



KORMC CASE STUDY

Overview

Kingdom Off Road Motorcycle Club are an SACU member club who predominantly deliver motocross based referral programmes for hard to reach youngsters in the Fife region.

In 2016, the club approached SMS for support and advice on how to grow their activities. Over the past year we have worked closely with the club to create a development plan which aims to tackle some of their key challenges and which aims to dramatically increase club membership from under 40 members to over 350 by 2021.

To implement this plan effectively, it was identified that additional paid resource would be required within the club. In order fulfil this requirement we supported the club to develop a successful business case for investment to sportscotland's Direct Club Investment fund. As a result, the club have secured £18,000 investment to support part time coaching role over the next three years and in doing so have become the first motorsport club to benefit from this support.

The following paper gives an outline on how we have helped the club achieve this success so far. The intention of this paper is to provide inspiration and ideas to other motorsport clubs to help them embark upon similar projects.

KORMC Background

Kingdom Off-Road Motorcycle Club (KORMC) are a motorcycle club based in Fife. The club has access to a small motocross track in the Ballingry area where they run most of their activity. Over the past couple of years the club have predominantly been focussed on running referral programmes for hard to reach youngsters in the region. As well as giving participants the opportunity to learn to ride a motocross bike in a safe environment, the programmes also teach mechanical maintenance skills and build participants social awareness through presentations from local emergency services and other service providers such as the British Red Cross.

On an annual basis, the project runs three referral programmes which engage with 36 youths. In addition to that, they have a handful of casual members who volunteer within the club to run the programmes. The nature of this activity is very commendable and demonstrates how motorsport can be used as an engaging tool to support social inclusion and address community safety issues. The club has attracted funding and support from a range of local and national partners, including the Big Lottery Fund.

Whilst KORMC have been successful at attracting investment and support to deliver the programmes, they had ambitions to expand their activities and so they approached SMS in 2016 for support and ideas.





Club Ambitions and Challenges

Our first priority was to work with the club to identify what their ambitions were and what challenges existed to achieving those ambitions.

KORMC are passionate about improving young people's lives through motorcycle sport and therefore their ambitions were quite simply to increase the opportunities for disadvantaged youngsters to access their club. This started out with a desire to simply expand the capacity of the referral programme activity and grew into a much more expansive desire to give more people in general the opportunity to take part in motorcycle sport.

With this in mind, we identified the following broad challenges to growth:

- Solely relying on external funding to deliver the referral programmes was not a sustainable long term strategy for the club
- After participants completed their referral programme, there was no offering to keep them engaged within the club (i.e no ongoing opportunity to compete or practice within the club)
- Whilst some member practice sessions were held, there was no offering to engage new people into the club (other than those who went through the referral programme) and as a result the club was a relatively closed shop

Development Plan

We worked with the club to create a development plan that aimed to increase their broad membership and increase their support for hard to reach youngsters in Fife. Core to this plan was identifying the clubs purpose and out of this process we established a new vision statement for the club:

"To provide an environment that makes motorcycle sport a legitimate and accessible sporting option for every young person in fife and assists them in both their sporting and personal development".

In order to begin the process of achieving this vision, the 4 year plan outlines the following objectives to increase membership from under 40 members to 360 by 2021:

- Implement a new and accessible club offering to engage new people in the club (both those already involved in the sport and complete newcomers) and providing referral programme graduates with an opportunity to continue and progress their participation within the sport. This consists of:
 - Regular practice sessions at the club's track (40 per year)
 - The creation of a four step coached participation pathway to help new comers into the sport (10 full pathway sessions will be delivered each year)
 - The introduction of a Club competition structure, with the implementation of a club championship by year 3
 - Opportunity to bring your own bike or hire a club bike for all sessions





- Provide flexible membership pricing options to suit a wider range of needs (two tiers of membership to suit both regular and infrequent users, plus options to pay annually or monthly)
- In conjunction with the local authority, deliver 15 presentations to schools and community groups each year to drive new participants towards club taster sessions.

Funding

In order to deliver this ambitious plan, it was identified that the club would clearly require some additional resource. A coach was required to deliver the new club activity and due to the number of hours required (average of 14 per week) this would need to be a paid position.

Sportscotland's Direct Club Investment fund was identified as an avenue worth pursuing to attract such investment. This fund supports clubs with investment for human resource over a 1-4 year period. Gaining investment from the fund is a fairly comprehensive process that requires you to demonstrate a very solid business case for investment as well as strong engagement with the local authority and partners. Ultimately, sportscotland will only invest in such a project if it demonstrates that, once the investment period has stopped, the position will have generated enough additional revenue to make it a self-sustaining post.

