



CLUB DEVELOPMENT MANUAL

Contents

1. Club Structure

- a. Delegation
- b. Role of Club Chairperson
- c. Role of Club Secretary
- d. Role of Club Treasurer
- e. Role of Children's Officer
- f. Role of Fundraising Co-ordinator
- g. Role of Public Relations Officer
- h. Club Constitution
- i. Role of a coach
- j. Running and Developing a Youths' Club
- k. Youth officer
- l. Event planning

2. Funding

- a. General Fund Raising
- b. Donations and Sponsorship
- c. Writing Proposals
- d. Summary of Application Guidelines
- e. Reasons why Applications are rejected
- f. Funding Agencies (26 Counties)
- g. Corporate Social Sponsorship
- h. Local Authorities
- i. Vocational Education Committees
- j. Area Partnership Companies
- k. Dublin Only Agencies
- l. Funding Agencies (6 Counties)
- m. Corporate Social Sponsorship
- n. District Councils
- o. Education and Library Boards
- p. Area Partnership Companies
- q. Funding for Cross Border Initiatives

3. Local Sources of Advice

- a. Local Sports Partnerships
- b. Sport Development Officers
- c. Volunteer Centres

4. Club Development Plans

5. List of Useful Websites

Club Structure

CLUB ADMINISTRATION AND MANAGEMENT:

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

DELEGATION:

How many times have you heard the following:

"Our Secretary does everything"

"Anne has got too much to do already"

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

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

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

- Make sure that your club has a full committee.
 - Divide up the key roles - don't just have a secretary - have an assistant secretary, a minutes secretary, fixtures secretary, etc. People are more likely to take on jobs if they are small and have a definite role.
 - Look at the strengths of your club members and try to allocate jobs based on these:
 - If you have someone who works with computers, ask them if they have the skills to set up a website.
 - If you have an accountant as a member, they are ideal to be or help the Treasurer.
 - Limit the time that you can hold a post and stick to it! For example - the Chairperson must retire after 2/3 years, or allow a maximum of 5 consecutive years on the club organising committee in any/various roles.
 - Make it compulsory that at least 2 posts out of 5 on a committee must change every year - this allows for a smooth transition and people don't get left with posts for long periods of time.
 - Appoint shadow posts to work with the existing posts to learn the job and then take over smoothly knowing everything that needs to be done.
-
- Appoint short term working groups to take on specific tasks - for

Club Development Plan

example the running of an annual internal club competition.

- Set up a good communication system to pass on knowledge and information to all those involved - Stop the "Knowledge is Power" syndrome where one person has all the information and will not share it - leaving everyone else in the dark.
- Actively seek out new people to take on jobs for the club - if you don't ask you don't get and many people who wouldn't have pushed themselves forward will be flattered to be asked.
- DON'T leave everything to one person just because they have always done it.
- REMEMBER - NO ONE IS INDISPENSIBLE AND CLUBS THRIVE ON CHANGE AND NEW IDEAS

The following are necessary posts on any club committee:

CLUB CHAIRPERSON:

The main role of the chairperson is to prevent meetings from becoming a "free for all" or shouting match and to ensure that meetings follow the set agenda. They are the central and key figure in any meeting and the club's members should elect this person along with the other key roles in the club the Annual General Meeting (AGM).

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

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

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

- Strong and fair leadership skills
- Excellent Communicator
- Be able to generate a good team atmosphere
- Be able to facilitate discussion and keep the debate focused
- Be able to take decisive action
- Be able to delegate tasks fairly and effectively
- Be well informed about all aspects of the club
- Be unbiased and impartial
- Be able to involve all on the committee in the decision-making process
- Be able to maintain the harmony of the group even when there is disagreement

Chairpersons should also always start meetings on time and indicate a finish time and stick to it. If there are items on the agenda that are not discussed within the set time frame, place them at the start of the next meeting agenda.

Don't call meetings just for the sake of it and make sure that everyone sticks to the set agenda items, which should be circulated in advance so that

Club Development Plan

everyone has time to prepare their thoughts. If a single decision is required, notice could be sent by Memo to the committee with a suggested decision and a reply by date if they object to the suggestion.

The running of any meeting is normally as follows;

- The agenda is a list of topics to be discussed which should be sent out in advance along with any information that is needed..
- This agenda is followed in the order which topics are placed on the list and each issue must be resolved before moving on to the next.
- A Motion is a recommendation that is presented to the meeting for debate and approval.
- The Proposer is the person who presents the motion and the Seconder is another person who expresses support for the motion. Some club constitutions require that motions must be seconded to be open for discussion.
- Voting rights differ from club to club and there are a number of ways of carrying out the voting procedure:
 - A show of hands for a majority.
 - A secret ballot is sometimes required on sensitive issues where members vote anonymously on paper.
 - If a vote is tied, some clubs allow the Chairperson a second vote to make the final decision.
 - A quorum is the minimum number of members needed to make a decision - this is normally stated in a club constitution

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

Club Development Plan

CLUB SECRETARY:

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

A good secretary must:

- Have excellent organisational skills.
- Be reliable.
- Have excellent communication skills both written and spoken.
- Be able to delegate tasks (if a club is big enough, it may be necessary to have a match secretary to look after arrangements for teams ,etc.).
- Be able to work to timescales.
- Be able to maintain confidentiality.
- Be enthusiastic about an organisation's activities.

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

- Recording when you receive incoming mail with the date and who copies were sent to (A diary is essential for any Secretary!)
- Dealing with letters and enquiries promptly and making notes of the letters you send including dates.
- To make life easier, create some standard letters that can be reused with just changes of dates, names, etc.
- Keep notes of important telephone conversations

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

Sample Agenda:

1. Welcome and Introductions
2. Apologies for absences
3. Minutes of last meeting (these need to be approved as correct)
4. Matters arising
5. Financial Report
6. Consideration of reports from officers and sub committees (if any)
7. Administration Business
8. Date of next meeting
9. Any Other Business

Club Development Plan

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

Minutes:

- List those people present and record the apologies for absences.
- Follow the order of the agenda and try to keep each section short.
- State the main issues and decisions made.
- Do not take sides in your recording - simply state what was discussed in an unbiased way.
- Write up the minutes as soon as possible after the meeting while it is still fresh in your mind.
- Circulate the Minutes to all committee members soon after the meeting so that all are aware of their action items for the next meeting.
- When Minuting General Meetings, keep a formal record with the names of proposers and seconders, quoting any resolutions and the results of any voting.
- Committee meetings needn't be minuted so formally.

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

The Secretary is also responsible for keeping of accurate records, preferably on computer - most funding organisations want to see membership records, constitutions and records of meetings in support of funding applications. Secretaries are also responsible for getting membership records to the Provincial Committee and to Cycling Ireland

CLUB TREASURER:

It is very important that accurate financial records on all transactions be kept and this is the main responsibility of the club treasurer. The Treasurer is responsible for the collection of subscriptions, depositing monies, paying the bills, issuing receipts, preparing year (season) end accounts and keeping up to date records of all financial transactions. A good treasurer not only keeps records but should be aware of any future costs to be paid and keep these in mind.

A good treasurer must:

- Be well organised
- Be confident in dealing with figures
- Be very honest and trustworthy
- Take great care when handling money and cheques

- Keep up to date information and be able to answer any questions on

Club Development Plan

the accounts

- Be prepared to make instant decisions, if necessary
- Have all the necessary equipment - calculator, receipt book, cashbook, previous years financial information, etc.
- Be able to keep very accurate records.

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

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

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

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

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

These are the three essential posts for running a successful cycling club.

There are other posts that are necessary to help the club develop:

CHILDREN'S OFFICER:

The Children's Officer is primarily a resource person who will work to ensure that club management and club members are aware of the regulation and procedures set out in the Cycling Ireland Code of Conduct for Children's Sport.

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

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

Training and information will be provided that is designed to enable them to

Club Development Plan

act as a resource to members in relation to children's needs.

