

CLUB DEVELOPMENT FRAMEWORK



BELIEVE, BELONG, ACHIEVE TOGETHER



CLUB DEVELOPMENT FRAMEWORK

scottishathletics is committed to continuing to put clubs at the heart of everything we do. As set out in the new **scottishathletics** strategy, Building a Culture of Success, our aim is to build an integrated, inclusive and transparent system that supports our constituent members. The role of our Development Team is to inspire, empower and enable our member clubs, their staff, volunteers and athletes to achieve their ambitions.

This Club Development Framework has been developed to support our work with clubs and to enable clubs to, in their own time, review their current operations, and where they choose, to identify steps they can take to further develop. The success of the sport in Scotland in recent years has been built on the strength of clubs and people and we are fully committed to ensuring these clubs and individuals continue to be resourced, and have the support they require, to continue the great work that has been started.

WHAT IS THE CLUB DEVELOPMENT FRAMEWORK AND HOW DO WE USE IT?

The Club Development Framework enables clubs to review their operations across 13 areas of the club's business. The framework is split into four tiers to show how progress can be made within each of those business areas. The suggested steps outlined have been pulled together through feedback received, reviewing best practice and from our work with member clubs. Whilst these steps are not exhaustive it is designed to share good practice from other clubs, encourage creativity and new ways of thinking, and most importantly ensure all clubs operate safely.

The Club Development Framework is designed to be a guidance document and can be used by clubs in whichever way they see fit to support them. For those clubs that choose to utilise the framework it will help them to evaluate and improve across the 13 club business areas. The ClubServe system, which is provided by **scottishathletics** for all member clubs, will support clubs to complete their review of operations, access appropriate resources, and identify and monitor progress of key actions.

The club reviews are set out within the sections of Our Communication, Our Community, Our Home, Our Members, Our Organisation and Our Team on the ClubServe system. These sections are referenced throughout the framework so users can identify where the appropriate club reviews sit within ClubServe.

As we continue our work with member clubs we will evolve the framework to ensure it remains a useful tool for clubs.

HOW WILL SCOTTISHATHLETICS SUPPORT OUR CLUB?

This framework is supported by our club development team consisting of our head of development, national club manager's and official's development officer. The club development team work closely with the wider development team, other internal departments, partners and external consultants to support our member clubs and people in athletics in Scotland. We recognise the success of the relationships that have been established with clubs in the modernisation project over the last four years and feel passionately that the offer of this direct support needs to be readily available to all clubs.

scottishathletics will provide a programme of support that can be accessed by all clubs, designed to provide the education, guidance and direction needed to continue, and further develop, the great work clubs are doing. Clubs can choose to access our services as and when they like, and we will continue to evolve our support to ensure it is meeting the needs of all clubs and the staff, volunteers and athletes in them.

CLUB DEVELOPMENT FRAMEWORK – TIERS

01 ORGANISED AND AFFILIATING

For all clubs affiliating to **scottishathletics** there are some basic requirements that must be met to join and maintain membership. These requirements are set out in the first tier of Club Development Framework. Across 13 areas of the club's business this tier identifies the fundamentals that all clubs should be able to demonstrate.

These requirements ensure minimum safety standards are in place, the club has basic policies and procedures to ensure they are legally compliant, and the club is organised in a manner that will support its members and minimise governance challenges.

03 ASPIRING AND EVOLVING

The third tier of the framework encourages clubs to plan longer-term whilst ensuring that there remains strong governance and management practices in place and focus on achieving and delivering the club's vision.

This tier will help encourage clubs to consider how they continue evolving all aspects of their club's business. Focus is placed on ensuring people within the club are supported to further develop and achieve their ambitions, whether as a general club volunteer, athlete, official, coach, staff member, or any other club role.

02 SUSTAINABLE AND DEVELOPING

All member clubs in some way will be developing their club across one or more of the 13 identified areas of the club's business and taking steps to ensure they remain sustainable. This tier of the framework builds on the basic organisation at the first tier to set out suggested steps to enable clubs to further develop.

