



Guide to Club Development



www.ryascotland.org.uk

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RYA Scotland Guide to Club Development

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Introduction

Welcome to the RYA Guide to Club Development. We see the support and future development of volunteers and clubs as essential to the continuing popularity of all forms of boats and boating. We wish to assist clubs with the range of development opportunities that clubs may wish to pursue, from establishing a new junior section through to performance sailing.

Within this guide we list a range of opportunities available to your club. Further information about each section can be found on the RYA web site (www.rya.org.uk) or the RYA Scotland website (www.ryascotland.org.uk) in the Clubs Manual and through the relevant member of RYA Scotland staff.

The pack doesn't pretend to give you all the answers nor will all the sections be applicable to your needs, but hopefully there's enough information to give you an overview and to point you in the right direction.

Jane Scott
RYA Scotland Development Manager

To obtain additional copies of this guide please contact the RYA Scotland Development Manager on 0131 317 4610, or email; jane.scott@ryascotland.org.uk.

Planning for the Future

As your club continues to grow and expand you may find it useful to create a club development plan. A club development plan will help you improve on the activities you currently offer and will help prepare you for the activities you wish to introduce in the future.

How does a development plan benefit my club?

Writing a development plan will:

- Provide a clear direction for your clubs growth
- Give a clear club structure to help you run your club more effectively
- Help members understand and support the direction in which the club is going
- Provide you with ideas about the future of your club
- Assist with the recruitment of new members
- Keep potential local, regional and national partners informed of your work
e.g. Sportscotland, your Local Authority and the RYA Scotland.
- Demonstrate how your club is meeting the criteria of funding agencies and potential sponsors
- The plan could be circulated to local RYA Training Centres, schools and community groups to develop new links and help attract new members

Sounds like a lot of hard work!

A plan is relatively easy to produce. The task need not be an onerous one. The plan itself should be realistic, achievable, short and concise so people read it. There is no right or wrong way to produce a plan for your club.

It is far better to achieve a small number of goals rather than set yourself impossible targets which will only de-motivate those involved when they are not reached. The plan should be a 'living document' that can be adapted as your club's circumstances change.

Keep it simple; set realistic targets with clear priorities and time-scales, avoid meaningless waffle or jargon.

Top tips for writing a sports development plan

Club members and the club committee will need to ask themselves the following questions about the club:

- Where are we now?
- Where do we want to go?
- How will we get there?

To answer these questions you may want to ask your members for their views – see the Sample Members' Questionnaire.

Where are we now?

If your plan is to be successful you will need a clear starting point. Build an outline of your club's current activities e.g. brief history, numbers of members and number of instructors. To help in this process you could carry out a short analysis of the club's strengths and weaknesses, and an overview of any opportunities and threats in the foreseeable future.

Identify:

- Club strengths. E.g. security of tenure, good range of volunteers or well run junior training
- Club weaknesses. E.g. low membership, poor links with RYA Training Centres or poor safety boat facilities
- Club opportunities. E.g. team15 club, Sailability status, becoming an RYA Training Centre, raising funding, volunteer training or getting involved with Onboard(Glasgow or Edinburgh only).
- Club threats. E.g. rent increases, low water levels or restricted access

Where do we want to go?

You need to decide on a vision for the future and a timescale in which to work. This should cover the club's main objectives ideally over a 3–5 year period. This can be divided into some of, or all of, the following headings:

- Start introducing new members into sailing
- Succeed in keeping all members interested and happy with your club
- Continue to help new and existing members reach their full sailing potential
- Educate members through programmes such as volunteer training
- Communicate current news to members
- Develop and improve existing facilities and equipment

How will we get there?

Break down the vision into bite size goals or aims and then prioritise them. The club committee should review and update these goals at least once a year. Sports development plans are dynamic documents and are constantly being reworked to ensure that the club's goals are being met.

Making the plan work

By further breaking down your set goals you will be able to identify all of the steps you need to successfully develop your club. Goals should be broken into:

- what needs doing?
- who should be involved?
- what are the time scales?
- what resources will be required?
- what will it cost?

The table below provides a framework for the process and will help assess the feasibility of your targets.

Target.....

	What needs doing?	Who's involved?	Time scale? Start to completion	Resources?	Cost?
Step 1					
Step 2					
Step 3					
Step 4					

Distributing the Plan

Your club has ownership of the plan and all members should have access to it. Also consider sending electronic copies to all relevant local organisations for example; The RYA Scotland Participation Group and the RYA Scotland Development Manager. Keep up to date copies available for club committee meetings, when making grant applications and for potential sponsors.

Key Points

- Keep your development plan short (four to five pages) and relevant
- Make sure your objectives are supported and understood by the membership
- Make sure that your targets are measurable, achievable and set to a timescale

Further Information

If you would like further advice and guidance on the content of your plan please contact your:

- Regional Sports Development Officer
- RYA Scotland Development Manager

Volunteers – The Key to Club Success

Motivated and enthusiastic volunteers play a key role in developing and maintaining thriving and successful clubs. Attracting and keeping good volunteers in sufficient numbers can easily happen with planning, forward thinking and a bit of effort.

Creating a Club Volunteer Development Plan is a process that encourages your club to consider its volunteer workforce and to create an action plan that adequately supports and develops the club and its activities.

This is essentially the part of your Club Development Plan that deals specifically with the 'human resource' element of your club/sailing activities.

What can it do for you?

- Define the direction, focus and purpose for your club and its volunteers
- Identify club goals such as attracting new volunteers, keeping existing ones and developing new roles
- Plan ahead to avoid crises
- Assess what needs to be done to keep the club and its activities running smoothly. Help you to define exactly what is involved and what skills, experience and resources are needed
- Identify your volunteers without putting too much pressure or demanding too much time from a small number of individuals
- Target your recruitment to match people with tasks they do well, will enjoy and can manage in the time they have to offer
- Consider how your club will continue to motivate, encourage and thank the volunteers for their contribution
- Communicate effectively with the volunteers and club members about how they can get involved and contribute to the clubs success

Creating a plan

Where are we now?

