

CLUB DEVELOPMENT MANUAL

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**Club Structure**

Club Administration and Management:

In order for a club to be successful and develop, there must be a good club  
structure in place. The setting up of a good committee is vital to cover all of  
the many aspects of running a club and to ensure that all the work is not  
left to one person. Try to involve as many people as possible in the  
administration of the club - that way the work load is shared ensuring  
that everyone has only a little to do.

DELEGATION:

How many times have you heard the following:

"Our Secretary does everything"

"Anne has got too much to do already"

"Jack has had enough - he can't take it anymore"

Many clubs have folded due to everything being left to one or two key  
people to do. Inevitably they get fed up with the situation or feel that  
they cannot cope anymore and so leave the club with no one knowing how  
or being willing to take over the running and organisation of the club.

This situation can be avoided by the use of Delegation - this does not  
mean passing the buck - it means giving someone the responsibility for a  
specific task. Here are some easy ideas to make it work in your club:

• Make sure that your club has a full committee.

• Divide up the key roles - don't just have a secretary - have an  
assistant secretary, a minutes secretary, fixtures secretary, etc.  
People are more likely to take on jobs if they are small and have a  
definite role.

• Look at the strengths of your club members and try to allocate  
jobs based on these:

• If you have someone who works with computers, ask them if

they have the skills to set up a website.  
• If you have an accountant as a member, they are ideal to

be or help the Treasurer.

• 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.

• Appoint shadow posts to work with the existing posts to learn the  
job and then take over smoothly knowing everything that needs to  
be done.

• Appoint short term working groups to take on specific tasks - for  
example the running of an annual internal club competition.

• Set up a good communication system to pass on knowledge and  
information to all those involved - Stop the "Knowledge is Power"  
syndrome where one person has all the information and will not  
share it - leaving everyone else in the dark.

• 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.

• DON’T leave everything to one person just because they have  
always done it.

• REMEMBER - NO ONE IS INDISPENSIBLE AND CLUBS THRIVE  
ON CHANGE AND NEW IDEAS

The following are necessary posts on any club committee:

CLUB CHAIRPERSON:

The main role of the chairperson is to prevent meetings from becoming a  
”free for all" or shouting match and to ensure that meetings follow the set agenda.

They are the central and key figure in any meeting and the club’s members should  
elect this person along with the other key roles in the club  
the Annual General Meeting (AGM).

Meetings are an essential part of any club as well run meetings can generate  
a motivating team atmosphere with everyone being consulted and involved in  
the decision-making process.

The chairperson takes charge of the discussion, makes sure that everyone  
has a fair chance to speak and be heard, that decisions are made and that  
everyone knows and understands what those decisions are.

When a chairperson is being elected, the following skills should be kept in  
mind:

• Strong and fair leadership skills

• Excellent Communicator

• Be able to generate a good team atmosphere

• 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 on the committee in the decision-making process

• Be able to maintain the harmony of the group even when there is  
disagreement

Chairpersons should also 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 agenda.

Don't call meetings just for the sake of it and make sure that everyone  
sticks to the set agenda items, which should be circulated in advance so that  
everyone has time to prepare their thoughts. If a single decision is  
required, notice could be sent by Memo to the committee with a suggested  
decision and a reply by date if they object to the suggestion.

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 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:

• A show of hands for a majority.

• A secret ballot is sometimes required on sensitive issues where  
members vote anonymously on paper.  
• 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

Sometimes clubs will also have a President. The difference in these roles is  
that while the Chairperson takes an active role in the everyday activity of  
the club, the President has little or no involvement in the day to day affairs  
and attends meetings in a neutral and uncommitted capacity. The President  
will be a public face for the club and sometimes Chair the General Meetings.

CLUB SECRETARY:

Without a club secretary, it would be extremely difficult for a club to  
function properly. The secretary provides the club link between the  
committee and the members as well as with the world outside the club. They  
must deal with other clubs, leagues, the local community and if there is no  
PRO, the local media.

A good secretary must:

• Have excellent organisational skills.

• Be reliable.

• Have excellent communication skills both written and spoken.

• Be able to delegate tasks (if a club is big enough, it may be necessary  
to have a match secretary to look after arrangements for teams ,etc.).

• Be able to work to timescales.

• Be able to maintain confidentiality.

• Be enthusiastic about an organisation’s activities.

The secretary receives all written communication from outside the club and  
is responsible for responding on the advice of the committee. You should  
develop a system to deal with enquiries and correspondence quickly and  
efficiently. This system should include:

• 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 reused  
with just changes of dates, names, etc.

• Keep notes of important telephone conversations

Make sure that committee members receive agendas for any meetings well in  
advance. People are more attentive at the beginning of meetings so the  
more important the agenda item, the closer to the start it should be.

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 at each  
meeting and must choose appropriate wording for this (agreed, noted,  
approved, recommended, received, etc.) At the end of any complicated  
discussion, provide a brief, clear summary of what you think has been agreed  
and confirm the decision, the action to be taken, who is responsible for the  
action and by when.

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 needn't be minuted so formally.

If possible, set out a calendar of meetings for the year at the first meeting  
of the year - the Chairperson should always be consulted before fixing the  
date of any meeting. The Secretary is responsible for the  
arrangements for any meeting – venue, etc.

The Secretary is also responsible for keeping of accurate records, preferably on  
computer - 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 relevant.