These suggested steps encourage clubs to think about planning for the future ensuring they have a focus on further developing or maintaining their current status. Clubs can also think more about collaboration with members and partners to help achieve their objectives. Finally, this tier considers the basic practices clubs should have in place to remain well-governed, forward-thinking and progressive.

04 STRATEGIC AND SECTOR LEADING

Building on the solid foundations developed through the first 3 tiers of the framework this constantly evolving tier sets out a strategic approach to managing and further developing the club across the 13 areas of the club's business.

Whilst the framework presents some suggested steps a club can take to continue improving, this tier is about encouraging innovation and continually raising the bar to be leaders in the sport, and sector, within each business area.

ORGANISED AND AFFILIATING

The following sub-headings are highlighted throughout the framework:
our organisation; our team; our members; our communication; our community;
and our home.

These sub-headings relate to the club review sections contained on our online ClubServe system.

VISION AND PLANNING

Our organisation

Clear rationale for wishing to affiliate to **scottishathletics**.

GOVERNANCE AND MANAGEMENT

Our organisation

Know and understand the requirements of the club's legal status.
Governing document(s) in place and has been reviewed in the last three years.
Equality policy in place which is communicated and available to all members.
AGM has been held in the last 12 months and is held annually.
Privacy notices in place which are communicated and available to all members.
Disciplinary policies and procedures in place which are communicated and available to all members.
Codes of conduct in place for all athletes, coaches, volunteers and staff.

FINANCE

Our organisation

Registered bank account in the name of the club with a minimum of 2 signatories required.
Suitably qualified and/or educated individual in place and responsible for club finances.

WELFARE

Our organisation

The club has a child wellbeing & protection policy and anti-bullying policy which is communicated and available to all members.
Minimum of one Welfare Officer in the club and all members, volunteers, staff and parents/carers made aware of who the Welfare Officer is.
All volunteers and staff working with children and/or vulnerable adults have a full PVG Scheme Record or update for their role in the club.

COACHING

Our team

The club has a minimum of one active level 2 or equivalent coach.

VOLUNTEERING AND STAFF DEVELOPMENT

Our team

Maintain a register of all volunteers in the club and ensure PVG checks are completed where required.

MEMBERS

Our members

The club has an open and transparent policy for joining the club.
Ensure all competitive athletes have an individual membership of **scottishathletics**.

ATHLETE DEVELOPMENT

Our members

Clear statement of athletics disciplines being offered by the club for training.
Clear statement of age groups the club caters for.

COMPETITION

Our members

Clear statement of athletics disciplines being offered for competitions and age groups catered for.

PARTNERSHIPS

Our communication

Required information, data and payment sent to **scottishathletics** for annual affiliation.

MARKETING AND COMMUNICATION

Our communication

Club communicates to members relevant club business e.g. training sessions, internal events, external events, AGM etc.

FACILITIES*

Our home

Appropriate facilities available to members and training groups.
*Club's that own and/or manage their own facility should contact **scottishathletics** for further advice.

SUSTAINABLE AND DEVELOPING

VISION AND PLANNING

Our organisation

Clear vision for the club that is communicated to all members, volunteers, staff and partners.

Basic plan in place, aligned to the club's vision, and used to direct the work of the board/management committee.

GOVERNANCE AND MANAGEMENT

Our organisation

Process in place for ensuring full compliance with all legal obligations.

Key policies and procedures in place to ensure the club is safe and well governed.

All key roles filled within the club's management committee and role descriptions in place for all roles.

Transparent procedure in place for the recruitment of board/management committee positions.

Required insurance policies in place to ensure the club is fully covered for all its activities.

FINANCE

Our organisation

Key policies and procedures in place ensuring club finances are well managed and monitored.

Annual budget produced, published and communicated to members.

Annual accounts produced that are independently verified by a suitably qualified individual and communicated to members.

Expenses policy in place and relevant receipts are submitted with any claims.

Clear understanding of tax responsibilities and obligations are met.

