

CLICK HERE FOR INTRODUCTION TO  
CLUBS AND ORGANISATIONS DOCUMENT



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# Introduction to Clubs & Organisations

Community clubs and organisations serve an incredibly important role within Black Country Communities providing opportunities for people to be active, realising a range of health benefits, bringing the community together and providing opportunities for people to develop new skills that can help them gain employment or improve their career prospects.

There are also a number of community based organisations operating as social enterprises using sport and physical activity to deliver social change. They employ business approaches to address social and environmental problems and enhance their communities.

The Active Black Country Partnership supports the development of sports clubs, community interest companies and social enterprise, as they will help to help build a more inclusive, sustainable and prosperous future. They all provide an important way of tackling the Black Countries sporting and social challenges, especially among inactive and disadvantaged populations.

\*Throughout this document we may use terminology such as Clubs or Community Organisations. Providing that your Club/Organisation operates as a “not for profit” entity all of the information listed will apply Please get in contact if you are unsure

A consultation was carried out with Black Country community sport clubs and organisations to identify their support needs. The findings of the consultation have informed the production of this resource that is designed to help the growth of your club or organisation and features 11 sections each with a specific theme and range of available support.

Throughout the year we will be running themed workshops in partnership with Sport England’s Club Matters programme to compliment the 11 support themes. Active Black Country Board members are also championing each theme and providing expert advice.

For some links your club needs to sign in to Sport England’s Club Matters online portal to access the resources

[You can register your club at Club Matters here](#)

## **For more information contact**




Daniel\_Allen@blackcountryconsortium.co.uk or on 08458 151515

## **ABC Partnership**

Active Black Country is one of the network of 43 Active Partnerships.

The Active Black Country Board advises the Black Country Consortium Limited, a not for profit company limited by guarantee of the strategic priorities, partnerships and actions needed to get more people taking part in sport and physical activity.

## **How to use this document**

1. You can view the whole document by scrolling through the pages
2. To go straight to a specific section, click the relevant themed header on the front page
3. To return to the front page click here
4. To view the workshop calendar click here 
5. To view supporting videos click here 
6. To make notes click here 

# Business Planning

The need for business planning is to ensure your club and organisation have a coordinated way to move forward together. The plan doesn't have to be pages and pages in length and it can serve several purposes – leveraging investment, or planning the resources that you will need to fulfil ambitions. It doesn't necessarily have to be produced to attract investment and can serve to be your 'road map' as to how you want to run your club or organisation.

The business plan is the first step in the journey and can incorporate many of the other sections within this document. Many sports clubs may think a business plan doesn't apply to them, but the range of resource is designed to help you plan which is key for any organisation regardless of size, ambition and location. A plan sets out objectives, how and by when they will be achieved and measured.

## Resources

### Start a new club

When you're starting a new club it is important to have the basics in place.

[Click here to get started with the main areas you should consider](#)

### Club Improvement Tool

This tool will help to identify where it performs well, and where there are opportunities to improve.

[Click here to get started with the tool](#)

### Club Development Plan

A well thought through club development plan will help you to set out what, how, when and in partnership with whom you want to accomplish with the club.

[Click here for tips and templates](#)

Black Country Local Authority specific or national organisation support can be found here:

Dudley Council for Voluntary Services – <http://www.dudleycvs.org.uk>

Sandwell Voluntary Services (SVC0) - <http://www.scvo.info>

One Walsall - <https://onewalsall.org/>

Wolverhampton Voluntary Services (WVSC) - <http://www.wolverhamptonvsc.org.uk/>

[Sported](#) - Provides 1:1 mentor support to develop longer term plans and 'light touch support'.

### Social Enterprise / Community Interest Company

If you are thinking of starting your own CIC/ Social enterprise using sport and physical activity as a vehicle, then having an effective plan is critical.

The Black Country Local Enterprise Partnership has developed a [guide to support aspiring social enterprises and community interest companies](#)

### SWOT (strengths, weaknesses, opportunities, threats)

A SWOT analysis of your club will help identify your strengths, weaknesses, threats and opportunities. This will shape your business plan.

[Click here to start a SWOT for your club](#)



A sound governance structure is the foundation of your club or organisation. It allows you to make effective decisions, provides clarity and confidence for members, local partners and potential investors.