For us, this process began by engaging the club with the key stakeholders; this was predominantly the local active schools department, sports development department (Active Fife) and sportscotland area manager but also extended to meetings with the local MSP, Dave Torrance, and community organisations such as Voluntary Youth Network Fife.

This engagement is critical to building an understanding of the clubs activities and ambitions within the local area in order to get their buy in and support for the club moving forward; ultimately the funding application would not be successful without the partners buy in and support. This is of particular importance when you are trying to raise awareness and get investment for a non-mainstream sport, which is not well understood within most local authorities. After over 6 months of meetings and re-modifications to our business case, we were able to produce an application that the club, sportscotland and the local authority were happy to submit onto the local and national investment panels for review.

This application was successful and sportscotland have awarded £18,000 towards the project over the next 3 years to fund the part time coaching position, at which point our detailed financial projections suggest the club will be generating sufficient revenue to pay the coach themselves.

Key Learning Points

During our discussions with the local stakeholders, we were continually challenged about how accessible the sport would be from a perspective of cost and complexity. The local authority are used to dealing with sports like football, which can be brought to schools or population centers and delivered at very low cost; motorsport, as we know, is a little more challenging in that regard! In addition, other sports clubs generally have a clear participation pathway; this means they can clearly outline what a participant's progression through the club looks like, what support is provided by the club to help this progression, how many hours it can take and how many participants they can take in each session.



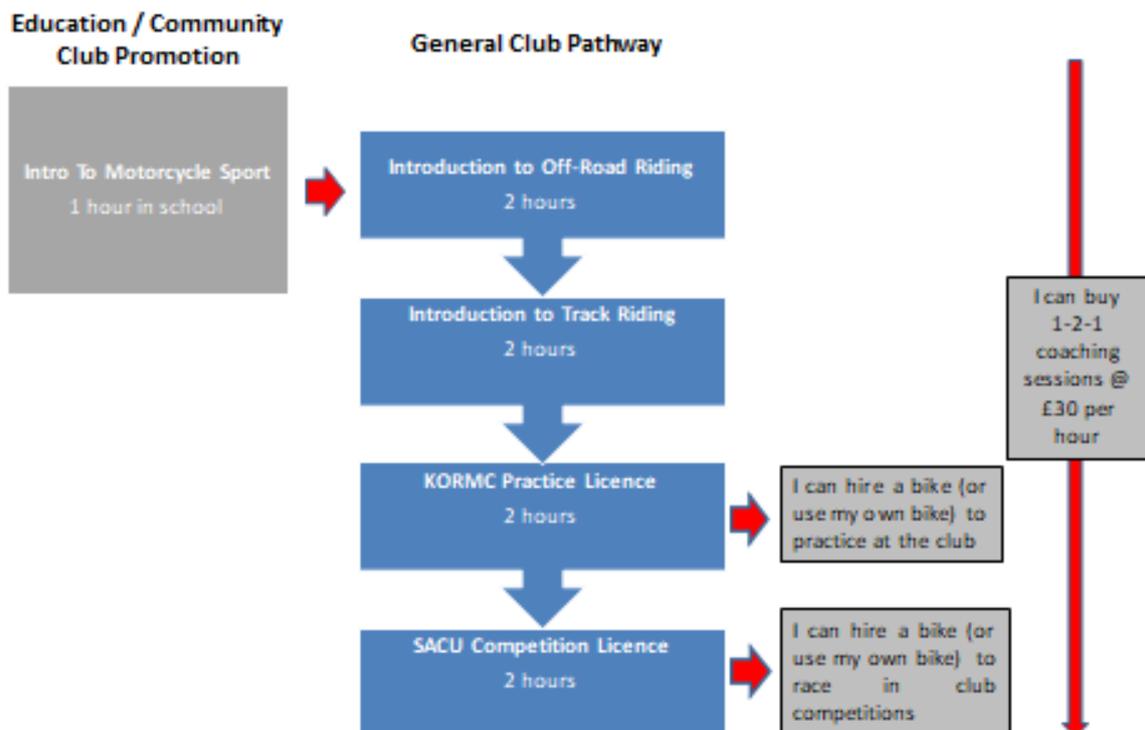


Whilst at the time, the challenges to our ideas were frustrating, it did help us to really drill down into the detail of how we could align the experience to other sports and make the sport easier to access. Whilst there are lots of good practice examples within our clubs, we can be guilty of a slightly laissez faire approach to embracing new members in motorsport and it became apparent that if we were going to be successful in gaining this investment and achieving the club vision, we were going to have to be a lot more scientific in our thinking.

