

Club sport in Scotland 2011-2015

A framework for club sport: Ensuring sport clubs are part of the fabric of their community

Putting sport first

sportscotland
the national agency for sport



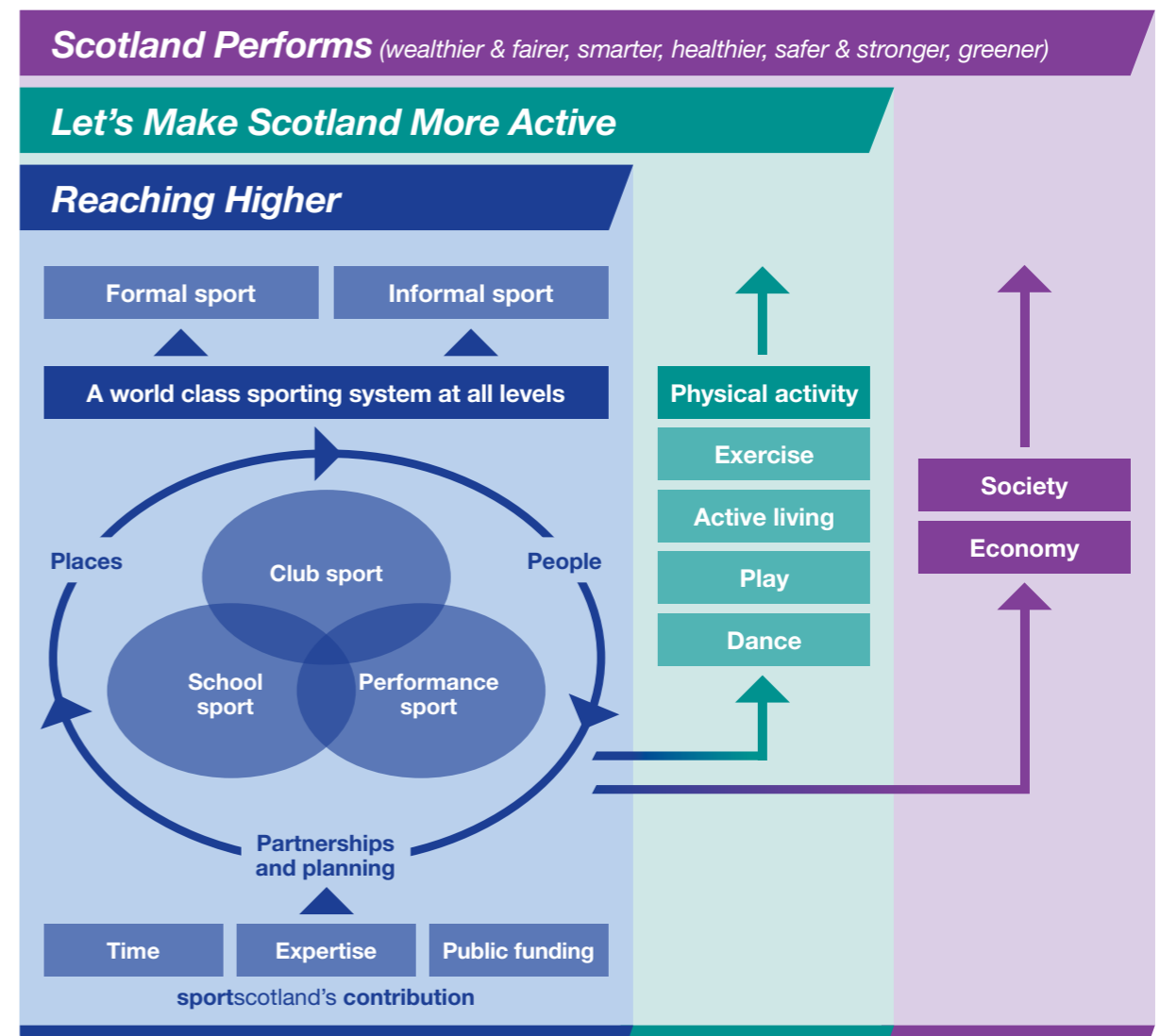
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Introduction

As the national agency for sport, **sportscotland's** vision is a Scotland where sport is a way of life. To achieve this vision Scottish sport needs to focus on developing and supporting a world class sporting system at all levels. This system connects school sport, club sport and performance sport which is supported by people, places, partnerships and planning (as illustrated in the diagram below).