- How many volunteers do we have?
- What do they do?
- How much time are they giving?
- Do we have enough volunteers?
- Where do we need more volunteers?
- What are we doing to support our volunteers?

Where do we want to be in the future?

- How many volunteers do we really need?
- What tasks do we really need them to do?
- What would we like to offer them to make sure they feel valued and motivated?

When do we want to have all of this in place?

- Break this down into smaller more achievable tasks with time scales for each – you are more likely to achieve by taking small steps rather than a giant leap

How are we going to get there?

- Gather practical ideas for achieving your goals
- Find innovative ways to recruit, retain, recognise and reward your volunteers
- Identify someone who is willing to take responsibility for volunteers and volunteering within your club
- Ensure that volunteering is on the club management agenda

What do we need in order to get there?

- What support / resources do we need to achieve this?
- Where might we get these from?
- What is the cost in time and effort balanced against the potential benefits for the club, volunteers and members?

How will we know that we're still on track and when we have achieved our aims?

- How will we keep focussed and moving forwards?
- How will we communicate our progress to the club, volunteers and members?
- How will we learn from the process – things that work & things that don't?
- What is the process for overcoming challenges along the way?
- How will we recognise our successes and know it's all been worthwhile?

What will the Volunteer Development Plan look like?

It really doesn't matter what your development plan looks like as long as it answers the above questions and is in a format that means something to the people who are going to use it. Keep your plan short (1-2 pages), focussed and as simple as possible. A table format is often a straight forward way of presenting what is to be done, how it will be achieved, by whom, by when, what resources are needed and what progress has been made to date. This plan needs to be kept up to date and communicated to the club management committee and the people involved in making it happen.

The end result of this process will be an agreed plan of action for the club that addresses the key areas of Volunteering Good Practice:

- Recruitment
- Retention
- Reward
- Recognition

Club Volunteer Co-ordinator

Once your club has created a Club Volunteer Development Plan, you may find it useful to identify someone who is willing to take responsibility for implementing the plan, co-ordinating the agreed action, keeping the plan up to date, and communicating success back to the club. This may be someone who is already doing a similar role, or it could be a new role that you introduce into the club structure, perhaps even a position within the club committee.

The key roles of a Club Volunteer Co-ordinator are:

- To complete and implement a Volunteer Development Plan within the club to guide and support the development of a sound volunteer base which enables the smooth running and development of all club activities
- To ensure that all club activities are delivered and supported by sufficient volunteers who are appropriately trained, qualified and experienced for the roles they undertake
- To maximise volunteer participation within the land-based and water-based areas of club activity
- To facilitate effective communication between your club, its volunteers and prospective volunteers, and the RYA through the Regional Development Officer and Volunteer Development Officer
- To support the implementation of the Volunteer Support Programme within your club

Sample Members' Questionnaire

Can you please take a few moments to complete the following questionnaire in block capitals? The objective of the questionnaire is to collect information/ideas from club members as to how our club can develop and how you can be involved in the process. Once complete, please post the questionnaire through the club letterbox (specify date).

Name:

Address:

Contact number:

E-mail address:

Date of birth: Age:

Type of membership:

Length of present membership 1 – 2yrs 2 – 5yrs 5 – 8 yrs 8yrs+

The Club and its Future

Which of the following areas do you feel that the club should develop over future years? Please rate in order of importance by ringing your choice (1 is the lowest, 5 the highest).

Junior and youth sailing	1	2	3	4	5
Becoming a Volvo RYA Champion Club	1	2	3	4	5
General coaching	1	2	3	4	5
Volunteer training	1	2	3	4	5
Safety, risk assessment and first aid	1	2	3	4	5
Child protection	1	2	3	4	5
Promotion and publicity	1	2	3	4	5
Developing links with your local RYA Training Centre	1	2	3	4	5
Becoming an RYA Training Centre	1	2	3	4	5
Links with the community, local schools and other organisations	1	2	3	4	5
Facility development to support new / continued activity	1	2	3	4	5
Committee Structure	1	2	3	4	5

How could these aspects be developed?

.....
.....

What other areas could be developed within the club?

.....
.....

Will you help in any of the following areas on a voluntary basis?

	Will you help?	Are you qualified to help?	Would you undertake training?
Bar work	Yes / No	Yes / No	Yes / No
Catering	Yes / No	Yes / No	Yes / No
Cleaning	Yes / No	Yes / No	Yes / No
Coaching juniors & youths	Yes / No	Yes / No	Yes / No
Coaching seniors	Yes / No	Yes / No	Yes / No
Committee work	Yes / No	Yes / No	Yes / No
Promotion and PR for the club	Yes / No	Yes / No	Yes / No
Fund raising	Yes / No	Yes / No	Yes / No
Social activities	Yes / No	Yes / No	Yes / No
Administration	Yes / No	Yes / No	Yes / No
Boat maintenance	Yes / No	Yes / No	Yes / No
Safety boat training	Yes / No	Yes / No	Yes / No
Race management	Yes / No	Yes / No	Yes / No

How many hours per month are you available?

1 2 3 4 5 6 7 8 9 10+

**Thank you for completing this questionnaire
Please post it in the club mailbox (Specify date for return)**

Sailing in the City

This project was created and established by the Royal Yachting Association Scotland in 2004, to provide local and accessible sailing opportunities for children between 8 and 14 years of age. Sailing in the City aims not only to introduce children to the sport of sailing but also to continue once they have got involved.

Sailing in the City operates all over Scotland from inner city ponds in Edinburgh and Glasgow to harbours in the Outer Western Isles and lochs in the Highlands and Borders.