For this reason, we developed the KORMC participation pathway (see below) which is effectively a framework for improving participant's competence to progress within the club. We know what the capacity is for each session, we know the cost per head to deliver and we know how many of each session we can run in a year.

The pathway acts as an assessment tool for the club to identify who is and isn't ready to practice and compete at the clubs track without tuition (those with existing motorcycle sport experience are able to bypass this process). In theory, this means that newcomers to the club get a personable experience through engagement with the club coach and will have clear goals to work towards to progress within the club/sport (similar to gaining your level 1,2,3 certificate in skiing). This should lead to a more logical entry into the sport and should help negate the impact of people dropping out the sport due to a lack of confidence in their own abilities and fear of getting hurt.

KORMC PARTICIPATION PATHWAY





In addition, we agreed that it was essential that the club provide a hire bike service so that people can experience the sport without the need to make a substantial financial outlay first. Again, the costs associated with this have all been worked into the financial model.

All in all, through some thorough number crunching and analysis of projected costs, as a newcomer to the sport KORMC will be able to offer you the chance to get a 2 hour coached "introduction to off road riding" for just £20 including the bike hire and all equipment. Once the participant has completed their 'KORMC practice license' session successfully, they could be a member of the club for just £8 per month and take part in practice sessions on their own bike for just £2 per session or £22 with bike hire. In addition, we have factored in provisions to give 20 youngsters each year a free introduction to the sport. These youngsters will be selected by the local authority, as kids who have an interest in the sport but whose circumstances would otherwise not allow them to get involved; this helps the club to stay true to their purpose of inclusion, whilst further building links with the local community.

Conclusion

Whilst this only really marks the start of a new chapter for KORMC, the journey to securing investment for a new paid role within the club can certainly be considered a success so far. This is not only good news for KORMC; we believe this is good news for motorsport as a whole.

Anecdotally, we believe motorsport represents an appealing sporting choice to a lot of people but the complexity and costs associated with getting involved means our clubs often have their work cut out to engage new members.

In this example, it's important to highlight that finding enough people that are interested in motorsport to join the club is not the challenge to increasing membership. On the contrary, through some of the planned promotion in schools and local groups, the local authority believes the club could be oversubscribed with people looking to get involved! The key challenge was - and is - developing a service that breaks down the barriers of cost and complexity to prospective members, to give them an accessible entry point into the sport. We believe the KORMC model represents this accessible entry point into the sport but time will tell if this model is proven to be a success.

In summary, from our experience so far, we believe this case study highlights our viewpoint that solid sports development work is based upon partnerships, people and coaching. There is a need for clubs to engage in relevant partnerships with local sports departments; they can unlock the key to funding but crucially they also unlock the key to driving interested people audiences towards your club; whether that's through schools, colleges or community groups. Whilst we are highlighting the successful fund raising effort within this paper, this process ultimately highlights the need to have good people within a club; without a pro-active committee this funding application would not be successful and it is ultimately a human resource – through the investment – that will help to drive this development plan forward. The process has also highlighted the need for us to focus on the 'customer experience' new and existing members get when they approach a club and ultimately this highlights the importance of coaching to support that positive experience.

As a club, KORMC do tick a number of boxes that make them attractive to investment. They are a registered charity and they are fulfilling the emerging 'sport for change' agenda by the nature of





their work with hard to reach youngsters in the area. Whilst this has contributed towards the projects successful funding bid, it should be noted that it is the strong business case to grow the clubs overall membership which has ultimately resulted in the club securing investment. The increased revenue form the clubs expanded activities will in turn enable the club to sustain the referral programmes without the need for additional external funding.

With this in mind, it should be noted that the principles behind this case study can be applied to other motorsport clubs and this is not a success born out of the fact that the club carry out charitable work.

All in all, we hope this case study provokes some thought and encourages clubs to embark upon similar projects to that of KORMC, whether that's with our help or independently.

If you would like to speak to us or KORMC about this case study, please do not hesitate to get in touch.

KORMC: <http://www.digitalfife.com/Index.asp?ID=201>

Scottish Motor Sports: www.scottishmotorsports.co.uk

