



WEST LOTHIAN WOLVES OPERATING MODEL

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WEST LOTHIAN WOLVES BASKETBALL CLUB

BUSINESS OPERATING MODEL v4.0

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1 CHILD PROTECTION POLICY

Introduction (1.1)

Child and Vulnerable Adult Protection:

Policy and Procedures January 2017

Creating a safe environment in basketball, for children and vulnerable adults, with acknowledgment to CHILDREN 1ST.

Background (1.2)

Sport can and does have a very powerful and positive influence on people – especially young and vulnerable adults. Not only can sport provide opportunities for enjoyment and achievement, it can also help those who participate to develop valuable qualities and skills such as self-esteem, leadership and teamwork. These positive effects can only take place if sport is in the right hands – in the hands of those who place the welfare of all young people and vulnerable adults first and adopt practices that support, protect and empower them. The reality is that abuse does take place in sport and in some cases coaches and other trusted adults in sport have been convicted of abusing children and vulnerable adults.

Everyone has a duty of care towards children and vulnerable adults to help to protect them from abuse. West Lothian Wolves has developed this policy and these procedures to create a safe environment for basketball, where children, vulnerable adults and the adults that aid them are protected and supported.

West Lothian Wolves is committed to the protection of children and vulnerable adults through the provision of this policy and these procedures. West Lothian Wolves child and vulnerable adult policy and procedures apply to everyone who works on behalf of the club. This includes all coaches, officials, committee members, volunteers, parents, guardians and the children and vulnerable adults themselves. The policy is available to members by contacting the club directly.

West Lothian Wolves recognise that it has a responsibility to:

- Safeguard and promote the interests and well being of children and vulnerable adults with whom it is working;
- Take all reasonable practical steps to protect them from harm, discrimination or degrading treatment, and respect their rights, wishes and feelings.

Child and vulnerable adult protection procedures can:



- Offer safeguards to the children and vulnerable adults with whom we work, and to our coaches and volunteers.

Help to maintain high standards of professionalism and practice within our club.

West Lothian Wolves Child Protection Policy (1.3)

West Lothian Wolves Basketball Club is fully committed to safeguarding the welfare of all children in its care. It recognises the responsibility to promote safe practice and to protect children from harm, abuse and exploitation. For the purposes of this policy and associated procedures a child is recognised as someone under the age of 18 years.

Staff and volunteers will work together to embrace difference and diversity and respect the rights of children and young people.

This document outlines West Lothian Wolves commitment to protecting children.

These guidelines are based on the following principles:

- The welfare of children is the primary concern.
- All children whatever their age, culture, disability, language, racial origin, socio-economic status, religious belief and/or sexual identity have the right to protection from all forms of harm and abuse.
- Child protection is everyone's responsibility.
- Organisations shall work in partnership together with children and parents/carers to promote the welfare, health and development of children.

West Lothian Wolves will:

- Promote the health and welfare of children by providing opportunities for them to take part in basketball safely.
- Respect and promote the rights, wishes and feelings of children.
- Promote and implement appropriate procedures to safeguard the well-being of children and protect them from abuse.
- Recruit, train, support and supervise its staff, members and volunteers to adopt best practice to safeguard and protect children from abuse and to reduce risk to themselves.
- Require staff, members and volunteers to adopt and abide by this Child Protection Policy and these procedures by signing the "Wolves Promise".



- Require all coaches and adult helpers to provide PVG Certification to the club Child Protection Officer prior to working with children or vulnerable adults. All coaches will also submit a self-declaration form for regulated work with children.
- Respond to any allegations of misconduct or abuse of children in line with this policy and these procedures as well as implementing, where appropriate, the relevant disciplinary and appeals procedures.
- Any disclosures or concerns about a child will be reported to the Child Protection Officer and, if required, forwarded to other organisations such as Police Scotland or social work.
- Any concerns about a member of staff or volunteer will be reported to the Chairperson or CPO and, if required, forwarded to the relevant authorities. Any issues deemed to be CP related will be solely and privately dealt with by the CPO.
- All incidents of concern and actions taken will be recorded on a Significant Incident Form.
- Observe guidelines issued by local Child Protection Committees for the protection of children.
- Regularly monitor and evaluate the implementation of this policy and these procedures at the beginning of each season.

