



# Club Together Guidance

November 2023





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## 1. Introduction

The **scottishathletics** Club Together Project, established in 2011, is a key part of the **scottishathletics** National Club Development Programme.

It is a simple scheme which involves the club, **scottishathletics** and local partners jointly investing to fund and employ, normally a part-time Club Together project post(s), to help the club develop and improve. A number of athletics clubs have also benefitted from investment through sportscotland's Direct Club Investment programme to help start or enhance their club development plans and staffing.

Ultimately the aim of Club Together is to increase participation and improve athlete performances within clubs, however, the aims of each post are determined by the needs of each individual club. Over the last eleven years, the programme and the range of roles has continued to evolve.

Currently there are 23 Scottish Athletics clubs part of the project with 33 different roles. This equates to 530 hours per week of club development time and an annual investment of £328k per annum.

Over the twelve years, since Club Together was first launched, it is clear that the programme has been a success – with an average 73% growth in the membership of participating clubs and an average annual retention rate of 83% of new members. Dedicated club volunteers working alongside Club Together staff and committed partners has been an effective combination that has helped to provide many benefits including membership and volunteer growth alongside enhancements to club infrastructure.

Club Together has helped to shape other areas of club and athletics development – governance and management, coaching & officials recruitment and development, competition, facilities, inclusive athletics, equality, community and school links and marketing/communication. The programme has led to stronger partnership working between **scottishathletics** and clubs in general as well as stronger alliances with local partners – Club Together has been a focal point to draw partners together.





## 2. Purpose of the Guidance

This guidance has been written to support athletics clubs in Scotland who are considering entering the Club Together project for the first time. It also aims to support clubs who are looking to re-enter the programme or those existing clubs already in the project who are exploring developing their involvement in the Club Together project.

The guidance will:

- Highlight the evolution of Club Together over the last twelve years.
- Provide step by step guidance for clubs to help determine if Club Together is a programme for them and key guidance to support them through the process of starting out.
- Outline a range of important considerations including Legal, HR, and employment matters and where support is available via Scottish Athletics and partners.
- Provide a wide range of case studies of athletics clubs in Scotland describing several different models.

## 3. The evolution of Club Together

When Club Together started in 2011 (see appendix one – the Club Together Mission) the focus was on building capacity – by:

- growing stronger committees and governance models,
- enhancing volunteer infrastructure,
- developing athlete pathways and coaching structures,
- recruiting more coaches and officials,
- Engaging with partners and communities to expand the club offering to different days and geographic areas,
- Enhance the welcoming experience for new members,
- And much, much more,
- With the ultimate aim of increasing and retaining athlete members.

In 2011 many athletics clubs were reporting they were at capacity with significant waiting lists. By introducing a paid member of staff (normally delivering between 12 – 15 hours per week) working alongside committed club volunteers and partners (Scottish Athletics and local partners) the clubs involved in the project saw a significant growth in membership. The project coincided with two major events on home soil with, the Olympic Games (London 2012) and the Commonwealth Games (2014), and the demand for athletics and the growth thereafter in club membership was exponential. Table one highlights the growth of Club Together at different stages over the last twelve years.





**Table One: Growth and evolution of Club together 2011 - 2023**

	2011 – 2012	2012 – 2013	2015 – 2016	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023
Clubs	6	17	28	23	22	20	23	23
No. of roles	6	17	28	29	30	31	33	33
Membership Growth	-	-	+ 5%	+ 6%	+ 4%	- 2%	+5%	+6%
Retention	88%	88%	87%	86%	89%	85%	91%	87%
New members recruited	1240	2123	2025	1150	1000	495	1074	1104

Increasingly, and especially over the last seven years (2016 – 2023), as clubs have developed the Club Together project has also evolved to meet the clubs needs. Clubs are encouraged to look at their needs and what they need in terms of Officer support. The increasing variety of roles will be explored in depth in the case studies section. Broadly there are a number of different areas where clubs have Officer support:

- **General growth** - A number of clubs continue to have an officer, Club Together/Development Officer, who is focussing on growing the club and the continual evolution of the process of recruitment, retention and supporting the development of the growing club infrastructure.
- **Business Operations** - Other clubs have grown to such a degree they require support around operating as a business, growing the business model and administration, with a role such a Club Business Officer or Club Manager.
- **Coaching** – clubs who are seeking the direct support around coaching – Community Athletics Coach, Coach Co-ordinator type roles. In addition, more and more clubs looking at paid coaching roles especially around introductory/junior activity and event specialist support. See separate [coaching in scotland](#) document.
- **Underrepresented groups** – clubs are looking to develop and diversify into targeting underrepresented groups (inactive to active, disability, poverty and low income, women and girls etc).
- **Multiple roles** – a number of clubs have now developed to have a number of roles that support the delivery of specific aspects of club operations.