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

FUNDRAISING CO-ORDINATOR:

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

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

There are many ways of raising money:

- Sponsorship
- Fundraising events and activities
- Applying for grants and awards
- Financial donations
- Membership subscriptions
- Running Lotteries

A good fundraising co-ordinator must be:

- An excellent communicator
- Have the ability to negotiate with potential sponsors and funding agencies
- Able to maintain budgets
- Able to think creatively and be able to turn ideas into reality
- Determined and patient - don't let one rejection stop you applying for more

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

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

Club Development Plan

PUBLIC RELATIONS OFFICER (PRO):

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

- Advertising for members - posters (with images of men/women/juveniles on them) and flyers to targeted areas i.e. - schools, libraries and housing estates close to the club location. In local papers - include club times, location and contact person
- Good signage so that the club is easy to find if your club has a club house - this is advertising in itself. If not have posters advertising times and venues of training spins.
- Always, if possible, have the same time, day, for meeting point for the training sessions
- Regular updates as to club activity in local papers and radio
- Send photographs in local papers - a picture paints a thousand words and is more likely to catch people's attention than an article
- Ensuring that results of competitions are given to the local papers and radio
- Use parish and community newsletters and bulletins to let people know about the club
- Advertise beginner training sessions at the beginning of the season in order to bring new members in and they can feed into the club once they have grasped the basics
- Establish your own website - no matter how simple. Many club members have the knowledge to do this if just asked. Search for other club websites for ideas. They can also be linked to the Cycling Ireland website
- Make visits to schools to encourage new membership in the club
- Invite people to watch important events – National Champs, FBD Milk Ras, etc., to create a better atmosphere and awareness of the sport
- Hold "bring a friend" evenings to increase awareness of the sport and to bring new people into the sport - children are not the only ones who like to try something new and cycling is a sport that can be taken up and enjoyed at any age. People are more likely to come along if they already know someone
- Run Promotional Events such as Open Days, Fun Days and Try it Out Days
- Consider a reduction in club fees for those who are unemployed, and for youths and older adults
- Don't just advertise cycling activities of the club - if other social events are organized, especially fund raising events, advertise and get as many other people involved as possible
- Keeping the County Association/Relevant Branch/CI informed as to club activity
- Promote **OFTEN AND REGULARLY AND IN EVERY WAY POSSIBLE**

Club Development Plan

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

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

1. A useful size for a club newsletter is A5 (A4 folded in half will allow for four pages of information).
2. Think about who the newsletter is to go to - Sponsors, members, to be used as a form of advertising in the local community, etc.
3. Appoint an editor who can assign various club members to do articles depending on their own involvement in the club.
4. Keep to publication dates which should be set out at the start of the season.
5. Keep articles and reports short - this will keep the reader,s attention.
6. Use graphics and photos where possible.
7. Try to get advertisers that have products relevant to your club membership.
8. Do not publish anyone's personal details without their approval.

Club Development Plan

CLUB CONSTITUTION:

All clubs must have a constitution for a number of reasons:

- It clearly states the conditions of the club should arguments arise.
- It lets non or potential members see the outline of the running of the club.
- When applying for funding, many organisations ask for a copy of a club constitution in order to see the aims and objectives of the club and also to show that the club is organised enough to deal with the funding in the connect way.

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

Sample Constitution

1. The club is "The Cycling/Racing/Touring Club".
2. The club will meet on and between the hours of and atHall (include address).
3. The air of the club is (to encourage and foster the sport of cycling and provide opportunities for all levels of cyclists).
4. The objectives (how you will achieve your aim) are: (samples)
 - a. To provide coaching for beginners to encourage more cyclists to take up the sport.
 - b. To enter competitions at all levels of the sport to provide for all standards to compete.
 - c. To run club evenings that allow for all levels of participation.
 - d. To run a juvenile section as part of the club to ensure that new cyclists will continually join the club.
 - e. To advertise the club and its activities so that people in the locality are aware of these.
5. Membership is open to anyone who wishes to particpate.
6. Club membership may be restricted to a total of The limitation is based on a number which wilt ensure members attending the club do not have too long a wait between games.
7. If the membership limit is reached, a waiting list shall be drawn up and offers of membership made in order as vacancies arise.
8. The clubs affairs will be governed by a committee of consisting a Chairperson, Treasurer, Secretary. PRO, and others.
9. An Annual General Meeting (AGM) shall be held each year in the month of
10. The agenda shall consist of the following items:
 - Apologies
 - Minutes of last AGM
 - Matters Arising
 - Report on past season by Chairperson
 - Report on Accounts
 - Proposed programme for next season
 - Subscription fee for next season
 - Election of officers for next season
 - Any other business
11. All members shall be advised of the date, time and location of this meeting at least two weeks in advance. For a motion to be passed,

Club Development Plan

there must be a majority of in the vote.

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

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

14. Cheques that are made out on behalf of the club must be signed by two authorised signatories.

15 The Secretary shall be responsible for all club matters of a general administrative nature including notification of meetings and will be responsible for the keeping of continuous records that are to be passed on in the event of a change in the post.

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

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

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

19. The committee shall have the power to make rules governing the conduct of the club. Such rules shall be binding on membership all members must be made aware of any changes. Any matter in relation to discipline or the breaking of the club rules will be dealt with by the club committee and any action as a result must be decided by a majority of

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

21. Anyone representing the club in competition must be a member of the club or else invited as a guest if the club cannot field a squad for a particular event.

22. The club and all its members will follow the rules of Cycling Ireland.

23. The club is agreed to all the principles set out in the "Code of Conduct"

This is a sample constitution and is available on our website at www.cyclingireland.ie for all clubs who wish to download it to make minor changes.

Role of the coach

Coach

Guidance of Cyclists at Particular Stages of the Cyclist Pathway

- Through a coaching and training programme

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

Some Questions....

Why are coaches so important in the direction of the success of the cyclist?

What makes the coaches who guide their teams and cyclists to the pinnacle of their sports competition different?

Why are they so successful with their cyclists and teams, whereas other coaches can't arrive to the same results with the same cyclists? Have they a secret formula?

Answer.....

Yes, but it's not a secret: it's a vision, hard work, communication, and a strive to do the very best at all times.

The vision is the start of the trip. You need many tools to make the trip but first you have to know where to go.

Hard work is a habit, if you want to arrive to your goals you have to fight for them. They will not come to you easily.

Communication is an important ability the coach should have.

This is not always about talking. It's not what you say, it's what the cyclists hear!

Doing the best all the time is perseverance; finally you will have your reward as a coach.

Obviously there are other qualities and knowledge the coach should have as:

- Intelligence
- Drive
- Persistence
- Patience
- Enthusiasm
- Knowledge

Club Development Plan

- Conscientiousness
- Confidence
- Emotional Stability
- Decisive
- Character
- Organisation
- Preparation
- Sense of Humour
- Appropriate Role Model

The coach plays a significant role in the development of cyclist; throughout their cycling careers.

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

COACHING IS IMPORTANT.

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

Developing a Youth Cycling Club

Young people are the future cyclists for most clubs and youth groups and are therefore essential for every organisation to develop - not having a youths' section is placing a limit on the time that the club will exist. All too often clubs try to rely on adult members who come and go and wonder why their membership is fluctuating or why they are struggling to get riders to participate at events.

Developing a youths' club ensures the club's future, provides for club development and can get existing club members the chance to develop skills rather than just riding around on their bikes. It will also help generate more income for the club by increasing the overall membership. It will give you access to another pool of volunteers as children's parents should be encouraged to get involved in their child's activities.

Funding agencies are also more willing to fund clubs that show that they are ensuring their future by providing sporting opportunities for young people and developing their club with sustainability in mind.

Remember, in developing or running a juvenile section to a club, the recommendations in the Cycling Ireland Code of Conduct must be followed - this document is downloadable from the Cycling Ireland website: www.cyclingireland.ie.

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

1. To be with friends
2. To improve their skills
3. To experience the excitement of competition
4. To play sport
5. To receive encouragement from parents and friends
6. To become part of a team

Competition should not be the main aim of a youth club. While it may be one of a number of activities offered by the club, too much emphasis on this aspect can lead to many juveniles leaving the sport:

- If they are not picked for teams they may feel that they are being left out or that they have failed - this can also isolate them from their friends
- If too much emphasis is placed on winning, losing can be devastating
- By emphasizing the importance of participating rather than the outcome then the overall experience is a much happier one for any young person
- Pressure should never be placed on a child to compete or win - this situation will lead to that child quitting the sport at the earliest opportunity
- Cycling should be promoted to youths as an enjoyable, fun and sociable activity

Quality Youths Clubs needs the following:

1. A committee with the same structure as an adult club.
2. A nominated co-ordinator who will often be part of an adult clubs committee therefore

Club Development Plan

acting as a link and sharing information between the two.

3. People to organise and supervise in the club - these roles can often be filled by parents who may not have the necessary expertise to coach, but who have good organisational skills.
4. Trained coaches to develop the youths skills - each Provincial Committee runs coaching courses and they can also be organised in any area if there is enough interest (minimum number of 8 people). Contact your Provincial Committee or the Cycling Ireland office for the relevant contact details.
5. Young people who are involved in the running of the club so that they feel that they contribute to and have some say in the running of the club.
6. Parents involvement is essential.
7. A plan, which outlines the following three elements:
 - Where are we now?
 - Where would we like to be?
 - How do we get there? (see club development plan).
8. Links with schools, youth groups, etc., to ensure that new members are always coming through the door:
 - Arrange for demonstrations and try out sessions by club coaches and members in schools
 - "Adopt a School" in the local area to 90 in to at the start of each school year and advertise the club - giving times and contact information
 - Keep the PE Teacher/Principal in the school informed as to local CYCLING competitions, etc.
9. Links with an adult club, if not already a part of one, so that there is continuation for the young people involved - they know where they are going on to and so stay in the sport rather than drifting away.
10. Create two junior positions on your club committee so that youths are represented and have their say.
11. Get older youths from the club to "shadow" the committee positions in the adult club so that they understand what is involved and will be more willing to take on posts in the future.

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

- Smaller bikes available to cater for new cyclists to take part so that they do not have to buy an expensive bike straight away.
- Co-ordination skills that focus on all the aspects of cycling rather than winning in competition
- Have a safe environment that youths feel safe and free from all dangers (cars, pedestrians, etc).
- Have activities that do not leave the kids exhausted. Use time to measure the activities. Select teams or individuals who are to participate against each other on skill level so that there are no big differences

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

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

Have incentives for the children who attend - a prize for the best attendee

Club Development Plan

at the end of the season, a fair play award etc.