Review

This policy and these procedures will be regularly reviewed:

In accordance with changes in legislation and guidance on the protection of children or following any changes within the club

Following any issues or concerns raised about the protection of children within our club. In all other circumstances, at least every three years.

Disclaimer

Although every care has been taken by West Lothian Wolves in the preparation of this publication, no warranty is given by us as to the accuracy or completeness of the information contained within it and West Lothian Wolves is not responsible or liable for any loss or damage whatsoever arising by virtue of such information or any instructions or advice contained within this publication or by any of the aforementioned.

Acknowledgements

This document was prepared with the very helpful contributions from Children 1st, Dougie Arneil (Child Protection Consultant for Children 1st).



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In addition, we would like to acknowledge the following organisations, whose child protection documents we consulted and/or reproduced in part with their kind permission:

- Sports Coach UK
- Scottish Football Association
- Amateur Swimming Association
- The Scouts
- The Scottish Hockey Union Ltd.
- BasketballScotland

All enquiries regarding West Lothian Wolves Child Protection Policies & Procedures should be directed to Bob Cowan, Child Protection Officer, West Lothian Wolves, 07846 246 727, bobcowan2004@tiscali.co.uk



2 COACHING STANDARDS

Coaches (2.1)

At the Wolves, we hold our coaches in the highest esteem. We really appreciate the time volunteered to not only coach the sessions and games, but the time volunteered to attend coach education training, prepare for training and games, and committing to on-going learning and development in their own time.

The club is truly blessed with passionate, capable and engaging coaches.

We as a club have a mixture of highly qualified coaches, development coaches and those completely new to the sport and to coaching altogether. Now that the pathway is complete for both the male and female sections of the club and we have a real focus on the entry point to the club for the majority of our members, which is the U8/U10 sessions we hold on a Friday night.

This section is now fertile ground for us to get new coaches involved with the club. The head coach of this section makes engagement with parents a priority and is now able to spot those with an interest to get involved in coaching. This is done in a very supportive way with new coaches introduced to coaching through supporting this session, which has an abundance of coaches (both seasoned coaches and young player volunteers). New coaches are not left on their own completely and are slowly given more and more responsibility. Once a coach is engaged the club then looks for opportunities to get the coach accredited. At no time is a new and unqualified coach left in charge of children without a qualification and PVG check. This whole process is closely managed and given the necessary time to develop on a coach by coach basis.

In addition, players from as young as the cadet age group up to the senior men and women are encouraged to support the development of the younger age groups in the club through coaching. We are very keen for our older players to be role models for the young players and look for opportunities for role modelling, either through guest visits to sessions and holiday programmes, more regular coaching opportunities or before and after games on our “Super Saturday” game days. Again, once a coach is ready, they are encouraged to attend a Level 1 Coaching Course.

Each team has a Head Coach and from 1-3 Assistant Coaches. Coaching appointments are reviewed every season and made with many considerations such as their own development and desires.



We are very fortunate at the club to have some very experienced coaches and we lean on their expertise and knowledge and ask them to share this with all coaches through our CPD programme. We look at sharing best practice with one another through workshops, where we are working hard to create a solid Wolves framework that gives us as a club a shared identity on the court and allows us to have our values shared in our style of play as well as how we administer the club.

This framework is known as “The Shape of the Wolves” and details out the club’s development strategy and approach to players development.

Gameplay (2.2)

We at the Wolves want to have a standard style of play, however we are not proscriptive on what plays to run, or what defence teams must play. We provide a framework and we insist on all coaches living and promoting our values and the two together allow our coaches and players to develop, grow and continue to love the game. We are constantly evolving our style of play, based on the athletes and our Coaches own development.

We are working hard to create an environment where learning and development is held within the highest regard and is the standard by which all coaches live up to. We are working to create a supportive, creative and growth orientated basketball family for the betterment of each individual and the sports itself.

