

WORKING TOGETHER

A framework to support club and community organisations



Sport for life

sportscotland
the national agency for sport

SPORT FOR LIFE

Fun, health, medals. Whatever the reasons for getting into sport, we want people to enjoy as many of its benefits as possible.

In an active Scotland we will all find ways to be physically active every day. Keeping moving at home and at work. Taking an active approach to getting around. Choosing to be active in our leisure time.

More of us will take part in sport because we see it being relevant to our lives. Being involved in ways that suit us. Meeting fewer barriers. Feeling more included. We will all experience more of the benefits of sport. For some of us, by taking part. For others, through our communities.

sportscotland is here to help the people of Scotland get the most from the sporting system. We want clubs, schools, governing bodies, local authorities, leisure trusts, changing lives organisations and private providers to work together to ensure people can take part in club and community sport. If you have a role to support club and community organisations to play their part in Scotland's sporting system then this framework will help guide your work with them.



THE CLUBS AND COMMUNITIES FRAMEWORK

The clubs and communities environment offers much more than just traditional club sport. It is the environment where people can have a lifelong involvement in sport. It also recognises that some organisations intentionally use sport and physical activity to positively impact on the health and wellbeing of individuals, their skills and learning, and on communities, ensuring a more inclusive and healthier nation. This is known as Changing Lives Through Sport and Physical Activity.

The Clubs and Communities Framework is designed to guide the development of club and community organisa-

tions. It provides a common reference for those working on building the capability and capacity of club and community organisations to improve our sporting system.

The Framework is primarily aimed at professional staff to help them support local leaders, coaches, volunteers and/or employees, but can equally be used by clubs themselves. It is underpinned by the 'Help for Clubs' pages on **sportscotland's** website, which you'll find in the 'Clubs' section. Those pages contain the tools and resources to support development work.



ORGANISATIONS IN THE CLUBS AND COMMUNITIES ENVIRONMENT

We know many organisations have their own developmental guidelines or accreditation schemes, so we've designed the Framework to complement those.



EARLY YEARS
PRIMARY SCHOOL
SECONDARY SCHOOL
COLLEGE
UNIVERSITY



LOCAL AUTHORITY
SPORTSCOTLAND
NATIONAL CENTRES
COMMUNITY GROUP
UNIFORMED GROUP
COMMUNITY SPORT HUB
SPORTS GOVERNING BODY
DISABILITY SPORT BRANCH
CHANGING LIVES ORGANISATION
SPORTS CLUB
LOCAL SPORTS COUNCIL
3RD SECTOR INTERFACE
SOCIAL ENTERPRISE
PRIVATE PROVIDER
LEISURE TRUST



SPORTSCOTLAND
INSTITUTE OF SPORT
SPORTS
GOVERNING BODY
PROFESSIONAL
CLUBS

SCOTLAND PERFORMS

A MORE ACTIVE SCOTLAND

TRANSPORT

MORE ACTIVE

STAY ACTIVE

PHYSICAL
CONFIDENCE &
COMPETENCE

PEOPLE
& PLACES

WELLBEING
& RESILIENCE

PARTICIPATE
PROGRESS
& ACHIEVE

ENVIRONMENT

PARTNERS



TIME



EXPERTISE



INVESTMENT



INFORMATION



PEOPLE



PLACES



PROFILE

EDUCATION

HEALTH


CLUBS &
COMMUNITIES


SCHOOLS &
EDUCATION


PERFORMANCE
SPORT



**TAKE PART
AT ALL LEVELS**

WIDER OUTCOMES

OUR COMMITMENT TO INCLUSION UNDERPINS EVERYTHING WE DO

PRIORITY AREAS

The Clubs and Communities Framework is built on six priority areas. The first three are the enablers in our sporting system for Scotland — the building blocks that make sport possible.



PEOPLE



PLACES



PROFILE

The other three areas are the qualities that the organisations that make sport possible need to have.



ORGANISED



SUSTAINABLE



CONNECTED



ACTION STATEMENTS

For each priority area there are a number of action statements, which are listed over the next few pages. For each action statement you should consider:

- **Does the organisation do this?**
- **Should the organisation do this?**

Reflecting on these statements will help organisations to identify the actions they need to take.



PEOPLE

At the heart of our sporting system are the thousands of skilled and committed volunteers and employees who help others to take part and progress. We are focused on helping the people within our sporting system that deliver change for people and communities.