In recent years, **sportscotland** has worked pro-actively with local and national partners to develop key programmes that develop this system. In school sport the development of Active Schools has meant that there are more opportunities to participate within schools and that these opportunities are better connected. In performance sport world class specialist services, through the **sportscotland** institute of sport, have been developed to meet the performance needs of sports and athletes.





Club sport framework

This document provides clear direction to all partners to ensure that we have world class sport clubs in Scotland. It is split into the following 6 priority areas which have been identified through consultation with partners:

One area of the system that has not received significant focus and investment is club sport. Sport clubs are an essential part of our sporting system and we are beginning to focus more on supporting them. For example, we have seen a number of Scottish governing bodies of sport (SGBs) employ regional development managers to better support clubs. However, we need to provide clearer direction that will ensure clubs continue to play their part.

This club sport framework has been developed following our *Corporate Plan 2011-2015* consultation and is based on the thoughts of professionals and volunteers who hold a stake in Scottish sport. The document provides a reference point for **sportscotland** and our national and local partners to inform planning and practice in club sport. It also compliments other strategic sporting documents, like *Reaching Higher*, *Coaching Scotland 2011-2015* and *Volunteering in sport 2011-2015*.

Together, with our partners, we aim to ensure that sport clubs are part of the fabric of their local communities, are focused on improving the quality and quantity of opportunities and play their part in developing and supporting a world class sporting system within Scotland. We also understand that sport clubs come in all shapes and sizes and this framework is intended to be flexible enough to be relevant to a 20 member gymnastics club through to a performance swimming club. We are committed to ethical and inclusive sport and have ensured these values are embedded throughout all aspects of the club sport framework.

Making it happen

As the national agency for sport in Scotland we will set the tone for sport in Scotland by working to the following principles:

Impact – working with partners who can make the biggest difference

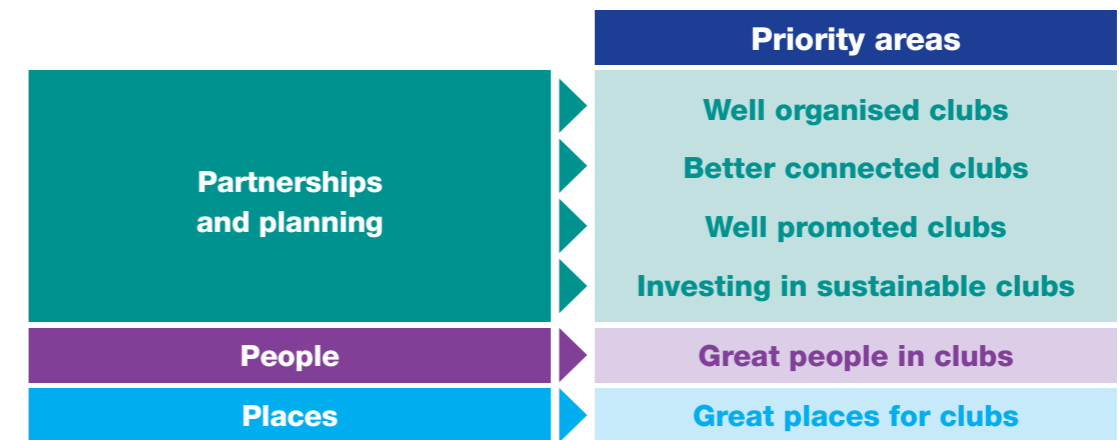
Sustainability – taking a long term approach to our working relationships

Holistic approach – working with partners who want to be part of a bigger vision

High standards – working with partners who aspire to good governance

Additionality – ensuring our investment adds to, rather than replaces activity

Taken together we believe that the application of these key principles will help us to work as a single system with national and local partners over the long term – with shared leadership, risk taking and accountability for actions.



Within each of these areas this framework presents the collective challenges which identify some of the actions that all stakeholders should be focused on to effect change. In addressing these challenges we aim to create a culture of world class sport clubs in Scotland.