The programme including dates and venues is available on the RYA Scotland website. www.ryascotland.org.uk.

Please contact Jane Scott Regional Development Officer if your club or centre would like a presence at any event.



What are the benefits?

- Sustain or grow your membership base by attracting new active sailors
- Develop or further develop existing junior club activities for your club
- Underpin current youth race training activities
- Increase your volunteer base
- Improve your club's chances of securing public funding
- Improve your club's profile within the local area
- Become a successful and vibrant club

Does SITC mean our club has to run sailing during school hours?

No, not unless your club wants to. Most clubs run evening and weekend sailing sessions as part of normal club activities and sometimes during school holidays.

Do we have to be an RYA Training Centre to be involved?

No, though to signpost sailing sessions through a school, the teachers need to be happy that you are running safe and credible activities. By being recognised by the RYA you are working within accepted national standards.

How can my club/ centre get involved?

When SITC comes to your area RYA Scotland will let your club know more about being involved. If you're interested then your club can sign up and go from there.

Contact the RYA Scotland Development Manager for more details.

OnBoard

OnBoard has come to Scotland after the success of Sailing in the City to help keep children in the sport.



Maintaining or growing your club membership is a challenge faced by most clubs. One successful strategy for growth, which many clubs have employed, has been to focus on providing a strong base for ongoing junior activity in order to generate increased family membership.

OnBoard is about sailing clubs and centres teaching more children to sail and about keeping them involved in sailing for life.

Actively bringing more young people into sailing, OnBoard is providing clubs (that are dinghy RYA Training Centres in the Glasgow and Edinburgh area) with the opportunity to adopt a local school or youth organisation. You decide who to adopt, when you'll run activities and how you will integrate young people into your club. By taking sailing to young people you are opening up access to the sport and securing the long term future of sailing in your area.

What are the benefits?

- Sustain or grow your membership base by attracting new active sailors
- Develop or further develop existing junior club activities for your club
- Underpin current youth race training activities
- Increase your volunteer base
- Improve your club's chances of securing public funding
- Improve your club's profile within the local area
- Become a successful and vibrant club

Does OnBoard mean our club has to run sailing during school hours?

No, not unless your club wants to. Most clubs run evening and weekend sailing sessions as part of normal club activities and sometimes during school holidays.

Do we have to be an RYA Training Centre to be involved?

Yes. If you are not a training centre at present but are interested in becoming one please turn to the 'Becoming an RYA Training Centre' section next in this guide.

How can my club/ centre get involved?

The OnBoard initiative is available to clubs and centres in the Edinburgh and Glasgow Areas. For more information and an application form please contact Angie Sword OnBoard Development officer angie@ryascotland.org.uk or 0131

Becoming an RYA Training Centre

Many clubs wish to attract new members by introducing them to boating. It is vital that this first taste of boating is conducted in a safe yet enjoyable manner. Similarly, club members often want to improve their skills through further teaching and coaching. To ensure that members of all ability receive the best instruction in a safe environment many clubs become RYA Training Centres.



Why become a Training Centre?

- You will be able to attract new-comers to the sport resulting in new club members
- RYA training centres use the RYA National Training Scheme, which is widely regarded as the world leader in boating education
- Provide RYA Training Certificates and publications for whatever level of course(s) you are recognised to teach
- Training Centres have access to fully qualified RYA instructors and trainers
- Windsurfing Centres have the opportunity of trade deals for school equipment like RYA teaching sails
- RYA Training Centres often have a higher priority if applying for public funding
- The RYA organises conferences to offer principals an opportunity to keep abreast of current issues and discuss developments
- RYA recognition means that your centre has passed the high standards of the annual inspection, including safety checks

How do you qualify?

Clubs must be reviewed by a RYA inspector. Inspections include a tour of club facilities, boats and a review of current training courses.

Clubs must have an RYA Senior Instructor to qualify as a Training Centre. Senior Instructors are experienced instructors trained to manage all group sailing within the RYA National & Youth Sailing Schemes. Under him/her should be RYA Dinghy Instructor(s) or other Assistant Instructors to help meet the student instructor ratios.

Windsurfing for Young People

If your club is looking to develop a successful windsurfing programme for kids and bring in new young members, then team15 is the programme you need to implement.

What is team15?

team15 is a nationwide network of clubs where windsurfers aged 15 and under get together every week to have a great time with their friends and learn new skills. team15 links learn to windsurf with learn to race in a softly, softly format.



Why become a team15 club?

- team15 encourages children who have learnt to windsurf to continue in the sport and improve their skills at local clubs
- team15 can help increase membership, bringing new children to your club along with their families
- team15 creates an identity and facilitates a social environment that fits children's needs and encourages weekly attendance
- team15 activities create a soft transition between *learn to windsurf* and *learn to race*
- team15 inter-club events generate club based teams and friendly club rivalry allowing members to represent their club and be introduced to competitive aspects of the sport such as racing and freestyle
- a sponsor will be sought on behalf of T15 clubs to provide your team with a set of bespoke colour-coded branded race vests
- the RYA sponsor free T15 coach training for all suitable instructors and provide a branded jacket and buoyancy aid for the team15 head coach
- the RYA advertises the team15 initiative nationally and provides free promotional literature for your club to advertise its team15 club locally
- your club will be listed on the team15 website. This site has been designed to appeal to children and can be visited at www.team15.org.uk

How do you sign up?

Contact the team15 office (team15@rya.org.uk) to initiate interest in running a team15 club and a registration form will be sent to you. Complete the registration form and return; this will allow the RYA to determine which development phase you fall into.

If you have no windsurfing infrastructure at present then the Sports Development team will be happy to discuss a development pathway for your club to achieve RYA Training Centre status for windsurfing, prior to becoming a T15 club.