Have an information leaflet about the club ready to give to the parents of any new members outlining how the club is run, areas where co-operation and help from the parents are necessary, costs, times and duration of sessions and the equipment that their child may need.

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

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

- a. These parents can be used in the role of supervisor where they are there to be an extra set of eyes watching the children.
- b. Build up their confidence by giving them small easy tasks to do until they feel more sure of themselves
- c. For those who would like to get more involved but who have never cycled before - an Introductory Level coaching course could be set up between a number of clubs. This course is designed for those who have never cycled and will give them the basic skills to assist in coaching or to be more effective in organising the group.

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

- a. If parents aren't willing to supervise, then they could be asked to pay for a supervisor.
- b. Hold an enrolment night where parents must come along to enroll their child and sign an agreement to supervise on X number of sessions over the course of the year. A rota can then be drawn up for the season and sent out to all parents. If they cannot make the assigned dates then it is up to them to find someone else to cover for them. If they do not do this then they could be asked to pay for a supervisor for the missed session.
- c. Some clubs take the line that if parents aren't willing to get involved then the child cannot attend the club - how tough clubs will have to be will depend on the individuals involved.
- d. For those who use the Code of Conduct for working with children as an excuse not to get involved, it should be pointed out that the Code is in place to protect those working with children as well as the children themselves.

Ensure that the club remains focused on the enjoyment and participation of all members. Many youth clubs have teams that compete in local youth leagues but they also ensure that there are other participation opportunities for those who are not on teams or do not like to compete.

- Try to have as many teams/age groups catering for at all levels of sport as possible
- Run internal competitions for those not up to the standard with small prizes so that they feel that they have also achieved
- Have fun competitions for all club members (i.e. - at Christmas, Easter, etc., hold a competition where strong riders are partnered with weaker ones).
- Run a club league where all club members can participate - this does not have to be a competition - it can be an idea like orienteering or guess your time at a Time Trial without having a watch - this can have the same satisfaction or enjoyment as a real competition.

Club Development Plan

- Have friendly competitions against other clubs – Joint Club League mix the riders from all the clubs together so there are no club loses out.
- Hold enjoyable fundraising events that cater for all members (Table quizzes, race nights, etc.)

YOUTH DEVELOPMENT OFFICER:

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

The Youth Officer is a resource person who will work to ensure that club management and club members are aware of the regulation and procedures set out in the Cycling Ireland Code of Conduct for Children's Sport.

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

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

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

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

Club Development Plan

Event planning

When clubs want to promote either of the following they should first contact Cycling Ireland and then their Provincial council, by doing this the event avoids any major clashes that might take from the event.

To plan your event, start the year before as regards setting the date, look at the present handbook and see what else is on that might affect numbers participating. Elect a committee that will help will the organizing of the event.

Below is a chart to follow when promoting either of the following events

Road Race Promotion

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

	Yes	No
<i>Race application form?</i>		
<i>Route map?</i>		
<i>Co-operation from the Gardai?</i>		
<i>Are these arrangements confirmed?</i>		
<i>Starts, Finishes and times of starts?</i>		
<i>Information Signs?</i>		
<i>Route warning signs?</i>		
<i>Changing / Shower facilities?</i>		
<i>First Aid?</i>		
<i>Marshalls, time trial and massed start?</i>		
<i>Commissaires?</i>		
<i>Sign on?</i>		
<i>Lead Cars?</i>		
<i>P.A. System?</i>		
<i>Paint road?</i>		
<i>Neutral service?</i>		
<i>Lap Chart / Bell?</i>		
<i>Time keepers?</i>		
<i>Media Coverage?</i>		
<i>Mobile phone co-ordination?</i>		
<i>Master sheet?</i>		
<i>Radio's?</i>		
<i>Flags / Jackets?</i>		
<i>Numbers?</i>		
<i>Photo finish?</i>		

Club Development Plan

Leisure Event

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

	Yes	No
Route Map?		
Co-operation from the Gardai?		
Are these arrangements confirmed?		
Start, Finishes and Times of Starts?		
Changing / Shower facilities?		
First Aid?		
Sign on (Sheets)?		
Paint Road?		
Mobile phone co-ordination?		
Contact master sheet for all on the day?		
Presentation?		
Refreshments?		
Broomwagon?		
Safety Statement?		

Track Event

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

	Yes	No
Start Gates?		
Bike Holders?		
Marshall / Helpers?		
Time Equipment?		
First Aid?		
Booking Track?		
Track Commission?		
Marquee?		
Other		

Club Development Plan

MTB Event Promotion

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

	<i>Yes</i>	<i>No</i>
<i>Race Application Form?</i>		
<i>Contact Provincial Federation?</i>		
<i>Co-operation from Gardai?</i>		
<i>Contact Land Owner / Coilte?</i>		
<i>Start / Finish and times of Start?</i>		
<i>Information Signs?</i>		
<i>Route Warning Signs?</i>		
<i>Changing / Shower Facilities?</i>		
<i>Toilet Facilities?</i>		
<i>First Aid?</i>		
<i>Marshalls? How many?</i>		
<i>Commissaires?</i>		
<i>Sign on Sheets?</i>		
<i>Lead Motor Bike?</i>		
<i>PA System?</i>		
<i>Circuit Marked?</i>		
<i>Tape?</i>		
<i>Stakes?</i>		
<i>Barriers?</i>		
<i>Neutral Service?</i>		
<i>Lap Charts?</i>		
<i>Bell?</i>		
<i>Time Keepers?</i>		
<i>Chequered Flag?</i>		
<i>Media Coverage?</i>		
<i>Mobile Phone Co-ordination?</i>		
<i>Master Sheet?</i>		
<i>Radio - Two Way?</i>		
<i>Flags / Jacket?</i>		
<i>Numbers / Pins?</i>		
<i>Results Sheets?</i>		
<i>Prize List Sheet?</i>		
<i>Contact People!?! Posters in Schools / Shops etc.</i>		
<i>Safety Statement?</i>		

Club Development Plan

Tie Wraps for Numbers?

Other

On Route

Local Papers

Local Authorities

County Council

Local Developments

Presentation / Refreshment Podium

Trailer for transport of Equipment

<i>Yes</i>	<i>No</i>

Remember when organizing an event plan plenty of time in advance.
 Put event in the Cycling Ireland handbook, let your Province know dates.
 Source sponsorship if possible
 Have a press launch 2months before the event to arouse interest.

Sources of Funding and Application Advice

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

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

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

However, often clubs require alternative sources of funding for large expenditures such as equipment, clothing special events ,etc., and this can be done in a number of ways:

GENERAL FUND RAISING:

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

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

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

Supporters can be asked to contribute through donations, subscriptions, gifts (for prizes), advertising of event, promotion of any kind or sponsorship.

DONATIONS:

This is where money or goods are donated with no expectation in return. Money is often donated to help run certain events and goods such as sports equipment and prizes for social occasions are often given by local companies.

The key to receiving donations is to build a good relationship with potential donors and not to ask too often.

SPONSORSHIP:

Club Development Plan

Corporate sponsorship is an arrangement between a company and a voluntary or community organisation (as all cycling clubs are). The company funds either an event or project in return for the good publicity that it will receive. Sponsorship is not the same as a donation where a gift of money or goods is received without any expectation of return. Sponsorship is a form of marketing for many companies and they will therefore expect a return - the guarantee of publicity especially for the company name, coverage in the media creating an awareness of the good that they are doing and the company name, etc.

Most companies allocate sponsorship once a year so contact them before you send in a proposal to see if they have used their annual budget or not. If it is gone, then ask what is the best time of the year to apply for future reference. Also ask if they have any set procedures or sponsorship policy so that you are aware of how the company likes to deal with potential sponsorship partners.

If any club members work for or have links with any companies, these should be approached first as the connection gives a good introduction to any proposal.

The key to effective sponsorship is ensuring that the aims of a company match those of the club applying. It helps to take into account the nature of the company's business involved - those involved in the promotion of sport are obvious candidates (whether it be sports equipment, etc.) But don't stop at obvious choices. Think laterally - it is simply about looking for an angle that will appeal to a sponsor and using that in your proposal.

If you are looking for a large amount of sponsorship, it can help to break these down into smaller sections and apply to various organisations. Think carefully about what you are seeking sponsorship for and also about the interests of companies in trying to find the best match. Research the companies that you are applying to.

You are more likely to find a sponsor on your own doorstep so always include the local perspective. This works especially well with companies that are new in an area given that they are trying to build a local profile. Always ring before sending in a proposal to establish the appropriate person to send the application to and make sure that you get the correct spelling of their name and job title.

Always state that you will contact the company on a certain date to see if the application has been successful or not - give a reasonable amount of time 3 or 4 weeks - this means that a decision will usually be taken one way or the other so that you are not left sitting waiting for the company to contact you. Make sure that you always follow up on the date that you state.

Where you are applying for an event/project involving young people, there are some ethical principles to be aware of:

- Particular care should be taken that the association with a sponsor should not put them under pressure to purchase the sponsor's products.

