



runningsports

Sport England supporting clubs and volunteers

planning your club's future



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.

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how sports development can help your club

Sports development could be essential for the future success of your club. Sports development is about:

- providing opportunities for people to participate in sport and progress as far as they wish to achieve their full potential, regardless of ability, age, disability, ethnicity, gender, nationality, race, religious belief, sexuality or social/economic status
- building a strong network of organisations to work together to provide these opportunities at every level.

People, in particular performers, who want to be the best will achieve this through a combination of:

- natural talent
- hard work
- training
- financial commitment/hardship
- dedication
- determination.

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Action plans for sports development can be used to support performers, volunteers, coaches and officials in:

- getting started
- keeping going
- getting better
- becoming the best.

Think about an eight-year-old child. Maybe she is dreaming of success in five, 10 or even 20 years' time. Perhaps she enjoys participating in many different sports and games. Whatever her dreams or activities during early childhood, she will follow a pathway towards her own personal success. The pathway will probably have many diversions along the way and, at times, the route won't be clear.

She will have barriers to overcome on the way to the top. Many other people will set out along the same path without reaching the top. However, they may still gain great satisfaction, fun and enjoyment from their involvement in sport.

This Quick Guide introduces you to the sports development pathway.

It will help you explore each stage so you can find ways of creating the pathway for future performers, volunteers, coaches and officials who will help to keep your sport and your club going in 10 and 20 years' time. You will probably identify more readily with the initial stages, but you will need to look at the whole pathway to appreciate the importance of each stage.



the sports development pathway

	Getting Started	Keeping Going	Getting Better	Becoming the Best
What do performers need?	Safe, accessible facilities with child-friendly equipment and a child-centred focus; teachers; leaders; and coaches	Accessible, accredited junior clubs; child-centred leaders and coaches; child-friendly equipment	Specialist coaching; specialist facilities; transport; balancing of schoolwork and sport; well-managed competition and training programmes	Specialist facilities and equipment; high-level coaching and lifestyle management
Where do they need them?	School; home; clubs; after-school clubs; leisure centres; play schemes	School; home; after-school clubs; local sport-specific, accredited clubs	School; sport-specific accredited clubs; local academies or centres of excellence	Specialist or sport-specific accredited clubs; centres of excellence; regional or national training centres; colleges; universities
Who can help?	Parents; teachers; leaders; coaches; county sports partnerships (CSPs); local authorities; national governing bodies (NGBs); leisure centre staff; play leaders; youth leaders; school sport coordinators	Parents; teachers; leaders; coaches, CSPs; local authorities; NGB development officers; school sport coordinators	Specialist physical education teachers; club and district coaches; parents; local authorities; governing bodies (local, regional or national); sports scientists and medics; CSPs; school sport coordinators	Specialist NGB coaches; personal coaches; sports scientists and medics; NGBs and funding agencies
What types of sports or activities?	Simple games and skill-based activities; adapted games and mini-games with an emphasis on fun and enjoyment	Skill sessions; mini-games; progress into team games; friendly competition; fun and social interaction	Fitness training; mental skills training; skill development; transition to the full game; competition; travel away from home and training camps; opportunities to involve themselves in organising their clubs	Full-time training; regional, national and international competition; travel and lifestyle management.

what is your role?

If you are a **parent**, your involvement might be at every stage, rather like supporting your child through education.

As a **teacher** or **sports leader**, you may see your role as providing the core sporting skills – like teaching the alphabet so that children learn to read and write. Perhaps you see your role further along the pathway, developing the skills and applying them to specific sports.

As a **school, college, university, coach, official** or **volunteer**, you may see your role as providing the expertise, facilities and equipment, and creating opportunities for young participants to enjoy sport in a safe environment.

As a **group** of **clubs, schools, colleges and/or universities** working cooperatively, maybe as a local sports development group, you may identify your role as being at the 'getting better' stage. The opportunity exists to pool expertise and maximise the use of local resources.