Your club's constitution, policies and procedures will set out in detail how the club and its members should operate and be governed.

Good governance is a vital part of how voluntary and community organisations operate.

All organisations who will be in receipt of investment made by Sport England will need to demonstrate good governance.

Active Black Country will work with local clubs and organisations to support any needs they may have.

## Resources

### Code for Sport Governance

A new Code for Sports Governance sets out the levels of transparency, accountability and financial integrity that will be required from those who ask for Government and National Lottery funding from April 2017.

[Click here to view](#)

### General Data Protection Regulations (GDPR) update for May 2018.

GDPR applies to all organisations that process data, regardless of size or legal status (e.g. incorporated or unincorporated) or tax status (e.g. charity or CASC). There are no exemptions and clubs should note the fines for getting it wrong are potentially huge.

To access the full suite of GDPR documents from the Sport & Recreation Alliance visit: [www.sportandrecreation.org.uk/pages/gdpr](http://www.sportandrecreation.org.uk/pages/gdpr)

### Club Structures

A clear club structure will inform you on the implications the different structures have on your club and why this is appropriate for your club.

[Click here for guidance, online modules and workshops](#)

Black Country Local Authority specific support can be found here:

[Dudley Council for Voluntary Services.](#)

[Sandwell Voluntary Service](#)

[One Walsall](#)

[Wolverhampton Voluntary Service](#)

### Club Constitution

A Club Constitution sets out the fundamental principles of the club; it explains to internal and external people how the club is run.

[Click here to get guidance on developing a constitution for your club or organisation.](#)

Black Country Local Authority specific support can be found here:

[Dudley Sandwell](#)

[Walsall](#)

[Wolverhampton](#)

### Effective Committees

Effective committees with people with the right skills and experiences help the club to run smoothly and ensure the best possible service and experiences for members.

[Click here to see what basic committee structures, roles and responsibilities can be](#)

### Policies and Procedures

Policies and procedures set out the detailed rules that underpin the constitution and help to streamline procedures e.g. how to deal with complaints.

[Click here for examples and tips](#)

### Organisational Structures

For guidance on various forms of legal structures that your club can adopt please see - (Governance and Organisational Structure resource) – [PDF Attachment](#)

# Marketing & PR



Having an effective marketing plan outlines a club or organisations advertising and marketing approach for a specific project or time period. Clear marketing and promotion for your club will tell people and partners what you have to offer and the benefit for them.

The information below will help you to develop resources to reach your target audience. Planning and consistency is key to the effective engagement with your audience.

Effective marketing resource needs to speak the language of your customer – that can be a partner or participant.

## Resources

### Marketing Strategy

[Please click here for tips, examples, online modules and workshops.](#)

### Online Club Matters Marketing Module

Want to know how you can market your club, what to do, who to target and how to reach them?

[Click here for an online Club Matters module.](#)

### Reaching your Audience

This Activity Alliance Inclusive and Effective Communications guide can help you to use the right language and techniques aiming to reach a wider audience.

[Click here to see the guide.](#)

### Online promotion through ABC channels

ABC can help you to promote your club online which will help you to

reach the local networks of your target group in the Black Country with promotion and marketing through our extensive network.

[Click here for your ABC club support officer contact details.](#)

### Black Country Club finder

Have your club displayed in the ABC Club Finder for anyone who is searching for a specific sport or club in the Black Country.

[Click here to register your club.](#)

Black Country Local Authority specific support can be found here:

[Sandwell Club Finder](#)

[Wolverhampton Club Finder](#)

### Club Promotion Leaflet

Request some ready to use club promotion flyers from the ABC (max 20 per club).

[Click here to contact your ABC club support officer.](#)

### Communications expertise with Black, Asian and Minority Ethnic (BAME) audiences

Sporting Equals has specialist expertise in communicating with BAME audiences through mainstream and specialist media, and can support promotions, recruitment and other campaigns on behalf of sports, health and other organisations.

[Click here for more information.](#)

### BAME Community Brokerage

Sporting Equals supports in engaging your local BAME communities to get involved in sport.