Club Development Plan

- Where programmes or events are directed at primary schools, they should not promote products or services aimed at a children's market.
- Sponsorship by alcoholic drinks or tobacco companies should also be avoided.

If you are unsuccessful in your application, don't be afraid to contact the company to ask why - this can give you valuable information for your next application.

WRITING PROPOSALS:

Research the potential funder before you begin - What kind of organisations and projects do they fund? What are they interested in? What are their requirements in terms of supporting documentation, accountability and evaluation?

Some funders have their own applications that list the details required - if this is the case you should still include a covering letter and supporting documentation.

For those who are told to structure their own submissions, make sure to include the following details:

- Profile of the club.
- The general needs that it meets.
- The specific needs that the funds will meet.
- Exactly what the organisation plans.
- How the proposal will be carried out.
- How much money is required
- How its other funding needs will be met.
- The expected outcomes of the project
- Why the funder should be interested

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

Always be positive. Write down all the good qualities of your project without being modest. Tie this in with what you know about the funding agency/sponsor and show that you have done your research.

Draw in all of the benefits to the sponsor (if applicable), the club and the potential participants in events/projects. Always show that the funding being applied for is part of an overall sustainable scheme.

Keep the proposal concise and easy to read - list points and type if possible. Get someone unconnected with the application to read it over before sending it in to ensure the clarity of the proposal. Use tables and graphs where possible and don't crowd the text onto the page.

Make sure that the proposal is well presented - don't just throw a few sheets of paper together. Use colours for different sections and use a

Club Development Plan

folder to keep all of the information together.

Personalise it - don't send off the same letter and information to all funding agencies and potential sponsors. Use the information that you have on each company to direct each proposal personally towards the recipient.

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

Be clear about the amount that you are asking for - you should also indicate a willingness to fundraise at least part of the total cost. Asking for partial funding is far preferable to simply asking for the whole amount. In budgeting for the proposal, the club must show that it has its finances under control. It is important that accounts are kept up to date and that they are easy to understand.

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

- Life long sport - participation is possible at all levels of the sport all the way through a persons life from youth to veteran.
 - It is a sport that for both males and females at the same time - this is especially true for children.
 - Cycling is a great means of transport especially with towns and cities congested with traffic.
 - As an outdoor sport, it encourages people to remain active during the summer months while enjoying the fresh country air.
 - It is also a relatively inexpensive sport compared with many others and so finance is rarely an inhibitive factor for those wishing to participate.
 - Clubs are located on a countrywide basis and so even if someone moves, they can very easily stay involved.
- Cycling is one of the only sports that is a moving billboard.

Club Development Plan

SUMMARY OF GUIDELINES WHEN APPLYING FOR FUNDING OF ANY KIND:

- Research your proposal before you begin.
- Address proposal to an identified contact.
- Always follow up on written proposals with a phone call.
- Include any information that you feel may be relevant in supporting your application - press cuttings, statistics of club, etc.
- Adapt your application to the specifics of the company/funding agency that you are applying to.
- Be business like - be positive not defensive
- Show that you are planning for the long term. Funding agencies especially want to see that the funding will be used on something sustainable or for an event that is part of a bigger plan - drawing up a club development plan could help you in this.
- If successful, keep the funder informed of progress with regular updates - this creates a contact that could lead to further funding at a later stage.

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

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

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

Don't forget to say thank you!

- Even if the contact doesn't respond positively this time, ask for feedback on your application for future reference. Also keep them informed of other opportunities - they may not have had the budget at the time and may be interested at a later stage.
- Keep records of all funding applications, successful or not as these can help in future applications.
- Don't come to rely solely on one sponsor as they may decide at some stage to withdraw the funding - keep trying to make other contacts at all times.

REASONS WHY REQUESTS FOR FUNDING ARE REJECTED:

- Funds may be oversubscribed
- The applicants may not have made a distinctive case for themselves
- The aims of the club and project/event are not clear
- There seems to be no financial control in the club
- The club seems to be well off and could get the money elsewhere without undue difficulty
- The club seems to provide an expensive service
- The application does not contain all of the required information

Club Development Plan

FUNDING AGENCIES:

The following is a list of funding agencies/companies who are known to have an interest in supporting community and voluntary work. Please DO NOT take this list as being ALL of the companies/funding agencies that will give out money - these are only the ones who advertise the fact. Don't hesitate to contact other companies/agencies at local level for sponsorship or funding - you'll never know unless you try!!!

Cycling Ireland may be looking for a National Sponsor for a particular facet of the sport and may be in the process of approaching a number of companies at any given time. Therefore, if any club is looking for sponsorship of over 1000 Euro from a non-local company, please contact Cycling Ireland office 01-8551522 first to ensure that there is no overlap.

Some of the funding agencies listed below will only consider projects that cover large numbers of the population. In this case, it is possible for clubs to co-operate to make joint submissions or for Provincial Associations to make proposals that will require co-operation from all clubs in a league.

Many are also National Organisations so even though they may be based in Dublin, they will fund projects countrywide.

LOTTERIES:

A permit is needed for lotteries not held privately or in conjunction with an event. Application is made through the local Police force. A permit is also needed from the Police to collect money in a public place. These applications must be made to the Police in the area where the collection or lottery is to take place and they will be confined to the area applied for.

Collecting without a permit is an offence and entitles the Police to seize what money has been collected.

Club Development Plan

Department of Tourism, Sport and Recreation

Sports Unit

Frederick Buildings

South Frederick Street, Dublin 2

01-6313914

The Department provides funding at local level from the National Lottery under the annual Sports Capital Programme which provides funding to voluntary sporting and community organisations towards the provision of sport and recreational facilities in terms of construction, refurbishment, improvements and equipping to high standards.

Funding will only be given for capital spending which is defined as:

- Expenditure on the improvement or construction of an asset
- Purchase of permanently based sports equipment - securely housed and will remain in use for 5 years or more.

The funding requires the following local contribution:

Applicant Status	Max Grant Available	Min Local Contribution
Local Facilities	70%	30%
Regional Facilities	50%	50%
Disadvantaged Areas	80%	20%

Applications should also be sent in with letters of support from the local community such as from the Local Council, any other sports or community groups that use/will use the facility concerned, your club, etc. A feasibility study must also accompany the application in relation to projects costing over 450,000 Euro as well as written confirmation of focal and other funding available for the project, evidence of title to the proposed site of project, details of other grants applied for, drawings/plans/specifications. The programme is advertised once a year.

For further details see www.irishsportsCouncil.ie

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

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

LOCAL HEALTH BOARDS: Each Health Board has a health promotion department which contains a Physical Activity section. These have funding at their disposal for projects and events to increase physical activity especially in children.

Funding can be given for the production of resource material and health promotion projects which will be of benefit to a large number of the population.

Exclusions: administrative or running costs of organisations.

Health Promotion Department Health Board Contacts:

Club Development Plan

North Eastern Health Board Railway Street Navan Co. Meath 046-9076400	57 O'Connell Street Limerick 061-318633	Western Road, Cork. 021-4923480
Midlands Health Board The Mall William Street Tullamore 0506-23588	East Coast Area Health Board Southern Cross House Southern Cross Business Park Boghall Road Bray Co. Wicklow 01-2014200	Northern Area Health Board Swords Business Park Balneary Road Swords Co. Dublin 01-8139810 Western Health Board Shantalla Health Centre Shantalla Galway 091-546005
North Western Health Board Saimer Court Ballyshannon Co. Donegal 072-52000	South Eastern Health Board Dean Street. Kilkenny 056-61400	South Western Area Health Board Unit 1 Monread Road Naas Co. Kildare 045-880400
Mid Western Health Board Slainte	Southern Health Board Eye, Ear and Throat Hospital	

Comhairte:
Fteor 7 Hume House
Ballsbridge
Dublin 4
01-6059000

This agency is responsible for the provision of information to all citizens. Small funds are available for training and publication grants to assist voluntary organisations with an information dissemination role. The grant scheme is advertised in national papers in June with a closing date in July.

Foundation for Investing in Communities
1 Fitzwilliam Place
Dublin 2
01-8747354

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

Irish Youth Foundation:
Glencullen House
Kylemore Road
Ballyfermot
Dublin 10
01-6261090
irfy@eircom.net

Club Development Plan

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

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

King George VI Youth Awards:

Youthnet
The Warehouse
7 James Street South
Belfast BT2 8t)N
02890 331880
youthrNBt-ni@dnet.co.uk

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

- Travel within the UK and Ireland by groups or individuals for cultural or social activities.
- Development of interaction between disabled and able bodied young people.

Contact for an application form.