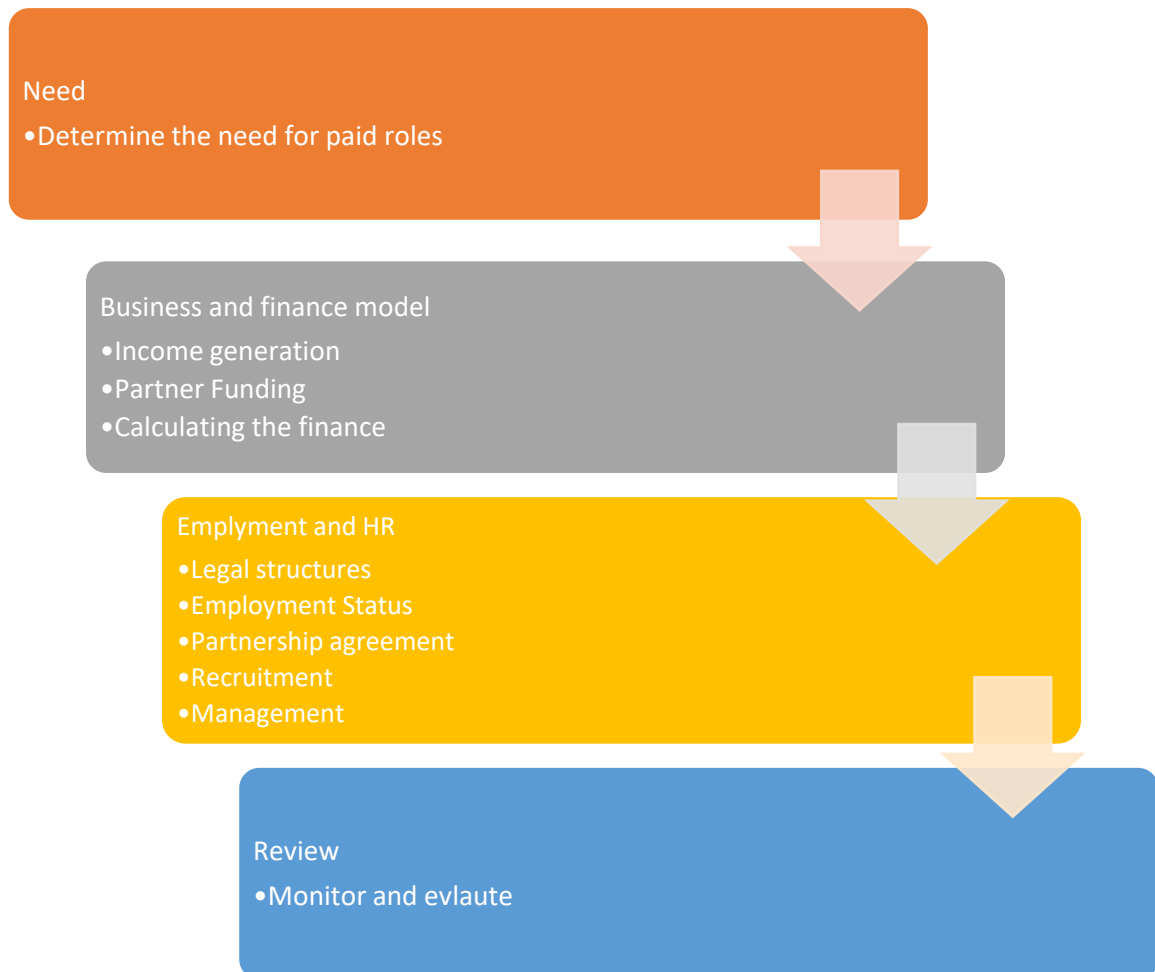
Over time Scottish Athletics envisage that this will evolve and grow further to meet clubs needs. Scottish Athletics want to ensure the programme is as flexible as possible to meet clubs circumstances. We also understand that the employment of roles in clubs or engaging staff on a paid basis will grow wider than the Club Together programme.





## 4. Step by step Guidance: Flowchart

The flowchart that follows sets out the key steps required when considering the implementation of paid staffing roles within the club. The subsequent section (section five) provide further information for each of these steps.





## 5. Step by Step Guidance: Important considerations

The following are important considerations to understand before taking on a paid role. For each stage Scottish Athletics, through your National Club Manager, can support your club and discuss each aspect.

### 5.1 Determine the need for paid roles

The first step is to consider do you need a paid role?

Key questions to consider:

- What is our club vision and what are our club development objectives?
- Do we have capacity within our volunteer workforce (or potential to grow our volunteer workforce) to deliver our objectives?
- If we take on a paid role what are the specific areas of club development that we need additional support with? The case studies below may provide some ideas from other clubs however the club need to consider carefully the key areas from their perspective.
- The club need to be specific in terms of objectives of a paid role and key areas of responsibility. Determine key functions through developing a job description – the case studies in section six should assist.

### 5.2 Finance and Business model

To ensure the sustainability of the paid role/s the club should have in place a financial model that outlines the income generating activities planned to sustain the post/s. Aside from the payment of paid staff there may be other costs you need to consider as part of this process.

#### 5.2.1 Income Generation activities

Your income generation activities will be key to sustaining the roles and should be planned in line with the vision of the club. Outlined below are some key income generation activities that could be considered by the club when preparing a financial model for paying roles.

- Membership fees – there may need to be a planned approach to increasing fees to cover the additional costs. This can be done in consultation with members to ensure there is buy-in. Being clear with the members on the reasons and benefits for the increase will be key in gaining support.

Payment plan and systems – this could be the ideal time to consider introducing monthly direct debits if you do not already offer that facility for memberships. As well as reducing







administration and money handling on training evenings it may also make forecasting and planning easier for the club. Speak to your National Club Manager about the [Club Serve system](#)

- Recreational athletics programmes – as demonstrated in many clubs and facilities across Scotland, Run, Jump and Throw or similar programmes can be a great way to generate additional revenue for clubs whilst more importantly introducing young people to athletics in a fun and engaging learning environment.
- Recreational running groups – [jogscotland](#) or similar initiatives can be a great way to engage a different audience in your club and create a new revenue stream.
- Gift Aid – clubs with charitable status will be able to utilise Gift Aid to raise additional income. This [information sheet](#) from our partners at BDO provides further information for you to review. [scottishathletics](#) have dedicated expert support in this area – please speak to your National Club Manager in the first instance.
- Events – many clubs already have in place their own events programmes and this can be a great route for attracting additional income. Well timed and operated Open Graded events, for example, can bring in revenue from members and non-members alike.

Further guidance on organising events can be found at the following link:  
[organising an event](#)

- Fundraising – a traditional method of raising additional funds for your club but one that still generates thousands across the sport every year. Particularly if you know what is regular and consistent on an annual basis and can budget accordingly.

All clubs should already produce a financial forecast for the year, and this will become even more important if introducing paid roles. The forecast allows you monitor your finances throughout the year and identify and address any challenges at an early stage.







### 5.2.2 Partner Funding

Through the Club Together Project there may be the opportunity to access partner funding:

- **scottishathletics** are committed to supporting clubs financially and can invest in a paid post.
- **Local funding** (Leisure Trusts, Local Authorities, Sports Councils and other local bodies) are another potential source of funding. Increasingly local funding is becoming stretched however for a relatively small investment by a local partner the impact to their communities could be massive. We have many great examples and continued support from a range of local partners across the country.
- **sportscotland Direct Club Investment (DCI)** has been another very useful source of support. The [DCI investment](#) has supported a large number of projects for between two – four years either:
  - a) to help start the Club Together project or
  - b) to enhance an existing project in a new area of club development (where the existing element has been sustained)

One key element of DCI funding is that the post must be sustainable after the investment by **sportscotland**. At the time of writing this document DCI funding is being reviewed by **sportscotland**.

- **Grant funding** there are a range of local and national grant funders who could support a project. A note of caution – although an excellent opportunity many are for short term or one-off, time limited projects however the club need to ensure they have a sustainable financial and business model

For all of the partner funding options we would recommend that you speak to your National Club Manager in the first instance.

### 5.2.3 Calculating the finance required

You will need to establish the hourly rate for the role and identify the number of hours the role will work, then you will be able to create a total cost. To help you do this **scottishathletics** have created a salary calculator.