In addition, this framework also outlines **sportscotland's** specific commitment to club sport through programmes of investment and partnership working, to ensure that clubs play their part in developing and supporting a world class sporting system within Scotland.



The following pages show the six priority areas that have been identified as **key to achieving our aspirations**.

1

Well organised clubs

We aspire to ensure sport clubs are well run and are supported by local community members. It is essential that club officials recognise they are running a business as well as a club. If we are to develop world class clubs then we need to develop an understanding of clubs and in turn, clubs need to understand their members and local communities. This evidence based approach ensures clubs are developed in line with their members' and local community's needs.

Working to achieve the following aims will ensure that clubs are better organised:

The collective challenge

- All clubs should be encouraged to have a dream
- Where there is demand, new clubs are developed within communities
- Clubs are strong organisations that take a planned approach to the development of their organisation and their activities
- Clubs focus on the quality of what they offer as well as their membership numbers
- Clubs have regular dialogue with, and understand the needs of their members and community and use this information to improve activities
- Ensure that the appropriate administration exists within clubs
- Ensure that club coaches are allowed to focus on coaching
- Everyone with a stake in developing clubs is clear about their role and responsibility
- The bureaucracy that clubs can face is reduced
- Agreed club guidelines, that link our various accreditation schemes, need to be established
- Ensure clubs adopt an appropriate legal status

2

Better connected clubs

We know that the bulk of Scotland's sport clubs are volunteer led and run. We also underestimate the role clubs play in delivering sporting opportunities within local communities. The volunteer nature of clubs needs to be acknowledged by sport professionals and must not be a barrier to establishing partnerships which improve quality and build capacity. Conversely, clubs must want to improve and become stronger organisations.

Working to achieve the following aims will ensure that clubs are better connected and supported locally:

The collective challenge

- Ensure that sport clubs are social places that bring communities together
- Sport clubs should be valued by their communities
- Professional officers in sport are focused on supporting the development of clubs
- Professional officers in sport work when volunteers are active – including evenings and weekends
- Professional officers listen, understand and provide what clubs need
- Sport clubs are better connected to the business sector
- Where appropriate, clubs are linked to their local schools
- Where appropriate, clubs develop talent and are linked to performance opportunities

3

Well promoted clubs

The promotion of sport clubs is often a task that comes down the pecking order on a club's to-do list. Consequently sport clubs often have a poor profile locally and aren't widely known in their community. In order to make clubs more visible locally, we need to prioritise the promotion of clubs within their local communities. More visible clubs will have a stronger community identity/standing and will be better supported by their local community.

Working to achieve the following aims will ensure that clubs are better at promoting what they offer local communities:

The collective challenge

- Information on club activities is easily accessible and available locally, regionally and nationally
- Clubs are supported on how to promote their activities
- Clubs promote the breadth of opportunities they offer a community, i.e. not just participating but also volunteering
- Excellent practice in clubs is identified, shared and rewarded



4

Investing in sustainable clubs

We need to ensure that sport clubs operate in a sustainable way. To be sustainable, clubs need to be focused on income generation and reducing grant dependency. We are aware that clubs benefit from investment from partners, such as **sportscotland**, but we are committed to ensuring investment supports clubs to become sustainable rather than dependent.

The following aims will ensure we are investing in clubs in a sustainable way:

The collective challenge

- Clubs are focused on developing in a sustainable way
- Clubs are supported to become self funding
- Clubs are supported to attract sponsorship
- Help is provided to the clubs that want to help themselves
- Ensure all investment is based upon need and has an impact
- Make funding for clubs easier to understand and access
- Priority is given to pro-active well organised clubs with ambition to grow and develop

5

Great people in clubs

We know that the best sport clubs are those with strong leadership, clear plans and the support of committed volunteers. As well as encouraging more participants, sport clubs must ensure those volunteering in clubs are supported to be the best they can be. After all it is people who make clubs fun places to be. We also need to ensure that existing club leaders are supported and future leaders are identified.