The challenges at the 'getting better' stage include ensuring the quality and level of coaching is appropriate to the performers, and that the performers attend the club that best meets their needs.

Whatever your role, you will see that you are part of a bigger team. That team needs to work together to provide high quality opportunities for young people to move along the sports development pathway.

Consider the following:

- Where do you or your club fit into the sports development pathway?
- Which clubs form your sports development network?
- What expertise or resources can you offer to contribute to the sports development process?



who can help?

You may not be aware of all the agencies that can influence your local sports development pathway.

CSPs and most local authorities and NGBs employ sports development officers (SDOs) who support clubs, schools, colleges, universities and local community groups in the creation of opportunities for people to participate in sport and move along the sports development pathway. Some SDOs work across several sports while others specialise.

Contact your CSP or NGB to identify your local and regional SDO contacts.

SDOs can help you find information on a variety of topics, including:

- volunteer training and development opportunities
- coach education courses
- club development
- sports leaders courses and support
- sport-specific courses
- sports administration support
- financial support
- local sports development networks.



sports development pathways

The diagram below lists just some of the people and organisations that may be linked at different stages along the sports development pathway.



Can you think of any more?

why plan?

With so many individuals and clubs involved in sports development, it makes sense to plan. A planned and coordinated approach to sports development ensures:

- everyone knows their starting point, where they are going and how they are going to reach their goal, by bringing together all the people and organisations that have an interest and role to play in achieving it
- the best use of resources, by avoiding the duplication of effort and helping to bridge gaps in the pathway so one step dovetails neatly into the next.

A sports action plan does not have to be long and complicated. It should simply answer the questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?

A CSP, local authority or NGB sports development plan might provide answers to these questions for many sports. An SDO will usually coordinate the plan by consulting with all the interested and relevant individuals and clubs in the area.

A sport-specific plan is likely to involve all the individuals and clubs who can help develop one specific sport in the area (eg a town, a rural community or a local authority area). A community sports network or sport and physical activity alliance may coordinate this plan for the local area.

An action plan describes the way in which a school club or an after-school sports club might put its part of the larger sports development plan into action.

It is essential that your club can demonstrate that it has a plan if it wants to apply for funding or recognition through an accreditation programme like Clubmark, Swim 21 or Charter Mark.



what are the planning principles?

Whatever your involvement in sports development planning, some common principles exist that will help you produce a realistic, achievable and meaningful action plan:

- Know your starting point
- Have a clear, agreed vision of your future or final destination
- Break the vision down into specific aims or goals
- Set a challenging, but achievable timescale
- Keep the plan simple
- Involve the right people and encourage everyone to own the plan
- Use the plan as a living management tool to guide its implementation

- Check progress to ensure you are on course, but do not be afraid to change the plan as it comes to life – some things may happen more quickly than you had originally expected
- Use your experience to influence the development of the next plan.

Consider the following:

Think of a plan in which you have been involved, not necessarily in sports development but maybe at home, school, college or at work. Was the plan's implementation successful?

- If yes, what helped it to be successful? Which of the principles contributed to the plan's success?
- If no, what factors contributed to its failure? Which principles might have helped to make it a greater success?



sports equity

Sports equity is about fairness in sport, equality of access, recognising inequalities and taking steps to address them. Diversity is the acknowledgement and respect of differences within and between groups of people. To encourage participation, we need to change the culture and structure of sport or the club to recognise diversity and ensure sport becomes equally accessible to everyone in society.

It is recommended that all clubs consider the following:

- adopting an equal opportunities policy or sports equity policy
- adopting an anti-discrimination policy, codes of conduct for players, coaches, volunteers, parents, spectators and clubs
- the benefits of attending sports equity training courses (eg runningsports' 'A Club for All' or sports coach UK's 'Equity in Your Coaching' workshops)
- Disability Discrimination Act (DDA) legislation – the runningsports DDA Quick Guide provides further information. To download a free copy or to purchase other Quick Guides in this series, visit www.runningsports.org

Before you look at the development of your club, take time to review your surrounding community. What are their needs and what activities are appropriate to meet these needs?