Corporate Social Sponsorship:

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

The company examines requests for sponsorship on a case by case basis. Applications should be in writing to the General Manager and replies are normally sent within five days of receipt. X25 - X600

AIB Bank
Bankcentre
Ballsbridge
Dublin 4
01-6600311
www.oib.ie

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

B&Q
Lisnagelim Retail Park
Rosstown Rd.
Londonderry

Club Development Plan

B&Q

Liffey Valley Shopping Centre

01-6299499

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

Bank of Ireland Group

Lower Boggot Street

Dublin 2

01-6619933

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

Bass Ireland

13 Blackwater Road

Glasnevin

Dublin 11

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

Canada Life

Temple Road

Blackrock

Co. Dublin

01-2832377

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

First Active Building Society

Steehan House

Boosterstown

Co. Dublin

01-2885211

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

Guinness Ireland Group

7 Clare St.

Club Development Plan

Dublin 2
01-6612173
annegaubchomber.ie

The objective of the awards is to encourage participation by the public in helping to make Dublin a more attractive location and improve the social, cultural and commercial life of the city. There are a number of categories including Community Development

Howmedica International Inc.
Raheen Industrial Estate
Raheen
Limerick
061-227711

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

Marks and Spencer
157 Hillsborough Road
Spmcefield
Lisbum
Co. Antrim BT27 5UJ

Marks and Spencer
Grafton Street
Dublin 2

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

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

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

LOCAL AUTHORITIES:

Each local authority is empowered to support and fund community activity and recreational facilities in its area. This is done by support in kind and use of facilities. Some councils provide community grant schemes such as activities relating to children, youth, recreation/purchase of equipment and others provide grants to voluntary groups and organisations to encourage and assist their work

Projects should have clearly set out aims and objectives that relate to those of the authority. They should represent "value for money" and provide a benefit to the local community. Local newspapers are the usual method of letting groups know about council grants but they are not always advertised so contact your local council for further details. There should also be a Special Projects Officer in each local authority to help source funding for all voluntary organisations:

Carlow County Council
County Offices

Carlow
0503-70300

Clare County Council

Club Development Plan

New Road Ennis Co. Clare 065-21616	Kilkenny County Council County Hall John Street. Kilkenny 056-52699 secretar@kilkennycoco.i e	Council City Hall Limerick 061-415799
Donegal County Council County House Lifford Co. Donegal 074-72222	Leitrim County Council Govenor House Carrick-on-Shannon 078-20005	Longford County Council Dublin Road Longford 043-42631 longfordcoco@eircom.n et
Cavan County Council The Courthouse Cavan Town 049-31799	Limerick County Council County Buildings 79-84 O'Connell Street 061-318447 secretar@limerickcoco.i e	Louth County Council County Offices Dundalk Co. Louth 042-9335457 jboland@louthcoco.ie
Cork County Council County Hall Carrigrohane Road Cork 021-276891 secretQr@corkcountvc ouncil.ie	Fingal County Council PO Box 174 46-49 Upper O'Connell Street. Dublin 1 01-8727777	Meath County Council County Hall Navan Co. Meath 046-9021581
Dublin City Council Wood Quay Dublin 7 01-6722222	Galway County Council Liosban Industrial Estate Tuam Road Galway 091-509000 secretar@QQlwaycoco.i e	Offaly County Council The Courthouse Tullamore Co. Offaly 0506-46800
Dun Laoghaire- Rathdown County Council County Hall Marine Road Dun Laoghaire 01-2054700 derekbrody@dlrcoco.ie	Kildare County Council St. Mary's, Naas Co. Kildare 045-873800 secretar@kildarecoco.ie	Sligo County Council Riverside Sligo 071-915666
Galway Corporation Island House Cathedral Square Galway 091-562292	Laois County Council County Hall Portlaoise Co. Laois 0502-22044 secretar@laoiscoco.ie	Tipperary (NR) County Council Courthouse Nenagh Co. Tipperary 067-31771
Kerry County Council Aras an Chontae Tralee Co. Kerry 066-21111 kcc@kerrvcoco.ie	Limerick Borough	Mayo County Council Aras an Chontae Castlebar Co. Mayo 094-24444 secretQr@mavocc.ie

Club Development Plan

Monaghan County Council County Offices Monaghan Town 047-30500	01-4149000 couOTcil@sdcc.ie	Wicklow County Council County Buildings Wicklow Town 0404-20100 cosec@wicklowcoco.ie
Roscommon County Council The Courthouse Roscommon Town 0903-37100 secretar@roscomifnoncoc o.ie	Tipperary (SR) County Council Aras an Chontae Emmet Street Clonmel Co. Tipperary 052-25399	Westmeath County Council Mullingar Co. Westmeath 044-40861 secretar@westmeathcoc o.ie
South Dublin County Council PO Box 4122 Town Centre Tallaght Dublin 24	Waterford County Council Davitt's Quay Dungarvan Co. Waterford 058-42822	Wexford County Council County Hall Spawell Road Wexford 053-42211 postmaster@wexfordcoc o.ie
	Wexford Corporation Vocational School Westgate Wexford 053-22591	

VOCATIONAL EDUCATIONAL COMMITTEES

As well as managing educational needs within each of their catchment areas, each VEC has a budget to allocate to various projects and activities. Their preferences in funding are Children, Youth and Sport and Recreation (including club grants). Application procedures vary so contact your local VEC office for details.

Carlow VEC Athy Road Carlow 0503-31813 cwvec@iol.ie	Nenagh 067-31250 ntvec@iol.ie	Maine Street Tralee Co. Kerry 066-21488
Cavan VEC Keadue Co. Cavan 049-31044	Donegal VEC Ard O'Donnell Letterkenny Co. Donegal 074-21100 info@donegalvec.iol.ie	Laois VEC Ridge Road Portlaois, Co. Laois 0502-21352
Clare VEC Station Road Ennis Co. Clare 065-28107	Dun Laoghaire VEC Administrative Offices Pearse Street Sallynoggin Co. Dublin 01-2850666	Limerick County VEC Lower Mallow Street. Limerick 061-412692
Tipperary VEC Church Road	Kerry Ed. Services	Cork City VEC Emmet Mace Cork 021-273377

Club Development Plan

Dublin City VEC
Town Hall
Ballsbridge
Dublin 4
01-6680614

Galway City VEC
Island House
Cathedral Square
Galway
091-562292

Kildare VEC
Limerick Road
Naas
Co. Kildare
045-897358

Leitrim VEC
St. George's Terrace
Carrick-on-Shannon
Co. Leitrim
078-20024

Longford VEC
Vocational School
Battery Road
Longford
043-46493

Cork County VEC
Halla an Chontae
Cork
021-276891
ceo@cocorkvec.ie

Dublin County VEC
Main Road
Tallaght
Dublin 24
01-4515666

Galway VEC
The Hynes Building
Galway
091-562138

Kilkenny VEC
Butler Court
Patrick Street
Kilkenny
056-70966

Limerick City VEC
Athenaeum Building
Upper Cecil Street.
Limerick
061-417688

Louth VEC
Administrative Offices
Chapel Street
Dundalk
Co. Louth
042-9334047

Mayo VEC
Newtown
Castlebar
Co. Mayo
094-24188

Offaly VEC
O'Connor Square
Tullamore
Co. Offaly
0506-21406

Tipperary SR VEC
Administrative Offices
The Mall
Clonmel
Co. Tipperary
052-21067

Westmeath VEC
Bridge House
Bellvue Road
Mullingar
Co. Westmeath
044-48389

Meath VEC

Administrative Offices
Abbey Road
Navan
Co. Meath
046-9021447

Roscommon VEC
Lanesboro Street.
Roscommon
0903-26151

Waterford Borough VEC
The Mall
Waterford
051-874007

Wexford VEC
Iberius House
Common Quay Street
Wexford
053-23896

Monaghan VEC
Administration Centre
Market Street.
Monaghan
047-30888

Sligo VEC
Riverside
Sligo
071-9161511
sligovec@iol.ie

Waterford County VEC,
Administrative Offices
Wolfe Tone Road
Dungarvan
Co. Waterford
058-41780

Wicklow and Bray VEC
ACC House
Abbey Street
Wicklow
0404-67338

Club Development Plan

AREA PARTNERSHIP COMPANIES:

These are funded under the Local Urban and Rural Development Programme with most of these partnerships prioritising the following areas: Education and Training. Community Development, Support for Marginalised Groups, etc. Their objectives will vary from area to area but they will possibly fund either the improvement of facilities, purchasing of equipment or particularly schemes to help youth especially those at risk. Contact your local partnership for details of current objectives and guidelines for applying for funding if available for sport:

Ballyfermot Partnership
290 Ballyfermot Rd.
Dublin 10
01-6269222
bpart@indigo.ie

Blanchardstown
Partnership
Deanstown House
Blanchardstown
Dublin 15
01-8209550
blancpar@iol.ie

Canal Communities
Partnership
197 Tyrconnell Road
Inchicore
Dublin 8
01-4732196
canalcp@iol.ie

Clondalkin Partnership
Co.
Camac House
Unit 4, Oakfield
Industrial Estate
Clondalkin
Dublin 22
01-4576433
clonpart@indigo.ie

Donegal Local
Development Co.
Ballyraine
Letterkenny
Co. Donegal
074-27056
dldclk@iol.ie

Ballymun Partnership

North Mall
Ballymun Shopping
Centre
Dublin 11
01-8423612
bmunpart@indigo.ie

Bray Partnership
5 Carlton Terrace
Navara Avenue
Bray
Co. Wicklow
01-286266
jbath@bray-
partnership.ie

Cavan County
Partnership
47 Church Street
Cavan Town
049-31029

Comhair Cathoir Chorcaí
Sunbeam Industrial Park
Millfield
Mallow Road
Cork
021-302310
partnershipcork@eircom
.net

Drogheda Partnership
Group
12a North Quay
Drogheda
Co. Louth
041-9842088
Drogpart@iol.ie