World class club and community organisations:

- take a planned and inclusive approach to the engagement, development and retention of their volunteers and/or employees
- have a committee/board with the knowledge, skills and behaviours to lead
- have coaches/deliverers with the knowledge, skills and behaviours to meet the needs of those taking part
- have volunteers and/or employees with the knowledge, skills and behaviours to fulfil their role
- empower and support young people as leaders
- value and celebrate the contribution of volunteers and/or employees



PLACES

We have an exceptional natural environment and a great range of places to take part in sport. We want club and community organisations to make the best use of these places to help people play sport and get active.

World class club and community organisations:

- engage with and understand the places needs of those taking part and the wider community
- are creative and willing to work with others to ensure their places needs are met in a sustainable way
- take a planned and realistic approach to places that are fully aligned to their overall development plan
- ensure their places are accessible and appropriate for those taking part as well as the wider community





PROFILE

Sport makes a huge contribution to the communities of Scotland. We are focused on using the power of sport to tell compelling stories about the outcomes delivered by sport whilst also talking directly with those that don't currently take part.

World class club and community organisations:

- understand their audiences and communicate through the right channels at the right time
- work with partners to help promote their activities
- communicate their vision, purpose, activities, and the impact they have on their community
- provide accessible information about the activities they offer
- demonstrate their diversity and inclusion of under-represented groups
- identify and share learning and best practice





ORGANISED

Club and community organisations are no different to any other organisation. We are focused on supporting effective organisations that create and share a vision for their role in an active Scotland, then organise their resources to make it happen.

World class club and community organisations:

- have an appropriate legal structure that suits their needs
- comply with standards of good governance to mitigate against risk
- ensure everyone is clear on their role and responsibility and that they are adhered to
- ensure the wellbeing, safety and protection of all
- develop and deliver on a clear vision and purpose
- take a planned approach to the development of their activities
- are inclusive, open to everyone in their community and aim to attract under-represented groups
- are clear on how their work fits within and contributes to their wider community
- have sound financial management processes in place
- are focused on the quality of the activities they offer





SUSTAINABLE

Effective organisations look beyond the current year to ask the big questions about what sustainability means for them and how they can be relevant to their community. We are focused on supporting club and community organisations to operate in a way that means they will be around for the long term.

World class club and community organisations:

- identify what sustainability looks like for them
- have a sound financial model as part of an effective business model
- plan for succession in key roles, such as committee/board members, coaches, volunteers and/or employees
- are clear about the support available to them and how to access it
- are ready for investment from external sources to help achieve their aspirations
- seek to understand the needs of all those taking part and the needs of the wider community
- are clear on the difference they expect their activities to make to those taking part and the wider community
- continuously reflect on their work and embed a cycle of improvement to all their activities



CONNECTED

Great club and community organisations establish strong partnerships with other organisations, collaborating to achieve a better outcome for those taking part. We are focused on supporting club and community organisations to listen and learn from their communities and adapting to meet their needs.

World class club and community organisations:

- welcome people and bring the community together
- offer pathways to help people take part and progress in sport
- provide recreational opportunities for people to take part
- work closely in partnership with other sporting and non-sporting organisations to achieve common goals



NEXT STEPS

By working together we aspire to see more people in Scotland recognising and valuing the world class opportunities their sport club and community organisations provide.

We know that world class club and community organisations have great leaders, strong partnerships, an understanding of member and community needs and the right staff, volunteers and facilities to offer great opportunities to take part.

This Framework is a guide you can use to help achieve this aspiration, a reference document you can use to identify and address development priorities. It is designed to support you to develop world class club and community organisations across Scotland.



WHAT STEPS CAN YOU TAKE TO MAKE THIS HAPPEN?

To help us deliver the many benefits of sport to everyone in Scotland, we're guided by six key principles. We encourage you to think about how these principles can be applied to you and the organisations you work with.

Inclusive

We understand the barriers people face and proactively address them so everyone has the opportunity to get involved in sport and physical activity.

Person-centred

We listen to people and put their voices at the heart of our thinking.

Accountable

We plan well, we measure our performance and we are accountable for delivering outcomes.

Collaborative

We develop and strengthen partnerships and collaborations across the public, voluntary and private sectors.

Responsive

We adapt what we do based on how we're doing and what's happening around us.

