



Well Run Clubs

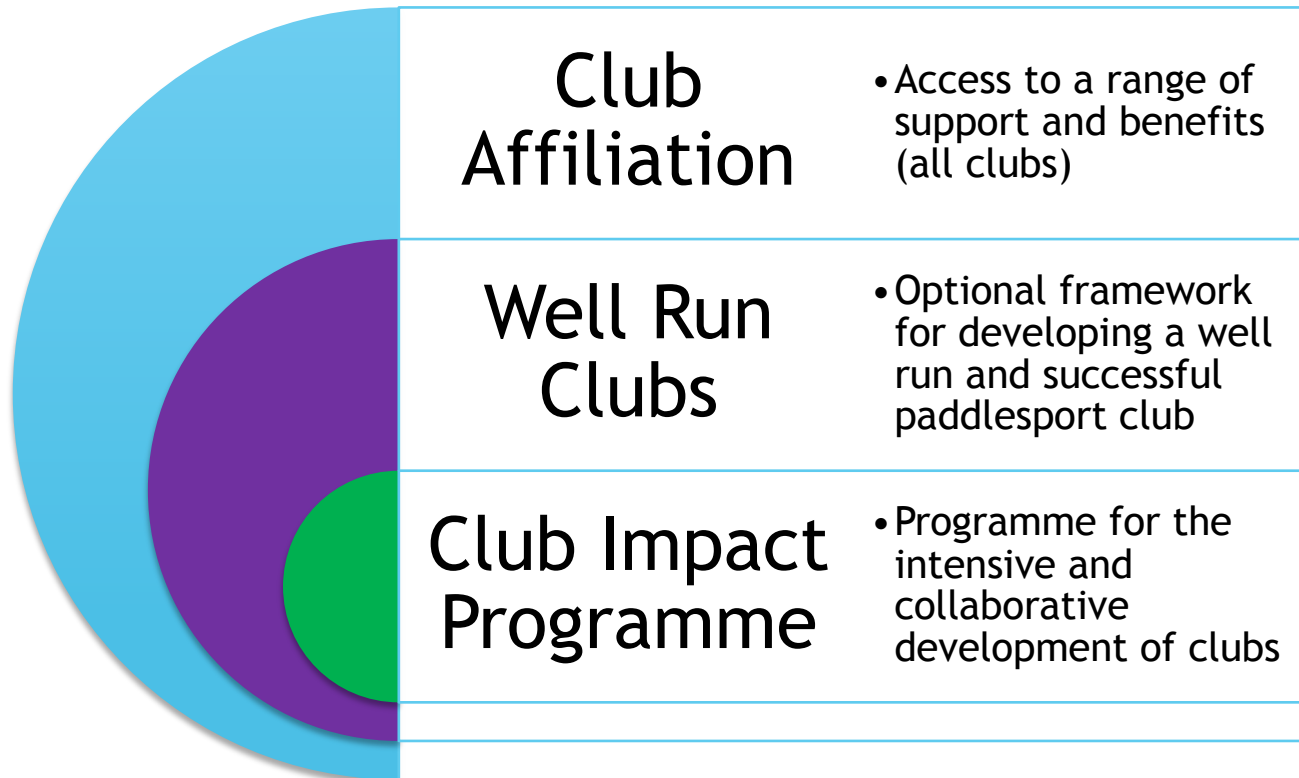
“A framework for developing a well run & successful paddlesport club”



Scottish Canoe Association
Comann Curach na h-Alba

SCA approach to club development and support

The SCA supports around 90 affiliated clubs throughout Scotland. Levels of support are broadly arranged in three tiers:





Introduction

- ▶ Clubs are key to participation in paddlesport in Scotland from introducing new members to the wide number of options available in our sport, to developing personal skills as well as coaches and leaders.
- ▶ The aim of 'Well Run Clubs' is to provide a framework clubs can use to guide them through the different areas that are key to building a strong and successful club. All clubs are different and the focus on each of the six areas highlighted in this document, will also be different due to the clubs aspirations, activities, size etc.
- ▶ The sportscotland "Working Together" framework is an excellent resource to help clubs and other organisations reflect on how they operate. This SCA "Well Run Clubs" document builds on the generic sportscotland framework and provides paddlesport specific context and case studies which we believe will help make paddlesport clubs even better - achieving success in whatever they desire.
- ▶ Alongside this framework, SCA has produced a review and planning tool to assist clubs in identifying areas for development.