We need to change the culture and structure of sport or the club to recognise diversity and ensure sport becomes equally accessible to everyone in society.



the planning process

Planning ahead is the easiest way to help any club develop. An action plan provides a framework that will require the cooperation of all those within the club. A simple action plan can also open up potential funding opportunities that will allow you to ensure you have the finances to put the plan into action. The runningsports *Fund-raising, Grants and Sponsorship* Quick Guide provides further information.

The planning process can be broken down into seven steps:

Step one: Whose plan is it?

Who are the people you wish to involve?

Step two: Where are you now?

What is your starting point?

Step three: Where do you want to be?

Have you got an agreed, shared vision for the future?

Step four: Setting some clear goals

What will you have to achieve to make your vision a reality?

Step five: Turning goals into objectives

How will you do this?

Step six: Turning objectives into action

Who will help you do this?

Step seven: Keeping to the plan.

How will you know when you have achieved it?

step one: whose plan is it?

The first question to ask is: who needs to be involved in developing the plan?

The fastest way is for one person to write it; however, this method usually leads to failure! No individual has the expertise, knowledge and experience to write a sports development plan on his or her own.

A plan's success depends on several people bringing it to life. You should identify people with specialist knowledge and expertise and involve them early in the process so they can help to shape the plan. This does not necessarily mean that you need to form a large planning committee. A small planning group can work together effectively and seek advice from other people and clubs as appropriate.

The next few sections follow a sample club through its planning process; think about how you might apply the process to your school, organisation or club.

A club might choose to form a planning committee of just three or four people; for example, the:

- chairperson
- volunteer coordinator
- junior coordinator
- local SDO.

The list of people who they may wish to consult, however, might include 30 or more individuals or clubs, including:

- CSP club and/or coach development officer
- partnership development manager/school sport coordinator
- regional sport-specific development officer
- school to club link officer
- other local sport-specific clubs
- members
- parents of current members
- lapsed members
- children from different age groups within the club
- volunteers
- coaches.

Ideally, the goals and aims of your club plan will work towards the goals and aims in the strategic plan of your NGB. Contact your NGB's national development officer for more details.

- Who should form the planning group for your club, school or organisation?
- List the key individuals and clubs that you would wish to consult for advice.

step two: where are you now?

You may wish to audit your club so you can identify and agree a clear starting point. If you do not have this starting point, you may find it difficult to gauge your progress. The information the club may wish to gather could include the:

- number, qualifications and skills of current coaches, leaders and volunteers
- capacity of current volunteers/coaches to do any additional work
- nature of the equipment
- facilities available for use (eg where and when)
- number and ages of children who attend sessions regularly
- potential participants (eg the number of children in the district)
- reasons why some children decide not to maintain their participation
- strengths and weaknesses of the school, club or organisation
- schools in the area that currently provide and play the sport
- other clubs competing with you.

How will your club know it has increased the number of junior members if it doesn't know how many it had to start with?

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It can be useful to set out what you see as your current strengths, weaknesses, opportunities and threats by preparing a SWOT analysis.

The table below shows some examples of what sort of things these might include.

	Examples
Strengths	Enthusiastic senior coaches Excellent facilities available at reasonable cost Good competitions results with juniors
Weaknesses	Not many young coaches involved Poor competition results with seniors Insufficient volunteers available
Opportunities (these should address the weaknesses)	Recruit and train more young coaches Provide better-quality competition experience for seniors Recruit and train more volunteers
Threats (usually external factors)	Local authority closing current facility Current sponsor not renewing their sponsorship

- Establish a clear starting point for the plan.
- What do you really know about your club or organisation?
- How do other people see it?
- What are your strengths, weaknesses, opportunities and threats?
- How will you find out?



step three: where do you want to be?