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 collection of subscriptions, depositing monies, paying the  
bills, issuing receipts, preparing year (season) end accounts and keeping up to  
date records of all financial transactions. A good treasurer not only keeps  
records but should be aware of any future costs to be paid and keep these in  
mind.

A good treasurer must:

• 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

• Have all the necessary equipment - calculator, receipt book, cashbook,  
previous years financial information, etc.

• Be able to keep very accurate records.

Many banks offer free banking services to sports clubs and organisations.  
To make life easier for the treasurer, consider opening an account with a  
bank that is close to where the treasurer is based and one that offers 24  
hour telephone or internet banking so that many transactions can be done  
outside of working hours. Statements should be obtained on a monthly basis  
and these should tally with the records kept by the Treasurer - but  
remember that it can sometimes take a few days for transactions to come  
through.

Deposit all cheques and money in the bank as soon as possible after receiving  
them - Money in the bank earns interest and reduces banking charges. If  
invoices are sent, it should be noted when they are paid. Likewise always  
note when bills have to paid and pay them as soon as possible.

If there is a trained accountant who is a member of your club, they can  
provide a level of professional support and advice. If there isn't anyone in this occupation in your club, contact accountancy firms in your area asking  
for services on a voluntary basis in return for free promotion within the club.

Don’t take short cuts or try to hold all the information in your head - write  
it all down as soon as you can. Carry a notebook for information - don't be  
tempted to use the back of a beer mat or scrap of paper - these inevitably  
get lost!

Keys to the petty cash box should only be held by a limited amount of people.  
When opening mail or tins containing money, at least two people should be  
present. Club members have a right to feel that their money is handled with care and the treasurer must always be seen to be scrupulously honest -  
there should never be any secrets about a club’s finances.

These are the three essential posts for running a successful cycling club.  
There are other posts that are necessary to help the club develop:

CHILDREN’S OFFICER:

The Children’s Officer is primarily a resource 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 Councils Code of Conduct for Children's Sport.

They 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.

They act as an information source to other members and should familiarise  
themselves with the contact information for state agencies within their area.

Training and information will be provided that is designed to enable them to  
act as a resource to members in relation to children's needs. The Mayo Sports Partnership runs a four hour awareness course in the Code of Ethics and Best Practice in Sport and a follow-on six hour Children’s Officer training course.

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.

FUNDRAISING CO-ORDINATOR:

In order to run a club effectively, and particularly to develop new  
programmes to attract members, etc., a club needs money. Very often the  
amount collected by way of subscriptions and nightly fees only just covers the  
day to day costs of running the club and organising riders and teams for competitions.

A fund raising co-ordinator tries to obtain money for specific projects and  
club activities/events, etc., and manages this process with either the support  
of other club members or a fundraising committee.

There are many ways of raising money:

• Sponsorship

• Fundraising events and activities

• Applying for grants and awards

• Financial donations

• Membership subscriptions

• Running Lotteries

A good fundraising co-ordinator must be:

• 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

See the sources of funding and application advice for more details on this  
area.

Sit down and plan an annual calendar of events and activities well in advance.  
This will give a list of targets for the coming year so that fundraising and  
applications can be completed in time.

PUBLIC RELATIONS OFFICER (PRO):

This person deals with the publicity side of the club. The best way to do  
this is to have a promotional plan. This should involve:

• Advertising for members - posters (with images of

men/women/juveniles on them) and flyers to targeted 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 club house - this is advertising in itself. If not have posters advertising times and venues of training spins.

• Always, if possible, have the same time, day, for meeting point for the training sessions

• Regular updates as to club activity in local papers and radio

• Send photographs in local papers - a picture paints a thousand words  
and is more likely to catch people’s attention than an article

• Ensuring that results of competitions are given to the local papers and  
radio

• Use parish and community newsletters and bulletins to let people know  
about the club

• Advertise beginner training sessions at the beginning 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. Many club  
members have the knowledge to do this if just asked. Search for  
other club websites for ideas. They can also be linked to the Mayo Sports Partnership  
website

• Make visits to schools to encourage new membership in the club

• Invite people to watch important sporting events,  
etc., to create a better atmosphere and awareness of the sport

• Hold "bring a friend" evenings to increase awareness of the sport and  
to bring new people into the sport - children are not the only ones who  
like to try something new. People are more likely to come along if  
they already know someone.

• Run Promotional Events such as Open Days, Fun Days and Try it Out  
Days

• Consider a reduction in club fees for those who are unemployed, and for youths and older adults

• Don't just advertise sporting activities of the club - if other   
social events are organized, especially fund raising events, advertise  
and get as many other people involved as possible

• Keeping the County Association/Relevant Branch/ Mayo Sports Partnership informed as to  
club activity

• Promote OFTEN AND REGULARLY AND IN EVERY WAY POSSIBLE

Publish a Club Newsletter on a regular basis. A sample format could be:

|  |  |  |
| --- | --- | --- |
| Front | Middle | Back |
| Exciting news Main Sponsor How to contact the editor | News from club activities Adverts Advice Section - training tips, etc. | Coaches Section  Information on Training Courses  Upcoming Fixtures/events |

1. A useful size for a club newsletter is A5 (A4 folded in half will allow  
for four pages of information).

2. Think about who the newsletter is to go to - Sponsors, members, to be  
used as a form of advertising in the local community, etc.