Not content with revolutionising our style of play, we are also seeking opportunities to continue to improve the knowledge and outlook of our players, parents and coaches. We have sought and are seeking experts in a variety of areas such as psychology, nutrition and strength and conditioning that will allow our programmes to become more holistic & supportive. By broadening knowledge, developing good behaviours and practices and creating smart, strong athletes with strong support networks around them we are looking to create well rounded, smart and strong athletes, supportive parents and world class coaches within our club.

Our ambitions match our values, that we support the development and growth of each individual player and coach so that they can achieve what they dream of individually.

Practice Sessions (2.3)

Our practice sessions are all well prepared and follow a thread both during the session and from week to week.

Our sessions are heavily skills based at younger ages and more geared to gameplay and team techniques at older ages. Our National League practices involves complex offence and defence strategies.



The key to our player development is to provide a platform of practice tools to be able to utilise in game situations.

Armed with the 'How to' and 'What to' in their toolkit, a player must be given latitude to practice 'When to' use a basketball skill. This can often only be fully tested in game situations and our players are encouraged to practice decision making in games and often this is focus of our post-game analysis and the use of the right tool in different game situations; Decision Making.

We offer tailor made sessions to help this practice in the form of 3v3 tournaments where different age groups can play together, learning from each other in a friendly but competitive environment.



3 CLUB STRUCTURE & GOVERNANCES

Structure (3.1)

The Wolves are run by a volunteer group from our membership.

The “Club Wide Strategic Operations” are managed and delivered by a leadership team of a chairperson (Paul Meldrum), a treasurer (Stephen McCall) and a secretary (Amanda Mortimer), supported where necessary by the larger committee. The roles are well defined; however, the tasks are often shared amongst the team to facilitate their respective skillsets and time commitments.

It is this leadership team who sets examples and role model the whole club. They are seen daily in gyms, at games, at meetings and across social media communications. In short, they show the “care”. They show the club & its values are important to them personally. It’s this passion that infects the parents, coaches and players of the club to imitate those values.

The Club Committee has other key roles, in particular, a Child Protection Officer (Bob Cowan), Merchandise Manager (Walter Kerr), Head of Mens Pathway (Mark Stevenson), Head of Womens Pathway (Dave Evans) and various other ordinary committee members who will take ownership of short-term projects and provide valuable insight and steering of the club’s direction. It is essential that we have an active and engaged committee as they provide a level of support, guidance and common sense through the ups and downs of the basketball year.

The club’s Basketball Development Program has undergone a strategic remodel of its structure and as such is governed by the following model.

The program is vertically aligned along Male Pathway, Female Pathway and Operations towers to provide a tailored development journey for everyone, whilst adhering to the Wolves values.

The “Basketball Development Programme” of the club is owned by our Director of Basketball. This role defines, monitors and delivers the club’s own unique basketball development agenda.

The Heads of Pathways deliver the basketball program. From the setting of benchmarks for skill development, at certain ages, to the Offensive and Defensive frameworks of the National League teams. An important part of this role is to educate the coaching staff, and to ensure that new ideas, styles and techniques are cascaded down to our coaches and therefore our players.



Operationally, team by team, the activities are run day to day by coaches and team managers. Activities such as practice sessions, team specific communications, game days, kits, socials etc

Culture (3.2)

The club has spent two years defining its own culture, its values and its purpose.

The club's members through a series of workshops and surveys have arrived at a set of values that summarises what the club means to its members and the community.

It has been articulated in the form of our "Pyramid of Success" and is regularly communicated to our members in the form of our online registration page and regular reminder sessions to our players at practice sessions.



Governance (3.3)

The Club is governed by a "value set" and not strictly by regulation. Our value set is articulated in the form of a "Player Promise" that lays down the obligations of players, parents, coaches and committee in the form of a set of promises. This is neither a player contract nor a legal obligation. It is built on human trust, but written and signed nonetheless. A template of the Player Promise is attached.