[Read more and get in touch.](#)

# Fundraising & Writing Funding Applications



Identifying and applying for funding is one of the biggest challenges for community clubs and organisations. Fundraising through social events, sponsorships or grant funding can be great sources of income to realise the objectives outlined in any business plan. There are many different funding streams available that are varied in their objective. Understanding what the funder is looking for and matching that to your club or organisations objectives is critical in developing good quality applications that are based on a clear local need or demand.

The Active Black Country Partnership has developed a funding guide to help clubs and organisations identify local funding streams to support your plans. The key to any funding application is establishing an evidence base that clearly outlines and evidences the need for your project and articulates how that need is not currently being met locally.

## Resources

### Fundraising and Generating Income

[Click here for tips and guidance from Sport England](#)

### Funding Guide

[The Sport England funding tool](#) is a good resource and includes national funding schemes that are currently open.

### ABC Funding Guide

ABC has developed a funding guide to help you identify funding streams available for you and your club.

[Click here to view the funding guide](#)

## Writing Funding Applications

To get tips and guidance when seeking additional investment, we can offer support with draft applications and provide feedback. [Click here for the contact details of ABC partnership officers.](#)

Active Black Country have programme investment to help support more inactive people to become active. For further information on these programmes and their criteria [please click here](#)

Black Country Local authority specific support can be found here: [Wolverhampton Voluntary Services \(WVSC\)](#)  
[Sandwell Voluntary Services \(SVCO\)](#)  
[Dudley Council for Voluntary Services](#)  
[One Walsall](#)

[Sported:](#) - provide a range of funding support from an online bespoke funding service to monthly regional funding bulletins, workshops and support with applications.

Street Games: also provide a range of support to their registered Locally Trusted Organisations "LTO's". For more information please contact the Street Games - Sustainability Lead [sarah.clarke@streetgames.org](mailto:sarah.clarke@streetgames.org)

## Alternative sources of Fundraising and Finance

[Community Share](#)  
[Crowdfunding](#)  
[Gift Aid](#)  
[Sport England](#)

# Finance Planning and Controls



By managing your club's income and expenditure effectively you can sustain your club for the future, whilst building reserves to deliver longer term ambitions.

Effective budgeting and financial planning are an important component of any organisation. Achieving good financial health is a significant challenge for many community sport clubs who rely on volunteers to sustain the club. This section is designed to provide some practical tools that can help manage finances and enable financial control.

## Resources

### Budgeting

This will help the club manage its money and plan for a healthy future in the short and long term.

[Click here for tips and templates](#)

### Managing Your Costs

Not only looking at ways to generate money but also looking at ways to save money can help your club in its sustainability.

[Click here for tips and guidance on how to manage your costs effectively and drive efficiencies](#)

### Budgeting

Having a realistic short, medium and long term budget will support your plans.

[Click here for tips and guidance](#)

### Managing Your Cash Flow

Effective control of cash flow is key to running any club or organisation.

[Click here for tips and guidance](#)

### Role of the Club's Treasurer

What should the Treasurer of a club do?

[Click here for a role outline](#)

# Monitoring, Evaluation, Impact



Having a set of targets and/or key milestones provides you with a focus to your plan. Regular monitoring allows you to measure your progress and adapt or flex your plans or targets dependant on progress. Many investors will define targets as part of their award conditions for any financial support, but milestones and targets don't need to be limited to the award conditions of funding. Key milestones can also be included in a plan to provide a framework definition and measure progress against.

Regularly monitoring your impact against objectives, resource, time and finances tells you how effective your business plan is in operation.

## Resources

### Club Consultation

Getting the views of your players, members, coaches and volunteers about all aspects of your club experience will help you to tailor your offer and retain those that are involved.

[Click here to get started with Sport England's feedback tool.](#)

### Club Improvement Tool

The Club Improvement Tool will help to identify where it performs well, and where there are opportunities to improve. There will be areas covered that you had not thought about to include in an overall club review.

[Click here to start the Club Improvement tool.](#)

## How to Monitor Impact

There are a range of ways that clubs/organisations can demonstrate how they contribute to the nation's health or wellbeing, but to the economy as well, both nationally and locally.

There are a number of evaluation tools that are designed to help measure the impact sport and physical activities can have on the population's health, social outcomes and the economy. Each resource can be used by you as part of your wider case for retaining or securing additional investment in sport and physical activity.