Draft for feedback

This is a draft version of the framework. Clubs are invited to review and provide feedback by 15th January 2018.

Please feedback to

wellrunclubs@canoescotland.org



WORKING TOGETHER

A framework to support club and community organisations

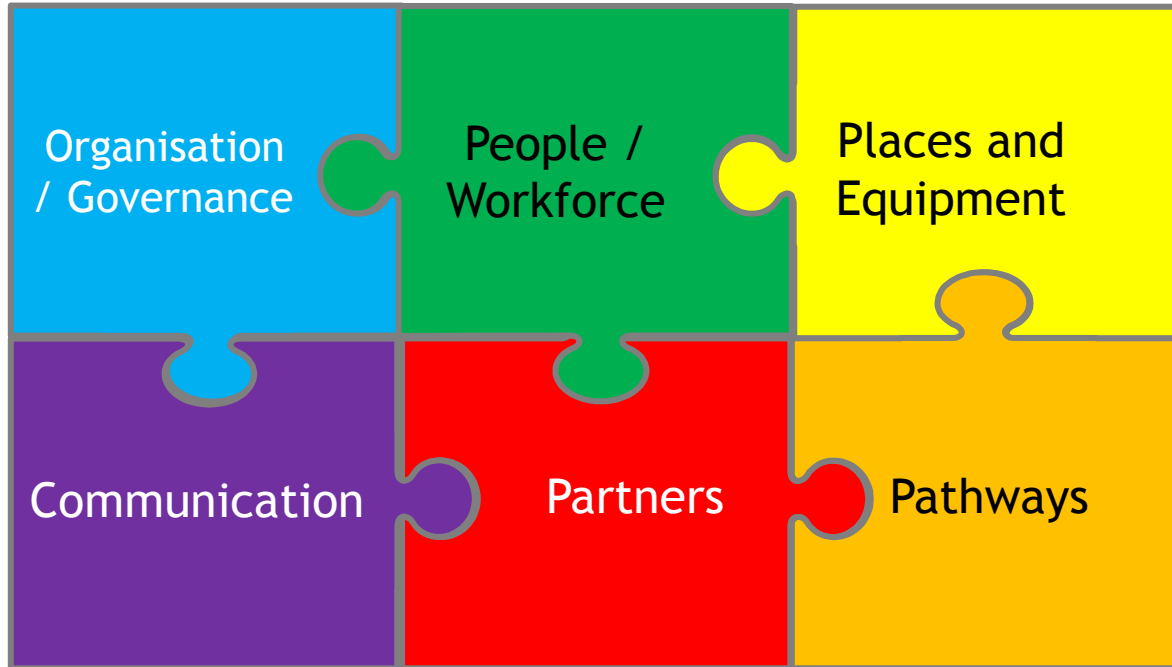
Putting sport first

sportscotland
the national agency for sport



The Well Run Clubs Model

A well run club is one with the 6 jigsaw pieces in place, that can implement the three actions of the Plan – Do – Review model.



How to use this framework

PLAN

Commit & Plan

Clubs need to **Commit** to the idea of being a Well Run Club. This requires the desire not only of its committee, but also include the support from its membership. The club should then **Reflect** on their current position and where it would like to be in the future.

Following the clubs reflection it needs to consider its Vision for the future. This should be a short statement (4 - 15 words max 20) saying what the club is ultimately working towards. The club should then move on to writing its Mission statement. This should be a single sentence that describes what the club does and who/what you do it for.

