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The information contained in this document is for guideline purposes only. At no time should this document supersede policy laid out by your relevant governing body

Club Structure

Club Administration and Management

Success is *“Achieving the best outcome from any event or challenge with the resources available”*

For success to be achieved and for the club to develop, there must be a very good club structure in place. The setting up of a good committee is vital as it ensures that not all the work is left to one person and it also should help ensure the smooth running of the club. The best way to start this is to involve as many people as possible in the administration of the club. This is because the workload is spread out and nobody has a lot to do. The role of the club administration and management is to:

- Manage the affairs of the club from AGM to AGM
- Enhance the club’s activities by adopting proper policies and practices
- Oversee proper usage of club facilities
- Develop a health and safety statement and policies

To achieve success a club must have:

- Proper structures
- A positive opening and welcoming attitude by all
- Good leadership
- Proper delegation
- Good teamwork
- Finances in order

Delegation

If everything is left to one or two people then inevitably they will get fed up with the situation or else they will find that they just can't cope or manage any more and so will leave. When this happens the club is usually left without anyone who knows how to or is willing to take over the running of the club. This type of situation can be avoided by the use of delegation. Delegation means, giving responsibility for specific tasks to different people so one person is not doing everything.

The following are some ideas to consider when delegating tasks:

- Make sure that your club has a full committee.
- Look at the strengths of your club members and try to allocate jobs based on these
 - e.g. – if you have someone with computer skills then try get them to help set up a website, or if you have an accountant, try getting them to help the treasurer.
- Actively seek out new people to take on jobs for the club - if you don't ask you don't get and many people who wouldn't have pushed themselves forward will be flattered to be asked.
- Limit the time that you can hold a post and stick to it! For example- the Chairperson must retire after 2/3 years, or allow a maximum of 5 consecutive years on the club organising committee in any/various roles.
- Make it compulsory that at least 2 posts out of 5 on a Committee must change every year - this allows for a smooth transition and people don't get left with posts for long periods of time.
- Don't leave everything to one person just because they have always done it.

REMEMBER - People are more likely to take on jobs if they are small and have a definite role

The following are a list of the positions that every club should have on their Committee:

1. Club Chairperson
2. Club Secretary
3. Club Treasurer
4. Children's Officer
5. Fundraising Co-ordinator
6. Public Relations Officer (PRO)

* Club Chairperson

The chairperson is the person who keeps order at meetings and ensures that the meetings follow a set agenda. The chairperson should be elected at the AGM. At meetings the chairperson takes charge of the meetings and ensures that those present are heard in a fair and equal manner. The main role of the chairperson is to manage the club in an efficient and effective manner, while at all times upholding the club constitution.

When electing the Chairperson, the following qualities should be sought in the candidate:

- Strong and fair leadership skills
- Excellent communicator
- Be able to facilitate discussion and keep the debate focused
- Be able to take decisive action
- Be able to delegate tasks fairly and effectively
- Be well informed about all aspects of the club
- Be unbiased and impartial
- Be able to involve all Committee members in the decision-making process
- Be able to maintain harmony within the group even when there is disagreement

* Club Secretary

Most, if not all, clubs would find it very difficult to run the Club if there was no Secretary. The smooth running of the club will be influenced by how efficiently and effectively the Secretary carries out the duties. The Secretary provides the link between the Club Committee and everybody else (leagues, club members, other clubs, etc). The responsibilities and qualities of a Club Secretary are similar to that of the Club Chairperson.

All of the written communication that the club receives will go to the Club Secretary, so there should be a system in place that will help to deal with enquires and correspondence quickly and efficiently. This can be done by:

- Recording when you receive incoming mail with the date and who copies were sent to (A diary is essential for any Secretary!)
- Dealing with letters and enquiries promptly and making notes of the letters you send including dates.
- To make life easier, create some standard letters that can be re-used with just changes of dates, names, etc.
- Keep notes of important telephone conversations.

The Secretary is responsible for keeping records. Most funding organisations want to see membership records, constitutions and records of meetings in support of funding applications. Secretaries are also responsible for getting membership records to the relevant National Governing Body of their sport, if required.

When electing the Secretary, the following qualities should be sought in the candidate:

- Excellent organisational skills
- Reliability
- Excellent communication skills, both written and spoken
- Be able to delegate tasks
- Be able to work to timescales
- Be able to maintain confidentiality
- Be enthusiastic about an organisation's activities

* Club Treasurer

It is very important that accurate financial records on all transactions be kept and this is the main responsibility of the Club Treasurer. The treasurer is responsible for the safe keeping of the club funds and also the collection of subscriptions, depositing monies, paying the bills, issuing receipts, preparing season (year) end accounts and keeping up-to-date records of all financial transactions. The treasurer must not commit the club to any expenditure for which prior approval has not been given.

A lot of banks offer free banking to sports clubs, so with this in mind consider opening an account with a bank that is close and will offer 24-hour phone or internet banking. Statements should be obtained every month to check all transactions.

All deposits should be made as soon as possible. Try to be as organised as possible and carry a notebook and don't try remembering everything in your head or writing information on scraps of paper, as they will inevitably get lost. A few certain people should only hold the keys to the petty cash box. When opening mail that contains monies there should be at least two people present.

When electing the Treasurer the following qualities should be sought in the candidate:

- Be well organised
- Be confident in dealing with figures
- Be very honest and trustworthy
- Take great care when handling money and cheques
- Keep up-to-date information and be able to answer any questions on the accounts
- Be prepared to make instant decisions, if necessary
- Be able to keep very accurate records

* Children's Officer

The Children's Officer is a person who will work to ensure that club management and club members are aware of the regulation and procedures set out in the Irish Sports Council's 'Code of Conduct for Children's Sport'. They will also assist the National Children's Officer in the N.G.B. (if appointed) in the promotion and implementation of the values, attitudes and structures, which make sport enjoyable for children in their own club. The Club's Children's Officer will act as an information source to other members and should be familiar with the contact information for state agencies within their area.

Code of Ethics and Best Practice in Children's Sports training and information is designed to enable them to act as a resource to members in relation to children's needs. To find out more about such training opportunities contact South Tipperary Sports Partnership.

Also, it is recommended that the children's officer would seek to get garda clearance/vetting of all the coaches that are working with children where available.

Note: *Club Children's Officers do NOT have a responsibility to investigate or validate child protection concerns within the club and have no counselling or therapeutic role.*

The Club Children's Officer should be child centered in focus and should have as the primary aim the establishment of a child centered ethos within the club and should also be the link between the children and the adults in the club. The Children's Officer should also take responsibility for monitoring and reporting to the Club Management Committee on how club policy etc. impacts on children and their sports leaders.