If you are already recognised by the RYA to deliver the National and Youth Windsurfing Schemes then the team15 office will send a short development plan template to ask you to identify suitable windsurfing instructors to be trained as team15 coaches.

To qualify for team15 status your club must:

- Be an RYA Training Centre
- Have links with local schools
- Have at least one RYA windsurfing instructor to train as a T15 club coach
- Agree to run a weekly youth windsurfing club session
- Agree to host a T15 inter-club event, if required
- Encourage attendance of a club team at five T15 inter-club events

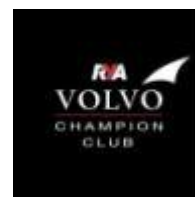
team15 club coach

This qualification is available free of charge to any RYA windsurfing instructor, level 1 or above, who is willing to head-up or assist in the running of a local team15 club. A T15 resource manual, complete with session plans, is provided as part of the course to assist coaches in the running of club sessions. It is the responsibility of at least one T15 club coach to accompany their team to five annual T15 inter-club events. On this understanding instructors can apply to the RYA to take the course.

At the end of the course instructors will be qualified to run Red Racing as part of their T15 club activities. Once experience is gained, further training will be available to those who require it, allowing coaches to keep one step ahead of the club members. White level training and freestyle training fall into this category.

Junior and Youth Racing Programmes

Introducing junior and youth racing to your club will draw young members in and create a friendly competitive atmosphere in your club. To develop junior and youth racing or race training programmes then sign up to be a Club.



Volvo RYA Champion Club

The RYA works in partnership with club's through the Volvo RYA Champion Club Programme in order to increase the number of club's providing a high standard of junior and youth racing/race training programmes.

In conjunction with Volvo Car UK we work to support our clubs through the Volvo RYA Champion Club programme, which aims to deliver the support that club's need to flourish.

Volvo RYA Champion Club's undertake to continually introduce young people into the sport with a view to:

- Developing their enthusiasm and talent so that as many as possible gain places in the Volvo RYA Zone/ Home country Squads
- Encouraging and supporting their development within the RYA Youth Sailing Programme.

Specific requirements should be discussed with your local RYA High Performance Manager.

What are the benefits?

Volvo Champion Club's are entitled to development advice and support from their local RYA High Performance Manager. RYA High Performance Managers will enable clubs to:

- Continuously recruit young sailors into the sport at the right age for them to have the best chances of achieving success in the future
- Recruit, train and contract coaches to support the delivery of club programmes
- Enhance the provision of training equipment and improve the quality of your facilities
- Secure additional financial support resources
- Provide a safe training and racing environment
- Increase the level of parental volunteer support
- Make the best use of the Class Open Training programmes and open competition circuits
- Structure of the club programme to optimise the development of young sailors and retain them
- Promote the programme

In addition the RYA will provide the following benefits:

- A contracted part time Class Coach to deliver 2-3 days of top quality coaching
- Access to best practice workshops on a range of topics, delivered locally at the Volvo Champion Club Conferences
- Training for club volunteers to gain their RYA Club Race Coach qualification.
- Zone Newsletter's keeping club's/ coaches/ sailors up to date with all the latest developments and forthcoming events in Junior Racing
- Consultancy and support from local HPM
- A Free Junior Club Manual CD- to get all the up to date information on delivering an effective and structured race training programme.
- Discounted access to RYA Sailsmart Coaching Clinics and National Coaching conferences
- Trade prices on selected Musto kit for Club Coaches
- A Volvo RYA Champion Club Flag and plaque in recognition of your contribution to British Sailing

High Performance Managers

The RYA High Performance Managers are primarily responsible for developing talented junior sailors by:

- Delivering the RYA Volvo Champion Club Programme with the aim of increasing the number of clubs introducing young people into racing and supporting their ongoing development within the RYA Junior and Youth Sailing Programme
- Assisting the Junior Class Association Regional Representatives to establish a comprehensive winter and spring open race training
- Delivering the RYA Zone/ Home Country Championships to support the identification and selection of talented junior sailors
- Organising the local RYA Zone/ Home Country Squad Programme to support the identification and nurturing of talented junior sailors
- Acting as the first point of call for expert advice and guidance to clubs, sailors, parents, coaches and clubs

You can get more details on becoming a Volvo RYA Champion Club and the Zone Squads from your Zone High Performance Manager.

I see No Disability...

If you wish to expand your club programmes and give disabled sailors access to your waters then RYA Sailability can help you. Your first contact should be with your RYA Sailability Regional Organiser who can offer advice and training opportunities for your club and club members.



RYA Sailability is the official charity of the Royal Yachting Association. It exists to ensure that adults and children with any form of disability have the opportunity to participate in the sport at the level of their choice. Hundreds of sailors enjoy the opportunities created by the organisation since its inception in 1973.

What does RYA Sailability do?

RYA Sailability helps clubs give disabled people the opportunity to take up the sport of boating and aims to integrate these sailors into the boating community so that everyone can have the freedom, challenge and pleasure of getting afloat. RYA Sailability supports and funds activities for clubs including:

- Developing suitable club facilities
- Providing volunteer and awareness training
- Supporting technical advice and research
- Developing opportunities for offshore sailing
- Encouraging the creation of opportunities for disabled sailors to participate in competitive sailing
- Representing and lobbying for the interests of disabled sailors

Sailability also supports competitive racing and our sailors have an impressive record including European Disabled Sailing Champions, and Paralympics gold medal holders. Our blind and visually impaired sailors are World Champions.

How can we get involved?

Regional Organisers and Regional Training Co-ordinators

Regional Organisers provide advice and information, help co-ordinate Foundation entry for clubs and work as a liaison between clubs and RYA Sailability. Regional Training Co-ordinators organise all the Awareness Training courses within their region while a team of Trainers help to develop this course. To find your local contact visit www.rya.org.uk/sailability/regional.asp

Disability Awareness Training and Volunteer Management courses

These courses aim to educate staff and volunteers on how to interact effectively with both disabled visitors and sailors. These courses operate around the country and throughout the year.

