



runningsports

Sport England supporting clubs and volunteers

fund-raising, grants and sponsorship



www.runningsports.org

what is runningsports?

The runningsports programme has been created, and is funded, by Sport England for the benefit of volunteers working in sport.

The runningsports programme provides products and services in a variety of formats to support the work undertaken by volunteers and sports development officers. From Role Outlines, Top Tips and Quick Guides through to workbooks, workshops, e-learning and qualifications, the range of resources supports three key themes of club and volunteer development:

- governance and administration
- finance and funding
- volunteers and volunteer management.

For further information about runningsports, visit

www.runningsports.org

or call 0800-363 373.



Throughout this Quick Guide, reference is made to 'clubs'. This term is used to include all sports organisations, such as leagues, county and area associations and other community groups, that provide opportunities, whether in an organised setting or a more informal environment.

The term 'parent' includes carers, guardians and other next-of-kin categories.

contents

what does a fund-raiser do?	1
assessing your needs	2
how to raise money	2
fund-raising ideas	3
Community Amateur Sports Clubs (CASCs) and charitable clubs	4
donations and membership	10
grant applications and loans	11
Sport England sources of funding	12
sponsorship	13
marketing	16
promotion and publicity	19
sources of funding and advice	20
useful contacts	23
more help from runningsports	25

what does a fund-raiser do?

The role of the fund-raiser is to promote, market and raise awareness of a club in order to increase its funds through sponsorship and the establishment of long-term fund-raising relationships. The role also consists of developing new and imaginative fund-raising ideas, some of which may mean working with different media to promote and market your club, and obtaining grants where relevant.

Here is a summary of some of the key tasks the fund-raiser may take on directly, or delegate to other members of the committee:

- identify where funding is required
- build and maintain long-term fund-raising relationships
- identify and approach potential sponsors/donors
- identify and seek potential funding opportunities

- raise awareness
- work with media outlets to promote, market and advertise forthcoming events
- engage club and organisation members in fund-raising activities
- write reports
- manage and update databases
- liaise with the treasurer.

A good fund-raiser will be:

- able to research, plan and devise strategies
- confident and an effective communicator
- able to act as spokesperson for your organisation

2 fund-raising, grants and sponsorship

- computer literate and have a working knowledge of Microsoft Word and Excel (spreadsheets are helpful)
- creative and innovative
- enthusiastic
- motivated
- able to remain positive in stressful situations
- flexible and adaptable
- capable of undertaking research.

assessing your needs

Before you start to raise funds, you need to consider:

- how much money you currently have
- what you want money for
- how much extra money you need
- what the best way of raising funds is.

Specific areas within your club, where funding is required, need to be identified to ascertain how much funding you need to raise and what methods you need to use to raise it. For example, it could be that you need additional sports equipment and, by hosting a raffle or a small event, enough would be raised to accomplish your budgetary goal. On the other hand, you may need to purchase a new bus for transport purposes, in which case your financial target would be somewhat larger and may require more substantial sponsorship or a grant.

how to raise money

Fund-raising is the art of getting money for specific projects or club activities. There are many ways of raising money, including:

- membership subscriptions
- seeking donations
- obtaining grants
- organising fund-raising events
- running lotteries
- obtaining sponsorship.

The fund-raiser must know:

- what makes organisations worthy of support
- how to tell people about the value of their cause
- how to identify various people and organisations that might donate to them
- how to reach these potential supporters
- how to get an immediate and helpful response.

fund-raising ideas

Fund-raising ideas seem only to be limited by people's imagination. Here are some suggestions to get you started:

social events

- Antiques roadshow
- Bowling event
- Breakfast/brunch party
- Car rally
- Casino evening
- Ceilidh (country/folk dance night)
- Coffee morning
- Concert
- Disco
- Duck race
- Gala or celebrity sports dinner
- Progressive meals (from one house to the next – charge for food)
- Quiz or race night
- Skittles evening
- Talent or fashion show
- Themed party (eg Halloween, Easter, murder mystery evenings)
- Wine tasting.

sponsored events

- Giving up chocolate, sweets, fizzy drinks etc
- Growing/removing moustaches/beards/hair on legs etc
- Marathon game/dance/juggle etc
- One-day fast
- Pram push
- Record-breaking attempts
- Silence
- Swim/walk/run/hop/three-legged run/cycle etc
- Toddle.

