



**LONDON
SPORT**



LONDON SPORT SATELLITE CLUBS SUSTAINABILITY GUIDE



This resource provides details and information on how you can achieve sustainability and continue the delivery of your Satellite Club without the need for further funding.

SUSTAINABILITY STRATEGIES:




CHARGING PARTICIPANTS



TRAINING & UP-SKILLING PARTICIPANTS/VOLUNTEERS



REWARDS & INCENTIVES FOR PARTICIPANTS



GENERATING ADDITIONAL INCOME

Charging participants is the most effective way of sustaining your Satellite Club.

We recommend *all* clubs adopt this strategy as a way of sustaining Satellite Club delivery.

HOW TO IMPLEMENT THE STRATEGY:

Key to implementing this strategy successfully is providing an experience that is considered unmissable by the target audience. Provide an experience that is unique and high quality and regardless of the charge young people will keep coming back.

It is extremely important to manage your host sites and participants' expectations from the outset. Be clear to both that there will be a charge for the sessions.

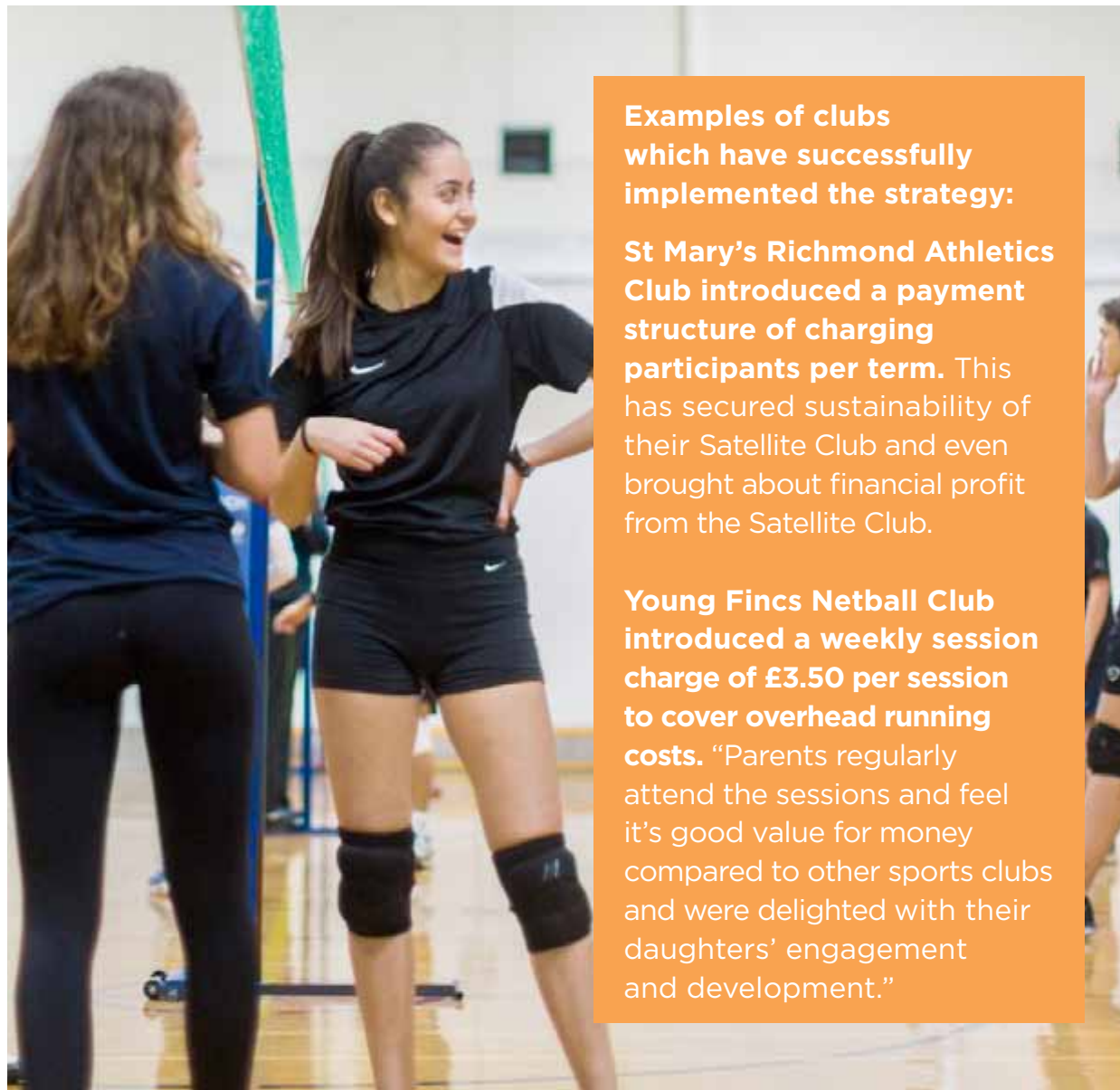


We recommend clubs apply a charge from the start. An initial period where participants can attend for free can be effective at creating demand and encouraging young people who may not have played the sport before to give it a go. However if you are going to take this approach we recommend a **maximum** of 4 weeks where participants can attend free of charge.

Providing participants with a letter at the first session letting them know the pricing structure is good practice. Inform them how many weeks they can attend for free and let them know what the cost of the sessions will be.

There are a number of different charging structures you can implement, including:

- 👉 **Pay and play charge - weekly session charge.** We feel this is best suited to Satellite Clubs due to the type of participant we are trying to attract into Satellite Clubs.
- 👉 **Fixed charges** - for example either monthly, half-termly or termly.
- 👉 **Flexible membership structure** to meet your target audience.



Examples of clubs which have successfully implemented the strategy:

St Mary's Richmond Athletics Club introduced a payment structure of charging participants per term. This has secured sustainability of their Satellite Club and even brought about financial profit from the Satellite Club.

Young Fincs Netball Club introduced a weekly session charge of £3.50 per session to cover overhead running costs. "Parents regularly attend the sessions and feel it's good value for money compared to other sports clubs and were delighted with their daughters' engagement and development."