The Children's Officer should be a member of, or have access to, the Club Management Committee and should be introduced to the young people in an appropriate forum. The Children's Officer should have the following role:

- Promote awareness of the Code of Ethics within the club, among young members and their parents/guardians. This could be achieved by: the production/distribution of information leaflets, the establishment of children's/age-group specific notice boards, regular information meetings for the young people and their parents/guardians.
- Influence policy and practice within the club in order to prioritise children's needs.
- Establish contact with the National Children's Officer at governing body level.
- Ensure that children know how to make concerns known to appropriate adults or agencies.
- Encourage the appropriate involvement of parents/guardians in the club activities.
- Act as an advisory resource to sports leaders on best practice in children's sport.
- Report regularly to the Club Management Committee.
- Monitor changes in membership and follow up any unusual dropout, absenteeism or club transfers by children or sports leaders.
- Ensure that the children have a voice in the running of their club and ensure that there are steps young people can take to express concerns about their sports activities/experiences.
- Establish communication with other branches of the club, e.g. facilitate parents' information sessions at the start of the season.
- Keep records of each member on file, including junior members, their contact numbers and any special needs of the child that should be known to leaders.
- Ensure each member signs an annual membership form that includes signing up to the code of conduct.

- Ensure that the club Rules and Regulations include:
 - Complaints, disciplinary and appeals procedures
 - An Anti-bullying policy
 - Safety statement
 - Rules in relation to travelling with children
 - Supervision and recruitment of leaders

* Fundraising Co-ordinator

All clubs need money to run the club and also to develop new programmes and facilities that will attract new members. Membership fees/subscriptions only just about cover the day-to-day running costs of the club.

A Fundraising Co-ordinator will try to obtain monies by way of sponsorship and fundraising for specific projects that the club wish to complete.

When electing the Fundraising Co-ordinator, the following qualities should be sought in the candidate:

- An excellent communicator
- Have the ability to negotiate with potential sponsors and funding agencies
- Able to maintain budgets
- Able to think creatively and be able to turn ideas into reality
- Determined and patient - don't let one rejection stop you applying for more

* Public Relations Officer (PRO)

This person deals with the publicity side of the club. The PRO should try and build up links with local radio and newspapers. A good idea for a PRO to have is a Promotional Plan. This could involve:

- Advertising for members - posters (with images of men/women/juveniles on them) and flyers to target areas i.e. - schools, libraries and housing estates close to the club location. In local papers - include club times, location and contact person.
- Good signage so that the club is easy to find. If your club has a clubhouse - this is advertising in itself. If not, have posters advertising times and venues of training spins.
- Regular updates as to club activity in local papers and radio.
- Send photographs to local papers – This is more likely to get attention than a piece of writing.
- Ensuring that results of competitions are given to the local papers and radio.
- Use as much parish and community publicity as you can (i.e. newsletters, etc).
- Advertise beginner training sessions at the start of the season in order to bring new members in and they can feed into the club once they have grasped the basics.
- Establish your own website - no matter how simple. This can then be linked to your county website, NGB website or Sports Partnership website.

- Make visits to schools to encourage new membership in the club. This is a great place to promote, as the children will form the future of your club. Try associating your club with fun so that the children will be more likely to join your club once they can see that it is fun.
- Run Promotional Events such as Open Days, Fun Days and Come and Try It Days
- Consider a reduction in club fees for those who are unemployed, older adults or youths.
- Don't just advertise sporting activities of the club - if other social events are organised, especially fund raising events, advertise and get as many other people involved as possible.
- Keep the County Association/Relevant Branch/Sports Partnership informed as to club activity.
- Publish a regular newsletter to keep people informed.

PROMOTE, OFTEN AND REGULARLY AND IN EVERY WAY POSSIBLE.

* *Coach*

Good coaching should make a telling difference to the standards displayed by competitors, in line with the agreed technical, tactical, mental, physical, personal & lifestyle capacities within the sport. (National Coaching Training Centre).

The coach guides participants through particular stages of the player pathway. Coaches should keep in mind the following:

PLAYER PATHWAY - late specialisation model is for sports like Soccer, GAA, Rugby, etc.

- *FUNDamentals*

Age: up to 9 yrs old.

Aim: Learn all fundamental movement skills, using a well-structured, positive and FUN approach.

- *Learning to Train*

Age: 9-12

Aim: Learn all fundamental sport skills

- *Training to Train*

Age: 12-16

Aim: Consolidate basic sport specific skills, introduce basic elements of tactics and build aerobic base and strength

- *Training to Compete*

Age: 16-18

Aim: Optimise fitness preparation and sport specific – individual and position specific – skills as well as performance.

- *Training to Win*

Age: over 18 yrs

Aim: Maximise fitness preparation and sport specific – individual and position specific – skills as well as performance.

- *Retirement/Retainment*

Aim: Enjoy a healthy, active lifestyle and retain players for coaching, sport administration, and officiating or any other sport related career.

For early specialisation sports i.e. gymnastics, etc., check the NCTC website for the early specialisation model.

The following are some qualities that should be looked for in a coach:

- Intelligence
- Drive
- Persistence
- Patience
- Enthusiasm
- Knowledge
- Conscientiousness
- Confidence
- Emotional Stability
- Decisiveness
- Character
- Organisation
- Preparation
- Sense of Humour
- Appropriate Role Model
- Good Communicator

It is best to try and get a coaching qualification for your coaches. For a list of these qualifications and courses contact you're NGB, local branch of your NGB, or the South Tipperary Sports Partnership.

Contracts For Coaches

Clubs should be advised to draw up a contract for new and existing paid coaches. These contracts are for the protection of the club and also the protection of the coaches.

Coaches have rights and so do the clubs, so it is a good idea to have a contract drawn up at the start to clearly define what the role is and what rights the club and coach have. This should include Health & Safety, Responsibilities, Rights, etc. As this will be legally binding, it would be a good idea to seek legal advice.

Club Constitution

All clubs must have a constitution for a number of reasons:

- It clearly states the conditions of the club should arguments arise.
- It lets non/potential members see the outline of the running of the club.
- When applying for funding, many organisations ask for a copy of a Club Constitution in order to see the aims and objectives of the club and also to show that the club is organised enough to deal with the funding in the correct way.

This document need not be long or complicated. This is a sample of what could be draw up:

Sample Constitution

Name

The club will be called _____(NAME OF CLUB) and will be affiliated to the _____(NAME OF NATIONAL GOVERNING BODY)

Aims & Objectives

The aims and objectives of the club will be:

- To offer coaching and competitive opportunities in _____(NAME OF SPORT)
- To promote the club within the local community and _____(NAME OF SPORT)
- To manage the _____(NAME OF FACILITY)
- To ensure a duty of care to all members of the club.
- To provide all its services in a way that is fair to everyone

Membership

To ensure all present and future members receive fair and equal treatment.

Membership is open to anyone who wishes to participate.

All members will be subject to the regulations of the constitution and by joining the club will be deemed to accept these regulations and codes of practice that the club has adopted.

Members will be enrolled in one of the following categories:

- _____
- _____
- _____

Membership Fees

Membership fees will be set annually and agreed by the Committee or determined at the Annual General Meeting. Fees will be paid: annually, DATE/monthly/weekly subscription (scratch out whichever does not apply).

Club Officers

The officers of the club will be:

- Chairperson
- Secretary
- Treasurer
- PRO
- Fundraising Officer
- Children's Officer

(Any other relevant position)

Officers will be elected annually at the Annual General Meeting.