3. Appoint an editor who can assign various club members to do articles  
depending on their own involvement in the club.

4. Keep to publication dates which should be set out at the start of the  
season.

5. Keep articles and reports short - this will keep the reader,s attention.

6. Use graphics and photos where possible.

7. Try to get advertisers that have products relevant to your club  
membership.

8. Do not publish anyone's personal details without their approval.

**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 or 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 connect way.

This document needn’t be long or complicated. Below is a sample of what  
could be draw up:

**Sample Constitution**

1. The club is "The ..................... Proposed name of Club".

2. The club will meet on …..... and ............ between the hours of .............

and …….. at ……….Hall (include address).

3. The aim of the club is .......... (to encourage and foster the sport of

\_\_\_\_\_\_\_ and provide opportunities for all levels of \_\_\_\_\_\_\_\_).

4. The objectives (how you will achieve your aim) are: (samples)

a. To provide coaching for beginners to encourage more participants to take up the sport.  
b. To enter competitions at all levels of the sport to provide for all standards to compete.

c. To run club evenings that allow for all levels of participation.  
d. To run a juvenile section as part of the club to ensure that new participants will continually join the club.  
e. To advertise the club and its activities so that people in the locality are aware of these.

5. Membership is open to anyone who wishes to particpate.

6. Club membership may be restricted to a total of ..... The limitation is  
based on a number which will ensure members attending the club do  
not have too long a wait between games.

7. If the membership limit is reached, a waiting list shall be drawn up  
and offers of membership made in order as vacancies arise.

8. The clubs affairs will be governed by a committee of ..... consisting   
a Chairperson, Treasurer, Secretary. PRO, and ..... others.

9. An Annual General Meeting (AGM) shall be held each year in the  
month of ...…

10. The agenda shall consist of the following items:

• 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

11. All members shall be advised of the date, time and location of this  
meeting at least two weeks in advance. For a motion to be passed,  
there must be a majority of ...... in the vote.

12. Extraordinary General Meetings (EGM) may be called by the  
Committee and must be called within 14 days if a written request  
signed by one quarter of the club membership is received.

13. The treasurer shall keep correct and up to date accounts showing transactions and financial affairs of the club. A statement of accounts for the financial year shall be presented at the AGM.

14. Cheques that are made out on behalf of the club must be signed by two authorised signatories.  
15 The Secretary shall be responsible for all club matters of a general administrative nature including notification of meetings and will be responsible for the keeping of continuous records that are to be passed on in the event of a change in the post.

16. Alterations to the committee can be made at the AGM and any EGM’s  
provided the proposals are notified in advance.

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

18. The annual subscription shall be discussed and fixed at each AGM.

19. 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. Any matter in relation   
to discipline or the breaking of the club rules will be dealt with by the club committee and any action as a result must be decided by a majority of …..

20. All complaints will be investigated and dealt with by the committee of the club.

21. 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.

22. The club and all its members will follow the rules of the relevant N.G.B.

23. 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 ( ie G.A.A. ) constitutions are available on their websites for all clubs who wish to download it to make minor changes.

**Role of the coach**

Coach  
  
Guidance of participants at Particular Stages of the player Pathway

* Through a coaching and training programme

Clubs who organise weekly coaching sessions at stated times on a  
particular day have far better chance of holding on to it’s membership.  
All sports have creative ways of attracting young people to sport,  
however, without a coach to direct activities, these incentives will loose out  
to a better-structured sport.

Some Questions….  
Why are coaches so important in the direction of the success of the participant ?  
What makes the coaches who guide their teams and participants to the pinnacle of  
their sports competition different?  
Why are they so successful with their participants and teams, whereas other coaches can’t arrive to the same results with the same participants?  
Have they a secret formula?

Answer…..  
Yes, but it’s not a secret:  it’s a vision, hard work, communication, and a strive to do the very best at all times.  
  
The vision is the start of the trip. You need many tools to make the  
trip but first you have to know where to go.  
Hard work is a habit, if you want to arrive to your goals you have to fight  
for them. They will not come to you easily.  
  
Communication is an important ability the coach should have.  
This is not always about talking. It’s not what you say, it’s what the cyclists  
hear!  
Doing the best all the time is perseverance; finally you will have your  
reward as a coach.  
Obviously there are other qualities and knowledge the coach should have as:

* Intelligence
* Drive
* Persistence
* Patience
* Enthusiasm
* Knowledge
* Conscientiousness
* Confidence
* Emotional Stability
* Decisive
* Character
* Organisation
* Preparation
* Sense of Humour
* Appropriate Role Model

The coach plays a significant role in the development of the participant; throughout their sporting careers.

* The life choices after their sporting careers.
* The physical and psychological health of the person during and after their careers.
* Their enjoyment of the sport.

COACHING IS IMPORTANT.

Coaching is important to introduce people to their chosen sport, guide them through the various stages of the Participant Pathway from young people at Stage 1 through to Stage 6. It is important for mentoring, motivating and encouraging participants in their sport.

Developing a Youth Section of your Club

Young people are the future participants for most clubs and youth groups and 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. All too often   
clubs try to rely on adult members who come and go and wonder why their  
membership is fluctuating or why they are struggling to get riders to participate at events.