Disability Discrimination Act

Sailability can advise clubs on issues surrounding this act. The Act's implications are wider than commonly understood and to ignore them is unwise.

SAILABILITY depends on voluntary support to continue our work. Gift Aid, legacies, bequests and donations are vital to enable our continued work as are volunteer skippers and helpers. Please contact us for further information if you would like to volunteer your time and skills.

How the RYA can help Clubs to support their Volunteers

Volunteers are an essential and invaluable asset within clubs. Without volunteers, many clubs would struggle to keep going or even cease to exist. The RYA is committed to supporting your clubs, associations and centres by providing good quality volunteering experiences in the hope that those volunteering within sailing/boating do so within a positive and supportive environment.

The RYA Volunteer Support Programme

The overall purpose of this programme is to support the continuation, growth & success of sailing/boating at all levels. It aims to ensure that sufficient volunteers engage positively in RYA and affiliated club activities now and in the future.

The programme supports clubs by developing a range of useful resources, guidance and training that address the key areas of concern with regard to volunteers: How to Recruit, Retain, Reward and Recognise.

The Role of the Volunteer Development Officer

The RYA Volunteer Development Officer has overall responsibility for implementing the RYA Volunteer Support Programme, and the Onboard Volunteer Strategy at a National level.

The main purpose of this role is:

- To support RYA affiliated clubs, centres and regions in their work with volunteers
- To continually review and re-direct the support the RYA gives to its clubs and their volunteers
- To ensure that the RYA is at the forefront of volunteering good practice

The Volunteer Development Officer works with the Regions and the Regional Development Officers to support clubs and centres on matters concerning volunteering work.

The Volunteer Development Officer is a key source of support and guidance on volunteering matters.

Key Principles

There are a number of key principles that underpin volunteering within the RYA and affiliated clubs:

- Volunteers are an essential, unique and invaluable part of the RYA and affiliated clubs, which *complement and support* the work of employed staff
- Volunteers are people who, of their own free will contribute their time, energy and skills to benefit our sport

- Volunteering is unpaid and there is no payment or expectation of payment. This is readily distinguishable from reimbursement of expenses which ensures that volunteers are not out of pocket as a consequence of their volunteering
- Volunteers are a key group of individuals within the organisation and are represented at all levels of decision making, from clubs to RYA Council
- The RYA and affiliated clubs will ensure that all volunteers are properly integrated into the organisational structure and expect that staff will work positively with volunteers and will actively seek to involve them in the work of the club or organisation.
- The RYA and affiliated clubs recognise that volunteers require satisfying work and personal development and will help volunteers meet these needs by providing the induction and training for them to do their work effectively and safely.

Promoting your Club

Today's leisure market is extremely competitive. Your club is competing against a wide range of leisure activities. New members will be naturally attracted to your club through the opportunity to go afloat in a safe, exciting and rewarding atmosphere. This is achieved through your 'on the water' activities. However, your first step in attracting potential new members is making them aware of your club and the activities that it provides.

Consider who you wish to attract

It is of vital importance that your advertising/marketing is aimed specifically at your target market. You will need to adapt any advertising and literature accordingly.

Who is responsible for the marketing of the club?

It is a good idea to have an individual or small team of members to oversee the marketing of the club. The following information offers guidance to help your club attract new members and to keep the present membership satisfied.

Attracting New Members

A new member's first encounter with a club is of vital importance. Use the following pointers for guidance.

- When listing a contact's name on publicity material ensure that this person: is happy to be contacted and promote the club, has a good telephone manner and can enthuse people about the club, has a good understanding of the clubs activities and is close to the phone a reasonable amount of time
- If a prospective new member wishes to visit the club encourage them to come when a suitable club representative can show them around and introduce them to other members of the club and take them afloat
- When the club is closed ensure that there are signs which list how possible new members can join
- Try to offer an inviting atmosphere though clean and welcoming facilities

Maintaining Existing Members

You have been successful in attracting new members to your club. The next important stage is encouraging them to stay as members. As mentioned before the best method is through providing safe, enjoyable and rewarding on water activities. This is promoted and maintained through communication, keeping the customers satisfied and committed.

Tactics to consider

Incentives

As well as offering good value for money through your standard membership first year incentives can help attract new members. Incentives can be wide ranging and can include:

- Membership offers which encourage the present members to become involved, for example an 'Introduce a Friend Scheme'
- Introduce first year special offers, for example free membership for the first month
- Develop links with local groups and schools by becoming an OnBoard Club
- Produce promotional literature which lists special offers. Ensure that any literature: is striking enough to gain attention; holds the persons interest; encourages them to be involved and offers contact details

Advertise your Club

It is vital that potential new members are aware of your club and the opportunities that it offers.

Consider the following:

- Develop an advertising campaign. This need not be expensive. Use a range of publications that are available locally such as magazines and papers
- Make use of local radio stations
- Make a list of well known people who may visit the club. They could be invited to the club for special events, the stories (with suitable photograph's) would be welcomed by the local media
- Timetable your membership drive for maximum benefit
- Advertise the activities of the club through eye catching posters through free outlets
- Develop a presentation/talk which can be taken to local clubs, groups or organisations to encourage people to learn to sail and become involved in your club
- See that the club is listed in directories such as Thompson's and the Yellow Pages
- Develop a club web site and ensure that the information is regularly updated
- Obtain a stand at the RYA Dinghy Sailing Show in March
- Offering the club's facilities to other groups when the premises are not being used

Open Days

- Remember that the objective of the open day is to attract new members
- Ensure that you have adequate helpers, equipment and have suitable insurance
- Remember that you are trying to hook the visitor on the sport. Their first experience afloat should be enjoyable
- Advertise the open day as widely as possible to your target groups in the local area
- Investigate the possibility of local sponsorship
- Give them the opportunity to join on that day as members (strike whilst the iron is hot)
- Organise social as well as on water activities
- Develop links with your local RYA training centre
- The benefit to the Training Centre would be that the club could direct newcomers to the sport to learn with their centre. Higher level courses could also be promoted through the club

Child Protection

If children under the age of 18 are members of or visit your club it is strongly recommended that you adopt a child protection policy and some straightforward procedures to ensure that your members and any children/young people involved with your club are protected. Young people need to feel safe and confident that they will receive equally high standards of treatment from all adults involved in our sport. This applies to their general welfare as well as to their safety on the water.