Officers must retire/step down after _____ years.

_____(No.) of the _____(No.) committee positions must change every year.

Finance

All club monies will be banked in an account held in the name of the club.

The Club Treasurer will be responsible for the finances of the club.

The financial year of the club will end on: _____(DATE).

The Treasurer at the Annual General Meeting will present an audited statement of annual accounts.

Any cheques drawn against club funds should hold the signatures of the Treasurer plus up to two other officers.

Annual General Meeting (AGM)

The Club Secretary will give notice of Annual General Meetings. Not less than _____ clear days notice to be given to all members.

The AGM will receive a report from officers of the Committee and a statement of the audited accounts.

Nominations for officers of the Committee will be sent to the Secretary prior to the AGM.

Elections of officers are to take place at the AGM.

All members have the right to vote at the AGM.

The Management Committee has the right to call Extraordinary General Meetings (EGMs) outside the AGM. Procedures for EGMs will be the same as for the AGM.

For a motion to be passed, there must be a majority of _____ in the vote.

Alterations to the constitution require two thirds of club members be present and voting to be in favour.

The agenda shall consist of:

- Apologies
- Minutes of last AGM
- Matters Arising
- Report on past season by Chairperson
- Report on Accounts
- Proposed programme for next season
- Subscription fee for next season
- Election of officers for next season
- Any other business

Discipline

The committee shall have the power to make rules governing the conduct of the club. Such rules shall be binding on membership. All members must be made aware of any changes. The club committee will deal with any matter in relation to discipline or the breaking of club rules and any action as a result must be decided by a majority of ____.

All complaints will be investigated and dealt with by the committee of the club. Anyone representing the club in competition must be a member of the club or else invited as a guest if the club cannot field a squad for a particular event. The club and all its members will follow the rules of the relevant N.G.B. The club is agreed to all the principles set out in the "Code of Conduct"

(This is a sample constitution and other N.G.B.s (i.e. G.A.A.) constitutions are available on their websites for all clubs who wish to download it to make minor changes.)

Running a Meeting

The Chairperson should always start meetings on time and indicate a finish time and stick to it. If there are items on the agenda that are not discussed within the set time frame, place them at the start of the next meeting's agenda.

The running of any meeting is normally as follows:

- The agenda is a list of topics to be discussed which should be sent out in advance along with any information that is needed.
- This agenda is followed in the order of which topics are placed on the list and each issue must be resolved before moving on to the next.
- A Motion is a recommendation that is presented to the meeting for debate and approval.
- The Proposer is the person who presents the motion and the Seconder is another person who expresses support for the motion. Some club constitutions require that motions must be seconded to be open for discussion.
- Voting rights differ from club to club and there are a number of ways of carrying out the voting procedure:
 1. A show of hands for a majority.
 2. A secret ballot is sometimes required on sensitive issues where members vote anonymously on paper.
 3. If a vote is tied, some clubs allow the Chairperson a second vote to make the final decision.
- A quorum is the minimum number of members needed to make a decision - this is normally stated in a club constitution

The following is a **sample agenda**:

1. Welcome and Introductions
2. Apologies for absences
3. Minutes of last meeting (these need to be approved as correct)
4. Matters arising
5. Financial Report
6. Consideration of reports from officers and sub-committees (if any)
7. Administration Business
8. Date of next meeting
9. Any Other Business

The secretary is responsible for taking and typing up minutes of each meeting and must choose appropriate wording for this (agreed, noted, approved, recommended, received, etc.)

Minutes:

- List those people present and record the apologies for absences.
- Follow the order of the agenda and try to keep each section short.
- State the main issues and decisions made.
- Do not take sides in your recording - simply state what was discussed in an unbiased way.
- Write up the Minutes as soon as possible after the meeting while it is still fresh in your mind.
- Circulate the Minutes to all committee members soon after the meeting so that all are aware of their action items for the next meeting.
- When minuting General Meetings, keep a formal record with the names of proposers and seconders, quoting any resolutions and the results of any voting.
- Committee meetings need not be minuted so formally.

If possible, set out a calendar of meetings for the year at the first meeting of the year.

Insurance

Appropriate insurance cover is needed to cover the activities of the club, the coaches, the participants and spectators. It is important to check that insurance adequately covers your club for the activities it delivers. If you are unsure about what your club should be covered for and the extent to which your policy does this, check with your NGB or a reputable insurance broker. The following is a list of the main types of insurance:

- Employers Liability
This covers employees. The policy covers legal liability to employees for injury or disease sustained during the course of their employment with their employer.
- Public Liability or Third Party
This protects against claims by members of the public for injury or damage to property. Not all public/third party liability insurance policies cover issues relating to child/vulnerable adult protection. Clubs and Governing Bodies may wish to explore this with their insurance broker.
- Personal Accident
This provides cover for accidental injury to specified persons. The policies are often very specific, such as payment for hospital expenses and weekly payments over the period of disablement or injury.

Some Governing Bodies and clubs may offer such insurance cover to their individual members, but others may provide advice to members on how to obtain personal accident insurance. Where sporting organisations are offering group schemes for their members, they must make sure that those members are aware of the Terms and Conditions of the insurance, as well as the benefits.

- Clubs require insurance to protect Assets, Income and Liabilities. Taking appropriate professional advice on insurance is essential.
- Clubs should undertake a risk assessment of their activities and put in place procedures and practices to manage identified risks, as appropriate. This should be noted when obtaining and renewing insurance, as it can be a means of reducing the insurance premium.
- Clubs should plan frequent reviews of the terms and extent of insurance cover.
- Put in place support and training for those in key positions in the club, whether they are a coach, manager, selector, children's officer etc.
- Ensure that proper records are kept when an incident occurs and statements are taken at the time.
- Give consideration to bulk purchase schemes that may become available through umbrella bodies - National Governing Bodies etc.
- Clubs should never condone bad working practice.
- One of the biggest risks to voluntary groups is the exposure for child protection issues, sexual abuse, bullying etc. It is very important that the insured clearly understand what is covered under professional indemnity and in their Officer's policies. Club officers should receive proper training around these issues.

Risk Assessment

Risk is everywhere and sporting organisations must consider the risk to volunteers, staff, members and the organisation, associated with their policies, practices and activities.

A simple way to assess risk is outlined below using the following tables:

Using Table 1

- (a) Identify each activity
- (b) Identify the hazards associated with each activity
- (c) Identify who could be harmed by the hazard;

RISK ASSESSMENT FORM							
Activity	Hazard	Who May Be Affected	Risk (Probability x Severity)	Controls	Revised Risk	Responsibility	Review

Using Table 2

- (d) Quantify the risk by multiplying the likelihood of a hazard occurring by the potential effect, given the existing circumstances.

POSSIBLE OPTIONS	
LIKELIHOOD (PROBABILITY)	SCORE
● Very Unlikely	1
● Unlikely	2
● Possible	3
● Probable	4
● Very Probable	5
SEVERITY	SCORE
● Minimal Injuries	1
● Minor Injuries	2
● Injuries	3
● Serious Injuries	4
● Very Serious Injuries	5

Using Table 3:
 (e) Work out the score.