Although of course we do have a constitution that details our code of conduct and is used in disciplinary hearings and our formal governance obligations. This constitution has been ratified by the Office of Scottish Charities Regulator (OSCR) of which the club has been a member since Oct 2014 (official number SCO45197).

Our charity status ensures we have a strict, abiding governance model which includes annual transparent signed off accounts, reports & AGMs to declare our progress on delivering our charitable intentions. Regular committee meetings are held with minutes taken and shared to the committee for comment and action. We also hold annual elections of club committee officers.

Governance Administration

Our registration process is a simple online one that captures data required for communication and BasketballScotland's governance. Our Secretary then registers our players with BBS and the database is used for reporting, planning and communications.



Stephen McCall (Treasurer), Amanda Mortimer (Secretary), Paul Meldrum (Chairperson)

Accreditation (3.4)

The club has achieved formal and recognised accreditations which are independent acknowledgment of its robust processes and sustainability as a going concern.



The club achieved Charity Status with the Office of Scottish Charity Commission (OSCR) in Nov 2014.

The club has gained Development Status (level 2) from West Lothian Council in January 2016. This award is not simple to achieve. It requires demonstration of high levels of governance and operational performance.

In December 2016, the club completed its PCS (Positive Coaching Scotland) journey with SportScotland.

Again, this award is very special to the club. Proving that its values driven approach can be visibly demonstrated at every level. On court, in practice, in coaching and in its boardroom.



4 CLUB PERFORMANCE & PATHWAY

Club Performance (4.1)

“Performance” means many things to many people. At the Wolves, we measure our “club wide” performance against our values. Although we are now putting competitive teams into every age groups. Winning games, leagues and cups is not our focus as basketball club. Being competitive and putting teams in positions to be successful is a by-product of us focusing on our values. Winning is of course valued; however, it is not how we measure our success or failure as a club.

The long-term development of our members is the aim of the club, not the 40 minute snapshots.

Taking this approach to running a club is a challenge as we have to constantly maintain and nurture this ethos in all our coaches, volunteers, parents and players. However, this is the challenge that we have set for ourselves.

The criteria we use to measure ourselves include the following questions:

- **OPPORTUNITIES** – *“How many players have joined and played?”*
- **RETENTION** – *“How many players have moved through the pathways?”*
- **AWARDS** – *“How many players have been recognised by their peers as outstanding?”*
- **NATIONAL** – *“How many players have excelled on their development path?”*
- **MASS PARTICIPATION** – *“How many teams have competed?”*
- **BUY IN** – *“How many coaches, officials and volunteers have graduated?”*

The club’s commitment to mass participation & development from a young age has ensured we have many young players to pass through our pathways from under 8s all the way to Seniors.

Our club development ethos is to encourage “playing up” where that challenge is the accepted pathway to accelerated development. This is done on a player by player basis and is only done when ready for the player, the coach and the team. It is always thought out and discussed in order to ensure that any decision made on playing in games will be in the best interest of the player, not the team.

This key development strategy is equally used by both the male and female pillars of the club.



We have developed many talented players who benefit from game experience at the age group above their level. And indeed, these players are absolutely key performers at their up level, right up to U18s making significant contributions for both our Senior Men and Women's teams.

The clubs run in house coaching CPD that allows the Wolves to put in place an offensive and defensive framework that gives a standard approach to how the Wolves play basketball. Coaches are encouraged to build on this framework and develop their own coaching and teams identities with the Wolves framework providing a foundation on which to grow. Dave Evans and Mark Stevenson, our pathway Heads, have worked with a number of coaches using the club skills guide to be shared amongst the coaches. We are modifying the Club Skills Guides in order to make them more "Wolfy" and to bring them in line with how we feel is best to develop our athletes.

We at the Wolves want to have a standard style of play, however, we are not prescriptive on what plays to run or what defence teams must play.

We provide a framework and we insist on all coaches living and promoting our values and the two together allow our coaches and players to develop, grow and continue to love the game.