The club should then write its development **Plan** checking that each item is contributing towards its long term goal. All actions on the in the plan should be S.M.A.R.T (Specific, Measurable, Realistic, Time Bound)



REVIEW

Monitor & Sustain

As the club works through its development **Plan** it should **Monitor** its progress against the targets it set in which to achieve its objectives. These are not set in stone and often circumstances change for the club or volunteers that mean timescales and targets change. However if clubs don't **Monitor** progress, review if they are on target and the objectives still relevant, it is difficult to decide if the club is moving forward together in the intended direction.

Remember that a club development **Plan** is a **working document** that should be referred to regularly.

This basic model of Plan - Do - Review should be ongoing and will result in a Well Run and Sustainable Club.

DO

Progress & Achieve

Progress the **Plan** by taking the necessary actions and **Achieve** the clubs aspirations.

It is often a good idea that the club makes some easy wins early on as this is likely to help maintain motivation and show that the plan is **Achieving** its objective.

A development **Plan** will often contain short, medium and longer term aims with the some of the short and medium aims working towards the longer term objectives.

Organisation & Governance

Well Run Clubs:

1. Have the appropriate legal status for the club together with the correct legal documents e.g. constitution or Articles of Association etc. Options include SCIO, CASC, Limited Company which can offer greater legal protection or other benefits to clubs and club committees
2. Regularly review and if necessary amend the legal status
3. Comply with all regulatory and legal requirements for the club e.g. Data Protection
4. Take necessary steps to prevent any illegal activities taking place. [Help for Clubs](#), [SCA](#)
5. Fully understand and adhere to SCA minimum operating standards in relation to Safeguarding, and be working towards the Children 1st Safeguarding Standards. [SCA](#), [Safeguarding in Sport](#)
6. Have a clear vision of what the club wants to achieve and a long term, planned approach to develop the club. [Help for Clubs](#)
7. Ensure a clear set of key policies and processes are in place, adhered to and reviewed regularly. Examples include Safeguarding, Data Protection, Standard Operating Procedures, Risk Assessment, Codes of Conduct for coaches and members [SCA](#) , [British Canoeing](#), [Help for Clubs](#)
8. Have a committee with defined roles & responsibilities fulfilled by individuals with the appropriate skills and experience. [Help for Clubs](#)
9. Ensure everyone in the club is clear on their role and responsibilities [Help for Clubs](#)
10. Hold an Annual General Meeting allowing engagement with members and present club information annually to members
11. Have a club continuity plan in place to ensure the sustainability of ongoing activity should anything go wrong
12. Ensure that volunteers and participants have a positive, enjoyable experience
13. Are recognised by club members as being well organised with effective leadership and clear direction
14. Have a clear point of contact for dealing with all enquiries
15. Have appropriate insurance in place to cover the clubs requirements
16. Register all club members with the Scottish Canoe Association



Organisation /
Governance

Well Run Clubs need to consider many different aspects in order to be **Organised** and to demonstrate good **Governance**. These range from the appropriate legal status of the club to having the correct policies in place e.g data protection, standard operating procedures etc, to meet legislative requirements and to be operationally efficient.

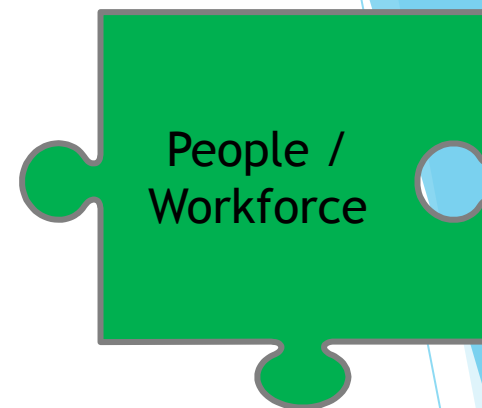
Case Studies

[Aboyne Canoe Club](#)