The RYA has produced guidelines to help your club give children and vulnerable adults an enjoyable and safe experience when sailing, windsurfing or power boating. The guidelines also cover 'vulnerable adults', such as people with learning disabilities, who may have difficulty communicating or who may rely on others to provide personal care.

RYA Training Centres are required to have a formal child protection policy which is checked as part of their annual inspection.

Why should we have a policy?

There are several good reasons for having a child protection policy:

- To protect children, both on and off the water.
- To assure parents that their children are as safe at your club or organisation as they are when taking part in any other sport or leisure activity.
- To raise awareness amongst all of your members, volunteers or employees so that they know what to do if they are concerned about a child, whether the concern relates to the child's welfare at your site or outside the sport.
- To protect coaches, instructors, officials or volunteer helpers by giving them some practical, common sense guidelines, so that they can avoid placing themselves in situations where they are open to allegations.
- To protect the organisation by showing that you have taken 'all reasonable steps' to provide a safe environment.

Policy statement

Your centre, club or class association should adopt a policy statement that defines your commitment to providing a safe environment for children. 'Child Protection' can be an emotive term because people associate it with the most serious kinds of child abuse. In a club context, 'Welfare Policy' might be more readily understood and accepted. You can use or adapt the RYA's Policy Statement below, as appropriate. Everyone in the organisation should be aware of the policy and those working with children must be familiar with the supporting procedures.

RYA Child Protection Policy Statement

As defined in the Children Act 1989, for the purposes of this policy anyone under the age of 18 should be considered as a child.

It is the policy of the RYA to safeguard children and young people taking part in boating from physical, sexual or emotional harm. The RYA will take all reasonable steps to ensure that, through appropriate procedures and training, children participating in RYA activities do so in a safe environment. We recognise that the safety and welfare of the child is paramount and that all children, whatever their age, gender, disability, culture, ethnic origin, colour, religion or belief, social status or sexual identity, have a right to protection from abuse.

The RYA actively seeks to:

- Create a safe and welcoming environment, both on and off the water, where children can have fun and develop their skills and confidence
- Support and encourage recognised training centres, affiliated clubs and class associations to implement similar policies
- Recognise that safeguarding children is the responsibility of everyone, not just those who work with children
- Ensure that RYA-organised training and events are run to the highest possible safety standards
- Be prepared to review its ways of working to incorporate best practice.

We will:

- Treat all children with respect and celebrate their achievements
- Carefully recruit and select all employees, contractors and volunteers
- Respond swiftly and appropriately to all complaints and concerns about poor practice or suspected or actual child abuse.

This policy relates to all employees, contractors and volunteers who work with children or vulnerable adults in the course of their RYA duties. It will be kept under periodic review. All relevant concerns, allegations, complaints and their outcome should be notified to the RYA Child Protection Co-ordinator.

Putting it into practice

It is recommended that a designated individual has specific responsibility for implementing your policy, and acts as the point of contact to receive information and advice from the RYA. This should ideally be someone with relevant knowledge and experience, who is perceived as being approachable and having a child-focused approach. They don't need to be an expert – that is the role of Social Services and the Police. You could use the title 'Child Protection Officer', or the more general 'Club Welfare Officer'.

Your club should produce a simple code of practice and procedures covering:

- the safe recruitment of staff or volunteers who will be in contact with children
- good practice guidelines to ensure the safety and welfare of children at all times whilst at your site, both on and off the water
- handling concerns, reports or allegations.

To help you draw up your procedures, the RYA publishes full guidelines which can be downloaded from www.rya.org.uk under Working with Us.

RYA Scotland Equity Policy

Objectives

- To make boating an activity that is genuinely open to anyone who wishes to take part.
- To provide the framework for everyone to enjoy the sport, in whatever capacity and to whatever level the individual desires.
- To ensure that the RYA's services, including training schemes, are accessible to all, including those who have been under-represented in the past.

Policy Statement

The Royal Yachting Association Scotland is committed to the principle of equality of opportunity and aims to ensure that all present and potential participants, members, instructors, coaches, competitors, officials, volunteers and employees are treated fairly and on an equal basis, irrespective of their gender, age, disability, ethnic origin, colour, religion or belief, social status or sexual orientation.

Implementation

- The RYA encourages its affiliated clubs and organisations and its recognised training centres to adopt a similar policy, so that they are seen as friendly, welcoming and open to all.
- Appointments to voluntary or paid positions with RYA Scotland will be made solely on the basis of an individual's knowledge, skills and experience and the competences required for the role.
- RYA Scotland will relax regulations in relation to RYA training schemes which may inhibit the performance of candidates with special needs, provided that the standard, quality and integrity of schemes and assessments are not compromised.
- RYA Scotland reserves the right to discipline any of its members or employees who practise any form of discrimination in breach of this policy.
- The effectiveness of this policy will be monitored and evaluated on an ongoing basis.