Both the Men's and Women's sections have teams in the RDL and National League at every age group including the following;

- National League Division 1 (U16 Men A, U16 Women, U18 Men A, U18 Women, Senior Men, Senior Women)
- Regional Academy League (U14 Boys A, U14 Girls)
- Regional League (U16 Men B, U18 Men B)
- Senior Regional League Division 1 (Senior Men B)
- Senior Regional League Division 2 (Senior Men C)
- Regional Development League (U10 Boys, U10 Girls)
- NBA Jr 3x3 League (U10 Boys, U10 Girls, U12 Boys, U12 Girls, U14 Boys, U14 Girls)
- CRAGS Edinburgh Development League (U12 Boys A, U12 Boys B, U12 Girls, U14 Boys B)

The Wolves also provide recreational basketball for Adults including parents and coaches who wish to play in scrimmages in a non-competitive environment.

Team Performance (4.2)

Performance Basketball in the sporting context can mean something different.



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Our teams are very competitive within their peer age groups with our teams appearing in multiple Scottish Cup Finals and National League Playoff Finals over the last seasons alongside many other high placed league performances.

The club has also worked hard to forge links with teams across Europe, with examples including Dublin Lions (Dublin, Ireland), Sefton Stars (Liverpool, England), Nou Esplugues (Barcelona, Spain) and Union Linense (Malaga, Spain).



5 PLANNING & STABILITY

Value & Culture Setting (5.1)

The medium and long-term planning is the responsibility of the Leadership Team.

Planning can be broadly split into the following work streams

1. Value and Culture Setting
2. Financial Capability
3. Operational Capability
4. Infrastructure

Our planning and sustainability activities are governed by a “risk averse” agenda. We manage club wide risks carefully with little tolerance for accepting risks that would destabilise the sustainable model of the club as a growing concern.

‘Value and Culture Setting’ is the singular key strategy of the Wolves. The value set underpins the vision and goals of everything we do. These values are not simply a paper exercise, they are lived publicly by the Leadership Team in every communication, personal interaction and public showing of Paul, Stephen and Amanda. This living of the values defines the behaviours and characteristics of every club member.

Financial Capability (5.2)

As much as our ambitions are grand, we are aware of the constraints we have. Clearly financial constraints are one that is paramount in the safe and sustainable running of the club.

The club has a meticulous and detailed business plan from season to season. It has proved to be accurate in its matching of income and expenditure, but still requires significant analysis on a monthly basis to ensure that the plan is in line with the actual financial activities of the club.

The club runs three distinct financial funds; our club operational cash flows, our club capital fund and our community fund. Transactions are aligned to each fund and monitored and reported at year end via detailed financial reports.

Our Annual Accounts are a matter of public record, being audited and signed off at the OSCR website. Our charity status creates onerous financial reporting obligations that the club welcomes as a risk mitigation and essential to the sustainability of the club in the long term.



Our liquidity and balances have improved over the last year, however the club still has challenges around the raising of capital.

This funding is critical to the long-term sustainability of the club, and again, is a risk that is managed carefully by the leadership team.

Operational Capability (5.3)

Our capability to deliver basketball operations is dependant on infrastructure, processes and importantly, people.

We have courts and court time, we have dedicated coaches and team managers who run sessions and admin around teams, and we have processes in place to ensure our daily, weekly or monthly tasks are swiftly adhered to. These tasks include communications on practice sessions, game days and other team specific activities. The club's operations are labour intensive and require prompt attention to deliver, thus, the reason they are not centralised and are managed at a team level.

Infrastructure (5.4)

Our "bricks and mortar" infrastructure is detailed in Section 6, however, the club has invested in capital. Some of this is the clubs to own and some is improvements in infrastructure in the school estate.

The club has recently entered a partnership with RJM Sports to supply Spalding basketball kit to our teams in return for a significant spend with the sports supplier. This arrangement has gone well and our teams are all kitted out with matching colours and brands. Importantly, maintaining a constant branding message across the Scottish basketball landscape.

We also have equipment such as shot clocks, tabling equipment, medical bags, basketballs and conditioning/testing equipment across all the various teams.