### [Sport England Evaluation Framework](#)

There are also a number of comprehensive electronic systems available that can help manage data, performance, progress and reporting:

[Upshot](#)

[Substance](#)

[Sported](#) provide Monitoring & Evaluation support from Sported volunteers, workshops (in person and virtual) and dedicated online Impact support with downloadable resources.



# Notes

# Sport Development



There is no fixed definition of Sport Development and it can often pose the question within clubs and organisations 'What does it actually mean...I just want to take part at my club.'

It can mean the development of sport for sport sake but increasingly it is the use of sport and physical activity as a vehicle to develop society, individuals and the economy.

A sport development plan can focus the actions you will undertake to develop the sport or physical activity your club/organisation offers. It can work in isolation to an overall business plan but in many cases is better if it works hand in hand to ensure clarity of club direction.

Working with people,

organisations and partners from your local community will open the links to your club. Your sports development plan should include the partnerships you want to establish and the local workforce you need to develop to run sessions. It should also provide a framework of actions that are based on your community needs to enable individuals to start (promotion and recruitment), stay (offer and personal benefit) and succeed (growth opportunities) at your club either as member, coach or volunteer.

The majority of Sport Development plans will focus on the 'people' and 'partnerships' involved and the following sections provide specific detail on elements you can include in a sport development plan.

## Resources

### Club Development Plan

An up to date development plan will help you to set out what, how, when and in partnership with whom to work to meet your club and organisations goals.

[Click here for tips, guidance and templates](#)

### Starting a Club - Facilities

Being able to participate in your sport partly depends on having the right facilities and equipment in place.

[Click here for top tips if you're starting a new club](#)

### Starting a Club – Kit and Equipment

To execute your sport to its potential some kit and equipment is necessary.

Starting out as a new club you have to make decisions on what is most important and safest.

[Click here for Kit and Equipment top tips](#)

### NGB Contacts

[Click here for your sports regional National Governing Body representative.](#)

### Linking with Local Infrastructure

Don't start from scratch, use the local sport infrastructure already in place to build your network and to understand how best to grow your club. Examples of local links include: School Games Organisers, Sports Development Officers for National Governing Bodies, Public Health leads, Community Interest Companies, Coaching providers.

### Local Council Contact Details

[Walsall Sport and Leisure Development](#)  
01922 658 080

Sport and Leisure Development  
Walsall Council  
Bloxwich Active Living Centre  
High Street, Bloxwich  
WS3 2DA

[Wolverhampton Sport](#)  
01902 556220

City of Wolverhampton Council Healthier Place Department - Public Health Wolverhampton Civic Centre  
St. Peter's Square  
Wolverhampton  
WV1 1SH

[Sandwell Sport Development & Physical Activity Team](#)  
0300 012 0121

Sandwell Metropolitan Council, Jack Judge House, Oldbury, West Midlands, B69 2AJ

[Dudley Sport & Physical Activity](#)  
01384 815594

Public Health, Dudley MBC, 3 - 5 St James's Road, Dudley DY1 1HZ

# Inclusion & Equality

Ensuring there are fair opportunities for everybody to take part in sport and physical activity at your club irrespective of gender, ethnicity, ability or age will make people feel welcome and attract new members. An inclusive club brings variety and depth and with that: opportunity.

A club's workforce is key to any customers experience and can play a big part when it comes to positive engagement. Ensuring coaches and volunteers are open minded and see each participant as an individual with differing needs is a step in the right direction.

## Resources

### Insight and Guidance

There is a range of support, advice and guidance on how to make your club and organisation more inclusive. The links and partners below have a particular focus on specific under-represented groups:

Sport England - [Understanding Audiences](#)

BAME - [Sporting Equals](#)

Females - [Women in Sport](#)

Females – [This Girl can Insight](#)

Females – [Sported Project 51](#)

Older people – [Older people in Physical Activity](#)

Long term health conditions - [We are undefeatable](#)

Mental Health – [Mind Resources and Support pdf](#)

Mental Health – [Mind West Midlands regional Network Hub](#)

Disability – [Impairment specific info](#)

Disability – [Activity Alliance Perceptions research \(pdf\)](#)

LGBT - [Sport England](#)

### Inclusion Club Hub by the Activity Alliance

This toolkit created by the Activity Alliance can help your club to include more disabled people in your activities and provide ideas, methods and resources to ensure everyone has a positive club experience.