WELFARE

Our organisation

Taking appropriate steps to ensure wellbeing, safety and protection of all participants.

All volunteers and staff working with children and/or vulnerable adults, parents/carers and children themselves are aware of, and signed up to, a relevant code of conduct.

All volunteers and staff working with children have attended child protection awareness training and received an induction covering child protection policies and procedures.

Disciplinary procedure in place which includes a process for referrals to the children's list.

The club has in place a policy for responding to concerns and those working with children know what to do and where to seek support when required.

Child protection concerns are recorded, and their management reviewed regularly. Education is given to children and adults through induction to ensure they are aware of what to expect from adults in sport who safeguard, promote and support their wellbeing.

COACHING

Our team

Club provides clarity to all coaches on their approach to delivering coaching, developing coaches, and developing athletes. This approach is aligned to the club's vision and practiced within and out with the club environment.

Coach development plan in place, or covered within wider club plan, which ensures the club are proactive in recruiting and developing their coaches to meet the clubs' and coach's needs.

Documented coaching structure which is communicated to all coaches, members and parents.

Coaches with the right skills and qualifications working at each stage of the athlete pathway.

VOLUNTEERING AND STAFF DEVELOPMENT

Our team

Volunteer recruitment and retention plan in place with an individual allocated to overseeing the recruitment, retention, training and deployment of all volunteers.

Recruitment and selection procedures and processes are in place and followed for recruiting all staff and voluntary roles.

Adequate number of officials in the club, or available to the club to deliver the club's competition plan.

MEMBERS

Our members

Membership recruitment and retention plan in place or covered within wider plan, and an individual or sub-group that is responsible for member recruitment and retention.

Induction process in place for all new members of the club.

Membership benefits package in place and communicated to all members, parents etc.

Clear plan in place to ensure that all new members have a positive experience and are made to feel welcome in the club.

ATHLETE DEVELOPMENT

Our members

Approach to training and competition is athlete focussed.

Training sessions delivered, and competition opportunities promoted, are appropriate to the age and ability of the athletes.

Club understands development and competitive opportunities for athletes with a disability.

COMPETITION

Our members

Club has an integrated competition plan in place which highlights appropriate competitive opportunities for mainstream and para athletes.

Internal competition opportunities are provided for athletes in the club.

PARTNERSHIPS

Our communication

Links established with local partners to help further the objectives of the club.

Working with **scottishathletics** through 1-1 support given by Development Team.

MARKETING AND COMMUNICATION

Our communication

Regular communications maintained with members, coaches, volunteers, parents/carers and partners.

Online presence (e.g. website, social media) with clear calls to action for interested potential members and volunteers.

Manage expectations and attract new members and volunteers by having a clear understanding of what the club offers and what the benefits of membership are.

FACILITIES*

Our home

Club ensures volunteers understand and comply with facility operator's guidance.

Nominated point of contact for maintaining relationship with operator and addressing challenges.

Risk assessments in place for all club training, and internal competitions.

*Club's that own and/or manage their own facility should contact **scottishathletics** for further advice.

COMMUNITY

Our community

Links established with local authority, schools, leisure trusts and other relevant organisations.

Actively advertising volunteering roles and participation opportunities to the wider community.

Delivering wider community athletics programmes to encourage new participants and members e.g. run, jump, throw, disability athletics programmes.

ASPIRING AND EVOLVING

VISION AND PLANNING

Our organisation

Longer-term club plan in place (minimum 3 years), in addition to annual plans, and developed using feedback from key stakeholders.

Progress against plans is regularly monitored and actions allocated to ensure accountability and continued progression.

GOVERNANCE AND MANAGEMENT

Our organisation

Policies and procedures in place to help manage all aspects of the club's business.

Process in place to review all policies and procedures at least every two years.

Terms of reference for all sub-groups and person(s) allocated to lead each group.

Staffing/volunteer structure in place to deliver the club's vision, and which is adequate for projected future delivery.

Diversity of management group and sub-groups which is representative of the membership.