Providing a route into coaching for participants and volunteers by supporting them to gain relevant experience and/or qualifications is a great way to support the sustainability of your Satellite Club.

Increasing your satellite club workforce can overcome coaching issues and reduce overhead costs making reaching self-sustainability easier. You can develop your workforce in the following areas:

- More coaches - training up a level 1 assistant coach or up-skill a level 1 to a level 2 to take more ownership and support delivery of sessions.
- More volunteers - volunteers can be an invaluable support network, assisting in a number of different roles.
- More leaders - leaders can support delivery and reduce workloads and responsibilities of the lead coach.'





Clubs who have successfully implemented this strategy:

VK Barnet Volleyball Club has trained and up-skilled participants, who now support in the delivery of the Satellite Club. The club has introduced a charge to participants (£25 per term or £2.50 per session).

The income is used to cover all associated costs, as well as funding participants to complete their Level 1 Volleyball Coaching Award. Newly trained coaches support with the delivery of the sessions and receive mentoring from the senior club coach. To date, two participants have completed their Level 1 Volleyball Coaching award, with another 6 participants planning to do the same. **The strategy has meant the club has increased its capacity and is developing coaches to support the long-term sustainability of both the Satellite Clubs and the hub club.**

Two participants from Addington Court Golf Club's Satellite Club completed Young Leader training. The club provided opportunities for the two Young Leaders to shadow the coach delivering the Satellite Club sessions. They now lead the Satellite Club on a weekly basis with little to no support required from the club. **This has reduced the overall cost of running the Satellite Club, freed up a paid coach from the club and provided participants with role models they can relate to.**

The more young people you have coming through the door, the easier it is to sustain your Satellite Club.

This strategy can be used to:

- Help **ATTRACT** new participants to your Satellite Club
- Help **RETAIN** participants at your Satellite Club

The idea of incentivising service users isn't a new approach and is one many organisations – both commercial and non-commercial – have adopted.



WHAT DO YOUNG PEOPLE WANT?

