who coordinates and oversees the management of the TCSC, provides leadership to all the coaches and volunteers, and coordinates the extracurricular programme at the school. This role was described as ‘invaluable’ as it takes the pressure off teachers to coordinate sport.

“The model wouldn’t work without the employment of {Hub Officer} – we couldn’t do what we do without him. The teaching staff don’t have enough time to undertake these tasks and it works better to have non-teaching staff involved.”

- A Marketing Assistant to help coordinate the day-to-day running of the TCSC, specifically the website and any relevant administration.
- A full time rugby coach. This role involves coordinating, managing and delivering all the rugby coaching within the school including the school of rugby, holiday camps and the ‘rugby mini’ programme that takes place on a Saturday morning.

Funding

The TCSC received funding for four years from **sportscotland**. Each year the funding has decreased and the TCSC plans to be self-sufficient by March 2015 when the current funding stream ends.

The funding received so far from **sportscotland** includes:

Year 1 (2011/12)	£38,500
Year 2 (2012/13)	£28,000
Year 3 (2013/14)	£20,000
Year 4 (2014/15)	£9,500

3. Offering a range of sport

The activities on offer at the TCSC include the following:

- Football
- Cricket
- Basketball
- Rock-it ball
- Water-polo
- Dance
- Cheerleading
- Gymnastics
- Jiu Jitsu
- Karate
- Tennis
- Table Tennis
- Golf
- Rugby

In addition to these clubs activities, there are also classes available on the adult programme – including fitness classes such as Spin, Metafit, Kettlebells, Pilates, Kick-boxing, a jogging club and cardio-suite.

There are 16 clubs currently involved in the TCSC.

“The hub has managed to bring a mix of traditional sports and new things like rock-it ball and water-polo together.”

There have not been any challenges in getting clubs to join the TCSC – in fact, some clubs have approached the TCSC looking to use the venue and facilities due to hearing of its success with other clubs. A fencing club recently took this approach to join the TCSC.

4. Understanding community needs

The TCSC has gathered the views of local people in the following ways:

- **Community days** – The Hub Officer and marketing assistant have undertaken ‘community days’ at the local superstore. This included questionnaires about the public’s awareness of the TCSC and what they would like to see included in its facilities.
- **Cycle track consultation** – The TCSC has been working with the school to secure funding in order to transform a piece of derelict land beside the school into a cycle track. They have held a series of public meetings to gather local views and these have been well attended. They have also delivered focus groups and issued questionnaires. It is hoped that this development will result in a £270,000 cycling facility.

5. Growth in participation

Since the TCSC began in 2011, there has been a gradual increase in clubs using the facilities (from 5 to the current 16 clubs) and an increase in membership for clubs. The table below (taken from the TCSC’s business plan) shows the increase in both junior and adult participants since the TCSC began.

Target	Initial (2011)	Current (2014)	Projected (2016)
Number of clubs	5	16	17+
Number of coaches delivering	11	44	50+
Number of adult activities	0	6	10+
Income generation	0	£15,000	£37,000+
Weekly junior participants (CSH only)	189	478	600
Weekly adult participants	0	126	200+
Total family memberships	0	103	600+

Source: Tryst Community Sports Club Business Plan 2013-2016

The clubs agreed that the TCSC had helped in the promotion of their clubs and led to an increase in membership. The perception among clubs was that the model of CSHs based in schools was a successful one and should be rolled out more widely.

“It’s a fantastic model. I think it should be rolled out across all the high schools in Falkirk. We would never have a problem filling our club with members again.”

“I’m not sure where our membership would be without the hub.”

Key methods used to promote the TCSC and encourage participation include:

- **The website and social media** –The TCSC is promoted through its website and there are Facebook and Twitter accounts.
- **Dedicated marketing resources** – A member of TCSC staff is dedicated to marketing and they have utilised a marketing student from Stirling University. There is a marketing budget, which is set aside at the beginning of the year (from the **sportscotland** funding).
- **Publicity materials** – Brochures and an adult flyer have been produced and distributed in the local area, which set out the whole CSH programme of activities.
- **Local advertising** –There have been banners around the town centre promoting the TCSC in the local area.
- **Newsletters** – Weekly newsletters are sent out to the 600 members of the TCSC.
- **“Come and try” days** – These take place once a year, on a Sunday when the clubs are open for young people to try their sport. The days act as a way

to sign up new members. These have been really popular with younger pupils and the Hub Officer is looking for new ways in which to engage young people.

Those involved in developing this profile believe that locally, the perception of the TCSC is positive.