Dublin Inner City
Partnership

Equity House
Upper Ormond Quay
Dublin 7
01-8721321
dicp@iol.ie

Finglas/Cabra
Partnership
Rosehill House
Finglas Road
Dublin 11
01-8361666

Galway Rural
Development Co.
Railway Buildings
Station Road
Athenry
Co. Galway
091-844335
grdc@iol.ie

KWDC Partnership
Unit 5,109 Longmile
Road
Dublin 12
01-4567450
kwdclmr@eircom.net

Longford Community
Resources
15 Main Street
Longford Town
043-48554
lclrl@eircom.net

Dundalk Employment
Partnership Ltd.
Partnership Court
Park Street

Club Development Plan

Dundalk
Co. Louth
042-9330288
partnership@dep.ie

Galway City Partnership
Townpark
Tuam Road
Galway
091-773466
info@gcp.iol.ie

Inishowen Partnership
Board
2 Victoria Villas
St. Mary's Road
Buncrana
Co. Donegal
077-62218
inishpart@indigo.ie

Leitrim Partnership
Church Street
Drumshanbo
Co. Leitrim
078-41740
incrool2@indigo.ie

Meitheal Mhaigheo
Lower Main Street
Foxford
Co. Mayo
094-56745
bicmayo@iol.ie

Monaghan Partnership
Board
Dublin Road
Castleblayney
Co. Monaghan
042-9349500
nwnpart@iol.ie

Northside Partnership
Development Centre
Bunratty Drive
Coolock
Dublin 17
01-8485630
nsp@iol.ie

Patrtiocht Gaeltacht Thir
Cnonaill
Unit 1, Industrial Estate
Na Doiri Beaga
Tir Chonaill
Co. Donegal
075-32017
mfgtirchonaillocid@eircom.net

Roscommon County
Partnership
The Square
Castlerea
Co. Roscommon
0907-21337
roscommonptnship@eircom.net

South Kerry Dev.
Partnership
Valentia Road
Caherciveen
Co. Kerry
066-72724
skdp@iol.ie

North West
Kildare/North Offaly
Partnership
Edenderry Business Park
Edenderry
Co. Offaly
0405-32688
oakpart@iol.ie
Páirtíocht Chonamara
Ionad Fiontar Rosmuc
Rosmuc
Co. Galway
091-S74353
cumas@eircom.net

PAUL Partnership Ltd.
Unit 25, The Tait Centre
Dominic Street
Limerick
061-418388
jackien@aonad-iol.ie

Sligo County Leader

Partnership Co Ltd.
Sligo Development
Centre
Cleveragh Road
Sligo
071-9141155
stpc@eircom.net

Southside Partnership
45 Upper Georges Street
Dun Laoghaire
Co. Dublin
01-2301011
sspdl@aonad-iol.ie

Tallaght Partnership
Unit 19, Village Green
Tallaght
Dublin 24
01-4597990
lharper@eircom.net

Waterford Area
Partnership
Unit 4, Westgate
Business Park
Tramore
Co. Waterford
051-841740
areapart@iol.ie

West Limerick
Resources Ltd.
The Weigh House
Market Yard
Newcastle West
Co. Limerick
069-62222
wlr ltd@iol.ie

Wexford Area
Partnership
Cornmarket
Mallin Street
Wexford
053-23994
paulawatwap@iol.ie

Tra Li Partnership
37 Ashe Street

Club Development Plan

Tralee Co. Kerry 066-29544 partnership@eircom.net	058-54646 wdp@iol.ie Westmeath Community Development Ltd. Presentation House Harbour Street Mullingar Co. Westmeath 044-48571	westcd@iol.ie Wexford County Partnership Millpark Road Enniscorthy Co. Wexford 054-37033 wexcoprt@iol.ie
--	---	---

DUBLIN ONLY:

City of Dublin Youth Services Board:
70 Morehampton Road
Ballsbridge
Dublin 4
01-6683198
www.clo.ie/grant

This is a body of Dublin City VEC and aims to promote, support and co-ordinate the development of a comprehensive youth service to meet the changing needs of young people.

Grants are available only to registered clubs and groups under the following schemes: Annual Grant, Start up Grant, Special Activity/Programme Development Grant. Contact for details of registration and grant application forms which should be submitted to the appropriate Liaison Officer

IPSC Dublin Inner City Trust
PO Box 4306
West Block Building
International Financial Services Centre
Dublin 1

This fund is used to provide financial assistance to bodies who operate in youth development, sports and recreation, etc., in Dublin's Inner City. Applications are accepted year round but will only be accepted from those clubs operating in the Dublin Inner City area

Northern Ireland

Northern Ireland Voluntary Trust:
22 Mount Charles
Belfast
BT7 1NZ
245927

This is an independent grant making body whose aim is to enable people to engage in positive action and to encourage and support the efforts of community and voluntary groups seeking positive social change. They are interested in a broad range of areas including the inclusion of women, community development, promoting the inclusion of vulnerable groups, etc. Guidelines for grants are available and decisions are taken approx every 3 months

Northern Ireland Council for Voluntary Action (NICVA)
127 Ormeau Road
Belfast BT7 1SH

NICVA is the principal community development organisation in Northern Ireland. It provides a range of service including community service, information, funding advice and training. Its European Unit provides information and advice on how to access European Funding and assistance with project development and applications to the various funds. For those of you with internet access, www.nicva.org/links/fundraising gives a further list of funders in Northern Ireland.

New Opportunities Fund
Information Officer
NI Country Office
24 Linenhall Street
Belfast
BT2 8BG
347500

This fund was established to support new and sustainable health and education projects amongst others. For example, projects that have been funded are out of school hours activities, healthy living centres, etc. They have opened a number of new funds: PE and Sport in Schools, Activities for young people and Awards for all (small grants for local community groups).

Club Development Plan

The Sports Council for Northern Ireland
House of Sport
Upper Malone Road
Belfast
BT9 5LA
381222
info@sportscouncil-ni.org.uk

The Sports Council distributes National Lottery funding under a number of different schemes. Under the capital grant programme, the following schemes may apply to clubs looking for funding:

Sport Share - to assist with the development of sports facilities for community and post-primary use

Community Sport - To assist community based organisations with the development of sports facilities (i.e. support for a new/refurbished hall accessible by a wide range of groups in the community)

Club Sport - To assist sports clubs with the development of locally based sports facilities

Belfast City Council
Grants Information Officer
Community and Leisure Services
Belfast City Council
The Cecil Ward Building
4-10 Linenhall Street
Belfast BT2 8BP
320202 ext. 3595

For further help and information on accessing grants in the area.

Baring Foundation
60 London Wall
London
EC2M 5TQ
0171 7671348

The foundation was set up in order to strengthen the way that voluntary organisations operate. They have a particular interest in education. Written application using the guidelines and application form are available.

BBC Children in Need Trust
Regional Co-ordinator
BBC Broadcasting House
Ormeau Avenue
Belfast BT2 8HQ
338221

Its role is to improve the quality of life for disadvantaged children and young people under the age of 19, especially those with disabilities, or those who are living in poverty or neglect.

Club Development Plan

For an application form including guidelines, send an SAE. There are two closing dates - November and March. Competition is stiff and all applicants must show that considerable planning and consultation have been carried out in the drawing up of any project.

King George VI Youth Awards:

Youthnet
The Warehouse
7 James Street South
Belfast BT2 8DN
02890 331880
youthnet-ni@dnet.co.uk

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

- Travel within the UK and Ireland by groups or individuals for cultural or social activities
- Development of interaction between disabled and able bodied young people

Contact for an application form.

Enkalon Foundation:
25 Randlestown Road
Antrim
BT41 4LJ
463535

It mainly gives assistance for start ups and the average grant size is €500. Grants are only made to sporting groups who are located in the Antrim Borough area and their policy is to give grants to those who carry out cross community work and to those who are working to help the disadvantaged.

Applications should be in writing including a description of the organisation, constitution, proposed budget, details of the project, accounts, other sources of finance, qualifications of committee and a contact address and phone number. Decisions are taken four times a year.

Foundation for Sport and the Arts:

Secretary to the Trustees
PO Box 20
Liverpool
L13 1HB
England
051 2595505

This foundation seeks to improve community life through sport and the arts at every level. The foundation aims to offer grant aid where it will help to create or maintain facilities or will assist sports provision that the community can enjoy. Contact for an application pack.

Club Development Plan

Sydney Stewart Memorial Trust:
9 Ailesbuy Crescent
Belfast
BT7 3EZ

Supports projects that promote volunteering. Grants are for up to €250 and application forms are available from the above contact.

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

The company examines requests for sponsorship on a case by case basis. Applications should be in writing to the General Manager and replies are normally sent within five days of receipt. X25 - X600

AIB
Bankcentre
Ballsbridge
Dublin 4
01-6600311
www.aib.ie

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

B&Q
Usnagelvin Retail Park
Rosstown Rd.
Londonderry

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

Club Development Plan

Alliance and Leicester Building Society
Regional Controller
63 Royal Avenue
Belfast
BT1 1FT
241957

They have a preference for funding in areas in which there is company presence and especially for children and youth. Sponsorship is seen as a marketing activity and as such, there must give a return to the society equal to that produced by conventional advertising.