RISK MATRIX						
LIKELIHOOD (PROBABILITY)						
		1	2	3	4	5
SEVERITY	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25
	Score 1-2			Do Nothing		
	Score 3-8			Adopt Control Measures		
	Score 9-14			Take Specialist Advice		
	Score 15-25			Do Not Do It		

Safety Statement

A Safety Statement is the club's document and programme for safeguarding the health and safety of people involved with the club. It represents the club's commitment to health and safety, and specifies the manner, the organisation and the resources necessary for maintaining and reviewing health and safety standards.

Every club operates differently and has different hazards associated with its activities, therefore, there is no way of writing a generalised Safety Statement. The club must look at itself to ascertain what those risks are, and the best methods to minimise the number of accidents that may arise from them.

Having a Safety Statement will not in itself prevent accidents. However, by making a commitment to promoting health and safety in your club and by specifying the arrangements and resources to be made available, the Safety Statement plays a vital role in the implementation of the policies it contains. Every club has a duty of care towards the safety of everyone who may be affected by its activities. A Safety Statement can help to show that a club has taken every reasonable precaution to prevent accidents.

Law requires a Safety Statement from all employers (The Safety, Health and Welfare at Work Act. 1989). The Health & Safety Authority, who, when doing so, places great emphasis on ensuring that all employers draw up and act on their Safety Statement and enforces it. There are also penalties in law for failure to have one.

Categories of persons covered by Safety Statements

1. Employees (permanent and part-time/casual)
2. Contractors working on the premises.
3. Persons involved in Club activity

The following should be included in your Safety Statement:

- Statement on General Policy
- Policy statement on Safety, Health and Welfare at Work
- Duties of Employees
- Consultation and Information
- Hazards
- Specific Hazards
- Constant Hazards
- Trained First Aid Personnel
- Other items for Inclusion in a Statement

Your Safety Statement will have to be understood and applied by your management, staff, instructors and members. You should, therefore, aim to keep it as short as possible or nobody will read it.

Accident Report Form

Accident Report Forms should be used in the case of injury to anyone. It is often hard to recall information at a later stage and so it should be filled out at the time of the occurrence.

The following are some guidelines to keep in mind when dealing with an accident:

- Stay calm but act swiftly and observe the situation. Is there danger of further injuries?
- Listen to what the injured person is saying.
- Alert the first aider who should take appropriate action for minor injuries.
- In the event of an injury requiring specialist treatment, call the emergency services.
- Deal with the rest of the group and ensure that they are adequately supervised.
- Do not move someone with major injuries. Wait for the emergency medics.
- Contact the injured person's parent/carer.
- Complete an incident/accident report form.

The following is a **Sample Accident Report Form**:

Accident Report Form

Name of Club: _____

Name of person in charge of session/competition

Site where incident/accident took place

Date of incident/accident

Name of injured person

Address of injured person

Nature of incident/injury and extent of injury

Give details of how and precisely where the incident took place.
Describe what activity was taking place, for example training/game/getting changed.

Give full details of action taken during any first aid treatment and the name(s) of first aider(s).

Were any of the following contacted?

Parents/carers/spouse	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Police	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Ambulance	Yes <input type="checkbox"/>	No <input type="checkbox"/>

What happened to the injured person following the incident/accident?
e.g. carried on with session, went home, went to hospital etc.

All of the above facts are a true record of the accident/incident

Signed: _____ Date: _____

Name: _____

Developing a Youth Section of the Club

Young people are the future participants for most clubs, so youth groups are therefore essential for every organisation to develop - not having a youths' section is placing a limit on the time that the club will exist. Developing a youths' club ensures the club's future, provides for club development and can give existing club members the chance to develop skills. It will also help generate more income for the club by increasing the overall membership. It will give you access to another pool of volunteers as children's parents should be encouraged to get involved in their child's activities.

Funding agencies are also more willing to fund clubs that show they are working towards ensuring their future by providing sporting opportunities for young people and developing their club with sustainability in mind.

In developing or running a juvenile section in a club, the recommendations in the Irish Sports Council's Code of Conduct must be followed – this document is downloadable from the Irish Sports Council's website: www.irishsportsCouncil.ie.

The following are a number of reasons why children join clubs and these should always be kept to the forefront when developing a youth section of your club:

1. Be with friends/make new friends
2. Have fun
3. Improve their skills
4. Experience the excitement of competition
5. Play sport
6. Receive encouragement from parents and friends
7. Become part of a team

Competition should not be the main aim of a youth club. While it may be one of a number of activities offered by the club, too much emphasis on this aspect can lead to many juveniles leaving the sport:

- If they are not picked for teams they may feel that they are being left out or that they have failed - this can also isolate them from their friends.
- If too much emphasis is placed on winning, losing can be devastating.
- By emphasizing the importance of participating rather than the outcome then the overall experience is a much happier one for any young person.
- Pressure should never be placed on a child to compete or win - this situation will lead to that child quitting the sport at the earliest opportunity.
- The sport should be promoted to youths as an enjoyable, fun and sociable activity.

Coaches for youth sections need to be made aware that kids are not “mini adults”. Dealing and coaching kids is different to that of dealing and coaching adults. You wouldn't get an adult to do what a child does so why would you want to get a child to do what an adult does?

Remember that children have not yet developed emotionally or physically, so this always needs to be taken into account when dealing/coaching children.

Youth sections of clubs should be constantly looking to advertise and also to form links with schools. If you can promote your club in a school, try promoting it as fun, as the children will be more likely to join, as they will associate your club with fun. Also, try and see if a facility share with the local school is feasible, as this will help the kids (and possibly the parents) to see your facility. Try forging links with a local adult club (if one has not been formed already) to ensure continuation for the kids.

Sporting activities can be adapted for young people in a number of ways:

- Modify the equipment or use smaller versions.
- Modify the rules so that everybody is actively involved.
- Co-ordinate skills that focus on all the aspects of the sport rather than winning in competition.
- Have a safe environment that youths feel safe and free from all dangers.
- Have activities that do not leave the kids exhausted. Use time to measure the activities.
- Select teams or individuals who are to participate against each other on skill level so that there are no big differences.

Have an information leaflet about the club ready to give to the parents of any new members outlining how the club is run, areas where co-operation and help from the parents is necessary, costs, times and duration of sessions and the equipment that their child may need.

Ensure that the club remains focused on the enjoyment and participation of all members. Many youth clubs have teams that compete in local youth leagues but they also ensure that there are other participation opportunities for those who are not on teams or do not like to compete. This can be done by:

- Try to have as many teams/age groups as possible catered for at all levels of sport.
- Run internal competitions for those not up to the standard with small prizes so that they feel that they have also achieved.
- Have fun competitions for all club members (i.e. - at Christmas, Easter, etc., hold a competition where strong participants are partnered with weaker ones).
- Run a club league where all club members can participate - this does not have to be a competition.
- Have friendly competitions against other clubs – Joint Club/League mix. The participants from all the clubs join together so that no club loses out.
- Hold enjoyable fundraising events that cater for all members (Table quizzes, race nights, etc.)