Developing a youths’ club ensures the club’s future, provides for club  
development and can get 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 that they are  
ensuring their future by providing sporting opportunities for young people and  
developing their club with sustainability in mind.

Remember, in developing or running a juvenile section to a club, the  
recommendations in the Irish Sports Councils Code of Conduct must be followed - this  
document is downloadable from the Irish Sports Councils website: [www.irishsportscouncil.ie](http://www.irishsportscouncil.ie).

Young people join sports clubs for a number of reasons and these should  
be kept in mind when developing the youths section of a club:

1. To be with friends

2. To improve their skills

3. To experience the excitement of competition

4. To play sport

5. To receive encouragement from parents and friends

6. To 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

Quality Youths Clubs needs the following:

1. A committee with the same structure as an adult club.

2. A nominated co-ordinator who will often be part of an adult clubs committee therefore acting as a link and sharing information between the two.

3. People to organise and supervise in the club - these roles can often be filled by parents who may not have the necessary expertise to coach, but who have good organisational skills.

4. Trained coaches to develop the youths skills - each Provincial Committee runs coaching courses and they can also be organised in any area. Contact your Provincial Committee or the National Governing Bodies office for the relevant contact details.

5. Young people who are involved in the running of the club so that they feel that they contribute to and have some say in the running of the club.

6. Parents involvement is essential.

7. A plan, which outlines the following three elements:

• Where are we now?

• Where would we like to be?

• How do we get there? (see club development plan).

8. Links with schools, youth groups, etc., to ensure that new members are  
always coming through the door:

• Arrange for demonstrations and try out sessions by club coaches and members in schools

• "Adopt a School" in the local area to 90 in to at the start of each school year and advertise the club - giving times and contact information

• Keep the PE Teacher/Principal in the school informed as to local sporting competitions, etc.

9. Links with an adult club, if not already a part of one, so that there is continuation for the young people involved - they know where they are going on to and so stay in the sport rather than drifting away.

10. Create two junior positions on your club committee so that youths are represented and have their say.

11. Get older youths from the club to "shadow" the committee positions in the adult club so that they understand what is involved and will be more willing to take on posts in the future.

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

• Modify the equipment or use smaller versions.

• Co-ordination 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

In most sports, boys and girls can compete together providing that the girls get an age advantage of up to 2 years, this can turn out to well expectable, which is a big advantage in  
the organisation of a youth club as this makes it much easier to run competitions.

For new youths coming into the club,. set up a buddy system whereby they  
are assigned a buddy of a similar age to help them settle in.

Have incentives for the children who attend - a prize for the best attendee  
at the end of the season, a fair play award etc.

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 are necessary, costs, times and duration of sessions  
and the equipment that their child may need.

Many parents are reluctant to get involved for a variety of reasons:

1. They feel that they don't know enough about the sport:

a. These parents can be used in the role of supervisor where they are there to be an extra set of eyes watching the children.

b. Build up their confidence by giving them small easy tasks to do until they feel more sure of themselves

c. For those who would like to get more involved but who have never participated before - an Introductory Level coaching course could be set up between a number of clubs. This course is designed for those who have never participated and will give them the basic skills to assist in coaching or to be more effective in organising the group.

2. They want to use the club as a cheap babysitting service:

a. If parents aren't willing to supervise, then they could be asked to pay for a supervisor.

b. Hold an enrolment night where parents must come along to enroll their child and sign an agreement to supervise on X number of sessions over the course of the year. A rota can then be drawn up for the season and sent out to all parents. If they cannot make the assigned dates then it is up to them to find someone else to cover for them. If they do not do this then they could be asked to pay for a supervisor for the missed session.

c. Some clubs take the line that if parents aren't willing to get involved then the child

cannot attend the club - how tough clubs will have to be will depend on the individuals involved.

d. For those who use the Code of Conduct for working with children as an excuse not to get involved, it should be pointed out that the Code is in place to protect those working with children as well as the children themselves.

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.

• Try to have as many teams/age groups catering for at all levels of sport as possible

• 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 together so there are no club loses out.

• Hold enjoyable fundraising events that cater for all members (Table quizzes, race nights,

etc.)

**YOUTH DEVELOPMENT OFFICER:**

The Youth Development Officer is someone who will facilitate the club coach and other coaches in the club with the organization of coaching for youth participants in the club. He/she will liaise with the Provincial Youth Development Officer on recruitment initiatives and youth participation activities. Development and coordination of youth participation in the club will be done by the Youth Officer.

The Youth Officer is a resource 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 Councils Code of Conduct for Children's Sport.

They assist the National/Provincial Children's Officer in the promotion and  
implementation of the values, attitudes and structures, which make sport  
enjoyable for children in their own club.

They act as an information source to other members and should familiarise  
themselves with the contact information for state agencies within their area.

Training and information will be provided that is designed to enable them to  
act as a resource to members in relation to children's needs.