Approved by RYA Scotland on 15th May 2006

Funding for Club Development

Sources of funding

There are five main sources of funds for sports clubs and organisations:

- The club's membership – annual subscriptions, perhaps a special one-off levy, or a more formal debenture scheme
- Income generated by hosting events, running adult training courses, renting out the club's premises for social functions or to a catering company
- Private sources – bank loans, or commercial sponsorship
- Public sources – the Lottery Sports Fund, Awards for All, Sportsmatch
- Charitable sources – the Foundation for Sport and the Arts or many others

Before you apply

Before applying for any financial assistance from external sources, you will need to demonstrate that: there is a genuine need for money and it cannot be raised inside the club, that the club is well managed and that the funds will be used for purposes compatible with the funding body's objectives.

Here are some of the points you should consider:

- Does your Club have a written development plan?
- Is there a real need for more or improved facilities or equipment in your area?
- Have you got a project leader and a group of members with relevant expertise to prepare your application
- Can you show that club members are willing to contribute towards the project?
- Can you demonstrate that you have sought contributions from other sources?
Most funding bodies like to see evidence of partnership funding
- Does your club have an equal opportunities policy statement?
You will be asked about this if you apply for public funding
- Do you want to attract new participants or more juniors?
If so, you may want the club to become an RYA Training Centre?
- Do you want to develop your junior and youth racing programme.
Have you thought about becoming a Volvo RYA Champion Club?
- Do you want to improve your provision for disabled sailors?
Have you contacted RYA Sailability?
- Does your club have a child protection policy and procedures?
- If the club doesn't own the premises, is there security of tenure with a long enough lease to make expenditure on improvements worthwhile?

This document is intended to provide information on the grants available from RYA Scotland, and the process to be followed to access this funding. Please note that funding is not guaranteed, and not given retrospectively. All applications must be received in advance of any training planned, to ensure success.

Classes Race Training Grants are available through the Chairman of the Racing Committee, Jeremy Glen. He can be contacted through the RYA Scotland office. Funding is available to help classes run race training for sailors based in Scotland, and to access it you need to contact Jeremy either by letter or by email, detailing the costs of the training, and the benefits of the training and how you see it impacting on the class – contact admin@ryascotland.org.uk, or call 0131 317 7388.

Ladies Race Training Grants are available through the Participation Development Group (PDG), and are open to clubs that plan to run training for their ladies sections. They are particularly keen on having applications from clubs that plan to have their training feed into the Scottish Ladies Championships (planned for Sat 30th and 31st August 2008, at Loch Tummel SC). Applications should be sent to Jane Scott on jane.scott@ryascotland.org.uk, or if using paper, Jane Scott, RYA Scotland, Caledonia House, 1 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ.

Office Bearer Training Grants are available to help people who have taken on, or who wish to learn more about the activity they have signed up to, and how they can help their club perform better. There is funding to help with the costs of attending a workshop for Secretaries and Commodores. This workshop is not only interesting, but also very factual, and clearly explains the role of these positions and how they ought to operate to be successful. Again, apply to the PDG through Jane Scott – jane.scott@ryascotland.org.uk or by snail mail as above.

Racing Instructor Course Grants can be accessed for both clubs and centres, and the hope is that the PDG can attract 10 clubs and 5 centres to take up this funding. Please apply to Jane Scott – jane.scott@ryascotland.org.uk .

Funding is available to hold meetings to look into ways of running racing that would be a good way to expand your current club racing activities. If your club would be interested in having one of these meetings, which would also have RYA Scotland staff members along with RYA Scotland volunteers interested in developing this area, then please do contact Jane Scott on jane.scott@ryascotland.org.uk .

Club Instructor Course Funding Grants are administered by the PDG, and applications can be made for clubs that would like to either run a course on site, or have to send one of their volunteers away to access relevant training. All applications are considered, but no guarantee of funding is made, though where possible a grant is made. Applications can be made through Jane Scott on jane.scott@ryascotland.org.uk .

Funding will be available to help with building and legal questions, which is intended to cover the expenses of the experts asked to help out by RYA Scotland. You may be to access this expert advice through RYA Scotland, by contacting me, and I will then find the appropriate person to deal with your query. We will not pay the expenses of practioners engaged to help your club with new building projects – this area of work can only be accessed through RYA Scotland, and club questions will be considered

carefully before we then move things on. Any queries should be passed through Jane Scott on jane.scott@ryascotland.org.uk.

If your club would like **training in delivering sail training in a new and innovative way**, then we have funding for 10 clubs to receive this training – this links in with the links between clubs and SITC, and is an important area of work for RYA Scotland. Please contact Jane Scott to access this area of funding on jane.scott@ryascotland.org.uk .

Youth and adult training is also targeted, so if youth groups and their leaders come to your club who have seen the SITC activities, and who wish to start sailing themselves, we may be able to help with some funding towards your/ their costs. Please contact Jane Scott to access this funding – jane.scott@ryascotland.org.uk .

Volunteers with an interest in learning about SITC can now be funded – we have places for 5 volunteers, with funding to help with costs of training, and uniforms, and if this is something of interest to you, then please do drop Jane Scott an email with your sailing cv, and an indication of time available to work with the project, and what benefits you would bring to the project. To get the most benefit from this funding area, applications should be sent in as soon as possible. Send CVs to jane.scott@ryascotland.org.uk.

Teacher training is another area of funding – if you either are a teacher who is taking/ or wishes to take children out sailing, or if you know of a teacher who would benefit from some funding to help them develop their personal sailing skills and instructing skills, then please do get in touch with Jane Scott. This is another priority area of development for RYA Scotland – jane.scott@ryascotland.org.uk .

Highland Area

If you live in the *Highland* area, then you are also entitled to apply for funding from **Coaching Highland**, the coach development initiative based in Inverness. Please email info@coachinghighland.co.uk for application forms

GENERAL FUNDING

Most clubs apply to Awards for All for small amounts of funding – www.awardsforall.org.uk, which is a fund that can be used annually, for funding of about £10000 or less – please go to their website for more details.