Whilst the initial capital expense and outlay for this necessary equipment is complete, it depreciates and requires replenishment, all at significant cost.

The club led and delivered improvements in the school estate such as replacement backboards, rims and newly laid courts. In addition, the club maintains simple infrastructure, such as nets.



6 FACILITY

Our Courts (6.1)

Different age groups require different infrastructure needs such as court size, basket height and spectator viewing areas.

Our U8s, U10s and U12 squads require smaller “cross courts” with 8.5Ft high baskets.

U14s and above require full “show courts” with 10Ft high baskets. These courts require long run off areas for safety reason.

The Wolves play the majority of our National League Home Fixtures at Bathgate Academy, which is a show court with portable bleachers and a full sized, wall mounted scoreboard.

We can also use the show courts at Armadale Academy, Bathgate Academy and West Calder HS where required.

Many of our evening practice sessions are ran within the Livingston High School estate with the following list being used for all club activities:

- Armadale Academy
- Bathgate Academy
- Blackburn Community Partnership Centre
- Inveralmond Community High School
- St Margaret’s Academy
- The James Young High School
- West Calder High School
- Whitburn Academy

The club has almost all available lets in the sports hall at St Margaret’s Academy, West Calder High School and The James Young High School.



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West Lothian Wolves Indoor Training Schedule 2021-22

		West Calder High School	Blackburn Partnership Centre	St Margarets Academy	James Young High School
MONDAY	SQUAD	Senior Men A	U16 Women/U18 Women	U16 Men B	Senior Men C
	TIME	7pm - 9pm	8pm - 9.45pm	6pm - 7.30pm	7pm - 9pm
	SQUAD			U18 Men B	
	TIME			7.30pm - 9pm	
TUESDAY	SQUAD	U16 Men A	U18 Women/Senior Women	U12 Girls	U14 Boys B
	TIME	6pm - 7.30pm	8.15pm - 10pm	6pm - 7.30pm	6pm - 7.30pm
	SQUAD	U18 Men A		U14 Girls	U14 Boys A
	TIME	7.30pm - 9pm		7.30pm - 9pm	7.30pm - 9pm
WEDNESDAY	SQUAD	Senior Men A		U12 Boys B	
	TIME	7pm - 9pm		6pm - 7.30pm	
	SQUAD			U12 Boys A	
	TIME			7.30pm - 9pm	
THURSDAY	SQUAD	U16 Men A	U16 Women/U18 Women	U12 Girls	Senior Men B
	TIME	6pm - 7.30pm	8pm - 9.45pm	6pm - 7.30pm	7pm - 9pm
	SQUAD	U18 Men A		U14 Girls	
	TIME	7.30pm - 9pm		7.30pm - 9pm	
FRIDAY	SQUAD	U10s		U16 Men B	
	TIME	6pm - 7.30pm		6pm - 7.30pm	
	SQUAD	Social Basketball		U18 Men B	
	TIME	7.30pm - 9pm		7.30pm - 9pm	
SATURDAY	SQUAD			U12 Boys B	U14 Boys B
	TIME			10am - 11.30am	10am - 11.30am
	SQUAD			U12 Boys A	U14 Boys A
	TIME			11.30am - 1pm	11.30am - 1pm



7 MEDIA & MARKETING

Communtication (7.1)

West Lothian Wolves use social media to promote the club's cultural values and to obtain the full benefit of today's new communication techniques and reach a new audience.

All of the club's social media presence is handled, monitored and maintained (via tight controls on administration rights) by a key group including Committee Members and Key Coaching Staff to ensure that no posts are linked to the club or its members which include disrespectful, triumphant or intolerant words/tone/intent.

This self-policing and awareness has worked well and we rarely have recourse to remove offensive posts.