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

#### 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 will the organizing of the event.

**Below is a chart to follow when promoting either a cycling / fun run events**

#### Road Race Promotion

Do you have the following? Please tick the appropriate box for your club

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | Yes |  | No |
| Race application form? |  |  |  |  |
| Route map? |  |  |  |  |
| Co-operation from the Gardai? |  |  |  |  |
| Are these arrangements confirmed? |  |  |  |  |
| Starts, Finishes and times of starts? |  |  |  |  |
| Information Signs? |  |  |  |  |
| Route warning signs? |  |  |  |  |
| Changing / Shower facilities? |  |  |  |  |
| First Aid? |  |  |  |  |
| Marshalls, time trial and massed start? |  |  |  |  |
| Commissaires? |  |  |  |  |
| Sign on? |  |  |  |  |
| Lead Cars? |  |  |  |  |
| P.A. System? |  |  |  |  |
| Paint road? |  |  |  |  |
| Neutral service? |  |  |  |  |
| Lap Chart / Bell? |  |  |  |  |
| Time keepers? |  |  |  |  |
| Media Coverage? |  |  |  |  |
| Mobile phone co-ordiantion? |  |  |  |  |
| Master sheet? |  |  |  |  |
| Radio's? |  |  |  |  |
| Flags / Jackets? |  |  |  |  |
| Numbers? |  |  |  |  |
| Photo finish? |  |  |  |  |
| Barriers / Tape? |  |  |  |  |
| Safety Statement? |  |  |  |  |
| Broomwagon? |  |  |  |  |
| Inter-com radio's? |  |  |  |  |
| Copy t.t. regualtion re-pacing? |  |  |  |  |
| Results? |  |  |  |  |
| Prize List? |  |  |  |  |
| Contact people on route? |  |  |  |  |
| Local Papers? (Newsletter) |  |  |  |  |
| Local Authorities? |  |  |  |  |
| County Council? |  |  |  |  |
| Town Development? |  |  |  |  |
| Presentation? |  |  |  |  |
| Refreshments? |  |  |  |  |
| Podium? |  |  |  |  |
| Flowers? |  |  |  |  |
| Other |  |  |  |  |

Remember when organizing an event plan plenty of time in advance.

Put event in the N.G.B. diary handbook, let your Province know dates.

Source sponsorship if possible

Have a press launch 2months before the event to arouse interest.

Sources of Funding and  
Application Advice

In any club, the issue of finance is a vital one that can be addressed in a  
number of ways.

Club members should be asked to pay an annual subscription, the amount of  
which will depend on the activities of a club

As well as this annual fee, many clubs also choose to use the option of paying  
a small fee per session at the club and in this way, most general running costs  
can be covered.

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:

**General Fund Raising:**

Often fundraising in the local community is regarded as a last resort but  
this needn't be the case. Raising money locally should be an important part  
of any club’s fundraising strategy as it also raises awareness of your club’s  
activities in the locality. There are many ways in which to carry out general  
fund raising:

* Lottery or Raffle
* Sponsored fundraising activity – charity cycle
* Dinner dance or disco
* Barbeque or pot luck supper
* Fun Competitions
* Club birthday party!
* Outings doing another activity – golf, outdoor pursuits, etc.
* Quizzes
* Treasure Hunt

As you can see from the list above, many fundraising events can also be regarded as social events by club members. Encourage members involved to bring friends and family along to increase the numbers.

Supporters can be asked to contribute through donations, subscriptions, gifts (for prizes), advertising of 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 and goods such as sports   
equipment and prizes for social occasions are often given by local companies.

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 (as all sports clubs are). 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 -  
the guarantee of publicity especially for the company name, coverage in the  
media creating an awareness of the good that they are doing and the  
company name, etc.

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.

The key to effective sponsorship is ensuring that the aims of a company  
match those of the club applying. It helps to take into account the nature  
of the company’s business involved - those involved in the promotion of sport  
are obvious candidates (whether it be sports equipment, etc.) But don't stop  
at obvious choices. Think laterally - it is simply about looking for an angle  
that will appeal to a sponsor and using that in your 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. Think  
carefully about what you are seeking sponsorship for and also about the  
interests of companies in trying to find the best match. 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 and make sure that you get the correct spelling of  
their name and job title.

Always state that you will contact the company on a certain date to see if  
the application has been successful or not - 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.

**Writing Proposals:**

Research the potential funder before you begin - 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 funders have their own applications that list the details required - ifthis 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 it 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 needs will be met.

• The expected outcomes of the project

• Why the funder should be interested

Start your application with a covering letter outlining who you are and why you are writing. You have to make an impact in the very first paragraph of your covering letter. Remember, some organisations receive dozens of applications every week so it must stand out.

Always be positive. Write 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 (if applicable), the club and the  
potential participants in events/projects. Always show that the funding  
being applied for is part of an overall sustainable scheme.

Keep the proposal concise and easy to read - list points and type if possible.  
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 throw a few  
sheets of paper together. 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.

Include any information, press cuttings, accounts, newsletters, etc., that you  
have on any previous projects/events to show a successful history if  
possible. This gives the funder a broader view of the work of your club. Any  
endorsements from the local community, letters of thanks/appreciation, etc.,  
are also useful as they show that the club can motivate people and does good  
work that is appreciated.

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.

It sometimes seems that the effort put into applications isn't worth the  
result at the end of the day but persistence will pay off - remember,  
there are many selling points for your sport:

**Summary of Guidelines when Applying for Funding of any Kind:**

• Research your proposal before you begin.

• Address proposal to an identified contact.

• 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 funder informed of progress with regular  
updates - this creates a contact that could lead to further funding at  
a later stage.

Keep a file of all press cuttings, other publicity, etc.

This will show that they are getting coverage of their investment.

Invite them to the event being staged or other events such as prizegivings.

Don't forget to say thank you!

• 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.