This salary calculator is designed for use by those employing roles therefore it includes pension contributions and on-costs (e.g. National Insurance contributions and potential redundancy payments), the HR support service will provide further advice on auto-enrolment for pensions.





Additionally, there may be other costs associated with the paid structure including equipment, travel, additional facility access, cost of living increases etc which should be factored in.

We strongly recommend as a minimum that the hourly rate for all paid roles is at least in line with the real national living wage. **scottishathletics** has signed up to a commitment to be a National Living Wage employer, so this is a must for all posts administered through **scottishathletics**. It is important you should consider the balance between making the role attractive to candidates alongside the sustainability and business model.

### 5.3 Employment and HR

#### 5.3.1 Legal Structures

Before employing or engaging paid staff it is important that the club considers their current legal status and understands the implications of employing or engaging staff within that structure.

Unincorporated clubs have no legal personality, and their committee members are personally liable for any decisions made on behalf of the club. The employment of staff or contract for services under this legal structure can present significant risks to a club.

An incorporated club on the other hand has a separate legal identity giving the committee members/trustees limited liability. This offers greater protection for members when employing staff, entering into contracts and carrying out significant income generating activities.

Further information is available [here](#) and support is available through **scottishathletics** and partners, Club Development Consultancy.

#### 5.3.2 Employment Status

There are four main options around employment or engagement of paid roles through the Club Together project:

- Employed by **scottishathletics**
- Employed by Local partner (for example Leisure Trust or Local Authority)
- Employed by Club
- Engage on a self-employed basis

With each option there is support from **scottishathletics** and through Scottish Athletics there is a dedicated expert resource through our partners, AAD (formerly French Duncan HR).





At this stage it is important for the club to consider the relationship they wish to have with the paid staff . The club should be clear from the outset whether they intend to employ or engage their services as self-employed.

### **Employed by scottishathletics (or other partner)**

**scottishathletics** do employ a number of Club Together Project roles. In this scenario **scottishathletics** would be responsible for important HR areas such as pay, annual leave, sick leave, annual appraisals/performance management reviews, induction, policies and procedures etc although day to day management would be performed by the club.

A similar option is that the role is employed by a Leisure Trust or Local Authority.

### **Employed by Club**

If the club decide to employ the member of staff the club will need to put in place:

- contract of employment
- employment handbook - policies and procedures
- pension
- payroll service and the club will require to register as an employer with HMRC -[Workplace pensions law - auto enrolment | The Pensions Regulator](#)

Employers' liability insurance is now included within the UK Athletics policy - [details here](#)

Through the AAB service, template policies and procedures are available and guidance can be offered on payroll services and all key areas of employing a role, including a step by step guide on all key steps. The support service will also help you to form the appropriate contract(s) for the role(s) you are employing, employee handbook with relevant policies and procedures and will be able to offer advice on the line management of the roles.

The AAB document portal is now live for member clubs and you can access it [here](#) \*  
AAB ran a comprehensive webinar on key considerations - [employment webinar](#)

\* **Note** - This is a hidden link so you will not be able to find it through a search engine. As this service is a member benefit, we please ask that you do not pass this on to other clubs or organisations.





Club Development Consultancy have created a detailed guidance document on establishing payroll – please see separate document (available from your **scottishathletics** National Club Manager).

**scottishathletics** have also extended our partnership with AAB who can offer the following competitive rates to support payroll services set up and ongoing processing:

<b>Payroll Service</b>	<b>Cost per Club (All subject to VAT)</b>
<b>Monthly Payroll &amp; Pension Auto Enrolment</b>	£3.50 per employee + £25 admin fee per month (e.g. processing payroll for 10 employees would equate to a £60 charge for clubs per calendar month)
<b>Initial Registration of PAYE &amp; Payroll Set-Up</b>	£100 (one-off fee)
<b>Ad Hoc Assistance from Payroll Expert</b>	£50 per hour, or £50 per month retainer for ongoing advice line support (12-month minimum)

Please contact your National Club Manager in the first instance for further details.

### **Self employed**

Self-employment may seem like the ideal way to take the club forward, but care must be exercised when looking at how the role will be integrated within the club. Whilst it is expected that there would be a contract signed between the parties, HMRC would look to see what degree of ‘direction, supervision and control’ is within the contract, as a genuinely self-employed person would normally be their own boss.

HMRC provides an Employment Status Indicator (ESI) service through which the status of a worker can be evaluated - [Employment status for tax](#)





### 5.3.3 Partnership Agreement

With any role/s in the Club Together Project there would be a written partnership agreement, signed by each of the partners. This would outline the overall objectives of the role and partnership, outline the financial and management arrangements and the length of the agreement.

This agreement would help protect all partners and would give any partner the option to withdraw from the arrangement if required giving a minimum of three months' notice. **scottishathletics** would provide a template and complete this in partnership with the club.

### 5.3.4 Recruitment

It is important for the club to communicate with your membership – be as transparent as possible about your plans. It is also important that a fair recruitment process is undertaken.

If **scottishathletics** are the employer they would take the lead on the recruitment process with input and involvement from the club at every stage.

For clubs employing roles these are a number of the key considerations. The role should have an advert, job description, and person specification with applicants completing an application form or submitting a CV and equal opportunities form by a closing date.

The role can be advertised on the following platforms:

- **scottishathletics** website and social media,
- **sportscotland** job sections,
- Scottish Student Sport website,
- club website and social media,
- local media outlets and other local partners (trust, local authority, SCVO).

After the closing date applications should be shortlisted and applicants invited for interview. The interview panel should be made up with a representation from partners and the club. Again further advice and documentation can be provided by both **scottishathletics** and AAB.

On offering a preferred candidate a role, references and a PVG check should be undertaken.

For employed roles, the club should consider who the paid officer will report to as the line manager. As with any role you advertise the club should consider the person specification for the role of line manager.





### 5.3.5 Management

With a paid role it is important that the club establish the management arrangements.

At the outset, and on commencement of the post there should be an induction. There should also be a probationary period which is written into the contract.

For employed roles the day-to-day management is essential – a) to ensure the work is carried out to a high standard b) to support the paid member of staff and c) to ensure you are continuing to review and shape the work. **scottishathletics** would suggest a short work plan.

Also a steering/management group should be established – this should involve **scottishathletics** National Club Manager, club line manager, postholder and potentially other partners especially if they are part funding any role. It is suggested that this group should meet quarterly however perhaps more regularly at the outset.

### 5.6 Evaluate and review

As well as reviewing the performance of the paid roles it is important that a process is established for monitoring the financial impact of the roles. The club should complete a short annual report each year to **scottishathletics** as part of the Club Together project. The club may consider other reporting mechanisms back to the club committee and members by the Officer.