REMEMBER: *proper coaching when young will develop good technique, good habits and hopefully lead to a higher standard of play in the future.*

Overnight and Away Trips

- Written permission of parents/guardians should be obtained for all overnight away trips. This should include permission to travel, behaviour agreement and any medical/special needs of the group, (including permission to treat the participant).
- The agreement should be signed by both parents and participants.
- The roles and responsibilities of adults participating in away trips should be clearly defined.
- Where there are mixed teams there should be leaders of both genders (at least one female and/or male in the management/coaching structure).
- Adults should not share a room with a child. Where the presence of an adult is needed, there should be more than one child in the room with the adult. If children are sharing a room, it should be with those of the same groupings, age and gender.
- Managers should check out the venue beforehand, so that separate and appropriate sleeping arrangements can be made in advance.
- Alcoholic drink, smoking and other illegal substances/activities are forbidden to participants. Leaders should act as role models in this respect.

Disciplinary Procedures

Discipline should be positive and encourage people to become more responsible. There should be adequate disciplinary, complaints and appeals procedures (policy) in each club. This procedure should be followed for all sanctioning. Club rules should be stated clearly and agreed.

It is also a good idea to have a Disciplinary Committee in the club. The Committee should consist of a representative from the Management Committee, the Children's Officer and ordinary registered members of the Club. This committee should have clearly defined procedures to resolve problems relating to the conduct of its members. This should include bullying. The complaint should be in writing to the Secretary or Children's Officer and should be responded to within five working days. Discipline policies should exist for everyone in the club and not just children.

If a complaint involves suspected abuse or a criminal offence, the Children's Officer/Designated Person should be consulted and the Disciplinary Committee disbanded. The statutory authorities will then be informed.

It is important to note that the investigation of suspected child abuse is the responsibility of the Statutory Authorities and should not be undertaken by Children's Officers or other club/organisation leaders.

Disabilities

At present there are over 340,000 people with disabilities in Ireland (CSO-2005). Of this number there are 16% involved in sport compared with 53% of the non-disabled population. This shows that there is a significant number of people with disabilities involved in sport, but there are a lot more that could be involved.

The question is – Is your club accessible?
The answer to this question should be ‘yes’.

The **Building Regulations 1997 (Part M - Access for People with Disabilities)** states that:

- **M1: Access and Use:** Adequate provision shall be made to enable people with disabilities to safely and independently access and use a building.
- **M2: Sanitary Conveniences:** If sanitary conveniences are provided in a building, adequate provision shall be made for people with disabilities.
- **M3: Audience or Spectator facilities:** If a building contains fixed seating for audience or spectators, adequate provision shall be made for people with disabilities.

Once the access to the facility is there then it is about inclusion of the person. It is possible to adapt most games and skills with a bit of creativity; this way the game can be developed to suit individual needs.

All you need to do is ask the question – What are we adapting? Is it the:

- Environment
- Form of Movement
- Rules/Instruction
- Equipment

It is NEVER the INDIVIDUAL

Remember:

- People first – People with disabilities (PwD) second
- Disability is sometimes sensationalised
- Avoid generalising and labelling
- Focus on someone's abilities – what they can do.
- They have the right to try, fail and be angry
- They know what they want to say, so listen
- They have a need to be independent – give space
- They have great potential

Don't Let Words Erect Barriers

One of the major developments in Adapted Physical Activity has been the Introduction of the CARA centre in Tralee. The **CARA Adapted Physical Activity Centre** is the first of its kind in Ireland. This centre is a National Centre aimed at facilitating the developments of sport and physical activity for individuals with disabilities throughout Ireland.

The centre known as CARA (cara when translated from the Irish means friend) is a National Centre seeking to promote and develop quality sport and physical activity opportunities for people with disabilities. The CARA centre has two main objectives:

1. To co-ordinate the work of 21 Sports Inclusion Disability Development Officers throughout Ireland.
2. To develop as a National Resource Centre working in partnership with Local Sports Partnerships, National Governing Bodies, disability organisations, the National Disability Authority, Schools, international links and other sporting organisations.

The main aim of the CARA centre is to facilitate the increase in the number of people with disabilities participating in sport and physical activity by increasing opportunities to participate, improving access, providing information on and organising/delivering training, undertaking and co-ordinating research, supporting APA developments at third level institutions and assisting in the development of both local and national sport and physical activity.

The Centre plays a key role in co-ordinating the development of the 21 Sports Inclusion Disability Officers (SIDO). National SIDO objectives have been developed by the CARA centre. These objectives include, establishing new clubs/sessions, supporting existing clubs, providing information and advice on disability sport, organising and delivering education and training courses, improving access and supporting the development of a local strategy on sports and physical activity for individuals with disabilities.

For further information contact:

Niamh Daffy
Co-ordinator CARA Adapted Physical Activity Centre
Institute of Technology
South Campus
Tralee
Co Kerry

Tel: 066-7145646
Email: niamh.daffy@staff.ittralee.ie

Drug and Alcohol Policies

As drugs and alcohol are prevalent in today's society, all clubs are encouraged to have a written Drug and Alcohol Policy. This should include details on what is and is not acceptable and the consequences. It should also centre on the following:

- The use of drugs, alcohol and tobacco should be actively discouraged as being incompatible with a healthy approach to sporting activity.
- Coaches should not smoke when taking a session or drink alcohol before taking a session.
- Under-age clubs and teams should be encouraged to organise receptions and celebrations in a non-alcoholic environment and in a manner that is suitable for the age group concerned. Adults should act as role models for appropriate behaviour and refrain from drinking alcohol at such functions.
- Coaches should promote fair competition through the development of sound training practice and should actively discourage the use of any substance that is perceived to offer short cuts to improved performances or to by-pass the commitment and hard work required to achieve success.
- Coaches in children's sport should refrain from seeking sponsorship from the alcohol and tobacco industries.

For more information contact:

Audra Cotter
Clonmel Community Based Drug Initiative
Mobile: 086-8557212

Vanessa Cunningham
South Tipperary Drugs Outreach Worker
Mobile: 086-8561683

Stuart Maloney
Mid-Tipperary Drugs Initiative
Tel: 062-62824
Mobile: 087-6188075

Volunteers

Getting enough of the right people is the most basic challenge of working with volunteers.