**Reasons why requests for funding are rejected:**

• Funds may be oversubscribed

• 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.

**Lotteries:**

A permit is needed for lotteries not held privately or in conjunction with an  
event. Application is made through the local Police force. A permit is also needed from  
the Police to collect money in a public place. These applications must be  
made to the Police 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 Police to seize  
what money has been collected.

**Department of Arts Sport and Tourism**

**Sports Unit**

**Frederick Buildings**

**South Frederick Street, Dublin 2**

Phone:01-6313919 [www.arts-sport-tourism.gov.ie](http://www.arts-sport-tourism.gov.ie)

Lo-Call: 1890 273000

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 department for further information; [www.arts-sport-tourism.gov.ie](http://www.arts-sport-tourism.gov.ie)

Also under the remit of the Department are the Local Drugs Task Forces  
which are located in Ballyfermot, Ballymun, Blanchardstown, the Canal  
Communities, Clondalkin, Dublin North Inner City, Dublin South Inner City,  
Dublin 12, Dun Laoghaire/Rathdown, Finglas-Cabra, North East Dublin,  
Tallaght, Bray and North Cork City. These task forces sometimes fund  
activities to prevent people getting involved with drugs i.e. - sports activities  
that give an alternative to drug use as a lifestyle choice.

There are also regional drugs task forces which have been established in  
each Health Board area - see below - and again may fund activities which  
provide an alternative to drug use as a lifestyle choice.

**Local Health Boards:** 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. Exclusions: administrative or running costs of organisations.

**Your local Health Promotion Department Health Board Contact:**

Health Promotion Department

County Clinic,

Castlebar

Co.Mayo

(094)9023333 / (094) 9042589

[www.whb.ie](http://www.whb.ie)

Citizens Information Board:

7th Floor,

Hume House,

Ballsbridge

Dublin 4

Ireland

Telephone: +353 1 605 90 00

[info@comhairle.ie](mailto:info@comhairle.ie)

This agency is responsible for the provision of information to all citizens.  
Small funds are available for training and publication grants to assist  
voluntary organisations with an information dissemination role.

For further information check out their website: [www.citizensinformationboard.ie](http://www.citizensinformationboard.ie)

Foundation for Investing in Communities

1 Fitzwilliam Place

Dublin 2

01-8747354

This trust prefers to fund projects that have a community aspect and that  
are working to improve life for all of that community. Contact the  
foundation for guidelines and all applications must be made in writing.

Irish Youth Foundation:

Glencullen House  
Kylemore Road  
Ballyfermot

Dublin 10  
01-6261090  
[irfy@eircom.net](mailto:irfy@eircom.net)

This agency works to make a positive and lasting difference to the lives of  
Irish children and youth - particularly those who are deprived and  
disadvantaged. Supports projects concerned with enhancing the personal  
and social development of young people - projects can be aimed at preventing problems arising or can respond to particular problems.

They award small grants up to 2500 Euro for local youth and community  
groups to respond to disadvantaged community needs. Projects dealing with  
those beyond the age range 12-21 are not supported. Contact for further  
details and an application form.

King George VI Youth Awards:

Youthnet

The Warehouse

7 James Street South

Belfast BT2 8t)N

02890 331880

[youthrNBt-ni@dnet.co.uk](mailto:youthrNBt-ni@dnet.co.uk)

For the benefit of young people aged 14-21 in the following categories:

• Travel within the UK and Ireland by groups or individuals for cultural or social activities.

• Development of interaction between disabled and able bodied young people.

Contact for an application form.

**Corporate Social Sponsorship:**

ABN Amro Bank  
ABN Amro House  
IFSC  
Dublin 1  
01-6093800

The company examines requests for sponsorship on a case by case basis.  
Applications should be in writing to the General Manager and replies are  
normally sent within five days of receipt.

AIB Bank

Bankcentre

Ballsbridge

Dublin 4  
01-6600311  
[www.aib.ie](http://www.aib.ie)

The AIB Better Ireland Awards Scheme is run to recognise and encourage  
community groups and organisations who improve the quality of life in the  
community. Sports clubs can apply under the Youth category and it must  
be for projects that are already running. Application forms are considered  
at local level, contact your local branch.

B&Q

Liffey Valley Shopping Centre

01-6299499

B&Q will fund community projects wherever they are located especially  
appeals related to company business and organisations in which a member of  
staff is involved - preference for children and youth. Applications should  
contain club constitution, who will be responsible for event or project,  
indication of past experience, details of venues times and dates, marketing.  
arrangements, finance estimate and other sources of funding or grants.

Bank of Ireland Group  
Lower Boggot Street  
Dublin 2  
01-6619933

They will support most types of community and voluntary work in Ireland.  
Applications should be made in writing and replies are normally within ten  
days.

Bass Ireland  
13 Blackwater Road  
Glasnevin  
Dublin 11

Preference for projects and organisations in which a member of staff is  
involved. Applications to be made in writing.

Canada Life  
Temple Road  
Blackrock  
Co. Dublin  
01-2832377

Canada Life prefers to sponsor those organisations in which a member of  
staff is involved or in areas of company presence. Applications should be  
made in writing and decisions are made twice a year.