West Lothian Wolves have a virtual presence on the following platforms:

- **Facebook** – The club has an official Facebook page which is linked directly to our website and twitter accounts. From this account, we share photographs, events and information about training, fixtures and other club related activities.
(www.facebook.com/wlwolves)
- **Twitter** – The club has an official Twitter page which is used to share links from local newspapers, to create links to other clubs/programmes and to provide updates from fixtures and community events. (www.twitter.com/wlwolves)
- **Youtube** – Our Youtube Channel is a private channel used to share game footage within the club.
- **Instagram** – We use Instagram to share event posters and squad profiles (wlwolvesofficial)
- **Webpage** – Our webpage is used as a first impression and gateway to the club, providing information on training schedules, registration details, club documents, events and community activities. (www.westlothianwolves.com)
- **Spond** – A closed-network communication app to allow Coaches and Team Managers to share information about training and game days to players and parents safely.

The club provide a monthly newsletter to all club members called the 'Howl'. The newsletter is created and distributed via Mail Chimp, which allows the club to record all statistics on distribution. The 'Howl' allows the club to highlight key events, fixtures and important information straight to parents and players via email and has a more informative, whilst still engaging, feel to its content. This communication medium is appreciated by those members who are not comfortable with Social Media.



Marketing and Brand (7.2)

The club is aware that its brand is recognisable across the whole community and protects its image carefully. Our Wolves logo is used on all social media, flyers, business cards, and in any communication with stakeholders.

It is also used on all club merchandise such as t-shirts, kit and leisure wear.

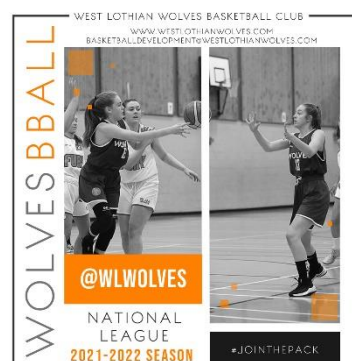
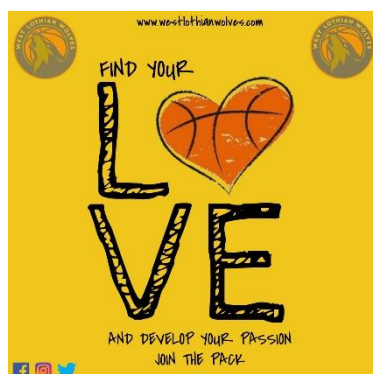
The brand logo is consistent and instantly recognisable, clean and simple.

All of the club's event registrations (e.g. camps, workshops, social nights) are completed through Eventbrite, which allows us to provide a professional image to our registration with tickets available in paper form and as an e-ticket. Eventbrite also provides statistics on sales as well as quick, clear communication via email.

Eventbrite is a powerful tool which provides a valuable and welcome booking service for our members. It also provides useful reporting capabilities that assists us in future planning.

The club's close links with Active Schools and West Lothian Council allow us to make maximum use of poster and flyer marketing through our local schools and programmes. We have talented members in the club that keep our marketing fresh, up-to-date and relevant to the target audience.

We have built up great relationships with key volunteers to ensure that we have top quality photography which allows us to keep our marketing to the highest quality. We also have a great relationship with the sports journalists at our local newspaper, the West Lothian Courier, which provides an excellent, wide-spread positive view of the club to the county with great "sharing success" stories.





Acknowledgments (7.3)

The Club Chairperson and Author, Paul Meldrum, would like to thank our CPO, Bob Cowan, and Media Expert, Mark Stevenson, for all their assistance in compiling this document.

Also, all our photographers who donate their material free of charge to our club.