Before recruiting, you will need to know the following:

- Why you want volunteers
- What they will be doing (it helps to develop a 'role' description for each different volunteering role)
- What type of people are you looking for (develop a person specification role)
- If/how you will select/screen volunteers
- References should be checked by the club/organisation
- How will you support your volunteers

* Recruitment of Volunteers

Sport relies heavily on the time and commitment freely given by volunteers and without this the opportunities for children and young people to participate in sport may not exist. In order to make these opportunities a positive experience, it is recommended that all adults taking responsibility for young people in sport should undergo a recruitment process. The following recruitment steps will help to protect young people and assist in placing leaders in the position to which they are suited and supported:

- List tasks that Sports Leaders need to perform and the skills needed for those tasks
- Make all vacancies openly available to interested and qualified applicants.
- Each applicant should complete an application form. This should include a self-declaration section/form.
- In the Republic of Ireland the Irish Sports Council recommend that coaches who work with young people should be checked by the Garda vetting service when this becomes available to sports organisations.
- It is not the responsibility of any one person to recruit a leader. References should be verified by the Club/Organisation Management Committee and should be kept on file as a matter of record.
- All recommendations for appointment should be ratified by the Sports Clubs/Organisation's Management Committee. The decision to appoint a Sports Leader is the responsibility of a Sports Club/Organisation, and not of any one individual within it.
- Once recruited into the Sports Club/Organisation, all Sports Leaders should be adequately managed and supported and any statutory guidelines should be adhered to.
- A probationary period is advisable and should be established, ideally through an informal interview, which can be used to assess the leader's commitment to promoting good practice in relation to young people.
- Verify qualifications and experience.
- Confirm identity of leader by checking formal identification.
- When storing information in relation to applicants it should be treated as highly sensitive and confidential. It should be kept in a locked cupboard that is accessible only to a nominated officer and a deputy nominated officer.

- After making a final decision about the applicant, the original information sent to the vetting authorities must be destroyed immediately by shredding. Organisations may, however, include a note on any personnel file stating that a check was carried out and that the person's conditional offer of appointment was confirmed/withdrawn as a result.
- Once you have selected your volunteers there should be an induction (also known as Orientation). This should include awareness of the code of conduct, club structures and best practices.

If your organisation is working with one of the following groups then you will have to make an informed decision as to who you will accept as a volunteer. Examples include:

- Vulnerable people such as children, elderly, people with disabilities, etc.
- If they are going to be doing a lot of unsupervised work
- If they will be handling money or put in a similar position of trust.
- Any role that you see a need for screening

Remember: For general recruiting, it's important to avoid simply saying 'volunteers needed'. Instead, focus on roles and what they have to offer.

* Retaining Volunteers

- Recognising the role that volunteers play in the organisation
- Provide training and professional development for volunteers
- Provide a welcoming atmosphere for the volunteers
- Allocate sufficient resources to support volunteers
- Enlist volunteers in recruiting other volunteers
- Ask for feedback when a volunteer or volunteers have completed a task

REMEMBER - It is easier to keep an existing volunteer than to recruit a new one

For more information on volunteer training, induction, retaining and best practices contact:

South Tipperary Volunteer Centre
Hilery Tarrant
South Tipperary Volunteer Centre,
The Wilderness, Clonmel,
Co. Tipperary.

Tel: 052 87342
Email: hilery@volunteersouthtipperary.ie
Website: www.volunteersouthtipperary.ie
www.volunteeringireland.ie

Volunteering Ireland
Coleraine House,
Coleraine Street,
Dublin 7.

Tel: 01-8722622
Email: info@volunteeringireland.ie
Website:

Funding

Fundraising

In all clubs, the issue of finance and funding is a critical question that must be answered. Most clubs will ask their members to pay an annual subscription; the amount of which will depend on the activities of the club and will be decided at the AGM.

However, often clubs require alternative sources of funding for large expenditures such as equipment, clothing, special events, etc., and this can be done in a number of ways, such as:

* Event Planning

When clubs want to promote an event they should contact their County Board (If applicable) and then their Provincial Council. By doing this, the event avoids any major clashes that might take from the event. To plan your event, start the year before as regards setting the date, look at the present events and see what else is on that might affect numbers participating. Elect a committee that will help with the organising of the event. Remember when organising an event plan plenty of time in advance. Put the event in the N.G.B. diary handbook and let your County/Provincial body know about the dates. Have a Press launch two months before the event to arouse interest. Try to source some sort of sponsorship if possible. Try to get as much publicity as possible for your event(s).

* General Fundraising

A lot of the time fundraising in the local community is regarded as a last resort but this need not be the case. Raising money locally should be an important part of any club's fundraising strategy. Apart from raising money it also acts as publicity for your club and it also raises awareness of your club's activities in the locality. There are many ways in which to carry out general fund raising such as:

- Lottery or Raffle
- Dinner dance
- Barbeque
- Fun Competitions
- Club birthday party
- Outings doing another activity, e.g. Golf
- Quizzes

The club members need not think of fundraising events as a chore, but rather, a lot of the time they can be thought of as a social event/family day. Encourage members involved to bring friends and family along to increase the numbers.

Supporters can be asked to contribute through donations, subscriptions, and advertising of an event, promotion of any kind or sponsorship.

* Donations

This is where money or goods are donated with no expectation in return. Money is often donated to help run certain events, for goods such as sports equipment and local companies often give prizes for social occasions.

The key to receiving donations is to build a good relationship with potential donors and not to ask too often.

* Sponsorship

Corporate sponsorship is an arrangement between a company and a voluntary or community organisation. The Company funds either an event or project in return for the good publicity that it will receive. Sponsorship is not the same as a donation where a gift of money or goods is received without any expectation of return. Sponsorship is a form of marketing for many companies and they will therefore expect a return such as, the guarantee of publicity especially for the company name.

Most companies allocate sponsorship once a year so contact them before you send in a proposal to see if they have used their annual budget or not. If it is gone, then ask what is the best time of the year to apply for future reference. Also, ask if they have any set procedures or sponsorship policy so that you are aware of how the company likes to deal with potential sponsorship partners.

If any club members work for or have links with any companies, these should be approached first as the connection gives a good introduction to any proposal. If you are looking for a large amount of sponsorship, it can help to break these down into smaller sections and apply to various organisations. Research the companies that you are applying to. You are more likely to find a sponsor on your own doorstep so always include the local perspective. This works especially well with companies that are new in an area given that they are trying to build a local profile. Always ring before sending in a proposal to establish the appropriate person to send the application to.

Always state that you will contact the company on a certain date to see if the application has been successful - give a reasonable amount of time 3 or 4 weeks - this means that a decision will usually be taken one way or the other so that you are not left sitting waiting for the company to contact you. Make sure that you always follow up on the date that you state.

Where you are applying for an event/project involving young people, there are some ethical principles to be aware of:

- Particular care should be taken that the association with a sponsor should not put them under pressure to purchase the sponsor's products
- Where programmes or events are directed at primary schools, they should not promote products or services aimed at a children's market
- Sponsorship by alcoholic drinks or tobacco companies should also be avoided

If you are unsuccessful in your application, don't be afraid to contact the company to ask why - this can give you valuable information for your next application.

* Lotteries

A permit is needed for lotteries not held privately or in conjunction with an event. Application is made through the local gardaí. A permit is also needed from the gardaí to collect money in a public place. These applications must be made to the gardaí in the area where the collection or lottery is to take place and they will be confined to the area applied for. Collecting without a permit is an offence and entitles the gardaí to seize what money has been collected.

How to apply for a Lottery Permit

(Section 27 of the Gaming And Lotteries Act 1956)

Apply at your local Garda Station

The Lottery, which a permit holder is authorised to promote, shall comply with the following conditions: -

- 1 The Permit Holder shall derive no personal profit from the lottery
- 2 The total value of the prizes shall not be more than €3,800
- 3 The value of each prize shall be stated on every ticket coupon

A permit shall not be granted more than once in six months for the benefit of any one beneficiary.