First Active Building Society

Steehan House

Booterstown

Go. Dublin

01-2885211

Applications are considered on merit but support is limited by demand and  
availability of funds. Preferred areas are youth, disability and community  
development. Applications should be in writing indicating the purpose for  
support, the amount requested and the name of the payee. The company will  
respond quickly to all written requests.

Guinness Ireland Group  
7 Clare St.  
Dublin 2  
01-6612173  
The objective of these awards is to encourage participation by the public in  
helping to make Dublin a more attractive location and improve the social,  
cultural and commercial life of the city. There are a number of categories  
including Community Development

Howmedica International Inc.

Raheen Industrial Estate

Raheen

Limerick

061-227711

The company prefers to give to local groups in areas where it operates.  
Contact plant in locality.

Marks and Spencer Marks and Spencer

157 Hillsborough Road Grafton Street

Spmcefield Dublin 2

Lisbum

Co. Antrim BT27 5UJ

About 1,500 awards are made each year ranging from €25 - €75,000. They  
will only award sport for people with special needs. Apply in writing.

Tesco Ireland  
Gresham House  
Dun Laoghaire, Co. Dublin  
01-2808441

Tesco prefers to fund projects in areas adjacent to its stores. Written  
applications to the above office especially for community schools and agency  
projects at local level.

**Local Authorities:**

Each local authority is empowered to support and fund community activity  
and recreational facilities in its area. This is done by support in kind and use  
of facilities. 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  
letting groups know about council grants but they are not always advertised  
so contact your local council for further details. There should also be a  
Special Projects Officer in each local authority to help source funding for all  
voluntary organisations:

Mayo County Council

Aras an Chontae

Castlebar

Co. Mayo

094-9024444

Vocational Educational Committees

As well as managing educational needs within each of their catchment areas,

each VEC has a budget to allocate to various projects and activities. Their  
preferences in funding are Children, Youth and Sport and Recreation  
(including club grants). Application procedures vary so contact your local  
VEC office for details.

Mayo VEC  
Newtown

Castlebar

Co.Mayo

094-9024188

**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  
either the improvement of facilities, purchasing of equipment or particularly  
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:

Meitheal Mhaigheo

Lower Main Street

Foxford

Co. Mayo

094-9256745

#### Local Sources of Advice and Support

**Local Sports Partnerships:**

Since 2001 Local Sports Partnerships were established by the lrish  
Sports Council throughout the country. These partnerships were created to  
support and promote sport at local level.

Check out Mayo Sports Partnership’s website for information on latest funding opportunities; [www.mayosports.ie](http://www.mayosports.ie)

Charlie Lambert

Sports Co-ordinator,

Mayo Sports Partnership,

Mayo County Council,

Castlebar,

Co.Mayo

Website: [www.mayosports.ie](http://www.mayosports.ie)

Email: [msp@mayococo.ie](mailto:msp@mayococo.ie)

Tel: 094 -904 7550 / 7537

**Volunteer Centres:**

Another resource that clubs should be aware of is the newly founded volunteer centres. These were set up to bring together those who wish to volunteer their time in some way with those organisations that need volunteers. They also give practical help, support, advice, information and training to those involved in volunteering in some way in the Republic of Ireland.

Volunteering Ireland - This is a countrywide organisation

Carmichael Centre for Voluntary Groups

Coleraine House

Coleraine Street

Dublin 7

01-8722622

[www.volunteeringireland.com](http://www.volunteeringireland.com)

**Business in the Community**  
32 Lower O'Connell Street  
Dublin 1  
01-8747232

[cgorman@bitc.ie](mailto:CQorman@bitc.ie)

##### Drawing Up a Club Development Plan

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, including 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 -  
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 needn't be a long or complicated process - involve as  
many people as possible to 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.

There are three main steps:

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?**

**COACH EDUCATION**

|  |  |
| --- | --- |
| How many coaches are there in the club and what levels are they qualified at? | Level 0  Foundation Level Level 1 Level 2 Level 3 |
| How many of these coaches actually work within the club? | Level 0  Foundation Level  Level 1 Level 2 Level 3 |
| Are they paid for their work? | YES/NO |
| Who do they coach? | Youth Adults New Members |
| Does the club provide financial help to those wishing to train as coaches or to upgrade their qualifications? | YES/NO |

**EQUIPMENT**

|  |  |
| --- | --- |
| What equipment does the club own? |  |
| What equipment does the club use that belongs to someone else? |  |
| What state of repair is the equipment in? |  |
| What is the usage of the equipment? |  |
|  |  |
|  |  |

**FACILITIES:**

|  |  |
| --- | --- |
| What facilities does the club use? |  |
| How long have they used them? |  |
| Is there a cost for hiring the facilities and if so - how much? | YES / NO |
| What is the state of repair of the facilities? |  |
| Is the facility shared? | YES / NO |
| How many courts are available? |  |
| What other facilities are there? |  |

**OFFICIALS:**

|  |  |
| --- | --- |
| Number of the following | Volunteers |
| Club Officials - Posts that are currently filled | Chairperson  Treasurer  Secretary  Senior/youth Coach  Leisure Officer  Social Officer  PRO  Club Children's Officer  Fundraising Co-ordinator  Others: |
| How long are people typically left in these posts? |  |