The **sportscotland** lottery fund (capital) is very much aimed at major expense such as new clubhouses, or a major equipment purchase, and more details can be found at www.sportscotland.org.uk where you will also find a list of potential funders. There is also a list on the RYA Scotland website – www.ryascotland.org.uk.

I know that this list of funding is not definitive, and that there are areas of funding available throughout Scotland, through the various local authorities and sports councils, and I would be most grateful if you could take the time to get in touch with me and let me know what funding you may have achieved in your area, as it's helpful to other clubs.

If you would like further information on any of the funds mentioned above, please contact Jane Scott, RYA Scotland Development Manager on 0131 317 4610, or on 07770 604234, or jane.scott@ryascotland.org.uk. Fax no: 0131 317 8566, and land address – RYA Scotland, Caledonia House, 1 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ.

Developing your Club's Facilities

It is common for many clubs to identify their lack of facilities as the major hurdle in their development. Building a state of the art facility does not guarantee that the club will attract new members. Before looking at what facilities you would like, you should look at what facilities you actually need. A simple club development plan will help identify what facilities are required. For example, before tackling the improvement of facilities you should look at developing the clubs activities such as a volunteering program, training schemes and partnerships.

Things to consider

If you do decide to develop your club's facilities there are several factors to discuss:

What do you want to build and why?

Do you have a location in mind? Is the location suitable for the design of your facility? Will you get planning permission? Will local residents support the development? Look at the future requirements of your club; identify these through a club sports development plan and remember, be realistic.

Legal issues

Look into the legal issues that will be involved. Do you have a sufficient lease or ownership of the land? Will the new facility be accessible to everyone? What will your insurance costs be during and after the build?

What is involved?

A project of this type can be a long drawn out process. Do you have the commitment from within the club membership for the project? Do you have a core of volunteers within the club, with relevant experience and enthusiasm, to drive this project through to fruition? Before embarking on the project speak to other clubs in the region which have undertaken similar projects and see what advice they can offer.

Form a project team

Form a group of individuals within the club to drive the project forward. Have a project leader and a group of members with the relevant expertise to prepare your project (e.g. business plan, project management, planning) and the time and energy to see the project through. Be realistic in terms of time-scale.

Develop links and support for the project

Is there a need for your facility within the area? You will have identified this within the early stages of your development plan. If you are seeking external funding, look for support. Is this need supported by any strategic local or regional plans? Speak to your local authority; do they have a strategy for leisure, sport and recreation? Can other sporting, community or school groups use the proposed facility? Remember partnerships attract funding. Speak to your regional Sport England Office. Do they have an officer who can offer advice on the development of facilities?

Raising the funds

Estimate the costs involved in developing the facility. Can you realistically raise this amount of money? If the facility is built will you generate enough income to pay all the increased costs like heating and insurance? If the club cannot raise the capital required to build the facility are you eligible to receive funding? Look at the range of funding available; does your project meet any of the funding criteria?

RYA Scotland Contact Details

RYA Scotland Staff

Operating Base;
RYA Scotland, Caledonia House, 1 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ
Fax: 0131 317 8566
Website: www.ryascotland.org.uk

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Email;	agnes.barclay@ryascotland.org.uk	Email;	
	jane.scott@ryascotland.org.uk		

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Communications	Alan Henderson
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Email	alanhe@tiscali.co.uk

RYA Scotland Windsurfing Co-ordinator	Robin Nicol
Telephone	0131 317 7388
Email	robin@ryascotland.org.uk
Website	www.team15scotland.org.uk

team15

Gillian Wright	RYA National windsurfing Development Officer
Telephone	023 8060 4194
Email	gillian.wright@rya.org.uk
Website	www.team15.org.uk

Robin Nicol	RYA Scotland Windsurfing Co-ordinator
Telephone	0131 317 7388
Email	robin@ryascotland.org.uk
Website	www.team15scotland.org.uk

Volunteering

Jackie Bennetts	RYA Volunteer Development Officer
Telephone	023 8060 4199

Email volunteering@rya.org.uk
Website www.rvavolunteering.org.uk

RYA Training Centres

For further advice on applying for recognition please contact RYA Training:

Telephone 023 8060 4190
Website www.rya.org.uk/Training/centresetup

Jane Scott RYA Scotland Development Manager
Telephone 0131 317 4610/ 07770 604234
Email jane.scott@rya-online.net

Child Protection

Jackie Reid Child Protection Co-ordinator, Personnel and Administration Manager
Telephone 023 8060 4104
Email jackie.reid@rya.org.uk

Jane Scott RYA Scotland Development Manager
Telephone 0131 317 4610/ 07770 604234
Email jane.scott@ryascotland.org.uk

Full guidelines can be downloaded from www.rya.org.uk under expert advice for Clubs and Training Centres

RYA Scotland Development Manager

Jane Scott
Telephone 0131 317 4610
Mobile phone 07770 604234
Email jane.scott@ryascotland.org.uk

RYA Sailability Scotland

Disability awareness training www.rya.org.uk/sailability/training
Regional organisers www.rya.org.uk/sailability/regional.asp
Telephone 0131 317 7388
Email admin@ryascotland.org.uk

Promoting your Club

To find out how to promote your club visit the RYA website under expert advice www.rya.org.uk, or www.rvavolunteering.org.uk.

The Sportscotland website (www.sportscotland.org.uk) offers a wide variety of useful publications about marketing and developing your club.

Facility Development

RYA Facilities Strategy www.rya.org.uk/Legal/facilities.asp

Sportscotland produces a concise series of publications to steer clubs through the key aspects of planning, design and management – a must for lottery applications. Visit their website for further details

www.sportscotland.org.uk

Funding

For more information visit the RYA website under expert advice www.rya.org.uk

For details of the funding opportunities please refer to the Sportscotland website www.sportscotland.org.uk, and a copy has been included with this document

Also refer to your local authority sports development officer for further advice and guidelines.