Clubs should continue to evaluate the purpose and effectiveness of the role/s. The role and outcomes are likely to evolve and develop overtime.







## 6. Club Case Studies

The club case study section outlines a range of diverse examples from athletics clubs in Scotland of paid staffing roles. For each club we have outlined the job title, hours per week, the annual investment in the post/s, key aspects of the job and outlined any additional paid roles the club have to help deliver their club development programme. The role descriptions are an indicative outline based on the initial job description for each role.

The club roles are constantly changing and evolving. The information within this section was accurate as of January 2023.

This case study list is not exhaustive however hopefully provides a good overview and variety. There are other clubs in Scotland who are also paying staff, latest data highlights 30 affiliated clubs.

<b>Club</b>	<b>Corstorphine AAC (City of Edinburgh)</b>
Job Title	Club Admin and Development Officer
Hours per week	15
Total Investment	Circa £8k per annum
Role	<ul style="list-style-type: none"> <li>To support the club in reviewing policy and procedures, building coaching competency, membership and partnership development. The club are on a growth journey and now need someone to help drive and deliver the visions of the volunteers.</li> <li>Increase coach and athlete numbers, introduce clear succession/coaching pathway.</li> <li>Introduction of event specific coaching squads.</li> <li>Review of club legal status and undertake and implement a review around club policies.</li> <li>Working alongside the club board to stabilise club membership and increase numbers of junior and female members and those competing for the club.</li> <li>Improve the clubs, IT, communications (including social media) and a transition to an online membership database.</li> <li>Recruit, retain and train volunteers to cover key roles for the club</li> <li>Enhance the links to North-West of Edinburgh Community Sports Hub, City of Edinburgh Council Active Schools, <b>scottishathletics</b>, and any other relevant partner including attendance at regular steering group meetings.</li> <li>Identify opportunities to expand athletic participation, through the club structure, to areas of Edinburgh not currently covered, including through Active Schools partnership and by promoting athletics and the club in areas of NW Edinburgh where athlete recruitment has thus far proven difficult (e.g. Muirhouse, Craigmoyston and surrounding areas)</li> </ul>







<b>Club</b>	Gala Harriers AC (Scottish Borders)
<b>Job Title</b>	Club Together Officer
<b>Hours per week</b>	15
<b>Total Investment</b>	Circa £8k per annum
<b>Role</b>	<ul style="list-style-type: none"> <li>• Ensure growth in the club by increasing active participation</li> <li>• Support the implementation of the club development plan</li> <li>• Recruit, retain, reward and develop all club volunteers</li> <li>• Work in partnership with a range of agencies to raise the profile of athletics in the local community</li> <li>• Work with local partners to create, deliver and support implementation of Run, Jump &amp; Throw sections that are formally part of the club's activities</li> <li>• Ensure that the club support local schools athletics events and the club subsequently offer induction sessions for participants and parents from local schools</li> <li>• Organise and facilitate opportunities for developing club coaches</li> <li>• Ensure that athletes from the club participate in appropriate age and stage related competitions, ranging from local to regional to national events</li> </ul>

<b>Club</b>	<b>Law and District AC (South Lanarkshire)</b>
<b>Job Title</b>	Business Administration Officer
<b>Hours per week</b>	15
<b>Total Investment</b>	Circa £10k per annum
<b>Role</b>	<ul style="list-style-type: none"> <li>• Lead on ensuring the club has good governance and legal structure in place</li> <li>• Ensure that club policies and procedures are in place and carried out to a high standard</li> <li>• Lead in the development and delivery of the clubs business plan</li> <li>• Assist with the Management of the club and support the committee</li> <li>• Support the development and delivery of the clubs financial plan including looking at ways to aid in increase income through membership fees/payments, grant funding, fund raising, gift aid</li> <li>• Ensure correct payroll structure is in place and implemented for the payment of coaches and other paid staff as and when required</li> <li>• Market the club through a variety of means including Local Authority support, press releases and digital media</li> <li>• Survey of existing membership for feedback</li> <li>• Liaison with facilities providers</li> <li>• Monitor of club welfare provisions</li> <li>• Assistance to committee with Club Health Checker and <b>scottishathletics</b> modernisation programme</li> </ul>





<b>Club</b>	Pitreavie AAC (Fife)
<b>Job Title</b>	1) Community Athletics Coordinator and Coach 2) Club Business Manager
<b>Hours per week</b>	30 hours (22 and 8)
<b>Total Investment</b>	Circa £23k per annum
<b>Role</b>	<p><b>Community Athletics Coordinator and Coach</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate, manage and organise a new community athletics programme - Pitreavie AAC Run, Jump and Throw programme.</li> <li>• Be the lead coach of Pitreavie AAC Run, Jump and Throw programme for athletes aged 5 -12 year olds, focusing on the delivery of planned, structured, athlete centered coaching sessions meeting national guidelines of best practice for age and stage development.</li> <li>• Work with the Club Board to establish two new satellite athletics sections in identified communities and be the lead coach at this activity.</li> <li>• Deliver a coordinated community holiday programme in Easter, Summer and October.</li> <li>• Support assistant coaches and helpers of the Pitreavie AAC Run, Jump and Throw programme.</li> <li>• Support the transition of athletes into the main club coaching programme.</li> <li>• Attend identified Fife Schools Athletics events and Fife Active Schools athletics programmes and ensure a formal link is established to club activity</li> </ul> <p><b>Club Business Manager</b></p> <ul style="list-style-type: none"> <li>• Implementation of process and oversight of governance for all Club documents</li> <li>• Maintenance of database for Club coaching licenses and management of timely renewals</li> <li>• Ongoing maintenance and development of Pitreavie AAC website (training to be provided)</li> <li>• Club Strategy / Development Plan / Mission Statement (in conjunction with Executive)</li> <li>• Development and implementation of a marketing strategy for the Club to promote athletics, the Club and it's projects in the community</li> <li>• Developing strong relationships with key partners in the local community</li> <li>• Business Development including use of Clubhouse to external parties</li> <li>• Management of Administration staff and Clubhouse Manager</li> <li>• Oversight of the Club Welfare Officer activities</li> <li>• HR requirements</li> </ul>





	<ul style="list-style-type: none"> <li>• Management and annual renewal of Clubhouse buildings and contents insurance (with Risk &amp; Governance Manager)</li> <li>• Updating and maintenance of Club achievement records</li> <li>• Maximisation of Club income from Gift Aid</li> <li>• Fundraising</li> <li>• Identifying and applying for appropriate grants and trusts</li> <li>• Work with Executive to recruit, retain, reward and develop club volunteers</li> <li>• Liaison with / quick escalation to Executive Officers as required.</li> </ul>
Additional club roles	The club have an administrator role and have up to ten additional coaches. The club have set up payroll.