Every club or organisation needs a clear vision of what it wants to achieve over time, and yours is no exception. An example for your club might be:

Our vision is that, by the end of 2016, the club will provide high-quality sport sessions for young children (from tiny tots). This will be achieved through a progressive programme that provides recreational sport or develops a level of performance suitable for qualifying the club to become a centre of excellence.

The rest of the plan unfolds from this clear vision statement so it is important that everyone shares the same vision. The club clearly sees its strength and role in the 'getting started' and 'keeping going' stages of the sports development pathway. The club helps its talented performers to move along the pathway to the 'getting better' or even 'being the best' stages.

- What do you see your club or organisation being able to offer sportspeople in 2–3 years' time?
- What are you doing now that you would like to do more of, better, or differently?
- What are you still doing now that is no longer relevant?
- Think broadly – don't be too constrained by the realities of today.

step four: setting some clear goals

The next stage is to set some clear goals that the club can achieve on the way towards its vision.

Remember the acronym SMART to check that your goals are:

Specific
Measurable
Achievable
Realistic
Time-bound.

For example, your club may wish to build a team of eight qualified Level 2 coaches by April 2016 to run sessions.

This is a very specific goal that is measurable (Have we recruited eight Level 2 coaches?) and time-bound (by April 2016). The club should check that this is realistic and achievable.

Consider the following:

Write a goal for your school, club or organisation that links to your vision.

step five: turning goals into objectives

- Objectives are 'how' statements.
- How will you achieve your goals?
- What tasks will you need to carry out to achieve each goal?

A goal describes what it is we want to do; objectives describe how we are going to do it. For example, the goal (the what) for our club, described above, might break down into several objectives (how statements):

Objective 1 – Hold a meeting by the end of October with all the Level 1 coaches to recruit 10 for the Level 2 coach education course.

Objective 2 – Contact the NGB in November and organise a Level 2 course at the club during January and February.

Objective 3 – By December, explore possible sources of funding.

Check that the objectives are **SMART**.

You will probably find you can group most of the objectives under main headings. For example, the headings might be:

- coaching and coach education
- volunteer recruitment, deployment and coordination
- partnerships with schools
- juniors

- finance and administration
- activities – including competition, events, recreational and social
- marketing and promotion
- equality/diversity.

These headings often match up with the committee or working groups you later form to run the club. The objectives can help to provide a focus for each committee or working group.

Your NGB's strategic plan may help you with the headings that could appear in your sports development plan.

step six: turning objectives into action

- Action plans delegate responsibility for getting the tasks done
- Add 'Who?' to your objectives
- Add 'How much?' to your objectives.

In producing a development plan, your club will need to identify the:

- main aims of the club within the plan
- objectives of the club within the plan
- methods that will be used
- people who will be responsible
- timescales in which objectives can be achieved
- financial resources required.

Before your club writes a plan, you need to identify:

- where you are now
- where you want to be
- how you will get there.

To ascertain what stage your club is at, have a look at the 'Worksheet for Building a Quality Club' overleaf.

To complete your action plan, allocate responsibility for each task to individuals or working groups. Set timescales for completion and estimate costs for reaching the objective.

action plan

Aim: To increase the number of high-quality coaches within the club

Objective	Method	Responsibility	Timescale	Costings
To recruit 10 Level 1 coaches on to a Level 2 course.	Hold a meeting with all the Level 1 coaches to recruit 10 for the Level 2 coach education course.	Sam Higgins to coordinate the meeting. Elaine Ryan to book the venue.	Meet by the end of October.	N/A
To coordinate a Level 2 coaching course for club coaches.	Contact NGB to organise a Level 2 course.	Elaine Ryan to contact NGB Brian Austen to organise the venue. Sam Higgins to provide Level 1 coaches with the course information.	Coordinate the course by the end of November.	£200 for venue. £35 for each candidate.
To access funding to subsidise the coaches attending the course.	Contact Sport England regional office regarding funding.	Mark Jarvis to contact Sport England. All to complete the application form and return to Sport England.	By the end of December.	N/A