Periodical Lottery for charitable purposes under license granted by the District Court
(Section 28 of the Gaming and Lotteries Act 1956)

The District Court may grant a license for the promotion, during such period not exceeding one year, as shall be specified in the license, of periodical lotteries. The total prize in any one-week shall not exceed €12,700.

* Writing Proposals

Before you begin, research all the potential organisations/people you intend to approach about funding. This could include:

- What kind of organisations and projects do they fund?
- What are they interested in?
- What are their requirements in terms of supporting documentation, accountability and evaluation?

Some organisations/people will have their own applications that list the details required. If this is the case you should still include a covering letter and supporting documentation.

For those who are told to structure their own submissions, make sure to include the following details:

- Profile of the club
- The general needs that the club meets
- The specific needs that the funds will meet
- Exactly what the organisation plans
- How the proposal will be carried out
- How much money is required
- How its other funding requirements will be met
- The expected outcomes of the project
- Why they should be interested

Start your application with a covering letter outlining who you are and why you are writing. As a lot of organisations get quite a number of requests/applications for sponsorship/funding, your covering letter has to be well written, well structured and to the point (especially the first paragraph, as this is what will grab their attention).

Always be positive, put down all the good qualities of your project without being modest. Tie this in with what you know about the funding agency/sponsor and show that you have done your research. Draw in all of the benefits to the sponsor, the club and the potential participants in the events/projects. Always show that the funding that you are applying for is part of an overall sustainable scheme.

Keep the proposal clear and concise and easy to read. Get someone unconnected with the application to read it over before sending it in to ensure the clarity of the proposal. Use tables and graphs where possible and don't crowd the text onto the page. Make sure that the proposal is well presented - don't just hand something in for the sake of it. Use colours for different sections and use a folder to keep all of the information together.

Personalise it - don't send off the same letter and information to all funding agencies and potential sponsors. Use the information that you have on each company to direct each proposal personally towards the recipient.

Be clear about the amount that you are asking for - you should also indicate a willingness to fundraise at least part of the total cost. Asking for partial funding is far preferable to simply asking for the whole amount. In budgeting for the proposal, the club must show that it has its finances under control. It is important that accounts are kept up-to-date and that they are easy to understand.

Guidelines when Applying for Funding

- Research your proposal before you begin.
- Address the proposal to someone specific.
- Always follow up on written proposals with a phone call.
- Include any information that you feel may be relevant in supporting your application - press cuttings, statistics of club, etc.
- Adapt your application to the specifics of the company/funding agency that you are applying to.
- Be business like - be positive not defensive.
- Show that you are planning for the long term. Funding agencies especially want to see that the funding will be used on something sustainable or for an event that is part of a bigger plan- drawing up a Club Development Plan could help you in this.
- If successful, keep the company/funding agency informed of progress with regular updates - this creates a contact that could lead to further funding at a later stage.
- Even if the contact doesn't respond positively this time, ask for feedback on your application for future reference. Also keep them informed of other opportunities - they may not have had the budget at the time and may be interested at a later stage.
- Keep records of all funding applications, successful or not as these can help in future applications.
- Don't come to rely solely on one sponsor as they may decide at some stage to withdraw the funding - keep trying to make other contacts at all times
- Invite them to the event being staged or other event such as prize givings or club socials.
- **Don't forget to say Thank You!**

Reasons why requests for funding are rejected

- The applicants may not have made a distinctive case for themselves
- The aims of the club and project/event are not clear
- There seems to be no financial control in the club
- The club seems to be well off and could get the money elsewhere without undue difficulty
- The club seems to provide an expensive service
- The application does not contain all of the required information

Funding Agencies

The following is a list of funding agencies/companies who are known to have an interest in supporting community and voluntary work. Please DO NOT take this list as being all of the companies/funding agencies that will give out money - these are only the ones who advertise the fact. Don't hesitate to contact other companies/agencies at local level for sponsorship or funding - you'll never know unless you try.

Some of the funding agencies listed below will only consider projects that cover large numbers of the population. In this case, it is possible for clubs to co-operate to make joint submissions or for Provincial Associations to make proposals that will require co-operation from all clubs in a league.

Many are also national organisations so even though they may be based in Dublin, they will fund projects countrywide.

Department of Arts Sport and Tourism (DAST)

Sports Division

Fossa

Killarney

Co. Kerry

Tel: 064 27300

Fax: 064 27360

Lo-Call: 1890 27 3000

Website: www.arts-sport-tourism.gov.ie

The Department provides funding at local level from the National Lottery under the annual **Sports Capital Programme**, which provides funding to voluntary sporting and community organisations towards the provision of sport and recreational facilities in terms of construction, refurbishment, improvements and equipping to high standards.

Applications should also be sent in with letters of support from the local community such as from the local Council, any other sports or community groups that use/will use the facility concerned, your club, etc. This programme is advertised once a year, usually towards end of year.

Please contact the DAST or South Tipperary Sports Partnership for further information.

Local Health Board

Each Health Board has a Health Promotion Department, which contains a Physical Activity section. These have funding at their disposal for projects and events to increase physical activity especially in children. Funding can be given for the production of resource material and health promotion projects, which will be of benefit to a large number of the population.

Health Promotion Department
Western road,
Clonmel
Co. Tipperary
Tel: 052 77000
Website: www.sehb.ie

Corporate Social Sponsorship

Corporate social responsibility is whereby organisations consider the interests of society. The organisations voluntarily take further steps beyond their statutory obligations to improve the quality of life for employees and their families as well as for the local community and society.

Local Authorities

Each local authority is empowered to support and fund community activity and recreational facilities in its area. Some Councils provide community grant schemes such as activities relating to children, youth, recreation/purchase of equipment and others provide grants to voluntary groups and organisations to encourage and assist their work.

Projects should have clearly set out aims and objectives that relate to those of the authority. They should represent "value for money" and provide a benefit to the local community. Local newspapers are the usual method of informing groups about Council grants but they are not always advertised so contact your local Council for further details.

South Tipperary County Council
County Hall
Clonmel
Ireland
Tel: 052 34455
Fax: 052 24355
Email: info@southtippcoco.ie
Website: www.southtippcoco.ie

Area Partnership Companies

These are funded under the local Urban and Rural Development Programme with most of these partnerships prioritising the following areas: Education and Training, Community Development, Support for Marginalised Groups, etc. Their objectives will vary from area to area but they will possibly fund schemes to help youth especially those at risk. Contact your local partnership for details of current objectives and guidelines for applying for funding if available for sport.

Clonmel Community Partnership
Ormonde Centre,
Prior Park,
Clonmel,
Co Tipperary
Tel: 052 29616
Fax: 052 29615
Email: ccp@eircom.net

Local Sources of Advice and Support

Local Sports Partnerships

In 2000 the Irish Sports Council commenced the establishment of Local Sports Partnerships throughout the country. These Partnerships were created to support and promote sport at local level.