World class

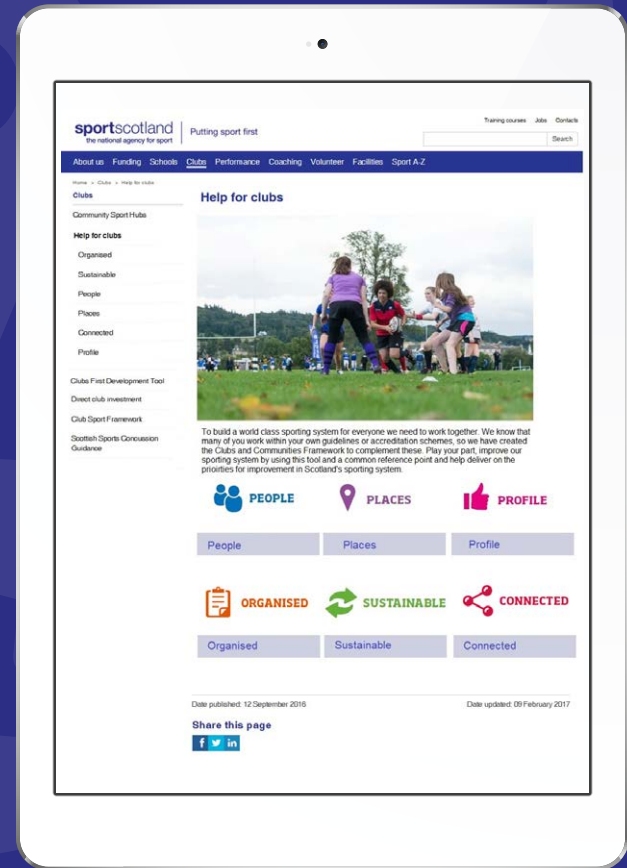
We do everything to the highest possible standard, while seeking to continuously improve.

HELP FOR CLUBS

Help for clubs is an online library of information, tools and resources to help professional officers working with club and community organisations. The site is built on the six priority areas within this framework and contains more detail on each area.

We encourage you to click on the priority page headings for further information on how to address the specific action statements.

Or visit: sportscotland.org.uk/helpforclubs



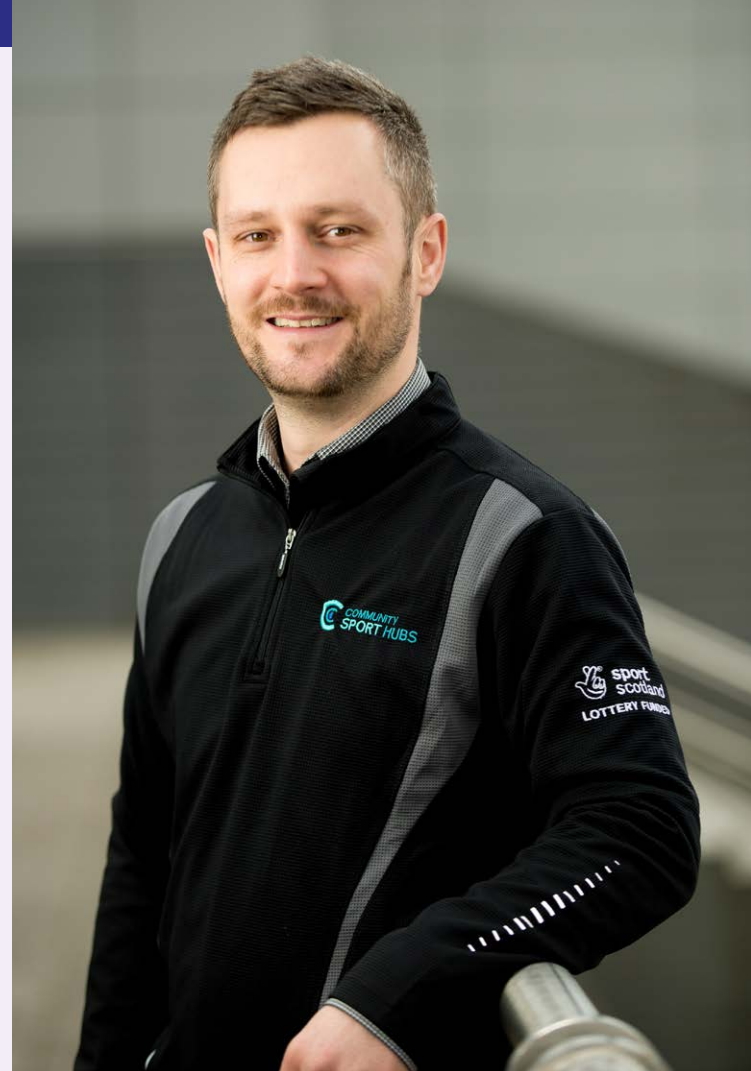
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My job is to develop club and community sport organisations in local communities. I achieve this by working closely with the volunteers that make sport happen. I want to support them and help them become more capable and connected. The Framework is a great tool to help us all relate and strive to be better at what we do.

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