other events

- Auction (post-event mini-auction)
- Bring-and-buy sale
- Buttons and pins/badges sale
- Cake-making competition
- Car boot sale
- Car parking (for event)
- Car show
- Car wash
- Celebrity autograph/photo session
- Donations in lieu of gifts for birthdays, weddings, anniversaries, in memory of loved ones etc

- Flea market
- Garage sale
- Lottery
- Mile of pennies/10 pences
- Raffle
- Second-hand kit sale
- Souvenir sports books/programmes sale.

using facilities and programmes to raise money

- Install vending/drinks machines
- Publish a cookbook/poetry book/joke book
- Rent out facilities
- Sell programme advertisement space
- Sell space on perimeter advertising boards.

Community Amateur Sports Clubs (CASCs) and charitable clubs

Two means of gaining tax concessions exist for sports clubs. A sports club can achieve either CASC status (registered with HM Revenue & Customs – HMRC) or charitable status (registered with the Charity Commission in England and Wales, the Office of the Charity Regulator in Scotland, and The Department for Social Development in Northern Ireland). There is a new 'fit and proper persons' test for sports clubs to satisfy before they are entitled to get the tax benefits available to a charity or CASC. This test broadly requires that the club's financial managers should be fit and proper persons, normally a condition that should not be difficult to satisfy.

CASCs

The CASC scheme recognises the important role played by sports clubs in local communities and is able to differentiate between clubs and businesses for rates and tax purposes.

Registered CASCs have the opportunity to claim 80% mandatory rate relief on business rates. Local authorities can also grant an extra 20% rate relief to clubs at their discretion.

The initiative is an opportunity to keep money in the sport and recreation sector.

Financial consultants Deloitte's figures show that, to date, over 5500 clubs have registered for CASC status. Many clubs have financially benefited from rate relief and Gift Aid on donations or fund-raising, making an estimated saving of nearly £80 million since 2002.

Key benefits:

- Clubs gain a mandatory 80% rate relief (funded by central government).
- Local authorities can grant a further 20% rate relief.
- Clubs receive Gift Aid on donations from individuals by reclaiming 28p of every £1 donated. From 2011, this will reduce to 25p for every £1 donated.
- Clubs are exempt from Corporation Tax on bank and building society interest.
- Clubs gain exemptions from Corporation Tax on profits from trading and fund-raising, where gross income is less than £30,000 per annum, and from income from property, where gross income is less than £20,000 per annum.
- Clubs are exempt from Corporation Tax on chargeable gains.

To read more about the benefits CASC status could offer your club, go to www.cascinfo.co.uk

how to qualify for CASC status

The club's governing documents (constitution, memorandum, articles and club rules) must make explicit the following four principles, relating to how the club is run:

- There must be a policy of open membership, and the club must not discriminate in terms of sex, race, religion, ability etc.
- The core purpose of the club must be to promote one or more sports/activities.
- The club must be non-profit-making and any surplus profits must be reinvested into the club.
- There must be a dissolution clause stating that, in the event of the club being wound up, any remaining assets will be distributed to either the governing body of the sport(s), a charity or another CASC.

how to apply for CASC status

You will need to send the following to HMRC:

- a completed application form
- a copy of the club's governing documents
- a copy of the club's latest accounts
- a copy of any prospectus, member's handbook, rule book and any other relevant document.

runningsports runs a workshop on CASC called 'How to Get Tax Breaks for Your Club'. Contact runningsports for further details, or visit www.runningsports.org

charitable status

Having charitable status can result in substantial benefits. These include:

- 80% mandatory business rate relief on premises used wholly or mainly for charitable purposes (plus a further possible 20% discretionary relief)
- the potential to avoid paying Income/Corporation Tax (in the case of some types of income), Capital Gains Tax or Stamp Duty, and gifts to charities are free of Inheritance tax
- special Value Added Tax (VAT) treatment, in some circumstances
- the ability to raise funds from the public, grant-making trusts and local government more easily than non-charitable bodies
- the ability to raise extra income through Gift Aid, if you are a charity. For each £1 given by an individual, 28p can be recovered by the charity from HMRC. From 2011, this will reduce to 25p for every £1 donated.