Suitable IT solutions in place for communicating with members and partners, and for managing the club's operations.

FINANCE

Our organisation

Sub-group for financial management of club in place, and responsible for budgeting, managing procedures and reserves, and maintaining financial controls.

Long-term budget in place and resources allocated to deliver on the commitments of plan.

Updated accounts are produced in advance and discussed at each board/management committee meeting.

The club regularly reviews the value of applying for external funding to support the delivery of its plans.

Stock records are maintained and reviewed by the financial sub-group.

Membership fees and other charges are reviewed annually to ensure they generate the finance required to manage the club.

WELFARE

Our organisation

Those working with children and/or vulnerable adults are provided with ongoing support to promote and safeguard children and/or vulnerable adults wellbeing.

Board/management committee is aware of and has an understanding of safeguarding issues for children in sport.

Management of child protection policies, procedures and concerns is reviewed regularly.

Good practice guidelines in place for working with children.

The club has an anti-bullying policy in place that is communicated to all members, volunteers, staff and parents/carers.

COACHING

Our team

The club has a coaching lead, or similar role in place, who is responsible for recruitment, training, deployment and retention of coaches.

Recommended coach to athlete ratios are maintained at all times.

Club athletes have access to event group and event specific coaches where relevant.

Level 2 equivalent coach in club, or available to club for each event group and at each stage of the athlete pathway.

CPD programme in place for coaches at each stage of the coaching pathway, including inclusive athletics training for coaches working with athletes with a disability.

Relevant data gathered annually on coaches to monitor profile of coaching workforce.

VOLUNTEERING AND STAFF DEVELOPMENT

Our team

All volunteers are provided with opportunities to attend CPD training.

The club has an appointed individual to oversee the recruitment, training, deployment and retention of officials.

Annual skills gap analysis completed and reviewed by management committee or relevant sub-group.

Leadership development opportunities are made available to key staff and volunteers. People with appropriate skills are recruited for leadership roles.

Induction process in place for all voluntary roles in the club, including shadowing/buddying opportunities for all key positions.

Mentoring programme in place for all new staff and volunteers.

All voluntary roles have a role description and clear responsibilities which are reviewed at least every two years.

MEMBERS

Our members

Relevant data gathered annually on membership, coaches and volunteers to monitor profile of membership and drop-offs.

The club actively seeks the opinions of members at least every two years and uses the information gathered to help shape the direction of the club.

Annually review membership categories to ensure they meet needs of existing and prospective members.

Exit survey submitted to all members that leave the club and returns reviewed by individual/sub-committee responsible.

Suitable and modern process in place for making and monitoring membership payments.

Club is proactively developing opportunities for people with a disability to participate in athletics.

ATHLETE DEVELOPMENT

Our members

Club's athlete development pathway in place which allows progression of athletes via age and ability and also recognises early and late developers, particularly for athletes with a disability.

Athlete development pathway communicated to all athletes, parents/carers and coaches.

Process for recognising the right time for athletes to progress and/or change coach if necessary.

Education and support provided for athletes and parents/carers to develop their understanding of the potential pathways for the athlete and to help manage any challenges they will face.

COMPETITION

Our members

Links established with other local clubs to support local and regional competition.

Proactively ensure that external competition opportunities are made available to all athletes at the appropriate time in their development.

Financial support made available for athletes on the national talent pathway to access appropriate competitions.

PARTNERSHIPS

Our communication

Network established with other athletics/sport clubs to share practice, learn and develop.

Sponsorship package highlighting sellable assets agreed by committee and actively promoted.

MARKETING AND COMMUNICATION

Our communications

Marketing & communication plan in place (or covered within wider plan) with a focus on raising profile of the club and maintaining good communication with members.

Understanding of why your members participate in your club, and wider understanding of people taking part in sport locally and nationally.

Clear communication channels from the sub-groups into the board/management committee.

FACILITIES*

Our home

User agreement in place with facility operator for access to facilities.

Planned approach to utilising effectively the training space available, ensuring suitable facility space is available to allow the club to grow.