Sport England's research into young people and sport found that young people's perceptions of sport and physical activity are complicated and varied. Their perceptions impact on their expectations. While some will associate sport with fun and friends, for others it means pressure, fear of judgement and insecurity. This means that continued motivation to take part in sport and physical activity is a real issue for many young people.

This research has generated 6 different youth personality types; it is very important that coaches understand who is attending their Satellite Club and tailor sessions to fit the appropriate personality type. Understanding motivations is important when deciding what incentives to offer. Further information around youth personality types can be found on our website.'

WHAT'S THE DIFFERENCE BETWEEN INTRINSIC AND EXTRINSIC REWARD?



Intrinsic reward is an internal sense of achievement or accomplishment for an individual; feeling that they did a good job.



Extrinsic reward is a physical award given to the participant for achieving something, such as t-shirts, vouchers, etc.

HOW CAN YOU OFFER YOUR PARTICIPANTS INTRINSIC REWARD?

Intrinsic rewards cost nothing, apart from time and a little effort, and have more impact than you think. Understanding which main youth personality type your sessions attract is the first and most important step. Once you know this information you can use and tailor the below methods accordingly

Speak to individuals

Find out what their motivations are for attending?

Goals are individual

Each participant will probably be seeking very different goals.

Track individual progress

Has a participant achieved something they wanted? Have they developed the ability to perform a new skill?

Recognise individual achievements

Once a participant has reached their goal, or made a step towards it, recognise and reward them with verbal praise and feedback.

Identify individual achievements

Develop their ability in a new skill, increase their confidence, make new friends.

Encourage social reward

If participants notice someone has achieved, encourage them to let the individual know.



Examples of intrinsic rewards:

- 👉 Tell the individual they are doing a great job
- 👉 Speak to parents at the end of sessions and praise individuals in front of them
- 👉 Reward participants who recognise and praise others

Rewarding participants INTRINSICALLY will not only make them feel valued and worthy, but will also motivate them to continue attending, supporting your Satellite Club to be sustainable.



EXTRINSIC REWARD

Offering extrinsic rewards can be used as a way to encourage young people who do not have the intrinsic motivation to take part in sport (This will suit some youth personality types more than others. Please read through our online resource as mentioned on the previous page.).

However, one problem can be that once the external reward is removed the individual(s) may fall back into their old lifestyle pattern, and you therefore have to continue to offer rewards for them to be effective; which isn't sustainable.

Our recommendation is that if you are to offer external rewards then these need to be in line with what the club can afford and sustain. Try external rewards linked to regular participation, like a club T-shirt or sports equipment when an individual has attended 15 sessions.

Rewards don't always need to have an associated cost. Think of things that you can offer:

- 🏆 Free sessions
- 🏆 Bring a friend for free
- 🏆 Sessions at the hub club
- 🏆 Discounted club membership

It's important to speak to your participants and target audience.

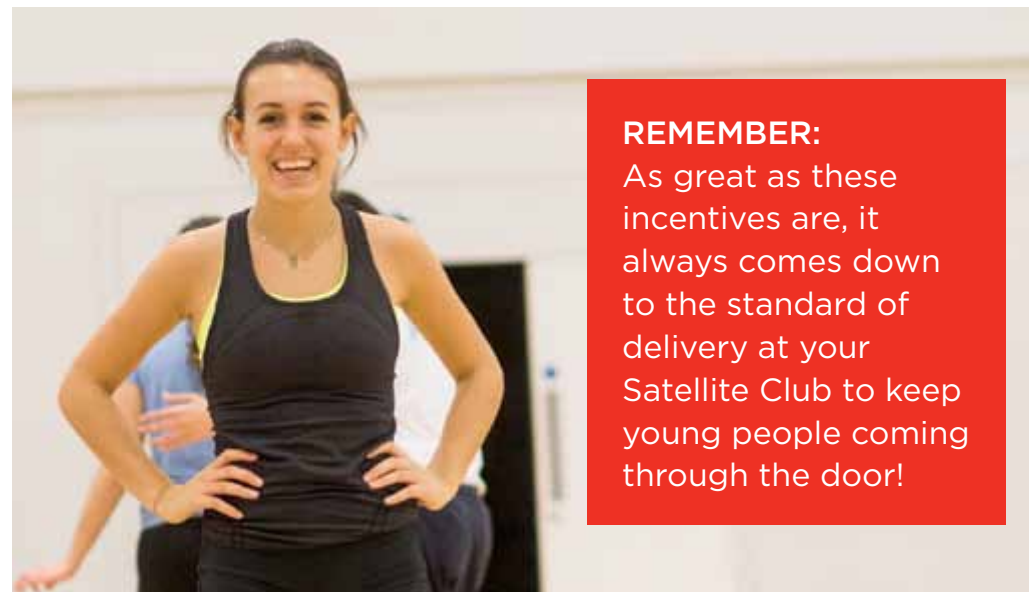
You want to ensure what you offer is **relevant** and **appealing** to them; if the rewards and incentives are not appropriate for your target audience they will not have the desired effect.