The TCSC has focused strongly on improving participation of young people. This work has included:

- **Targeted promotion with pupils** – The Hub Officer promotes the TCSC activities with the school pupils at Larbert High School, and cluster primaries by attending assemblies for pupils. It is felt that the Hub Officer has a huge influence on encouraging pupils to try different activities. Because the pupils are familiar with the facilities at the TCSC – “it couldn’t be easier” for them to attend after school and in the evenings.
- **Taster sessions** – The TCSC has encouraged taster sessions to take place with the cluster primary schools. Working in partnership with Active Schools Coordinators, different activities are taken out to primary schools in order to encourage interest. For example the judo club at the TCSC was born out of a taster session run by Active Schools. There were so many young people interested, but there was nowhere to put them, so now there is a judo club running from the TCSC.

“There is an option for everyone regardless of age or ability. If they try it and like it, then they can give it a go at the hub.”

- **The development of tailored programmes** – The links with primary schools have led to specific classes running for different age groups. The ‘mini rugby’ takes place on a Saturday morning and has players as young as nursery school in attendance. The TCSC commented that it was positive to get people interested in sport at such a young age and coming to the TCSC – which can accommodate their sporting needs all the way through to adulthood.

“They can come in at nursery and stay until they’re an adult.”

- **Holiday camps** – There are Easter, summer and October holiday camps where any young person can come and participate in multi-sports from 9am – 3pm. The money generated from these events goes back into the TCSC.

Four schools of sport

Larbert High School operates four 'Schools of Sport'. These are basketball, dance, football and rugby. Each is affiliated with a governing body such as Basketball Scotland, the Scottish Rugby Union and the Scottish Football Association. These programmes allow pupils with a particular interest in these sports time to focus on their abilities and develop their mental, physical, emotional and social skills.

Pupils must apply for a place on each programme and typically there are over 150 applications for 20 places. These applications are open to primary 7 pupils from the cluster primaries to start in S1 when they arrive at Larbert High. After application stage there is a trial process and a series of presentations from the governing body to parents about what is involved in their school of sport. If successful, pupils in S1 get three hours of their chosen sport per week instead of the PE curriculum. But they must complete three hours of extracurricular sport activities (such as the breakfast club which starts at school at 7am and involves 45 minutes of sport and then a healthy breakfast). In S2, pupils then go back to their normal PE curriculum as well as their chosen sport. Pupils achieve an SQA qualification at the end of their school of sport.

6. Partnership working

The TCSC has actively involved partners in a range of ways:

- **Initial development** – The CSH was born out of a partnership between Larbert High School, Stenhousemuir Football club and the Falkirk Community Trust (the leisure arm of Falkirk Council). Working together as the TCSC they have established their status as a company limited by guarantee allowing them access to specific funding streams that would have been limited previously.
- **Steering group** – This is made up of representatives from every club – they meet quarterly and it is a chance for clubs to get together to discuss the TCSC, review how things have gone and discuss plans for the future. Sometimes it is challenging to get all 16 clubs represented, but at least 8 clubs attend every time. The Hub Officer circulates the minutes and so is still able to gather the views of those unable to attend.
- **Management group** – There is a management group that meets 4 or 5 times a year. This includes representatives of the school (including the head teacher and PE staff), Stenhousemuir football club, Active Schools Coordinators, representatives of clubs, the Hub Officer and senior pupils. The management group forms the Directors of the company.

As the examples below show, partners both benefit and contribute to the success of the TCSC.

Stenhousemuir FC (SFC)

The local football club has partnership links to the TCSC, with a director of SFC now also a director of TCSC Ltd.

The school pupils have access to the Ochilview football centre which has the first FIFA approved playing surface in Scotland. There are also extracurricular activities that take place at the football club, and there is a twilight league for those who wish to play football in the evenings. The school pupils are also given free season tickets to games and SFC also helps to provide teams with kits if necessary.

Partnership working with clubs

Falkirk gymnastics club meet at the TCSC on a Saturday morning. They needed some equipment and so worked with the TCSC to put together a joint bid for funding in order to buy what they needed. The equipment will be kept at the TCSC and will be available for the school to use during the day.

“The equipment grant will really improve the club. The equipment will enable us to increase the training in different disciplines such as the bar and pommel horse and increase the range of our members.”

7. Supporting leadership opportunities

There are a number of leadership and volunteering opportunities available to young people within the TCSC:

- **Sport qualifications** – As part of the curriculum, the school offers formal sports leadership qualifications for pupils. The course requirements stipulate that pupils must volunteer with a TCSC club.
- **Pupil Sports Council** – The TCSC is establishing a Health and Wellbeing Pupil Sports Council, which will act as a forum for pupils to feedback their views on sport. The pupils don't have to be active in sport, so it will provide an opportunity to have a say about why they don't like sport, and what the TCSC could do differently. The Hub Officer will ask guidance staff to specifically select those pupils who are disengaged from sport to be involved.
- **The Young Hub Leader Programme** – The idea will be that those on the pupil council can move on to become a young CSH sports ambassador and

following on from this, a young hub leader. Their role will involve promoting sport in school and attending TCSC management meetings.

- **Volunteering with clubs** – Young people are encouraged and supported to volunteer with clubs involved in the TCSC.