Most of the tax exemptions apply only to the extent to which income is applied for charitable purposes.

Obtaining charitable status can be quite difficult for clubs, although some of the activities they offer may qualify. Historically, the basic requirement was to be established for one of the following qualifying charitable purposes:

- the relief of poverty
- the advancement of education
- the advancement of religion
- other purposes beneficial to the community
- in relation to the provisions of the Recreational Charities Act 1958.

The Charities Act 2006 extended these purposes and builds on the existing terms for amateur clubs. Since 2008, it has helped to speed up the gaining of charitable status for amateur sport.

Historically, clubs could qualify for charitable status under the Recreational Charities Act 1958. The provision of facilities for recreation or leisure time will normally be accepted as being exclusively charitable if they are provided:

- for public benefit
- in the interests of social welfare
- with the intention of improving quality of life.

Additionally, if your club has a youth section, it could ensure it is independently organised, with an appropriate constitution, so that it comes within the educational charitable purpose (ie it is providing facilities that assist in the physical education and development of young people).

Since November 2001, clubs have been able to register as a charity if they promote community participation in healthy recreation, by providing facilities for playing particular sports. In order to qualify, membership must be open to the whole community, without discrimination and with affordable membership fees. Facilities should be available to all members. These continue to be the qualifying conditions post-Charities Act 2006.

Further guidance on this subject can be obtained from leaflet RR11 'Charitable Status and Sport', published by the Charity Commission. To view a copy, visit the Charity Commission website at www.charitycommission.gov.uk/publications/rr11.aspx

There are restrictions on what charities can do, both in terms of the types of work they do, and the ways in which they can operate:

- A charity must have exclusively charitable purposes. Some clubs may have a range of activities, some of them charitable, some of them not. To become a charity, the club would have to stop its non-charitable activities. (The non-charitable activities can, of course, continue if carried out by a separate, non-charitable club or trading subsidiary if commercial).
- Strict rules apply to trading by charities. Guidance on this can be found in 'Trustees, trading and tax – How charities may lawfully trade' (CC35). To view a copy, visit the Charity Commission website at www.charitycommission.gov.uk/publications/cc35.asp
- Trustees are not allowed to receive financial benefits from the charity that they manage, unless this is specifically authorised by the governing document of the charity or by the Charity Commission. Financial benefits include salaries, services, or the awarding of business contracts to a trustee's own business from the charity. Benefits, which are incompatible with the establishment of a club for exclusively charitable purposes, cannot be authorised at all.
- Trustees must avoid any situation where charitable and personal interests conflict.



8 fund-raising, grants and sponsorship

Charity law imposes certain financial reporting obligations; these vary with the size of the charity. Further details may be found in the Charity Commission guidance 'Reporting and Accounting: The essentials' (CC15a). To view a copy, visit the Charity Commission website at www.charitycommission.gov.uk/publications/cc15a.aspx

Charities may still find themselves caught within the tax net. While there are exceptions for one-off fund-raising events, it is rare to

escape tax on trading activities carried on within a charity. For example, where a charity wishes to benefit substantially from permanent trading for the purpose of fund-raising, trustees should consider creating a subsidiary trading company. This avoids the risk of committing a breach of trust and tax problems; the profits of the trade may be passed on to the charity in a tax-efficient way under the Gift Aid scheme (which includes payment made under deeds of covenant).





JustGiving

Sport England has got together with JustGiving and the Central Council of Physical Recreation (CCPR) to make it easier for clubs to raise money and claim Gift Aid, enabling volunteers to spend more time on sport and less time on administration.

JustGiving, the online fund-raising website, is now offering the same tools to CASCs that it provides to the biggest charities in the UK. It has committed to delivering its award-winning online fund-raising service and industry-leading expertise to CASCs free of charge (apart from a transaction charge).

There are lots of benefits to fund-raising online:

- You can raise money more easily, quickly and efficiently.
- JustGiving make claiming Gift Aid easy, as they do all the administration for you, saving you time and money.
- Through Gift Aid, the Government will currently give you up to £28 for every £100 you raise. Yet the HMRC has estimated that only 10% of CASCs are utilising their ability to claim Gift Aid.
- Payments through JustGiving are weekly, so you know when they are coming and can plan ahead.
- You can reach a lot of people by fund-raising online, even if they live a long way away from you. You don't need to collect money directly, as donations are made by credit or debit card.
- You can get access to your fund-raising data, at any time, easily.