SPORT RELATED REWARDS

Better equipment at sessions

Equipment giveaways

Kit or branded t-shirts



REMEMBER:
As great as these incentives are, it always comes down to the standard of delivery at your Satellite Club to keep young people coming through the door!



HOW TO IMPLEMENT THE STRATEGY:

School Funding

A strong relationship with the school/college goes a long way to ensuring the success of a Satellite Club. In some cases this can open up new opportunities for clubs to generate extra income and develop methods to help subsidise their Satellite Club delivery. This goes beyond the school/college contributing a direct payment to cover the cost of a Satellite Club and can include things such as:

- Extra court time and facility usage for your club.
- In-curriculum and extra coaching opportunities.
- Support with incentive and reward schemes.
- Support with investment in equipment.
- Training support for young leaders.

External Income Generation

There are also options for clubs to generate income through methods that are not reliant on a school. Such as:

- Running external competitions, individual gradings, or matches for Satellite Club participants and local young people.
- Introducing or transitioning participants across to your local club facility. Membership, court hire and kit purchases may all assist in generating extra income.
- Running holiday camps, festivals or providing holiday provision are great ways of raising the profile of your club and generating income to sustain community activity.
- Develop a fundraising plan to attract support and approach local businesses.

Many individuals, businesses, and organisations will support your satellite club in principle and with some persuasion and the right approach they might match these feelings with cash. Cooperative social responsibility is now part of good business practise therefore many companies are willing to sponsor, especially local community projects like satellite clubs as they will gain local media interest. Your club members (or their families) may have connections to local businesses that may be willing to support the satellite club in exchange.



Sport England Club Matters has useful information for clubs on fundraising & sponsorship



London Sport also offers sponsorship guidance on our website



Crowd Funding



It is worth seeking grant funding from additional sources which can be in the form of but not limited to:

- Charitable Trusts.
- Local Authorities.
- Community Foundations.
- Your relevant NGB.

London Sport offers both guidance on funding applications as well as our own funding search tool for grants available within London:



Funding Support



Our Funding Search Tool





Examples:

School Funding

Total Hockey has received financial support from its host school at a Satellite Club in Greenwich. The sessions have regular attendances of 25-30+ and the school sees this as a real benefit to them. They have bought into the Satellite Club and help cover the coaching costs.

In some cases, where the school may lack the expertise in a sport, schools have offered paid, in-curriculum coaching time for clubs. This has helped some clubs to strengthen their school relationship and bring in more income.

Southeast London Tennis has built a strong relationship with a local school in Lewisham which now lets it use the courts on a weekend for free. The activity that takes place on the weekend helps to subsidise the cost of the Satellite Club that runs on weekdays.

The College of Haringey, Enfield and North East London (CONEL) uses some of its sport funding to support the sustainability of its football Satellite Club, linked to Park View FC. The college has seen a real benefit from the Satellite Club for students and the community and has been able to expand its sport offer as a result.



Thanks for helping us
towards getting 1,000,000
Londoners more active.

We look forward to
working with you.



Get in touch

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