People & Workforce

Well Run Clubs:

1. Have the right number and quality of coaches, leaders and volunteers required to meet the club's present and future growth requirements and have plans in place for succession in key roles
2. Have a clear process in place for the safe recruitment and development of new coaches, leaders and volunteers
3. Ensure that appointments processes are robust taking into account inductions, child protection, etc. [SCA Guidance](#)
4. Have a long-term development plan in place for coaches, leaders and other volunteers and encourage and support them to attend further training
5. Ensure the club is able to offer activity at all levels by encouraging members to develop. This should include personal paddling awards as well coaching and leadership awards [Star Awards](#) [Leadership Awards](#) [Coaching Awards](#)
6. Understand individual coaches and aspirations and development needs and how these link to to clubs requirements.
7. Have access to training that will aid member, leader and coach development. This could include First aid, FSRT, WWSR, Star awards, CPD opportunities, coaching and leadership courses etc.
8. Support members to find appropriate funding where required so that opportunities are open to all members. [SCA Funding](#)
9. Support young people to develop to take on roles within the club as committee members, coaches, leaders and other roles [Help for Clubs](#)
10. Have appropriate codes of conduct in place for coaches, leaders and members to sign up to and abide by. [Help for Clubs SCA](#)
11. Have considered employing coaches/administrators to add to the clubs activities [Direct Club Investment](#)
12. Actively promote and monitor equality and diversity with membership and committee reflecting the local community
13. Understand the needs of the local community and the contribution that the club makes [Help for Clubs](#)
14. Have a system in place to recognise and reward volunteers for their contribution



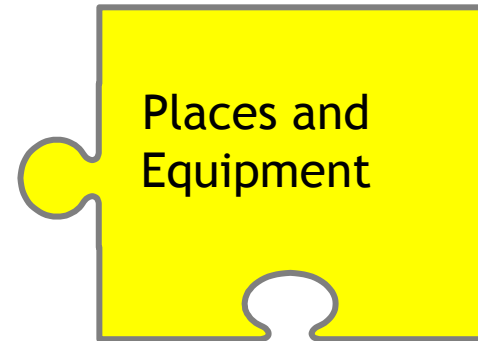
Well Run Clubs need a **Workforce of People** that offer a variety of skills to run effectively. They require committee members, coaches, leaders, officials and helpers to allow activities to take place. Clubs need to support and develop this valuable asset to safeguard their future, while at the same time ensuring the correct policies and safeguards in place.

Case studies
[Inverness Canoe Club](#)
[sportscotland Volunteer](#)

Places & Equipment

Well Run Clubs:

1. Have access to the necessary facilities that meet the club's present and future needs or plans. This could include storage space, swimming pool, gym, changing and toilet facilities, meeting rooms, flat water, moving water etc.
[SCA sportscotland Funding](#), [Foundation Scotland Funding sportscotland Facilities](#)
2. Have access to sufficient equipment to meet both present and future member needs e.g variety of boats for different age groups in different disciplines
3. Have a Health and Safety Policy document as well as Standard Operating Procedures and Risk Assessments for regularly used venues [British Canoeing](#)
4. Have a nominated person with responsibility for recording defects to club equipment and for arranging for equipment repair
5. Have a planned replacement program for equipment so that club's equipment is safe, up to date, in a suitable condition and affordable for club members



Well Run Clubs need access to appropriate, safe **Facilities and Equipment** to allow their members to take part and develop.

Case studies
[Edinburgh Kayak Club](#)



Communication

Well Run Clubs:

1. Identifying what the club can offer to new and existing participants in order to attract new members and retain current ones
2. Have good lines of communication with all club members and participants ensuring they are fully engaged and aware of the clubs activities using various methods including email, forums, social media.
3. Have regularly updated user friendly website or other online presence that shares information with members and the wider community on where and how to contact the club, activities, program and events etc.
4. Have a defined process so members know how and who to contact with enquiries
5. Have appropriate complaints and appeals procedure
6. Use data to understand the membership demographic in order to consider sponsorship or partnership opportunities



Communication

Well Run Clubs require efficient and effective methods to **Communicate** between its members, partners and the local community. This will help to retain and attract new members while raising the **Clubs Profile** to potential funders or investors.