worksheet for building a quality club

Question

- 1 Does your club have a written constitution?
Does it make reference to:
 - ❖ affiliation
 - ❖ management committee
 - ❖ annual general meeting/additional meetings
 - ❖ accounts
 - ❖ membership procedures
 - ❖ child protection
 - ❖ codes of conduct
 - ❖ disciplinary procedures
 - ❖ equity
 - ❖ winding up the club?
- 2 Do you have a child protection policy and procedure?
- 3 Do you implement the policy?
- 4 Do you have a designated child protection officer and have they attended a specific training course?
- 5 Do all your coaches and volunteers complete a screening form?
- 6 Are all of your managers and coaches in receipt of at least a Level 1 coaching qualification?
- 7 Would a representative of your club attend at least one in-service training event a year?
- 8 Does your club have a code of conduct? If so, does it include:
 - ❖ coaches/managers
 - ❖ players
 - ❖ spectators/parents?Does it make reference to:
 - ❖ fair play
 - ❖ equity
 - ❖ respect
 - ❖ behaviour
 - ❖ expectations?
- 9 Does your club have a development plan? If so, does it include:
 - ❖ a recruitment/retention policy
 - ❖ links with schools
 - ❖ a staff/volunteer development programme
 - ❖ development of new age groups/teams
 - ❖ exit routes
 - ❖ a review date?
- 10 Does your club have a communication policy? If so:
 - ❖ how and how often do you communicate with members
 - ❖ how and how often do you communicate with your local community/local authority
 - ❖ do you have a website that is regularly updated?

step seven: keeping to the plan

- Set some distance markers to map your progress along the route
- Use the plan to:
 - monitor your progress
 - let other people know what you are doing
 - help you reassess priorities
 - identify which parts of the plan need extra help.

Monitoring progress through the plan's implementation is essential to ensure its success. Too often, very well produced plans end up gathering dust or sitting in filing cabinets with the projects unfinished. You have spent time and effort on producing your plan so now you should use it.

Use the plan:

- as a working document to manage the creation of your club's sports development pathway
- to inform your local sports development network of your intentions
- at club or organisation meetings to gauge progress, identify areas of rapid progress, and identify areas that require greater assistance
- as a publicity tool to inform your local community and seek support from funding agencies (see the *Fund-raising, Grants and Sponsorship* Quick Guide available at www.runningssports.org)
- to review your progress periodically and help you decide where you want to go next.

Remember that planning is an ongoing process.



glossary of terms

Action plan: A time-framed document, which lists an organisation's future objectives in all areas.

Child-centred learning: Child-centred learning involves a series of activities that allows young people to gain core skills through participating in a particular activity.

Monitoring: This is the process that allows clubs to check progress and achievement against their action plan. Monitoring can take many forms, including observation, questionnaires and opinion polls.

National governing body (NGB): The organisation that oversees the governance, administration and development of your sport.

Partnership development manager and school sport coordinator: Job titles of key individuals within the local education sector who may support your club or organisation.

SMART: Goals that are specific, measurable, achievable, realistic, time-bound.

Sports development partners: The agencies that share your objectives in promoting and developing your sport and will support your club in fulfilling its sports development plan.

Sports development pathway: A planned route by which an individual player is able to progress from participation to elite athlete. This pathway will include the club, development centre and elite squad involvement depending upon the performance structure of your sport.

Sports equity: This is the principle through which sport is offered to all, regardless of gender, ability, race or cultural beliefs.

Volunteers: Any individual who offers time within the club without receiving financial payment.



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'.

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'.

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.

To become a Network Member, log on to the **runningsports** website and click on the 'Register as a Network Member' icon on the front page.

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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and much more...visit www.runningsports.org

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