Boss Ireland (Belfast)
Subscriptions and Donations Committee
Ulster Brewery
Glen Road
Belfast
BT11 8BY
301301

They prefer to get involved in projects which are connected with a staff member. Sponsorship proposals should be addressed to Brian Houston, Public Relations Manager.

British Telecommunications Northern Ireland
Community Affairs Manager
RT08.38
Riverside Tower
5 Lanyon Place
Belfast BT1 3BT

Their particular area of interest is education schemes. Written proposals should be sent to the above address outlining the name of organisation, full details of the project or event, how BT can help and contact name and address.

Girobank Northern Ireland
Scottish Legal House
6S-67 Chicester Street
Belfast BT1 4JD
323200

Support is only given in areas with a company presence and preferences are for youth training and other educational activities. Apply in writing giving full project/event proposals.

Club Development Plan

Marks and Spencer
157 Hillsborough Road
Sprucefield
Lisburn
Co. Antrim BT27 5UJ

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

Royal Insurance UK Ltd.
25 Wellington Place
Belfast
BT1 66Q
321282

Preference for education and training for youth and inner city regeneration in areas of company presence only. Clubs must be able to demonstrate the ability to properly manage/distribute funds in their application.

Shell Northern Ireland
5 Airport Road
Belfast
BT3 9EU
454888

Furtherance of voluntary endeavour near a Shell location or where a member of company staff is involved. Special interest in helping young people and all applications will be responded to although not all supported.

TSB Foundation for Northern Ireland
Secretary
4 Queens Square
Belfast
BT1 3DJ
325S99

Local arts and sporting activities are regularly sponsored. Sponsorship is often given in kind such as free banking services, printing of simple annual reports and car, van and minibus hire may be provided free of charge. Very small and local appeals may be directed to the area director of the TSB Bank.

District Councils:

These have a remit to foster community development and recreation. Each council has its own guidelines or written policies. Generally there are two kinds of grants available:

- Seeding Grants - one off grants to help a new organisation get established
- Revenue Grants - Some authorities fund ongoing costs

Depending on the location, other grants may be available. Ask for the Community Relations Officers when looking for information on grants. There should also be an individual working for each Council who helps source funding for voluntary groups:

Antrim Borough Council The Steeple Antrim BT411BJ 01849 463113	BT6 9EZ 01232 799021 Cookstown District Council Council Offices Burn Road, Cookstown BT80 8DT 016487 62205	Coleraine BT521EY 0126552181 Craigavon District Council Civic Centre Lakeview Road Craigavon BT641AL 01762 341199
Ards Borough Council 2 Church Street Newtownards BT23 4AP 01247 824000	Ballymena Borough Council Ardeevin 80 Galgorm Road Ballymena BT42 1AB 01 266 660300	Derry City Council 98 Strand Road Derry BT48 7NN 01504 365151
Armagh City and District Council The Palace Demesne Armagh BT 60 4EL 01861 5289600	Banbridge District Council Downshire Road Banbridge BT32 3JY 01820662991	Dungannon District Council Circular Road Dungannon BT716DT 01868 25311
Ballymoney Borough Council Riada House v 14 Charles Street. Ballymoney BT53 6DZ 012656 62280	Carrickfergus Borough Council Town Hall Carrickfergus BT38 7DL 01960 351604	Larne Borough Council Smiley Buildings Victoria Road Larne BT40 1RU 01574 272313
Belfast City Council City Hall Belfast BT1 5GS 01232320202	Coleraine Borough Council Cloonavin 41 Portstewart Road	Lisburn Borough Council The Square Hillsborough BT26 6AH

Club Development Plan

01846 682477	Fermanagh District Council	Newry BT35 8DJ 01693 65411
Moyle District Council Sheskburn House 7 Mary Street Ballycastle BT54 6HQ 012657 62225	Town Hall Enniskillen BT74 7BA 01365 325050	North Down Borough Council The Castle Bangor BT20 4BT 01247 270371
Newtownabbey Borough Council Cathy Cole - Leisure Development Officer 1 The Square Ballyclare BT39 9BA 01960 352681	7 Conned Street. Limavady BT49 OHA 015047 60304	Omagh District Council The Grange Mounjoy Road Omagh BT79 7BL 01662 245321
Down District Council 24 Strangford Road Downpatrick BT30 6SR 01396 610800	Magherafelt District Council 50 Ballyronan Road Magherafelt BT456EN 01648 32151	Strabane District Council 47 Derry Road Strabane BT28DY 01504382204
	Newry and Mourne District Council Monaghan Road	

Education and Library Boards

The Boards are required to secure the provision of facilities for recreational, social, physical and youth service activities and for services ancillary to education. Groups wishing to register and apply for a grant should contact their divisional youth officer for their district or borough council area.

Belfast Education & Library Board 40 Academy Street. Belfast BT1 2NQ 564000	566200 Western Education & Library Board Headquarters Office 1 Hospital Road Omagh Co. Tyrone BT79 OAW 411411	County Hall 182 Glengorm Road Ballymena BT42 1HN 662271
South Eastern Ed & Library Board Grahamsbridge Road Dundonald Belfast BT16 2HS	North Eastern Ed.& Library Board	Southern Education & Library Board 3 Charlemount Place The Mall Armagh BT619AX 37512281

Club Development Plan

Area Partnerships Companies:

Most of these partnerships prioritise the following areas: Education and Training, Community Development, Support for Marginalised Groups, etc.

Their objectives will vary from area to area but they will possibly fund either the improvement of facilities, purchasing of equipment or particularly schemes to help youth especially those at risk. Contact your local partnership for details of current objectives and guidelines for applying for funding if available for sport:

Armagh District Leader Local Action Group Council Offices Palace Demesne Armagh BT604EL 529600	200 Newry Road Banbridge Co. Down BT23 3NB 23322 Cookstown Leader Group Cookstown Enterprise Centre Derryloran Industrial Estate Sandholes Road Cookstown BT80 9LU 63660 Craigavon Rural Development Civic Centre Lakeview Road Partadown Armagh BT64 1AL 341199 Rural Down Partnership Down Business Centre 45 Saul Road Downpatrick Down BT30 6PA 616416 Fermanagh Local Action Group The Cornsheds Mill Street Irvinestown Fermanagh BT9416R	21600 Roe Valley Leader Group c/o Limavady Borough Council 7 Connell Street Limavady BT49 OKA 60304 West Tyrone Rural 2000 Ltd. Omagh Business Complex Gortrush Industrial Estate Great Northern Road Omagh BT78 5LS 252647 Rural Partnership in Derry 2 Foreglen Road Killaloe Derry BT47 3TP 337149 South Down A South Armagh Local Action Group Bank Parade Newry Co. Down 8T35 6HP 63177 Magherafelt Area Partnership 50 Ballyroan Road Magherafelt BT45 6EN
Lower Bonn Leader Ltd. Unit 21 Ballymoney Enterprise Centre 2 Riada Avenue Ballymoney Antrim BT35 7LH 65020		
Coleraine Local Action Group Coleraine Borough Council 41 Portstewart Road Coleraine Derry BT52 1EY 52181		
North Antrim Leader Ltd. Old School House 25 Mill Street Cushendall Antrim BT40RR 72138		
Canal Corridor Partnership Tourist Information Centre		

Club Development Plan

32151

South Tyrone Area

Partnership
Council Offices
Circular Road

Dungannon
BT71 6DT
725311

FUNDING FOR CROSS BORDER INITIATIVES:

Co-operation Ireland
37 Upper Fitzwilliam Street.
Dublin 2
01-6610988
info@co-operation-ireland.ie

Co-operation Ireland
7 Botanic Avenue
Belfast BT7 1J6
321462
info@co-operation-nireland.com

This organisation was founded to build mutual understanding and respect through practical co-operation in the educational, economic, social and cultural spheres so any applications made must reflect this aim. Under the youth education and community programme, positive personal contact is promoted through school, youth and community group exchanges.

International Fund for Ireland
PO Box 2000
Dublin 2
01-4780655
www.intl-fund-ireland.org

PO Box 2000
Belfast BT4 2QU
768832
www.irri-fund-ireland.org

Aims to promote economic and social advance and encourage contact and reconciliation throughout Ireland with a special emphasis on cross community and cross border projects. For further information contact the Community Bridges Programme (for projects aimed at improving relationships between communities in N1 or between N1 and ROI) or Communities in Action Programme (for projects that tackle social exclusion) at the above address.

Lawlor Foundation
Carley Brown
117 High Street
Epping
Essex CM16 4BD
01392 252184
From ROI: 0044 1392 252 184

The trustees have a particular interest in promoting co-operation and mutual understanding between the people of Ireland North and South. Their current focus is education and training and applications should be made by letter to the correspondent at any time with a description of the project and a copy of the latest accounts. Preliminary phone calls are also welcome and the trustees meet four times a year to make funding decisions.