- You benefit from free support from real people at the other end of the phone, for you and all your club's givers.
- JustGiving have dropped their subscription fees for all CASCs.

How to sign up for your free JustGiving account

If you are already a CASC, visit <http://charities.justgiving.com/justgiving-for-cascs>

You will get:

- step-by-step registration help
- a JustGiving web page for your club and unlimited JustGiving pages for your club's members to raise money through
- expert fund-raising guidance and expertise
- help from a person at the other end of a phone if you need it, for both your club and your members.

Ashley Cricket Club, a member of the Mellor Braggins Cheshire Cricket League, has been taking advantage of its CASC status to raise money using JustGiving.

In the space of two weeks, it raised £480 in donations and received a further £140 in Gift Aid.

not a CASC?

See page 5 to find out more about registering as a CASC.

donations and membership

Your club needs to raise funds for a new clubhouse as part of a facility grant application. One way of trying to involve local people and businesses to support your cause is to raise donations.

To be successful at raising donations, you must:

- have a worthy cause that enables people to understand clearly the benefits a donation will bring to:
 - the community (eg providing sporting and social facilities for local people)
 - the donor (eg recognition that they have contributed to a successful scheme)
- know your potential donors:
 - the captive audience (your club members)
 - those indirectly linked with your club (family and friends)
 - the community (local businesses, local resident groups, schools, local authority, parish or district council)
- set a target you are looking to raise
- set levels for donations (eg £100 to place an advert in the club newsletter, £250 to have your name on a special board in the new clubhouse, £500 to sponsor a brick at the front of the clubhouse, £10,000 for the naming rights of the clubhouse)

- have a team of trained volunteers to help you give everyone a clear role within the team
- be realistic about your expectations
- give your campaign a time frame to ensure it remains focused and high profile
- acknowledge your donations in your newsletter or on your website.

Raising funds from your membership is an easy but often controversial method. Here are some suggestions; however, be careful to find out whether your membership will support these ideas:

- raising membership fees
- putting a small levy on match fees
- asking members to make donations
- asking members to make a bequest in their wills
- introducing social membership
- increasing the size of the social membership
- putting up the bar prices with a small levy on each drink
- adding to your hire charges.

grant applications and loans

A large number of organisations make grants or loans to sports groups. Some of these operate at a national level, but still consider local-level applications, while others are locally based to benefit sportspeople within the community. Each grant-making body will have different objectives and will vary in the way they invite applications for funds and process these applications.

The organisation granting your club a loan will need to be satisfied that you are capable of repaying it within the agreed term and will probably require a business plan and at least three years' accounts as supporting information.

Each grant-making organisation will have its own reasons for awarding grants, and it is likely that these will be closely linked to the aims and objectives of that organisation.

It is important you understand the objectives or purposes of any grant-making body before you apply for funding.

Each application will differ. Some organisations provide a standard application form for completion, while others ask you to submit details of your project or funding requirements. At first sight, many of the application forms may appear to be complicated and detailed. However, most grant-making organisations are happy to help you complete the forms and will advise you at an early stage about the suitability of your project and your chances of success.

For a list of useful contacts and grant-making bodies, see pages 20–24.



Sport England sources of funding

Sport England is committed to the creation of a world-leading community sport system. This includes focusing investment on organisations and projects that address at least one of Sport England's three strategic outcomes: **growing** and **sustaining** participation in grass-roots sport and creating opportunities for people to **excel** at their chosen sport.

Sport England has a number of funding programmes open to a wide range of organisations. These include sports clubs, voluntary or community organisations, local authorities, schools, colleges and universities.

Each fund has been carefully designed to support Sport England's strategy, and money is distributed in two ways:

• **Through solicited applications** – Around £158 million a year will be invested in organisations that have specific objectives related to community sport, such as national governing bodies, county sports partnerships and local authorities.

• **Through open applications** – A maximum of £45 million a year is available for investment in a wide range of organisations, such as clubs and associations. Applications are judged on their merits against transparent and relevant criteria.

open funding

• Themed funding rounds

Projects that meet the criteria within a given themed round will receive grants of over £10,000 to grow and sustain participation in community sport.