[Click here to access the Inclusion Club Hub tool](#)

### Activity Alliance Inclusive and Effective Communication

This Activity Alliance Inclusive and Effective Communications guide can help you to use the right language aiming to reach a wider audience.

[Click here to see the guide](#)

Gym finder for inclusive activities Find an Inclusive Gym with an accessible environment to disabled people.

[Click here to see which sports centres are accredited as Inclusive Gym](#)

### Activity Alliance Sport Road Map

The Activity Alliance Road Map helps access the right people, places and resources for disabled people.

[Click here to learn more](#)

### Faith Groups

National research shows that people who state they have no religion are more likely to be physically active compared to those that belong to a faith group. Through our research and work with partners including places of worship we have identified a clear need to connect the sectors to better understand and overcome the challenges for places of worship and faith-based groups.

### Sporting Equals Fit as a Fiddle Toolkit

Sporting Equals fit as a fiddle toolkit resource can support older people aged over 55 to lead active and healthier lifestyles through physical activity, healthy eating and mental wellbeing. Click here for more information.

[Click here for more information](#)

### Sporting Equals SportZones

Targets cohorts of the community that could be considered 'Culturally Excluded' or 'Interested but Inactive' and run programmes that build their confidence and love for physical activity.

[Click here for more information](#)

# Health & Safety



Good policies that are regularly reviewed and updated shows how the club protects its members, potential customers and partners that could be affected by its activities.

Details on how safety and responsibilities are managed demonstrates a club's commitment to Health & Safety, and care for its members and volunteers.

Your club has responsibility for the health and safety of people who visit, work, or are affected by your club's activities including:

- Players and competitors
- Volunteers and staff
- Members and supporters
- Parents or other visitors
- Competition support staff
- Contractors

Your club will owe a Duty of Care to these (and other) people. Undertaking Risk Assessments and having a clear Health and Safety Policy will help you to manage this obligation.

## Resources

### Safeguarding and Welfare

Safeguarding and Welfare policies and procedures will help you to put the welfare, of every child and adult at risk at the heart of your club's activities.

[Click here for tips and guidance on how to position this in your club](#) or through [the NSPCC](#) or [the Child Protection in Sport Unit](#)

Black Country Local Authority specific Safeguarding Board/multi-agency safeguarding hub (MASH) websites can be found through clicking on the area of choice:

[Dudley](#)

[Wolverhampton](#)

[Sandwell](#)

[Walsall](#)

### Managing Risks

To keep your members, the club and it's visitors safe, having the right processes and procedures in place will help you to minimise risks, and help you to respond effectively if anything does happen.

[Click here for tips, guidance and templates of risk assessments and guidance on insurance](#)

### Health and Safety Policy

A Health and Safety Policy helps your club to manage safety for the club, its members and visitors. It also clearly states what is expected from everyone in order to comply.

[Click here for tips, guidance and templates](#)

### Safeguarding Adults

For support, guidance and resources regarding safeguarding adults visit The Ann Craft Trust website for more information.

[Click here for more information](#)

### Safe Recruitment

For guidance and to understand the eligibility of a range of roles across the sector the Disclosure and Barring Service (DBS) have developed 2 new leaflets for Sports Organisations.

[Click here to view the leaflets](#)

Further information around safe recruitment can also be found at: [Click here for more information](#)

[Government DBS Checking Service Guidance](#)

### Active Black Country

Further information can also be found on the ABC website [Safeguarding Adults - click for contact details](#)

[Safeguarding Children – click for contact details](#)

# Coaches & Volunteers

The workforce is the most important aspect of any club or organisation. Clubs and organisations need a workforce that can effectively engage with customers and provide them with a great experience by understanding and meeting their needs and motivations.

Understanding the motivations of volunteers and volunteer coaches is equally important. For many it's an act of generosity for their club, their children or the sport they love. But often it benefits them personally too – providing friendships or status in the local community, or helping to develop skills needed to find paid work or enhance career prospects.

By managing your volunteers and coaches well, inspiring them in their roles and supporting them will enable them to meet the customers' needs and provide a better experience for all.