Local Sources of Advice and Support

Local Sports Partnerships:

In 2001, eight Local Sports Partnerships were established by the Irish Sports Council throughout the country. These partnerships were created to support and promote sport at local level. They are not a funding agency but may be able to give valuable advice on where to source funding at local level. There are now twelve as follows:

Donegal Sports Partnership Co-ordinator: Michael McGeehan Co. Donegal VEC Administrative Offices Ard O'Donnell Letterkenny Co. Donegal	rspl@eircom.net Clare Sports Partnership Co-ordinator - Tom Crowe VEC Offices Station Road, Ennis Co. Clare 065-6865434 087-9068400	Technology Park Model Farm Road Cork 021-4800960 North Tipperary Co-ordinator - Elaine Cullinane VEC Offices Church Street Nenagh Co. Tipperary 067.43604 087-6887043 Etaine@ntcp.ie
Fingal Sports Partnership Co-ordinator - Fiachra O'Mathuna Mainscourt 23 Main Street Swords, Co. Dublin 01-8906256 info@fingalsportspartner ship.ie www.fingalsportspartner ship.ie	tcrowecsp@eircoro.Bet Laois Sports Partnership Co-ordinator: Thomas McDerroott The Coach House 4 Kellyville Park Portlaoise Co. Laois 0502-71248 087-23U309 info@laoissports.ie www.laoissports.ie	Kildare Sports Partnership Co-ordinator - Richard Farrell Newbridge Sports Centre Station Road Newbridge Co, Kildare 045-434097
Sligo Sports Partnership Co-ordinator - Deirdre Lavin Sligo VEC Offices Quay Street Sligo 071-9142438 dlavinsportspartner ship@eircom.net	Waterford Sports Partnership Co-ordinator: Rosarie Kealy Civic Offices Dungarvan Co. Waterford 087-7576579 waterfordsportspartner ship@eircom.net	Meath Sports Partnership Co-ordinator: Mary Murphy Meath Enterprise Centre Trim Road Navan 087-634405 046-9021463 marymurphy@meathcoc o.ie
Roscommon Sports Partnership Co-ordinator - John Sweeney VEC Offices Lanesboro Street Roscommon 0903-30853	Cork County Co-ordinator: Michael Crowley County Cork VEC Offices QC House	

Club Development Plan

<p>Limerick Co-ordinator: Elaine</p>	<p>O'Connor Limerick City Development Board</p>	<p>061-312988</p>
<p>In addition to the Local Sports Partnerships, some areas have Sport Development Officers who are also there to support and promote sport within their regions:</p>		
<p>Louth County Council Sport and Recreation Officer Noel Redmond Dundalk Sports Centre Muirhevnamor Dundalk, Co. Louth 042-9331740</p>	<p>Tralee Co. Kerry 066-7183680 ubarrett@kerrycoco.ie</p>	<p>Fingal County Council Brett Maron 01-8906232 sports@fingalcoco.ie</p>
<p>Kildare Sport and Recreation Officer Ray Bonar Leisure Services Section Kildare County Council St. Mary's Naas Co. Kildare 045-873811</p>	<p>Cork City Sports Development Officer Larry O'Reilly Cork City Council City Hall Cork 021-4550054 086-2390203 sports@corkcity.ie</p>	<p>Laois County Council Ann Marie Maher Laois Recreation and Sports Forum Lower Main Street Portlaoise Co. Laois 0502-62867</p>
<p>Westmeath County Council Maurice Stenson Administrative Officer (Responsibility for Sports Forum) 044-32136</p>	<p>Waterford Corporation Jacqui Freyne City Hall The Mall Waterford 051-860855 jstokes@waterfordcorp.ie</p>	<p>Dun Laoghaire Rathdown Council Sinead McNulty County Hall Marine Road Dun Laoghaire Co Dublin 01-2054736 snicnultv@dlrcoco.ie</p>
<p>Kerry Sports Development Officer Ursula Barrett Community and Enterprise Kerry County Council County Buildings</p>	<p>South Dublin County Council Paula Swayne PO Box 4122 Town Centre Tallaght Dublin 24 086-8292443 pswayne@sdblincoco.ie</p>	<p>Fingal County Council Marion Browne 01-8905107 sports@fingalcoco.ie</p>
		<p>Leitrim County Council Martin Dolan 078-20005</p>

VOLUNTEER CENTRES:

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

Club Development Plan

Volunteering Ireland - This is a countrywide organisation

Carmichael Centre for Voluntary Groups
Coleraine House
Coleraine Street
Dublin 7
01-8722622
info@volunteeringireland.com

Fingal Volunteer Centre
PO Box 8079
Swords
Co. Dublin
01-8904377
vol@fingalcoco.ie

Lucan 2000 Volunteer Network
Lucan 2000 Ltd.
1 Church View
Lower Main Street.
Lucan
Co. Dublin
01-6213205
uruddock@lucan2000.com

Business in the Community
32 Lower O'Connell Street
Dublin 1
01-8747232
cgorman@bitc.ie

Tallaght Volunteer Bureau
512 Main Street.
Tallaght

Dublin 24
01-4628558
info@volunteertallaght.ie

Drogheda Volunteer Bureau
Unit 8
Workspace
Mayoralty Street.
Drogheda
Co. Louth
041-9845256
dcforum@iol.ie

Volunteer Centre Blanchardstown
Fingal Co. Council Public Library
Blanchardstown
Dublin 15
01-8904377
blanch@vcf.ie

Clondalkin Volunteer Bureau
Kilmohuddrick Road
Clondalkin
Dublin 22
01-4576055
clondalkinvb@hotmail.com

Ballyfermot Volunteer Bureau
URBAN Ballyfermot
Community Civic Centre
Ballyfermot Road
Dublin 10
01-4576055
clara.bartley@urban.ie

Drawing Up a Club Development Plan

Why draw up a Club Development Plan?

There are some very important reasons why clubs should have a development plan in place:

- When applying for funding, including a club development plan will greatly enhance any application as it will demonstrate that a club is organised and that any funding received is part of a long term and sustainable scheme.
- It will help clubs to decide what they want to apply for funding for - what are the areas within the club that need strengthened.

Club Development Plan

- It will help a club to become stronger as it will help to identify weak areas in the club and give rise to thought on how to improve them.
- It will help the club to work towards the same goals rather than everyone working in different directions.

Drawing up this plan needn't be a long or complicated process - involve as many people as possible to the views of all involved in the club.

The following is a suggested template for a club development plan - if there is anything else that you would like to add in, feel free and likewise if you feel that there are sections or questions that aren't relevant to you, leave them out.

There are three main steps:

1. Where is the club now?
2. Where does it want to go?
3. How is it going to get there?

SECTION 1: WHERE IS THE CLUB NOW?

COACH EDUCATION

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

EQUIPMENT

What equipment does the club own?	
What equipment does the club use that belongs to someone else?	
What state of repair is the equipment in?	
What is the usage of the equipment?	
How many bikes does the club own?	

Club Development Plan

How many helmets does the club own?	
-------------------------------------	--

FACILITIES:

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

OFFICIALS:

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

RECRUITMENT:

How many members are there in the club?	Youths: 18 - 25: 25 - 45: 45-65: 65+: No. of Males: No. of Females: Disabled:
How does this compare with previous years?	
Do the club actively recruit members?	
If YES - How?	

Club Development Plan

How does your membership compare now with previous years?	
How are newcomers welcomed to the club?	
How well is the club known in the locality? Is it promoted in any way?	
Can the club cater for the disabled?	YES/NO

COMMUNITY LIAISON:

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

PERFORMANCE AND EXCELLENCE:

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

COMPETITION:

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

FINANCE

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

Youths:

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

SECTION TWO: WHERE DOES THE CLUB WANT TO GO?

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

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

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

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

- Introduce a welcome system for new members where a club member is assigned to look after them and answer their questions
- Make contact with your local Sports Development Officer and find out what services they offer that you can avail of or how you can work together

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

- Apply for a grant to purchase new equipment. Secure resources from the club budget to part fund this.
- Set up fund raising event (quiz night, etc.) to cover various club activities.

SECTION THREE: HOW IS THE CLUB GOING TO GET THERE

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

A club development plan will look like the following:

AREA OF WORK	WHEN	PRIORITY	RESOURCES NEEDED	WHO	COMMENTS
Coach Education:	Oct 2005	1	Contact Provincial Committee	Club Secretary	

Club Development Plan

Three club members to qualify at bike leader and 1 at Level 1			to organise course at local level with other clubs		
Apply for funding from VEC for new equipment	Dec 2004	1	Get relevant form from VEC and apply	Fundraising Co-ordinator Club Secretary Club Treasurer	Equipment needed for expansion of membership through coaching classes

Monitoring and Review:

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

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

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

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

- Introduce 10 new members to the club by Dec 2005
- Rather than:
- Invite more people to join the club

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

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

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

USEFUL WEBSITES

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

www.volunteeringireland.com - Information and advice for volunteers in Ireland
www.irishsportsCouncil.ie - Announcements for the Capital Grants Scheme
www.sportengland.org - Sport England
www.sportengland.org/VIP - Sport England Volunteer Investment Programme, advice on various topics for clubs

Club Development Plan

www.asksport.com - Advice on running and developing sports clubs

www.belfastcity.gov.uk/arts/funding - List of funders in Northern Ireland with contact details

www.sportni.org - Sports Council Northern Ireland - information on funding available and how to apply

www.cyclingireland.ie - For up to date information on cycling matters in Irish cycling.