8 CLUB DEMOGRAPHIC

Club Membership at August 19th 2021 (8.1)

AGE GROUP	MALE	FEMALE	TOTAL
COACHES	17	2	19
SENIOR PLAYERS	42	12	54
SOCIAL PLAYERS	6	3	9
VOLUNTEERS	1	5	6
UNDER 18	20	8	28
UNDER 16	21	13	34
UNDER 14	41	17	58
UNDER 12	27	12	39
UNDER 10	13	9	22
TOTAL	188	81	269

REGION	TOTAL
BARCELONA	1
CLACKMANNANSHIRE	1
EAST LOTHIAN	3
EDINBURGH	8
FALKIRK	9
FIFE	4
GLASGOW	6
HIGHLAND	1
MIDLOTHIAN	7
RENFREWSHIRE	2
SOUTH LANARKSHIRE	1
STIRLINGSHIRE	4
WEST LOTHIAN	222
TOTAL	269



WEST LOTHIAN WOLVES BASKETBALL CLUB

BUSINESS OPERATING MODEL v4.0

www.westlothianwolves.com

Club Membership Progression (8.2)

	Males						
	2014	2015	2016	2017	2018	2019	2020
Coach	7	15	16	15	18	17	12
Senior	24	20	29	26	37	44	43
Social	0	0	5	17	8	11	0
Volunteer	1	4	5	3	2	2	1
Youth Player	83	91	130	152	157	170	204
Total	115	130	185	213	222	244	260

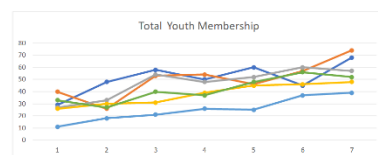
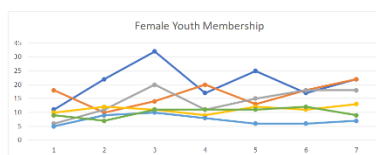
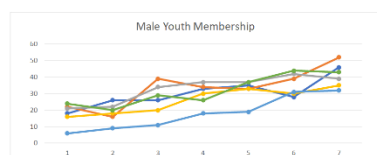
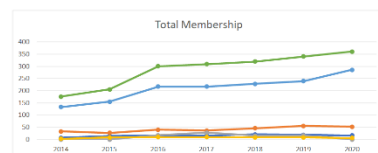
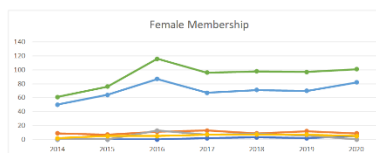
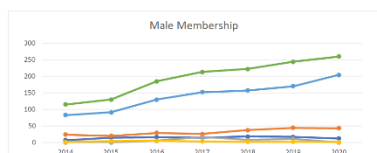
	Females						
	2014	2015	2016	2017	2018	2019	2020
Coach	0	0		2	3	2	5
Senior	9	7	11	13	9	12	9
Social	0	0	13	7	8	6	0
Volunteer	2	5	5	7	7	7	5
Youth Player	50	64	87	67	71	70	82
Total	61	76	116	96	98	97	101

	Totals						
	2014	2015	2016	2017	2018	2019	2020
Coach	7	15	16	17	21	19	17
Senior	33	27	40	37	46	56	52
Social	0	0	18	28	16	17	0
Volunteer	3	9	10	10	9	9	6
Youth Player	133	155	217	217	228	240	286
Total	176	206	301	309	320	341	361

	Males						
	2014	2015	2016	2017	2018	2019	2020
U10	18	26	26	33	35	28	46
U12	22	16	39	34	33	39	52
U14	21	22	34	37	37	42	39
U16	15	18	20	30	33	30	35
U18	6	9	11	18	19	31	32
Senior	24	20	29	26	37	44	43
BBS Players	107	111	159	178	194	214	247

	Females						
	2014	2015	2016	2017	2018	2019	2020
U10	11	22	32	17	25	17	22
U12	18	10	14	20	13	18	22
U14	6	11	20	11	15	18	18
U16	10	12	11	9	12	11	13
U18	5	9	10	8	6	6	7
Senior	9	7	11	11	11	12	9
BBS Players	59	71	98	76	82	82	91

	Totals						
	2014	2015	2016	2017	2018	2019	2020
U10	29	48	58	50	60	45	68
U12	40	26	53	54	46	57	74
U14	27	33	54	48	52	60	57
U16	26	30	31	39	45	46	48
U18	11	18	21	26	25	37	39
Senior	33	27	40	37	48	56	52
BBS Players	166	182	257	254	276	301	338



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