*Club's that own and/or manage their own facility should contact **scottishathletics** for further advice.

COMMUNITY

Our community

Understanding of barriers that prevent people in the local community from taking part in sport.

Community engagement plan in place or covered within a wider club plan.

Club is proactively raising their profile and communicating with the wider community.

STRATEGIC AND SECTOR LEADING

VISION AND PLANNING

Our organisation

Business model and strategy developed, with input from key stakeholders, which allocates accountability in the organisation, and sets clear objectives which are used to form annual action plans.

Demonstrate a willingness to regularly reflect on the club's operations and to commit to continuously improve.

GOVERNANCE AND MANAGEMENT

Our organisation

Minimum of one independent director appointed to the Board of the club and maximum terms of office clearly set out within the club's governing documents.

Appraisal process in place for board/management committee positions.

Equality action plan in place or referenced in wider plan or strategy.

IT plan focussed on increasing efficiency of club management, planning, processing membership fees, and education of staff and/or volunteers.

Ambassadors, or similar role, for the club appointed to help further the club's objectives.

Club maintains a risk register to monitor and proactively manage risks and a nominated individual is responsible for maintaining the register.

FINANCE

Our organisation

The club has a reserves policy to ensure they are prepared for unexpected events.

Pricing structure reviewed annually ensuring costs remain competitive, and are adjusted to meet budget requirements.

Financial risk management plan is in place or incorporated within wider plan.

Staff and/or volunteers involved in management of club finances have all attended appropriate training.

Financial procedures manual which is reviewed and updated, where necessary, annually.

The club has a plan in place for generating income (including fundraising) and ensuring the club remains financially sustainable.

WELFARE

Our organisation

Young people are given an opportunity to share their experiences and have a say in decisions involving them.

COACHING

Our team

Individual coach development plans in place for all coaches and continually reviewed.

Succession plan in place for coaching lead or equivalent role, and other key coaching positions.

Coach and athlete pairings are suitably supported to continue their development.

Appropriate training and deployment of coach positions (paid and/or volunteer) to meet the needs of the club and development of athletes.

VOLUNTEERING AND STAFF DEVELOPMENT

Our team

Relevant data gathered annually on volunteers and staff to monitor profile of volunteers and staff.

Appropriate HR policies and procedures in place for all paid roles employed and/or engaged directly by the club.

Procedures and practices in place to evaluate staff and volunteer performance and support their personal development.

Succession plan in place for all key staff and volunteer positions.

The club provides opportunities to upskill young athletes to prepare them for administration, coaching and officiating roles.

MEMBERS

Our members

Club can demonstrate the wider impact that they are having on members.

The club is proactively acting to increase participation from underrepresented groups in the club.

ATHLETE DEVELOPMENT

Our members

System in place to ensure parents/carers are aware of the pathway for athletes and receive feedback on their progress.

COMPETITION

Our members

Link with appropriate event group lead(s) in **scottish**athletics to manage transitions and competitive opportunities for mainstream and para athletes on the national talent pathway.

PARTNERSHIPS

Our communication

Strategic partnerships developed with organisations that share the club's vision and buy into the club's values.

Partnerships developed to tap into the business expertise of other individuals and/or organisations.

MARKETING AND COMMUNICATION

Our communication

Marketing and communication plan (or overall plan) in place ensuring that both the clubs' and the club's athletes are maximising opportunities to raise and maintain their profile.

External marketing and communication support and/or mentor in place to help further develop and promote the club.

FACILITIES*

Our home

Provide daily access to appropriate training facilities for athletes.

Sub-group in place to ensure a quality environment is provided for athletes at all sessions.

*Club's that own and/or manage their own facility should contact **scottish**athletics for further advice.

COMMUNITY

Our community

Awareness of local community profile and comparison to current membership demographic. Information used to influence future work of the club.

Club is actively seeking the opinions of their local community to give them a say on the club's role in the community.

Club has strong community links and is working with community partners to benefit the club and the local community.