• Small Grants Schemes

Grants of between £300 and £10,000 will be provided to support sport in communities. The application and award processes will be as streamlined as possible.

• Innovation Fund

Funding will be provided to a limited number of large projects to test out new ideas that could have wide application. This area of funding may pose greater risk but offers a larger potential reward.

• Sportsmatch

Grants of between £500 and £100,000 will be provided to clubs and other bona fide organisations that need Sport England grants to bring in other funding.

mixed solicited/ open funding

• Sustainable Facilities Fund

Funding will be provided to support sustainable investment in major sports facilities. This programme is additional to the facilities funding that Sport England are investing through national governing bodies of sport.

More information about all of the funding programmes can be found on Sport England's website at www.sportengland.org/funding.aspx

sponsorship

Over £1 billion per year is invested in sport through sponsorship, particularly at the highest level of televised sport. However, there are different levels of sponsorship available, many at a local or regional level.

The importance of tax implications (Corporation Tax and VAT particularly) should be considered – see the *Taxation and Sport Quick Guide* for more details. To download a free copy or to purchase other Quick Guides in this series, visit www.runningsports.org

Companies sponsor sport for a number of reasons, including the following:

- Publicity – Most companies want their names to be better known. A national company is more likely to be looking for a national impact, so if your event is of mainly local interest, seek support from companies who operate locally.
- Corporate image – Many companies try to project a good image of themselves to the public and their employees. They will seek to match sponsorship with their own image, whether it be young and dynamic or mature and relaxed.
- Public relations/community involvement – Successful businesses feel their responsibility stretches further than just profits, and sponsorship can show that a company cares about its community and is prepared to invest in the future and the welfare of the people it serves.
- Direct marketing – Companies can use sponsored events as a sales outlet. This might be particularly attractive to manufacturers of sports equipment and clothing or other products, such as sports drinks.
- Endorsement – A manufacturer may provide free goods to a successful club or individual, potentially increasing sales, as customers will associate good performance with its products.
- Educational sponsorship – Companies sponsor school or student events and programmes to influence students, parents and teachers to build long-term affinity with the company.
- Client/corporate hospitality – Sponsorship can open a dialogue between companies to show the sponsor as a global player with whom you would want to build a relationship. Sponsored events are also popular for entertaining clients, business associates, the media and others.
- Target marketing – Direct access to a specific group of committed potential customers in order to sell a product or service can also be achieved through sponsorship of an event/club.
- Community development – A number of companies are looking to extend their influence into local communities in a range of ways.

Sponsorship is a business deal between two parties, where both parties benefit from the arrangement. If a club approaches a company for sponsorship without offering something in return, it is unlikely to be successful.

finding a sponsor

Finding a sponsor can be very hard work and time-consuming. By planning carefully, you should be able to reduce the amount of work and achieve greater success. However, there are no short cuts, and you are likely to receive a few rejections before you are able to negotiate a successful sponsorship agreement.

It makes sense to start with your members and their partners, who may have workplace contacts and who may be useful in identifying companies or individuals who may be prepared to discuss sponsorship.

Find out about the best people to contact and look at how companies advertise. Discover as much as you can about potential sponsors by using the Internet and local libraries to source annual reports, newsletters, press cuttings and, if possible, personal contacts.

Be quite clear on what you have to offer. Be prepared to adjust this to suit the sponsor – this is something they will often welcome.

top tips for getting a sponsor

- Apoint a sponsor coordinator.
- Decide what you are seeking sponsorship for.
- Draw up a shortlist of companies.
- Write the sponsorship-seeking letter.
- Follow up each sponsorship-seeking letter with a telephone call.
- Write a sponsorship proposal.
- Indicate the next action.