<b>Club</b>	<b>Kilbarchan AAC (Renfrewshire)</b>
<b>Job Title</b>	1) Club Development Officer 2) Club Business Administrator
<b>Hours per week</b>	24 (2 x 12)
<b>Total Investment</b>	£18.5k per annum
<b>Role</b>	<p><b>Club Development Officer</b></p> <ul style="list-style-type: none"> <li>managing and maximising the usage of the Indoor Athletics Facility and its interface with the outdoor track</li> <li>disseminating the athletics event programme to the club membership, entering teams for major competitions, and organizing the team managers and officials for athletic leagues the club has entered</li> <li>recruitment of coaches, the athlete development pathway, interfacing with coaches on the composition of squads and how squads will utilize the outdoor track</li> <li>Interfacing with our partners Renfrewshire Leisure and Scottish Athletics.</li> </ul> <p><b>Club Business Administrator</b></p> <ul style="list-style-type: none"> <li>developing the club membership and maintaining the membership database,</li> <li>provide administration support and co-ordination linked to competitions and team management</li> <li>interfacing with coaches on the composition of squads</li> <li>assisting with the running of the indoor centre.</li> <li>Interfacing with our partners Renfrewshire Leisure and Scottish Athletics.</li> <li>Work with the Treasurer and Finance Convener to ensure the financial wellbeing of the club</li> </ul>
<b>Additional roles</b>	The club engage a number of coaches to deliver their junior athletics programme.





<b>Club</b>	<b>Dundee Hawkhill Harriers (Dundee)</b>
<b>Job Title</b>	Club Development Officer and Community Athletics Coach
<b>Hours per week</b>	17
<b>Total Investment</b>	Circa £10k per annum
<b>Role</b>	<p>To support Dundee Hawkhill Harriers in strengthening their club development structures, increasing and retaining their volunteer workforce and increasing club membership numbers by establishing and leading a new club athletics programmes for young athletes:</p> <ul style="list-style-type: none"> <li>• Support the Club Board on Club Development including effective governance, development of policies and procedures and the implementation and delivery of a club development plan.</li> <li>• Support the recruitment, development and retention of club volunteers, coaches and officials.</li> <li>• Continue to develop an excellent volunteering culture within the club including ensuring parents of young athletes are engaged and given the opportunity to volunteer.</li> <li>• Co-ordinate, manage and organise new weekly athletics sessions to increase junior club membership.</li> <li>• Be the lead coach of these new weekly junior athletics for athletes aged 9 year olds plus focusing on the delivery of planned, structured, athlete centered coaching sessions.</li> <li>• Deliver a coordinated community holiday programme in Easter, Summer and October.</li> <li>• Support the transition of athletes into the main club coaching programme from Mini Hawks.</li> <li>• Work with the Club Board to establish two new satellite athletics sections in identified communities and be the lead coach at this activity.</li> <li>• Attend identified Dundee Schools Athletics events and Dundee Active Schools athletics programmes and ensure a formal link is established to club activity.</li> <li>• Explore new opportunities for club expansion including recreational running, disability athletics and strengthened links to Universities/Colleges</li> <li>• Work with key Partners such as: Leisure and Culture Dundee Sports Development, Active Schools, and Regional Performance Centre teams.</li> <li>• Any other areas of work as deemed appropriate by the club line manager or steering group.</li> </ul>





<b>Club</b>	<b>Victoria Park City of Glasgow (Glasgow)</b>
Job Title	Club Manager
Hours per week	22
Total Investment	Circa £14k per annum
Role	<ul style="list-style-type: none"> <li>• Lead and support the implementation of the club development plan and identified areas</li> <li>• Work with the club Committee to adhere to the club’s financial plan and support as appropriate in relation to development projects</li> <li>• Have responsibility for running the administration of the club within the framework of the committee’s policies, documented procedures, development/business plan and approved budgets</li> <li>• Plan and maximise resources and deliver cost effective, efficient support services to the members of the club</li> <li>• Work alongside the Committee to support the recruitment, retain and reward volunteers</li> <li>• First point of contact for all club related queries, with particular lead role in communication with all relevant partners</li> <li>• Implement member surveys to ensure members are happy with services provided to enable for better athlete retention</li> <li>• Identify the number of volunteers, staff and coaches required to meet growth needs</li> <li>• Implement a retention monitoring programme for existing members</li> <li>• Report progress against club development plan key performance indicators</li> <li>• Provide administrative support to the committee</li> <li>• Work with club coaches and appropriate <b>scottishathletics</b> staff to ensure that talented athletes and coaches have the opportunity to progress through athlete pathway development programmes</li> <li>• Support the recruitment and development of coaches across the pathway to support the coaching structure, through identifying gaps</li> <li>• Oversee the overall club coaching structure and athlete pathway</li> <li>• Ensure the coaching team has quality across all aspects of planning, physical preparation and technical development</li> <li>• Work to ensure the implementation of Coach Development Programmes which link with NGB and Glasgow Sport programmes</li> <li>• Advising and influencing the coaching workforce on appropriate competition for athletes based on age and stage of development</li> <li>• Oversee the planning and delivery of school holiday programmes and Run, Jump and Throw clubs</li> <li>• Work with Active School Coordinators and PE staff to ensure a strong pathway between local primary and secondary schools and the Club</li> </ul>
Additional roles	The club engage a number of coaches to deliver their junior athletics programme.