Check out South Tipperary Sports Partnership's website for information on latest funding opportunities: www.stsp.ie

Valerie Connolly
Sports Co-ordinator
South Tipperary Sports Partnership
Civic Offices
Cashel
Co. Tipperary
Tel: 062-64737
Fax: 062-64799
Email: vconnolly@stsp.ie
Website: www.stsp.ie

Why draw up a Club Development Plan?

There are some very important reasons why clubs should have a Development Plan in place:

- When applying for funding, a Club Development Plan will greatly enhance any application, as it will demonstrate that a club is organised and that any funding received is part of a long term and sustainable scheme.
- It will help clubs to decide what they want to apply for funding for. i.e. what are the areas within the club that need strengthened?
- It will help a club to become stronger as it will help to identify weak areas in the club and give rise to thought on how to improve them.
- It will help the club to work towards the same goals rather than everyone working in different directions.

Drawing up this Plan need not be a long or complicated process - involve as many people as possible so as to include the views of all involved in the club.

The following is a suggested template for a Club Development Plan - if there is anything else that you would like to add in, feel free and likewise if you feel that there are sections or questions that aren't relevant to you, leave them out.

The three main steps are as follows:

1. Where is the club now?
2. Where does it want to go?
3. How is it going to get there?

Section 1: Where is the Club Now?

Coaches

- How many coaches are there in the club?

- At what level do they coach?

<u>Level</u>	<u>No. Of Coaches</u>
Senior	
Junior	
Juvenile	

- What qualifications have they got?

Foundation Level	Level 1	Level 2	Level 3

- Are they paid for their work?

Yes	
No	

- Does the club contribute for the coach to obtain their coaching qualifications or to upgrade their qualifications?

	Upgrade Qualifications	Obtain Qualifications
Doesn't Contribute		
Partially Contributes		
Pays Fully for Course		

Equipment

- What equipment does the club own?

- Does the club use equipment that belongs to someone else?

Yes	
No	

If yes, then what equipment is it?

- What sort of condition is the club's equipment in?

	Excellent	Good	Fair	Poor	V. Poor
Equipment					
Equipment					
Equipment					

Facilities

- What facilities do the club own?

- What facilities do the club use that are not their own?

- What are the costs of hiring a facility for use/renting out the clubs facilities?

	<i>Rent the clubs facilities</i>	<i>Hire a facility form s omeone</i>
Name of facility		
Name of facility		
Name of facility		

- Does the club share any facilities?

Yes	
No	

If yes, then what equipment is it?

- What sort of condition are the club's facilities in?

	Excellent	Good	Fair	Poor	V. Poor
Facility					
Facility					
Facility					

Community Links

- What links, if any, does the club have with local schools?

- Are you in contact with your Local Sports Development Officer or Local Sports Partnership?

Yes	
No	

- Do you know what funding is available in the locality and how to access it?

Yes	
No	

Members

- How many members are there in the club?

	Youths	18 - 24	25 - 44	45 - 64	65+	TOTAL
Males						
Females						
Total						

- Does the club actively recruit members?

Yes	
No	

If yes, then how is it done?

- Can the club cater for people with disabilities?

Yes	
No	

Performance & Excellence

- Is there a talent identification process/plan in the club?

Yes	
No	

If yes, how is talent identified/implemented?

- Are there any members who represent County/Province/Country at any level?

Yes	
No	

	County	Province	Country
No. of Athletes			

- Does the club help talented participants gain access to more coaching/services?

Yes	
No	

If yes, state what and how?

Competition

- What age groups does the club cater for?

- At what level do these teams play?

- Does the club play internal competitions?

Yes	
No	

If yes, please describe the organisation (what age groups are involved? how teams are picked? etc) for the event.

FINANCE

- What are the membership fees for?:

Membership Type	Price
Adult	
Juvenile	

- Does the club have one main sponsor or different sponsors for different sections?

Section 2: Where does the club want to go?

Once you find out what the club is lacking and where the club is weakest, then it is time to start planning to change that.

Everything that needs to be done should be prioritised and worked on, on a basis of need (and funds).

The best way to do this is to put the work into groups.

Group 1:

These are things that need to be done fast and can be done at little cost, i.e. applying for funding or getting coaches a qualification.

Group 2:

These are things that will take longer and require a good source of funding, i.e. building a new changing room.

REMEMBER: Don't skip steps for anything or ignore the little things, as some of the Group 2 priorities will depend on how successful you are with your Group 1 priorities.

It will be very hard to upgrade your facilities without proper funding and also having great facilities is not really worth much if your coaches are not good enough to get the most from your athletes.

Section 3: How is the club going to get there?

When devising the plan, it is best to ask the following five questions:

- Is what we are trying to achieve SPECIFIC? (Can we make the plan more specific?)
- Are the plans MEASURABLE? (Will we know exactly what we have at the end?)
- Are the plans ATTAINABLE? (Can we achieve it?)
- Are the Plans REALISTIC?
- TIME frame. (There needs to be a time frame for the completion of work).

When you are planning the tasks there has to be a degree of responsibility. So with that in mind, the following are quite important to remember:

- When is it to be completed?
- Who is Responsible?
- Resources Needed?

Monitoring and Review:

With any plan it is important that there is ongoing monitoring and reviewing to ensure that targets are being met and to allow for changes to circumstances that may arise after the drafting of the plan. The Club Committee should measure the progress that is being made and review the plan on a regular basis. How often you do this is up to the committee members, but the group one sections should be monitored regularly as a lot can be achieved quite quickly.

Your Development Plan should be an ongoing process - the workload will decrease as your club becomes more organised and developed but development must always take place.

It's the club's plan and the club's future - it therefore needs to involve the whole club.

REMEMBER: If you fail to plan, then you plan to fail.

Useful Websites

- www.arts-sport-tourism.gov - Capital Grants
- www.clubmark.org.uk - Information on the running of a successful club
- www.dcu.ie/students/disability/sport.shtml - Information for clubs and people with disabilities
- www.irishsportsCouncil.ie - Information on National Governing Bodies of Sport
- www.irishsports.ie - Information on running a club
- www.nctc.ul.ie - Information for coaches
- www.stsp.ie - Information on courses running locally - any general information and funding.
- www.southtippcoco.ie - Local Authority Grants
- www.sehb.ie - Health Promotion
- www.volunteeringireland.ie - Information on how to attract, train and retain volunteers
- www.volunteersouthtipperary.ie - Information on how to attract, train and retain volunteers

A lot of information can be obtained from your NGB's website or by contacting them (email/phone/letter). If you have not already got their contact details, then they can be obtained from the Irish Sports Council or from the South Tipperary Sports Partnership.

Abbreviations:

AGM	Annual General Meeting
APA	Adapted Physical Activity
CSO	Central Statistics Office
DAST	Department of Arts, Sport & Tourism
EGM	Extraordinary General Meeting
ISC	Irish Sports Council
NCTC	National Coaching Training Centre
NGB	National Governing Body
PRO	Public Relations Officer
SIDO	Sports Inclusion Disability Officer