Likely outcomes:

- You receive no reply and the marketing manager is unavailable when you phone. It is worth trying again, but do not persist beyond two or three calls.
- You are invited to meet with a company representative to discuss your proposal further. Plan for the meeting by asking them beforehand what information they require. Invite them to an event so they can become more familiar with your organisation.
- You may progress well down the path of negotiating a sponsorship agreement, but fall at the last hurdle. In this case, thank the company for their interest, suggest you keep in touch with one another and ask for some feedback on your proposal and the reasons for their withdrawal.
- You are successful – this results from careful planning and targeting, establishing realistic proposals and good negotiation. Arrange a meeting as soon as possible with your potential sponsor. The meeting should be planned and you should go to it fully prepared so that you make clear:
 - what your club can offer the potential sponsor
 - what benefits they will get from sponsoring your club
 - how much sponsorship you require from them
 - the term of the sponsorship.

working together

Once a sponsor has invested in your project, it is essential that it runs smoothly and delivers high-quality experiences to participants and spectators. Keep the sponsor involved and interested in the project, as this will maintain their attention and demonstrate to them the value of their investment.

- Work closely with your sponsor at all times.
- Have a clear procedure for reporting news to the sponsor.
- Look for ways to increase the newsworthiness of the event by creating interesting photocalls or background features.
- Give sponsor logos prime position at any event and in all supporting material.

the sponsorship agreement

Lengthy, detailed contracts may not always be necessary, but sponsorship is business and it is in your interest to protect yourself and your club as much as possible in case something goes wrong. At the very least, there should be an exchange of letters between the appropriate people from each organisation, stating what each will do and how each will benefit. An agreement should include details of:

- the title to be used for an event or a team
- which competitions, events or projects are to be included in the agreement
- relevant dates or events and the duration of the contract
- financial terms, including dates of payment and VAT liabilities

- what the sponsor is getting for their money (hospitality, tickets etc)
- the production of banners, kit and other promotional materials, including how big, when, where, who produces them and who pays
- options to advertise, display goods and carry out direct trade at free ticket events
- the number of free tickets to be allocated, notice required, who for, and for which seats
- programme advertising and copy submission dates
- photography and video rights
- insurance – details of insurance against cancellation, public liability and injury
- a termination clause – you should ensure there is a termination clause in case of problems with the club or the sponsor failing to keep their side of the bargain.



keeping the sponsor

Once you have found a sponsor, you want to keep them. Delivering the goods is essential; keeping to your agreement and delivering the benefits you promised in your sponsorship proposal will lead to a successful partnership. However, there are some special touches you can add that may make the difference between just a good business relationship and a growing interest in your organisation:

- Keep the sponsor informed of your progress.
- Evaluate your project.
- Send press cuttings on a regular basis.
- Be sure to invite representatives of the sponsor to appropriate events.

- Record any television or radio coverage of your event and ensure the sponsor receives a copy promptly.
- Be sure to offer any further opportunities to your existing sponsor first.
- Discuss renewal of your agreement well in advance.
- If you have other sponsorship agreements, make sure the sponsors complement, rather than compete with, one another.
- Give a full, frank and accurate final report that assesses achievements against the original objectives of both parties.

marketing

Marketing is the process of matching a product or service with people who need it. These people are referred to as the **market**. Marketing also involves a planned approach to **sell** goods or services.

The number and types of leisure opportunities have increased enormously in recent years. Marketing has therefore become more important to ensure clubs and sports survive and develop. Clubs need a marketing plan to attract, increase and retain members and

volunteers. An individual, often called the communications officer, should be appointed with the overall responsibility for implementing the marketing plan. Marketing is about influencing people, as well as raising money.

sample marketing plan

Aim: The club feel it is necessary to improve their communication and marketing to partners, in order that they can maximise the opportunities to achieve the overall sports development plan.

Objective	Activity	Timescale and Lead Responsibility
Launch club website	Register domain, build website	
Appoint communications officer		
Create club introduction pack		
Use club website effectively		
Create posters		
Develop advertising		
Send out mailshots		
Distribute flyers		
Work with local magazines		
Direct mail		
Build relationships with local and national press		
Reach people through social media (eg Facebook or YouTube)		

Identify and understand the product or service you are offering. What are the particular benefits and attractions of your organisation?

- Does it provide friendship and social opportunities?
- Do you offer coaching and a chance to improve standards?
- Are you an accredited Clubmark club?
- Do you provide opportunities for all?
- Do you have attractive facilities?
- Can you provide high-level competition?
- Are you conveniently located?

Have a clear idea of what you are trying to achieve through marketing. Is the goal to increase the numbers playing, or do you want to develop world champions? Your decision will determine the type of marketing plans needed, but remember: buyers buy benefits.