Demonstrate the importance of the club's role in the local community e.g. social benefits.

Deliver targeted programmes to increase participation from inactive participants and groups in the local community.

CLUB SUPPORT SERVICES

NATIONAL CLUB MANAGER SUPPORT

National Club Manager's (NCM) are the direct one-to-one club development support for all affiliated clubs regardless of your stage of development. Your NCM will provide guidance to the club as appropriate and support you to deliver your vision. They will work with you to identify areas of development within the club and support you to work through the national club framework.

<https://www.scottishathletics.org.uk/about/people/staff/#development>

EMPLOYMENT

The Club Together programme is an integral part of our development work. Club Together helps employ over 30 people in member clubs and contributes significantly to the development of athletics in Scotland.

Further HR guidance and support can be offered for clubs who are directly employing and/or engaging staff and coaches.

WELFARE

All children that take part in athletics are entitled to do so in a fun and safe environment.

scottishathletics work in partnership with **sportscotland**, Children 1st, Disclosure Scotland and Volunteer Scotland Disclosure Services (VSDS), to continuously improve knowledge and practice in child protection and wellbeing at all levels of our sport.

<https://www.scottishathletics.org.uk/about/welfare/child-protection-and-wellbeing/>

COACH EDUCATION AND DEVELOPMENT

Coaches are fundamental to our sport. Without the commitment of those who choose to guide and train athletes of all ages, abilities and disciplines, athletics simply would not exist.

We offer a qualification pathway for coaches which is supported by a wide range of CPD opportunities, including the Inclusive Athletics Workshop for coaches working with athletes with a disability, which further improve knowledge and skills.

<https://www.scottishathletics.org.uk/coaches/>

CLUBSERVE

ClubServe is an online Customer Relationship Management (CRM) system for use by **scottishathletics** and member clubs. The system is being designed in partnership with GBSport specifically for clubs.

ClubServe gives clubs access to club reviews, online training, planning tools and in the future online membership, bookkeeping and online affiliation.

<https://www.scottishathletics.org.uk/39255-2/>

LEADERS' EDUCATION

scottishathletics is committed to ensuring we deliver a high quality CPD programme for clubs and their volunteers. We work alongside partners to deliver our National Club Conference and ILM accredited Club Leaders' Academy and aside from this we offer various club development workshops, webinars and bespoke education opportunities.

This education programme will help build clubs' knowledge and develop a broader understanding of business within a club context.

<https://www.scottishathletics.org.uk/clubs/>

OFFICIALS' EDUCATION AND DEVELOPMENT

Volunteers lie at the heart of our sport, with Officials an integral part of the volunteer workforce.

scottishathletics offer a range of qualification courses for officials, as well as delivering an annual conference and various CPD events. In order to officiate, you can complete an Assistant Official's Award or Level 1 course, though you can become a (non-officiating) volunteer at athletics events without these qualifications. If you'd like more information about how to get started visit the link below. There are also volunteering opportunities (non-officiating) available for those that do not want to go through the qualification pathway.

scottishathletics can also offer direct support to clubs through our officials development officer to help plan the recruitment, retention and development of officials.

<https://www.scottishathletics.org.uk/officials/>

PARTICIPATION PROJECTS

Working alongside clubs, local authorities and national partners **scottishathletics** aims to support and deliver opportunities for all people to take part in athletics.

Across Scotland there are inclusive entry level athletics programmes such as run, jump and throw delivered, active schools athletics sessions running, recreational running groups operating through **jogscotland**, and targeted programmes to engage underrepresented groups into the sport. Volunteer and community engagement are key for the sport of athletics to progress and these projects work towards making an impact and bettering the sport.

<https://www.scottishathletics.org.uk/>

CLUB BUSINESS SUPPORT

scottishathletics offers a variety of tools to help clubs manage and deliver their club business.

The Club Development Framework, alongside the Club Reviews and **scottishathletics** resources provided through ClubServe, enables clubs to review and further improve across 13 areas of their business.

Further individual support can be provided through our National Club Manager's and external resource services.



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