Engaging pupils as volunteers

The Hub Officer attended the assemblies of senior pupils in order to recruit volunteers to help out at some of the clubs who needed extra support. The water-polo club was looking for a volunteer and a senior pupil gave up their time. And similarly, the gymnastics club got two students from the school volunteering as part of their Duke of Edinburgh Award scheme. The Hub Officer was able to source funding to pay for these students to get a coaching qualification from **sportscotland**.

8. Successes

Those involved with the TCSC identified a number of important successes in their approach:

- **A central role for sport** – The TCSC was described as being at the ‘heart’ of the community. The school has a strong tradition of sport and physical education and participation levels are high. Also, having the TCSC means that there is a “natural link” into continuing their levels of activity after school and in the evenings, but also for their families who can use the TCSC in the evenings and weekends.

“Central to this is creating links to clubs and to lifelong pathways to sport, so that kids don’t stop being active when they leave school.”

- **Creating an inclusive community space** – It was felt that a key success of the TCSC is that it has become a place for sport for those of any age group in the community. The facilities can be used by young children through to adults and there is a range of activities on offer, with “something to suit everyone, and clubs have seen an increase in their memberships.

“The positive thing is that families can come two or three times a week and drop the kids off and then they can jump into a class, or a club. It’s a community environment. We know it’s successful because they keep coming back and the numbers are increasing.”

There are plans to increase the use of other parts of the school in the evenings by having a coffee shop open where parents and young people can socialise, with televisions and access to Wi-Fi while waiting on their children.

- **Strength of coaching staff** – It was felt that the increase in participation is partly due to the standard of coaching that is available. The TCSC can help volunteers go through training to become qualified coaches and several clubs have taken this up. Pupils volunteering as part of their Duke of Edinburgh Award scheme or other sports courses can also benefit from the training for coaches.

“We are only as strong as our volunteers.”

- **Opportunities to engage with a large number of young people** – The Hub Officer has access to the cluster primary schools and to the pupils at Larbert High School through the extracurricular activities. It is possible to promote the TCSC to over 1,800 pupils at the high school during the first week of term and to another 2,000 at cluster primary assemblies. The Hub Officer is able to instil the ethos of health and wellbeing at a young age and clubs reported that this promotion is invaluable to them as it “takes the onus off” them to recruit new members.

9. Challenges

The TCSC has encountered important challenges as it has developed and grown including:

- **Capacity** –The TCSC is approaching capacity in terms of its existing facilities. It is now having to ‘spill out’ into neighbouring sport centres to fulfil the demands on its clubs. There is some space in the programme to offer to new clubs, but it is restricted and there is little flexibility given the current demands on the timetable. While this is viewed as a challenge for the TCSC to manage, it is also an example of the success of the TCSC.
- **Facilities management** – There have been some issues regarding the maintenance of the facilities as they are in constant use from 7am until late. Some clubs had cause for complaint, but these issues have been resolved with the provider and Hub Officer.

10. Future development

Those involved in the TCSC have identified the following priorities for development:

- **Becoming self-sufficient** – A main concern of the TCSC has always been how it can remain sustainable beyond the initial funding period of 2015, because it is operating almost at full capacity. They are trying to be as creative as possible to maximise use of the facilities and also create new opportunities for people to use the CSH.
- **Developing new facilities to increase participation** – There are plans for a new ‘strength and conditioning’ area which will target a diverse range of people to the TCSC and create new membership. This, coupled with the idea to have a place for people to relax, will help to keep people coming to the TCSC.

The TCSC believes that rates for membership and for clubs using the facilities are “highly competitive” by their own admission. Members are charged £10 a month to use the gym and facilities, bringing in an annual income of £8,000. Similarly, some clubs suggest that they are benefitting so much from the TCSC that they would not be averse to paying more in their annual subscriptions.

“We had concerns at the start that longer term, they were only funded until 2015, but so far they (TCSC) have done well and I would be prepared to pay extra fees – I think it’s excellent value for money.”

Any profits from holiday camps, memberships and from affiliated clubs are put back into the TCSC. With this level of income it was suggested that three full time members of staff could be sustained beyond 2015.

“[The competitive rates] are for a reason, so that we can get people active. We’re not here primarily to make money.”

- **Expansion** – The school is also discussing plans for expansion into a neighbouring school for pupils with additional support needs who have vacated their premises to move to a larger campus. The school would like to acquire this space to increase the sport facilities available. There are discussions proposed between the private company that owns the current school building and Falkirk Council, to work together to apply for funding to create more facilities.

Key Impacts

This CSH has brought about a number of changes including:

- improved use of existing facilities – in school and beyond;
- increased awareness and interest in sport among young people;
- improved coaching provision;
- access to an improved range of sporting and physical activities; and
- increased participation in sport.

The school has recorded an increase in attendance among pupils and also better achievements in the classroom. Although this cannot be completely attributed to the TCSC, the school believes it has an important impact on pupils.