You need clear objectives, which might include:

- an increase in player, coach and volunteer membership
- improved performance levels throughout the club
- success in high-level competition
- increased participation through new sections or teams
- attracting outside financial support to improve facilities
- increased community involvement and social opportunities.

identify the target groups

Target groups comprise people who share a common identity or interest (eg gender, occupation, age group, educational background, residential location, other leisure interests, ages of their children).

Look at your own members and think of the common factors they share. What are their interests, backgrounds or ages? Why do these people participate in your activities? If your organisation is large, perhaps you could ask each member to fill in a short questionnaire, which can also provide demographic information for sponsors and the media.

Be aware of what is important to your target group and tailor your approach to suit their needs. Once you have worked out your target group, prepare:

- a summary of your objectives
- a description of your target market
- an outline of the product or service you are selling
- the method by which you intend to target this market.

Remember that a marketing plan will require financial support to deliver its objectives. Allow for this in your budget.

Get to know your members and their parents. Well-resourced clubs may have a member or parent who works in marketing – why not try to use their expertise in this area?

Further information can be found in the *Promoting and Marketing Your Club* Quick Guide.

promotion and publicity

Promotion brings your organisation to the attention of the market. There are many forms, including displays, badges and stickers, club kit with logo, and paying for advertising space in the local paper.

Promotion is not just an advertising campaign. It should also create a positive general public awareness of your organisation and its activities. Publicity in newspapers, on the radio, television and the Internet are forms of promotion. Local newspapers, television companies and websites are often eager to accept local news stories.

Always test your ideas by trying them out on your friends, family, club colleagues and other members before going public with them.

Before starting your promotional campaign, make sure your organisation can cope with the likely demand. If a large number of people

suddenly apply for membership, are you able to deal with this increase?

Club websites and Facebook pages are other great ways of promoting and publicising your club. You can have up-to-date news and results on your site, and you can also sell advertising space if your website becomes popular. Again, look at your members and their parents to see if there is someone who works in web design and may be able to design and update the site.

As well as promoting your club through the various media mentioned, it is imperative to work with the same varied sources available to promote, market and advertise forthcoming events at your club, so as to gain awareness and achieve whatever goal it is that you are aiming for (ie increased finance for the club, increased visibility to attract new members, increased fan base).



sources of funding and advice

grants to support individual performers

- Dickie Bird Foundation – www.thedickiebirdfoundation.co.uk
- Ron Pickering Memorial Fund – www.rpmf.org.uk
- SportsAid – www.sportsaid.org.uk or www.tass.gov.uk

community grants

- Biffaward – www.biffaward.org/projects/amenity.php
- Big Lottery Fund – www.biglotteryfund.org.uk
- Capacity Builders – www.capacitybuilders.org.uk
- Coalfields Regeneration Trust – www.coalfields-regen.org.uk
- Dickie Bird Foundation – www.thedickiebirdfoundation.co.uk
- Local authorities – check with your local authority's department of leisure, recreation or sport
- Sport England – www.sportengland.org/funding.aspx

grants focusing on young people

- Children in Need – www.bbc.co.uk/pudsey/grants
- Children's Fund – www.everychildmatters.gov.uk
- Lord's Taverners – www.lordstaverners.org
- Prince's Trust – www.princes-trust.org.uk
- Youth Opportunity Fund and Youth Capital Fund – www.everychildmatters.gov.uk/youthmatters/youthopportunity/youthfunds

sport/activity-specific grants

- Football Foundation – www.footballfoundation.org.uk
- Inland Waterways Association Restoration Grants – www.waterways.org.uk
- Peter Harrison Foundation – www.peterharrisonfoundation.org/programme.htm
- Waterways Trust Small Grants Scheme – www.thewaterwaystrust.org.uk

loans

- Brewery loans – www.inn-service.co.uk
- Charity Bank – www.charitybank.org
- Futurebuilders – www.futurebuilders-england.org.uk

other sources of advice

- Access Funds – www.access-funds.co.uk
- Charities Information Bureau – www.fit4funding.org.uk
- Directory of Social Change – www.dsc.org.uk
- European Social Fund – www.esf.gov.uk
- Funding Finders – www.fundingfinders.co.uk
- Grantsnet – www.grantsnet.co.uk
- Grants Online – www.grantsonline.org.uk
- J4b Grants – www.j4b.co.uk
- Pro-funding – www.fundinginformation.org
- Sport England – www.sportengland.org
- Women's Sport and Fitness Foundation – www.wsff.org.uk