The following aims will ensure we are supporting the people who are committed to developing sport clubs:

The collective challenge

- Empower more people to take on roles in their local sport club
- Speak to potential volunteers and ask if they will help and what they would like to do
- Develop the family ethos within clubs
- Make sure that the right people are in the right job for them and the club
- Professionals in sport development help clubs to recruit and support club volunteers
- Support is provided to develop the people who lead clubs
- Invest in our future leaders now through youth leadership
- All people involved in clubs are valued for their work
- Develop all people involved in clubs
- Where appropriate, increase the number of paid people working in clubs



6

Great places for clubs

It is important that sport clubs are able to operate in the most appropriate places within their local community. Club sport is only one part of the jigsaw of sports provision locally but we need to ensure that clubs can access the facilities that allow them to grow and develop.

The following aims will ensure that sport clubs have access to the right places:

The collective challenge

- Support clubs so that they can access facilities at the right time and at the right price for their members
- Where appropriate support clubs to develop / take ownership of their own facilities
- Maximise the potential of the school estate
- Work together with partners to develop facility plans that support the development of clubs

If we are going to overcome these challenges and develop world class clubs in Scotland we all need to consider what we can each do to make a change and work together better.

This framework is intended to help you consider what you can do or how you can work better with partners to help develop club sport. The following section identifies some of **sportscotland's** contribution to the club sport framework.

sportscotland will:

- Encourage partners to embrace and deliver against the club sport framework
- Provide best practice information and tools in the areas of club governance, development and administration
- Establish national guidelines for sport clubs in Scotland that links existing practice on club accreditation and development
- Ensure that the Active Schools and Sport Development Networks connect schools to local clubs
- Support the development of sport development professionals on how to engage and support their local clubs
- Invest in community sport hubs that strengthen clubs within their local communities
- Invest in identified SGBs to deploy regional development managers who focus on supporting the development of clubs
- Use the market segmentation tool to help understand local communities
- Develop Project Fusion to assist SGBs in gathering quality membership information and support the relationship between them and their members and clubs
- Develop the Work out for Sport programme to encourage corporate volunteering in clubs
- Work with partners to ensure that young leaders are integral to clubs
- Ensure **sportscotland** products and programmes can be applied with minimum time and effort
- Promote the *Coaching Scotland 2011-2015* and *Volunteering in sport 2011-2015* frameworks. They identify the key areas required to strengthen coaching and volunteering in Scotland
- Bring these frameworks to life by deploying a team of regional coaching & volunteering managers
- Support qualified coaches who are deployed in clubs
- Implement the Positive Coaching Scotland programme to create positive environments for young people in sport
- Invest in clubs that are connected locally and committed to grow and improve
- Establish a single 'funding for club sport' portal for clubs to access **sportscotland** funding streams
- Invest in SGBs and local authorities to develop club sport
- Invest in more small projects to directly impact local sport clubs
- Work with local partners to improve club access to the outdoors, school estate and community facilities

We ask that you identify the aspects of this framework which you can influence. If you focus on these opportunities and work with others **you will be playing your part in developing and supporting world class sport clubs in Scotland.**



Summary

This is a hugely significant and exciting time for sport in Scotland and across the UK. We have an unparalleled decade of sporting opportunities to **inspire and engage more people in the benefits and joys of sport**, and thus increase participation.

Sport clubs can play a crucial role in Scottish sport by focusing on growing capacity and improving the quality of the services they offer.

Wouldn't it be great if we knew that Scottish communities had world class sport clubs in them? World class sport clubs that forge strong partnerships, understand the needs of their members and wider community, have strong leadership, have enough volunteers and develop their volunteers, operate out of the right places and are valued within their community.

Regardless of the agency you represent – be it club, local authority, governing body or any other stakeholder, this framework provides each one of us with a common direction to develop world class sport clubs in Scotland. Use it to identify your contribution and together we will help to develop and support **world class sport clubs for Scotland**.



Regardless of the agency you represent – be it club, local authority, governing body or any other stakeholder, **this framework provides each one of us with a common direction to develop and support world class sport clubs in Scotland.**

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The **sportscotland** group is made up of **sportscotland** and the **sportscotland** Trust Company (national centres). **sportscotland** incorporates the **sportscotland** institute of sport, the high performance arm of **sportscotland**.



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