**RECRUITMENT:**

|  |  |
| --- | --- |
| How many members are there in the club? | Youths:  18 - 25:  25 - 45:  45-65:  65+:  No. of Males:  No. of Females:  Disabled: |
| How does this compare with previous years? |  |
| Do the club actively recruit members? |  |
| If YES - How? |  |
| How does your membership compare now with previous years? |  |
| How are newcomers welcomed to the club? |  |
| How well is the club known in the locality? Is it promoted in any way? |  |
| Can the club cater for the disabled? | YES/NO |

**COMMUNITY LIAISON:**

|  |  |
| --- | --- |
| What links does the club have with local schools? |  |
| Are you in contact with your Local Sports Development Officer or Local Sports Partnership (if there are any in the area)? | YES/NO |
| Do you know what funding is available in the locality and how to access it? | YES/NO |

**PERFORMANCE AND EXCELLENCE:**

|  |  |
| --- | --- |
| Do you know of any talent in the club? | YES/NO |
| Do any members represent County/Province at any level? | YES/NO  How Many: |
| Does the club help talented participants gain access to more coaching? | YES/NO |

**COMPETITION:**

|  |  |
| --- | --- |
| Does the club run internal competitions? | YES/NO |
| What are the methods of selection of teams or individuals for competitions:  Are they fair? |  |
| What age groups does the club cater for |  |
| What percentage of club members compete? |  |
| Do you organise inter club leagues? | YES/NO |

**FINANCE**

|  |  |
| --- | --- |
| Are the clubs fees set at a realistic level? | YES/NO |
| How do the fees compare with 10 years ago? |  |
| How could the club raise more money? |  |
| How has the club raised money in the past? |  |

**YOUTH:**

|  |  |
| --- | --- |
| Does the club have a youth section? | YES/NO |
| If not, could a youth section be run? Explain: | YES/NO |
| Has the club any qualified coaches to help youth? | YES/NO |
| What are the links with local schools? |  |

**SECTION TWO: WHERE DOES THE CLUB WANT TO G0?**

From the last section, it will be clear what areas in the club are  
weakest and therefore need improvement.

From this, imagine that funding is no object and come up with a wish list  
for your club.

This wish list will now be the basis of your club development plan.  
However these wishes need to be prioritised.

Priority 1 - those elements that can be done immediately and for  
relatively little cost. For example:

• Introduce a welcome system for new members where a club  
member is assigned to look after them and answer their questions

• Make contact with your local Sports Development Officer and find out what services they offer that you can avail of or how you can work together

Priority 2 - actions will be those that will take longer to achieve or will require funding. For example:

• Apply for a grant to purchase new equipment. Secure resources from the club budget to part fund this.

• Set up fund raising event (quiz night, etc.) to cover various club activities.

###### SECTION THREE: HOW IS THE CLUB GOING TO GET THERE

The most important aspect of ensuring that this plan achieves its  
targets it to set time limits by which tasks have to be completed - the  
WHEN, who's RESPONSIBLE and RESOURCES NEEDED are all  
important in ensuring the development of a club.

A club development plan will look like the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| AREA OF WORK | WHEN | PRIORITY | RESOURCES NEEDED | WHO | COMMENTS |
| Coach Education:  Three club members to qualify at introductory level and at Level 1 | Oct 2005 | 1 | Contact Provincial Committee to organise course at local level with other clubs | Club Secretary |  |
| Apply for funding from VEC for new equipment | Dec 2004 | 1 | Get relevant form from VEC and apply | Fundraising Co-ordinator Club  Secretary Club Treasurer | Equipment needed for expansion of membership through coaching classes |

Monitoring and Review:

With any plan it is important that there is ongoing monitoring and review to ensure that targets are being met and to allow for adaptation to circumstances that may arise after the drafting of the plan.

With this in mind the plan should be reviewed on a regular basis by the club committee to measure the progress that is being made.

How often you do this is up to the committee members but the priority one sections should be monitored regularly as a lot can be achieved early on.

Make sure that your areas of work are very specific to allow for easy monitoring - use numbers instead of general terms such as:

• Introduce 10 new members to the club by Dec 2006

• Rather than:

• Invite more people to join the club

Don't worry if some tasks are not being completed within the allotted time scale - other factors will turn up that can sometimes slow progress down or sometimes a task that you think won't take long may require more time than allowed for.

Your development plan should be an ongoing process - the work load will decrease as your club becomes more organised and developed but development must always take place. You must ensure that those new initiatives that you try that work are continued.

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

##### USEFUL WEBSITES

Just a sample to let you know what is out there!

[www.volunteeringireland.com](http://www.volunteeringireland.com) - Information and advice for volunteers in Ireland

[www.irishsportscouncil.ie](http://www.irishsportscouncil.ie) – Information on National Governing Bodies of Sport

<http://www.arts-sport-tourism.gov.ie> -- Announcements for the Capital Grants Scheme

[www.pobail.ie](http://www.pobail.ie) –Department of Community, Rural and Gaeltacht Affairs

[www.sportengland.org](http://www.sportengland.org) - Sport England

[www.asksport.com](http://www.asksport.com) - Advice on running and developing sports clubs

[www.sportni.org](http://www.sportni.org) - Sports Council Northern Ireland - information on funding available and how to apply

And finally for information on other organizations, to access Mayo County Development Board’s funding search engine click here: [www.mayocdb.ie](http://www.mayocdb.ie)

and get the latest local information on sport please log onto **Mayo Sports Partnership’s website:** [**www.mayosports.ie**](http://www.mayosports.ie)