## Resources

### Active Black Country Coaches Journey

Active Black Country have developed 'Your Coaching Journey' outlining the Coaching support available to coaches, but can also help you as a club, recruit and develop your workforce by:

- Helping you find the right person who can perform the role you need them to.
- Accessing our Online Workforce Development System that contains resources that coaches can access in their own time and work through at their own pace.
- Accessing our 'Know your Customer' resource which provides practical hints and tips for engaging with participants through considering them as your customer.
- Accessing our Menu of Training to develop the right skills to perform best in their role.
- Accessing a Bursary towards an accredited Coaching Qualification.

- Accessing a Mentor for your Coach to ensure they are able to develop in a natural and supportive environment.
- Celebrating the successes with you and your workforce.

[To access the resources contained within the Coaches Journey please click here](#)

### Additional Resources from UK Coaching

#### Recruitment Toolkit

Further advice, in addition to that available through Your Coaching Journey around recruiting the right coach for the role at your club is [available here](#).

#### Induction Checklist

Inducting a new coach into your club is vital for sustaining a coach in their role, but is often a step missed by clubs. Inducting a coach means that they are familiar with the environment and made to feel part of the club from their first visit.

[The Induction Checklist is available here](#)

### Recruitment of Volunteers

Walsall Local Volunteer Centres offer support with advertising and recruiting interested volunteers.

[Click here for more information](#)

### Becoming a Coach

Wolverhampton Local Council offers support for anyone who is interested in becoming a qualified coach or expanding their existing coaching skills.

[Click here for more information](#)

### Workforce Development Training

Sporting Equals offers a suite of training to meet your club/organisational needs from basic equality and diversity training to bespoke community engagement training in engaging local communities into sport or physical training.

[Click here for more information](#)

Activity Alliance offer is designed to engage disabled people in the instructors and coaching industry.

[Click here for more information](#)

# Notes

# Facility Dev. & Asset Transfer

We understand for many clubs improving facilities is one of their key aims. Applying for capital investment, or contemplating an asset transfer from a Local Authority is a significant undertaking and requires time, knowledge and resource.

Community Asset Transfer is the transfer of ownership of public land and/or buildings from a Local Authority to a community organisation to realise local social and economic benefits. There are some fantastic examples of community sport clubs successfully applying to manage public assets and benefiting from the transfer.

Any significant capital investment or potential asset transfer will require a business plan and a sport development plan which would need to incorporate many of the sections throughout this resource to illustrate they are a 'safe pair of hands' to run the facility.

Common reasons for capital applications being rejected include factors associated with many of the previous sections, e.g. a plan that clearly outlines how any facility will be maintained and costed post capital investment. Any application that shows due consideration to all the elements of a business plan stands a much better chance of succeeding.

## Resources

### Community Assets

Owning your own club facilities can help your club grow and secure a place in its local community.

[Click here to learn more about your community rights.](#)

### Asset Transfer

If your club is in the process of asset transfer with your Local Authority,

Visit these websites to get tips and guidance on how to manage that process

[Sportengland.org](http://Sportengland.org)

[Mycommunity.org.uk](http://Mycommunity.org.uk)

[Locality.org.uk](http://Locality.org.uk)

### Effective Facility Management

Effectively managing your facilities makes that you get most out of it.

[Click here for a free online module with tips and examples of how to manage your facilities.](#)

### Network Contact

[Click here to contact a member of the Active Black Country team](#)

Your regional or national governing body can help you with questions and issues around sport specific facility development.

[Click here](#) for your club development officer for governing body contact details or for National Governing Body contact details [clicking here](#).

### Contact your Local Authority if you have questions on the sports facility

[Walsall Sport and Leisure Development](#)

01922 658 080

Sport and Leisure Development

Walsall Council Bloxwich Active Living Centre

High Street, Bloxwich WS3 2DA

[Wolverhampton Sport](#) 01902 556220

City of Wolverhampton Council Healthier Place

Department - Public Health Wolverhampton Civic Centre

St. Peter's Square Wolverhampton WV1 1SH

[Sandwell Sport Development](#)

& Physical Activity Team 0300 012 0121

Sandwell Metropolitan Council, Jack Judge House,

Oldbury, West Midlands, B69 2AJ

[Dudley Sport & Physical Activity](#)

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