<b>Club</b>	Aberdeen AAC (Aberdeen)
<b>Job Title</b>	1) Pathways Development Officer 2) Club Manager
<b>Hours per week</b>	50 (2 x 25)
<b>Total Investment</b>	Circa £32k per annum
<b>Role</b>	<p><b>Pathways Development Officer</b></p> <p>Responsible for: Expand the delivery of athletics by Aberdeen AAC into other areas of Aberdeen and beyond. Engage new athletes, volunteers and partners to sustain the expansion.</p> <ul style="list-style-type: none"> <li>• Identify areas in Aberdeen and Aberdeenshire into which AAAC could introduce athletics sessions and expand the club</li> <li>• Increase informal competition opportunities</li> <li>• Engage parents as coaches and officials</li> <li>• Introduce athletics, and expand the club, into underserved or under-represented areas, targeting disadvantaged and vulnerable groups</li> <li>• Engage with primary and secondary schools, providing support in athletics to teachers</li> <li>• Increase access and opportunities for disability athletics</li> <li>• Monitor current pathway structure and ensure it continues to function appropriately</li> <li>• Ensure the club works with facility and community partners to remove barriers to participation for those in disadvantaged areas (e.g. facility access for low income families)</li> <li>• Increase the number of coaches and volunteers from disadvantaged areas</li> </ul>







	<p><b>Club Manager</b></p> <p>Responsible for: Managing the day-to-day administration of the club, developing the club’s business operations and supporting the Community Development Officer role.</p> <p>Key tasks include:</p> <ul style="list-style-type: none"> <li>• Managing the day-to-day administration of the club, including: <ul style="list-style-type: none"> <li>○ compliance with OSCR as a SCIO;</li> <li>○ implementing <b>scottishathletics</b> Equality Guidance.</li> </ul> </li> <li>• Facilitating overall club development, including the strengthening of business operations and developing further income streams.</li> <li>• Creating and implementing the club’s comprehensive funding/fundraising strategy, including: <ul style="list-style-type: none"> <li>○ engaging current and potential partners to obtain funding for operational costs and raise funds for special projects;</li> <li>○ maximising club income from Gift Aid;</li> <li>○ identifying and applying for appropriate grants.</li> </ul> </li> <li>• Leading in marketing and communications to promote the sport of athletics, AAAC and its projects.</li> <li>• Developing relationships with senior members and parents as a basis for recruiting volunteers.</li> <li>• Supporting the Community Development Officer, including: <ul style="list-style-type: none"> <li>○ helping embed equality, diversity and inclusion within the club and through the club’s community programming;</li> <li>○ helping measure, monitor, and report impact of club projects.</li> </ul> </li> <li>• Supporting the club committee and other club leaders where needed.</li> </ul>
<p>Additional roles</p>	<p>The club engage a number of coaches to deliver their junior athletics programme and event group/specialist coaches. The club have set up payroll.</p>





<b>Club</b>	<b>Kilmarnock Harriers (East Ayrshire)</b>
<b>Job Title</b>	1) Club Competition and Volunteer Development Officer 2) Pathways Development Officer
<b>Hours per week</b>	30 (2 x 15)
<b>Total Investment</b>	Circa £16k per annum
<b>Role</b>	<p><b>Club Competition and Volunteer Development Officer</b></p> <ul style="list-style-type: none"> <li>• Work with the <b>scottishathletics</b> National Club Manager and club representatives to ensure the club development plan is linked to the National Development Plan and where appropriate represent club on any local development groups</li> <li>• Lead and support the implementation of identified areas of the club development plan</li> <li>• Report progress against club development plan key performance indicators</li> <li>• Support Competition and Volunteering club role in the delivery of their core functions</li> <li>• Increase and promote participation across all age groups within the club</li> <li>• Recruitment of volunteers and coaches required to meet growth needs</li> <li>• Work alongside the committee to support retention and rewarding of volunteers</li> <li>• Work with the Leisure Trust, Active School Coordinators and PE staff to ensure a strong pathway between local primary, secondary schools and RJT programmes to the club</li> <li>• Support schools events and periodic leisure trust RJT sessions whilst additionally promoting pathway to the club</li> <li>• Promote national and regional schools competitions within schools</li> </ul>





#### Pathways Development Officer

- Support the implementation of the Coaching action plan and identified areas
- Work with club coaches and appropriate **scottishathletics** staff to ensure that talented athletes and coaches have the opportunity to progress through athlete pathway development programmes
- Identify the number of coaches required to meet growth needs
- Support the recruitment and development of coaches across the pathway to support the coaching structure, through identifying gaps
- Work with Active School Coordinators and PE staff to ensure a strong pathway between local primary and secondary schools and the Club
- Oversee the overall club coaching structure and athlete pathway, ensuring it meets national guidelines of best practice for age and stage development
- Ensure the coaching team has quality across all aspects of planning, physical preparation and technical development
- Ensuring coaches working all stages of the athlete development pathway have the appropriate support such as mentors and individualised CPD programmes
- Work to ensure the implementation of Coach Development Programmes which link with NGB and East Ayrshire Council and East Ayrshire Leisure programmes
- Implement the performance indicators for athletes within the talent pathway (and wider club) are meeting the national targets for physical and technical competencies
- Advising and influencing the coaching workforce on appropriate competition for athletes based on age and stage of development





<b>Club</b>	<b>Harmeny AC (City of Edinburgh)</b>
<b>Job Title</b>	<ol style="list-style-type: none"> <li>1) Community Athletics Coach</li> <li>2) Community Athletics Coach</li> <li>3) Adult Community Co-ordinator</li> <li>4) Junior Community Activation Coordinator and Coach</li> </ol>
	34 (10, 10, 8, 6)
<b>Investment</b>	Circa 19k per annum
<b>Role</b>	<p><b>Harmeny AC Community Athletics Coach x 2</b></p> <ul style="list-style-type: none"> <li>• Develop, organise and coach at up to five weekly junior athletics sessions (school and community sessions) fully linked to Harmeny AC;</li> <li>• Deliver a structured holiday programme during Easter and Summer;</li> <li>• Ensure that athletes within these programmes have access and are encouraged to take part in appropriate competition throughout the year;</li> <li>• Pathways - Link Active Schools programmes and schools events to the satellite schools sections/club;</li> <li>• In partnership with the junior section of Harmeny AC and Club Development Officer be responsible for athlete inductions and associated parent evenings;</li> <li>• Coach and support the development of the induction group at Harmeny AC once per week;</li> <li>• Ensure that coaching sessions are athlete centred, structured, progressive and of high quality following principles of Long Term Athlete Development;</li> <li>• Help the club define and implement a sustainable, athlete-centred coaching structure;</li> <li>• Support the club in increasing its sustainability mainly through volunteer recruitment;</li> <li>• Establish clear links to South West of Edinburgh Community Sports Hub, City of Edinburgh Council Active Schools, <b>scottishathletics</b>, and any other relevant partner including attendance at regular steering group meetings;</li> <li>• Responsible for the monitoring and evaluation of the project and reporting progress to partners.</li> </ul>