Also see Useful Contacts for more organisations that could help.





useful contacts

Sport and Recreation Alliance

Burwood House
14–16 Caxton Street
London SW1H 0QT
Tel: 020-7976 3900
Website: www.sportandrecreation.org.uk

Child Protection in Sport Unit

NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116-234 7278
Website: www.thecpsu.org.uk

county sports partnerships

For a complete list of county sports partnerships, check out the Sport England website at www.sportengland.org and search for 'county sports partnerships'.

Department for Social Development

Charities Branch
Voluntary and Community Unit
3rd Floor Lighthouse Building
1 Cromac Place
Gasworks Business Park
Ormeau Road
Belfast BT7 2JB
Tel: 028-90829 427
Website: www.dsdni.gov.uk

English Federation of Disability Sport

SportPark
3 Oakwood Drive
Loughborough
Leicestershire
LE11 3QF
Tel: 01509-227 750
Website: www.efds.co.uk

National Association for Voluntary and Community Action (NAVCA)

The Tower
2 Furnival Square
Sheffield S1 4QL
Tel: 0114-278 6636
Website: www.navca.org.uk

National Council for Voluntary Youth Services

3rd Floor
Lancaster House
33 Islington High Street
London N1 9LH
Tel: 020-7278 1041
Website: www.ncvys.org.uk

national governing bodies of sport

For a complete list of national governing bodies, check out the Sport England website at www.sportengland.org and search for 'national governing bodies'.

Office of the Scottish Charity Regulator (OSCR)

2nd Floor
Quadrant House
9 Riverside Drive
Dundee DD1 4NY
Tel: 01382-220 446
Website: www.oscr.org.uk

SkillsActive

Castlewood House
77–91 New Oxford Street
London WC1A 1DG
Tel: 020-7632 2000
Website: www.skillsactive.com

Sport England

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1551
Website: www.sportengland.org

Sport Northern Ireland

House of Sport
2a Upper Malone Road
Belfast BT9 5LA
Tel: 028-9038 1222
Website: www.sportni.net

Sporting Equals

1301 Stratford Road
Hall Green
Birmingham B28 9HH
Tel: 0121-777 1375
Website: www.sportingequals.com

sports coach UK

Chelsea Close
Off Amberley Road
Armley
Leeds LS12 4HP
Tel: 0113-274 4802
Website: www.sportscoachuk.org

sportscotland

Doges
Templeton on the Green
62 Templeton Street
Glasgow G40 1DA
Tel: 0141-534 6500
Website: www.sportscotland.org.uk

Sport Wales

Sophia Gardens
Cardiff CF11 9SW
Tel: 0845-045 0904
Website: www.sportwales.org.uk

Sports Leaders UK

23–25 Linford Forum
Rockingham Drive
Linford Wood
Milton Keynes MK14 6LY
Tel: 01908-689 180
Website: www.sportsleaders.org

Volunteering England

Regents Wharf
8 All Saints Street
London N1 9RL
Tel: 0845-305 6979
Website: www.volunteering.org.uk

Women's Sport and Fitness Foundation

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1740
Website: www.wsff.org.uk

Youth Sport Trust

SportPark
3 Oakwood Drive
Loughborough
Leicestershire LE11 3QF
Tel: 01509-226 600
Website: www.youthsporttrust.org

more help from runningsports

This Quick Guide is one of a series that has been created to provide information about some of the key sports volunteer roles, and information and solutions on topics that have an impact on sports volunteers.

Log on to the **runningsports** website to find everything you need to help you with:

- **governance and administration**
- **finance and funding**
- **volunteers and volunteer management.**

Network Members are able to download the guides for **free**. If you are already a Network Member, access the Quick Guides from the Network Member Intranet.

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For further information on this or other titles in this series, contact **runningsports**:

- **telephone: 0800-363 373**
- **email: info@runningsports.org**
- **website: www.runningsports.org**



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