Case study
[Edinburgh Kayak Club](#)

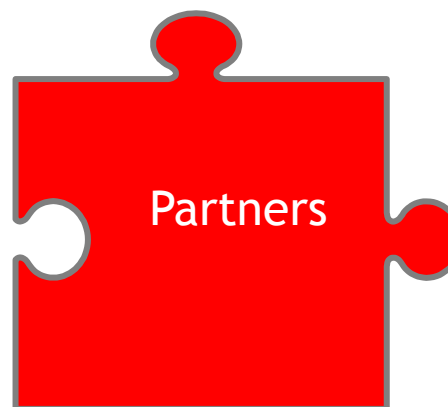
Partners

Well Run Clubs:

1. Have strong partnerships with other groups that will help the club grow and develop. These might include Community Sports Hubs (CSH), Active schools, local colleges, outdoor centres, the SCA, other clubs including other sports, Local Authorities Sports Development, Duke of Edinburgh Award Scheme, Uniformed organisations e.g. Scouts and Guides, disability groups, LGBT groups, organisations representing youngsters from deprived backgrounds, girls and young women etc.
2. Run taster sessions for the above groups to grow club membership [Community Sport Hubs](#) [Schools Fit for Girls](#)
3. Nominate individuals to interact with partners and report back to the committee. This way relationships can be built ensuring a good outcome for all partners
4. Join the local authority's club accreditation scheme. This can lead to the club receiving benefits such as reduced facility rental costs, access to funding updates, access to courses such as first aid and others
5. Connect with local businesses regarding expertise and investment that they may be able to offer

Case studies

- [Forth Canoe Club](#)
- [Blairvadach Outdoor Education Centre YDAS](#)
- [sportscotland Fit For Girls](#)



Well Run Clubs will work with and alongside a variety of partners offering them various opportunities from sharing good practice, to access to knowledge and expertise, to facilities, to potential new members and volunteers.

Pathways

Well Run Clubs:

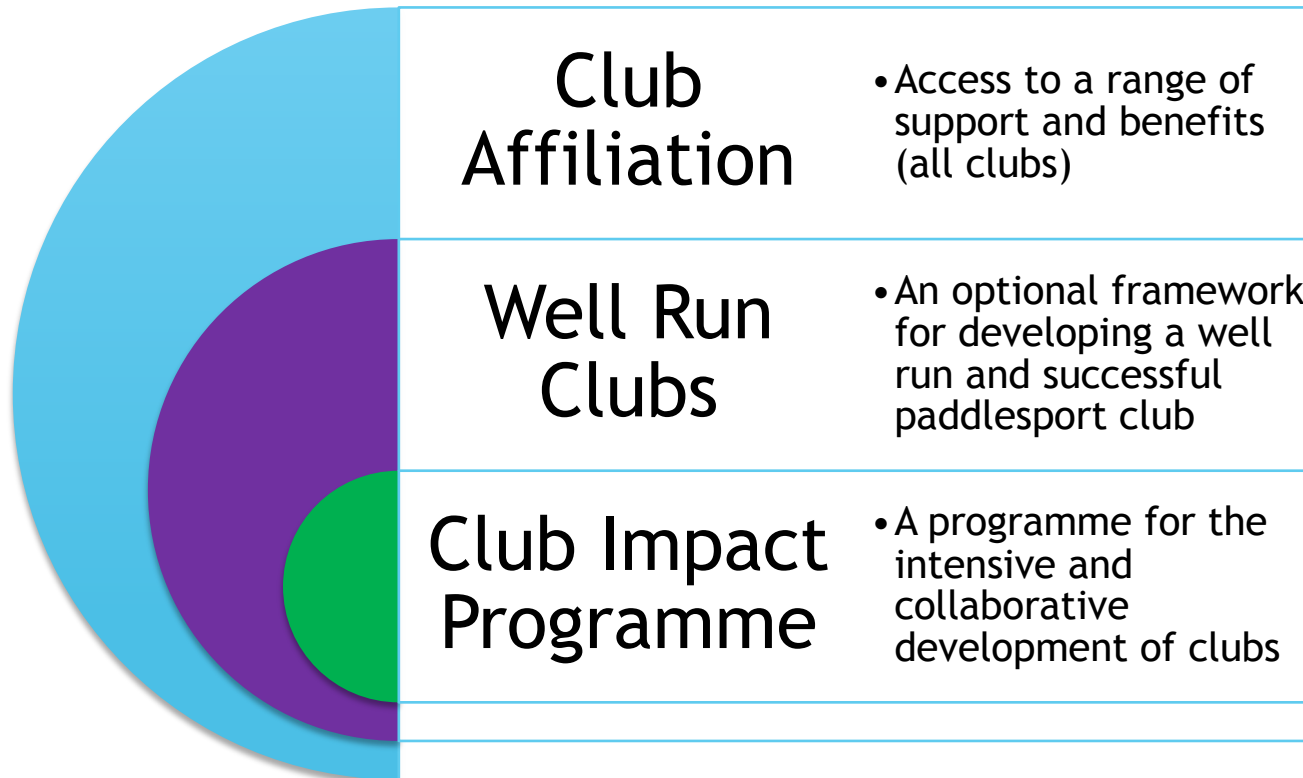
1. Ensure there is a clear understanding of the breadth of different pathways (recreational and competitive) through which paddlers can develop
2. Run appropriate club sessions taking into account the experience and skills of club members



Well Run Clubs that offer a pathway for progression at whatever level will find it helps membership retention and recruitment. Whether this is through competition, personal paddling awards, coaching and leadership, or more advanced trips.

SCA approach to club development and support

The SCA supports around 90 affiliated clubs throughout Scotland. Levels of support are broadly arranged in three tiers:



Club Impact Programme

A programme for the intensive and collaborative development of clubs committed to:

- Ambitious Growth per year and/or;
 - Accelerated improvement of Paddlers through 5 or more progressive weekly sessions
- through focusing on the development of quality workforce

Supporting
12-16
clubs

Stream 1
supported by
Regional
Development
Manager

Ambitious
Growth

- Increase no. of members
- Increase no. of sessions
- Increase scope of activities, e.g. additional disciplines

Stream 2
supported by
Coach & Pathway
Developer &
Regional
Development
Manager

Accelerated
Progression

- Educated & empowered coaches
- Facilities & equipment to support the pathway(s)
- >5 progressive coach-led sessions per week

Club Affiliation Benefits

Clubs affiliated to the SCA have access to a wide range of benefits and support including:

1. Civil Liability Insurance for recognised club activities
2. Employers liability insurance
3. Club featured on Club Finder on SCA Website
4. Right to organise events (with permission) under the auspices of the SCA
5. Scottish Paddler, official magazine of SCA every quarter
6. Support and professional advice from SCA Staff
7. Discipline specific advice from volunteers serving on SCA Committees
8. Advice and help with paddling related queries via the SCA Office
9. Help and advice on Child Protection and the processing of the relevant forms
10. Insurance and Subsidised Courses (e.g. safety and leadership)
11. Access to free training (e.g. equality, disability, data protection)
12. Club Development Conference
13. Club Volunteer Conference
14. Advice & support from staff and volunteers
15. Case studies
16. Analytics & Reports
17. Event Management
18. Access to data on club members
19. Paddlesport Activity Assistant
20. Safeguarding advice, case support and PVGs

Further Support

www.canoescotland.org

www.helpforclubs.org.uk

Scottish Canoe Association

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