	<p><b>Harmeny AC Adult Community Co-ordinator</b></p> <ul style="list-style-type: none"> <li>• Work with the club’s leadership, running group leaders and coaches to develop the club’s participation structure in order to be able to welcome a wide range of new members and ensure the club remains inclusive and the structure sustainable</li> <li>• Recruit people who have recently started running during lockdown, with a view to encouraging them to continue</li> <li>• Provide opportunities for people to start running (inactive to active) as a means improving their physical and mental health.</li> <li>• Develop partnerships with local authority and community groups to recruit new members</li> <li>• Integrate new members into the club structure and retain new members</li> <li>• Recruit, develop and retain volunteer recreational running leaders</li> <li>• Responsible for the monitoring and evaluation of the project and reporting progress to partners</li> <li>• Establish, manage and administer a payroll system for the club.</li> </ul> <p><b>Junior Community Activation Coordinator and Coach</b></p> <ul style="list-style-type: none"> <li>• Deliver three weekly community sessions in the most deprived areas of South West Edinburgh in schools or community settings including Wester Hailes, Clovenstone and Saughton</li> <li>• Builds sustainable relationships from club to local groups including schools, community centres and charities</li> <li>• Deliver a weekly session targeting the recruitment of girls and improve attrition into teenage years</li> <li>• Ensure with all of the above there is a translation of participants into the athletics club working creatively with these communities to ensure there is a real connection.</li> <li>• Ensure that coaching sessions are athlete centred, structured, progressive and of high quality following principles of Long Term Athlete Development;</li> <li>• Support the club in increasing its sustainability mainly through volunteer recruitment;</li> <li>• Establish clear links to South West of Edinburgh Community Sports Hub, City of Edinburgh Council Active Schools, <b>scottishathletics</b>, and any other relevant partner;</li> <li>• Responsible for the monitoring and evaluation of the project and reporting progress to partners.</li> </ul>
Additional roles	The club engage a number of coaches to deliver their junior athletics programme and event group/specialist coaches.





<b>Club</b>	<b>Team East Lothian AC (Team East Lothian)</b>
Job Title	Athletics Development Officer
Hours per week	35
Investment	Circa £26k per annum
Role	<ul style="list-style-type: none"> <li>• To develop an Athletics Programme Pathway for East Lothian through <b>enjoy</b>leisure recreational programmes and schools activity into local athletics clubs and TEL</li> <li>• To work towards increased use of the Meadowmill Athletics Arena</li> <li>• To develop new projects, such as the Early Years Athletics Programme</li> <li>• To increase income generation through a variety of programmes, activities which can meet the needs of the diverse community.</li> <li>• To support the four clubs in the region to increase their membership, support their committees and secure their sustainability</li> <li>• To support athletics in all the region's schools, secondary and primary. To arrange annual events. To visit schools and assist in their delivery of athletics along with running a minimum of two annual CPD sessions for teachers.</li> <li>• Encourage community engagement. Get the inactive active, encourage those from minority groups to engage in sport and ensure there are suitable opportunities within the athletics community.</li> <li>• To manage and bring to life the current Equality Policy which TEL have adopted from Scottish Athletics ensuring this is a working document.</li> <li>• To develop opportunities for adult engagement within the club</li> <li>• To continue to support the Run Jump Throw classes which are run within school premises and on the track at Meadowmill Athletics Arena.</li> <li>• To provide local education and training opportunities for coaches and volunteers</li> <li>• To work with key stakeholders to develop and promote athletics in East Lothian</li> </ul>
Additional roles	<p>The club engage 1 x Finance &amp; Administration Officer (30 hours per month). The club engage a number of coaches to deliver their junior athletics programme and event group/specialist coaches.</p> <ul style="list-style-type: none"> <li>- 6 x Lead Event Group Coaches (up to 5 hours per week)</li> <li>- 2 x Event Group Coaches (up to 5 hours per week)</li> <li>- 4 x Assistant Event Group Coaches (up to 5 hours per week)</li> <li>- 6 x Athletics Coaches (up to 5 hours per week)</li> <li>- 7 x Run Jump Throw, after school athletics (up to 8 hours per week)</li> </ul>







<b>Club</b>	<b>Ayr Seaforth AC (South Ayrshire)</b>
<b>Job Title</b>	Ayr Seaforth AC Club Development officer
<b>Hours per week</b>	15
<b>Total Investment</b>	Circa £12k per annum
<b>Role</b>	<p>To lead Ayr Seaforth Athletic Club's efforts in expanding athletic participation to local areas where membership has traditionally been low, particularly in the north of the Ayr. This mainly includes young people who attend Ayr Academy and its associated cluster Primary Schools. In addition to increasing new athlete numbers, the successful job holder will aim to help increase the number of volunteers required to support the Club's anticipated growth as training is relocated from the current Dam Park location to a brand-new facility next to Ayr Academy in late 2022</p> <ul style="list-style-type: none"> <li>• Identifying and recruiting a number of volunteers for both coaching and non-coaching roles within the Club with particular emphasis on volunteers from the Ayr North area</li> <li>• Ensuring that training and mentoring support is provided to support volunteer's integration to the Club</li> <li>• Identifying opportunities to support the Club's expansion and membership growth within Ayr North</li> <li>• Working closely with schools in the Ayr North area to provide a smooth pathway from school to Club</li> <li>• Delivering athletics sessions and events such as the School of Sport programme at Ayr Academy and the associated cluster Primary Schools</li> <li>• Building links and working in partnership with relevant local groups and organisations (e.g. Active Schools, Ayr Academy, Community Sport Hubs) to build the Club's community engagement</li> <li>• Identifying ways to support the Club's growth as we transition to our new training facility at Craigie at the end of Summer 2022</li> <li>• Assisting with the co-ordination of recruitment events and induction sessions for new members and volunteers</li> <li>• Promoting Ayr Seaforth AC</li> </ul>







<b>Club</b>	<b>North Ayrshire AC (North Ayrshire)</b>
<b>Job Title</b>	North Ayrshire AC Community Athletics Coordinator and Coach
<b>Hours per week</b>	16
<b>Total Investment</b>	Circa £10.5k per annum
<b>Role</b>	<ul style="list-style-type: none"> <li>To support North Ayrshire AC in increasing membership numbers by organising and leading a community athletics programme for young athletes.</li> <li>To support the development of athletics in North Ayrshire by organising and delivering athletics activities in schools and communities of North Ayrshire.</li> </ul> <p><b>Key Accountabilities</b></p> <ul style="list-style-type: none"> <li>Co-ordinate, manage and organise North Ayrshire minis athletics programme, Community Athletics Programme and Additional Support Needs groups as well as reintroducing the club holiday camps.</li> <li>Be the lead coach of the above club programmes delivering athletics activity primarily to 3 – 9 year-olds, focusing on the delivery of planned, structured, athlete centered coaching sessions meeting national guidelines of best practice for age and stage development.</li> <li>Support the recruitment, retention and development of club volunteers including coaches and officials.</li> <li>Deliver curriculum, extra-curricular and community athletics activity in up to three North Ayrshire communities in partnership with North Ayrshire Active Schools and KA Leisure</li> <li>Support the delivery of teacher training in athletics across North Ayrshire.</li> <li>Work with North Ayrshire Active Schools and KA Leisure to deliver a series of schools events including Primary schools track &amp; field, cross country and sportshall athletics.</li> <li>Submit quarterly reports and meet partners quarterly to review progress.</li> <li>Any other areas of work as deemed appropriate by the club line manager or steering group.</li> </ul>





<b>Club</b>	<b>Springburn Harriers (East Dunbartonshire and Glasgow)</b>
<b>Job Title</b>	Springburn Harriers Club Development Officer
<b>Hours per week</b>	35
<b>Total Investment</b>	Circa £26k per annum
<b>Role</b>	<p><b>Coaching</b></p> <ul style="list-style-type: none"> <li>• To develop where necessary, annual training plans for all competition, and specialist training groups.</li> <li>• To enhance current coach education through making sure funding is in place for future courses, Training manuals, and online training opportunities.</li> <li>• To monitor all coaches continued professional development through conversations, and observation.</li> <li>• To assist in the recruitment and development of new volunteers, and coaches.</li> <li>• To make sure all coaches, and volunteers, are regularly valued.</li> <li>• To highlight areas to develop coaches to maintain both mental and physical health through working with key partners.</li> </ul> <p><b>Athletes</b></p> <ul style="list-style-type: none"> <li>• To develop, and maintain strong competitive competition training groups in all specialties, such as Sprints, Combined Events, Middle Distance, Throws, Jumps, &amp; Hurdles.</li> <li>• To assist athletes in reaching their competitive potential through the provision of quality training schedules, and coaches.</li> <li>• To assist all athletes whether competitive or non-competitive in creating a unique fun, friendly, family style atmosphere whilst maintain the integrity of a large Athletics Club.</li> <li>• To highlight athletes in developing skills further afield such as Pole Vault, making sure they are supported across all fronts, including mental, physical, and financial.</li> <li>• To make sure all athletes get a well-rounded training program across all events in their development years.</li> <li>• To provide ample opportunities for competitions by advertising all events throughout the athletics calendar year including, open graded, national, district, schools competitions etc. Whilst making sure a coach or coaches attend all events where an athlete is representing the club.</li> </ul>





### Administration

- To organise, select, and manage all indoor, and outdoor league teams to represent the club.
- To seek out further opportunities for competing athletes such as a YDL, English Championships etc.
- To recruit, and manage the after school daily Base Camp program for all Primary school children within the East Dunbartonshire district.
- To develop, and manage an annual District Schools Track & Field Championships for S1-S3.
- To seek out possible funding streams to allow for the increase in paid coaching opportunities.
- To continually source costs, and look for funding to allow the club to expand its equipment base by adding, and or upgrading key pieces of equipment such as High Jump, Throws Cage, Long Jump etc.
- To sit in on club committee meetings to assist with advice on key ventures, or issues surrounding the life of an athletics club, and where necessary work with the governing body, Scottish Athletics to work on solutions to any foreseeable issues.
- To plan, organise, and manage, an annual Club Championships for athletes from U9 – Masters.
- To work on annual planning to allow for the booking of training facilities such as the track, indoor halls etc.
- To develop key partnerships with businesses, and other sports clubs within the district of East Dunbartonshire.
- To keep regular contact with Active schools to assist in health days, taster sessions, Junior leader training opportunities, club cross country championships, District Track and Field Championships, and our after-school program.
- To continually monitor, and work toward the ever-growing business model using the Scottish Athletics Framework as our guide.
- To assist the social media team by providing regular updates on competitions, and athlete successes both within the club, and outside achievements.





## 7. Contacts

Further support and advice is available from Scottish Athletics. In the first instance please contact your clubs National Club Manager or Head of Development - [staff contacts](#)





## Appendix one – The Club Together Mission 2011

For participation to increase, and performance to improve, athletics clubs must want to:

- **Constantly welcome new members** – of all ages, abilities and disabilities. Welcoming means being able to provide fun, worthwhile activity (coaching), a positive social atmosphere, and opportunities for those members (the opportunities can be varied – competition, training, learning, fulfilment)
- **Consistently develop athletes** – through excellent coaching appropriate to the age and stage of each individual. The ambition has to be for every member to achieve their potential – initially perhaps just as an athlete, but then as a coach, official, administrator.
- **Retain athletes** - as athletes first, and then as coaches, officials, administrators. Athletics can be, and should be a sport for life. Club involvement for life brings meaning to that expression – there are roles for people from 9 to 90!
- **Compete** – not just as a club, but by encouraging, supporting and assisting club members to compete at all levels.
- **Expand to new venues, locations, and times** – either as feeder clubs, or sub-sections. To increase participation, opportunities have to be easy (at least initially), and almost on peoples door step. Innovative thinking about where and when activity takes place – using school and other community facilities has to be key. Strong links with health and jogging programmes in the local community are vital here – **jogscotland** provides many opportunities, and these should be linked to athletics clubs offering wider opportunities for those that want them. This relationship must be a two way one though – athletes can become joggers as they mature!
- **A legacy that ensures a strong future for the club.** That means structures, people, and finances that are in place and can be sustained. Membership growth should help on all of those fronts – more people and more income. The sustainability of partnerships is also vital in this regard – partnerships directly with schools being perhaps one of the most vital.
- **Identify, recruit, and retain volunteers** – as the lifeblood of a club, the volunteer coaches and administrators are key to success, and we must seek new volunteers from a variety of sources – parents, students, corporate volunteers, as well as the established route of athletes once they retire!



- **Be core to the community where they are based** – the key to which is real meaningful and effective relationships with that community. That starts with schools – and the club starting to see athletics in schools as part of them – all be it on a different site, and maybe lead by different people. The Local Authority brings partnership formally with Education (schools & Active Schools Programmes), and of course Leisure / Sports Development, and these relationships are fundamental. Colleges, Universities in the local community – all provide opportunities, resources, inspiration, and leaders / leadership potential.
- **Cater for the elite and aspiring elite** – and that means coaching of the highest quality, delivered with the athlete as the focus. The best clubs will be able to provide coaches that can take an athlete to the very top – not needing to move on – but that takes work and a commitment to development of coaches.

Club Together is about making all of the above happen – and more. The more will come from the local inspiration and ideas that club members and partners will have as this process gathers speed. There are clear principles behind the programme, but great ideas will develop as the programme progresses.

