

Quest 2016 – Splus 24

Engaging with Clubs

Guidance Notes

Issue 4 – July 2016



Outcomes

- There is an effective plan and offer in place to support local clubs to establish, develop and be sustainable as part of a vibrant local sporting and recreational landscape
- The organisation works with local clubs and partners/stakeholders to contribute towards:
 - Offering a range of sporting opportunities for local people of all ages and abilities to take part in a sport of their choice
 - Building progressive pathways for young people to play sport and improve their levels of performance
 - Engaging and developing volunteers and building up local capacity and capability
- The organisation helps support clubs to gain accreditation locally or nationally as appropriate in liaison with the national or appropriate NGB models
- The organisation can evidence the impact of its work with clubs to meet local and national outcomes for sport and physical activity

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How do you identify your offer and plan your support to help establish, develop and sustain local clubs?	There is no strategy or plan in place to engage and develop local clubs.	There is some evidence of co-ordinated work with clubs and a commitment with local partners to develop a club engagement and support strategy or plan. Work on the strategy or plan has commenced.	There is a club development strategy or plan in place which is aligned to local and corporate/national agendas, priorities and outcomes.	A club development strategy or plan has high level of commitment across the organisation. There is evidence that it is well led and well managed and has involved partners/ stakeholders and end users to help shape and deliver it. There are high levels of awareness, understanding and buy in of the benefits, priorities and success criteria of the club development	The club development strategy or plan is well established with the service offer and support available to clubs having been refined and developed to make it more efficient and effective. The club development strategy or plan demonstrates understanding and application of the latest national insight, research

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				<p>strategy or plan in local clubs and across the organisation through pro-active communication and effective marketing.</p> <p>The club development strategy or plan is informed by the latest national insight, research and resources.</p>	<p>and resources. Clubs are involved in shaping strategic plans, new interventions and services.</p> <p>The service is characterised by a customer-centric approach. Innovation and enterprise are evident in the way support is provided. There is evidence that club development is contributing to increasing participation opportunities, engaging underrepresented population groups and communities and to building/strengthening performance pathways in sport.</p> <p>There is also evidence that the capacity and capability of the local workforce (volunteers and paid staff) involved with clubs has been improved as a result of strategic and action planning.</p>

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DO					
How do you support local clubs to enable them to develop and meet best practice guidelines and respond to local needs?	<p>Services are generally reactive and piecemeal with no or little evidence of a proactive approach being taken.</p> <p>No or little effort is made to diversify their membership base and make clubs more accessible to the local population.</p>	<p>Basic resources and systems are in place to engage clubs offering them structured but limited support mainly through signposting and advice.</p> <p>There is growing awareness and commitment within clubs to diversify their membership base and make clubs more accessible to the local population.</p>	<p>There is evidence of high levels of commitment and investment across the organisation to engage clubs and enhance the club support service offer, which is well structured, promoted and understood by clubs, staff and partners.</p> <p>Staff are skilled/knowledgeable and proactive and there is evidence of strong partnership working with clubs and other partners to expand the service offer.</p> <p>The organisation is taking proactive measures to help clubs to diversify their membership base and make clubs more accessible to the local population.</p> <p>There is an expanding education and training programme for clubs with clear evidence of need and</p>	<p>Leaders across the organisation can demonstrate their commitment to engaging and supporting clubs.</p> <p>There is expertise within the organisation and effective working with partners to engage the majority of local clubs and build up a package of support including a core service available to all clubs to co-ordinated development plans for identified priority clubs.</p> <p>National support and resources have been accessed and secured through effective collaboration with partners to provide practical support to local clubs around: funding; easy access to best practice advice and practical support for workforce development.</p>	<p>Clubs in the local area are recognised as playing a leading role in provision of sporting opportunities.</p> <p>The club offer is well established and embedded within all relevant work strands of the organisations.</p> <p>Clubs are proactively involved in the development of new plans, interventions and services.</p> <p>There is a local accreditation scheme in place which supports /links to national models</p> <p>Excellent use is made of partnerships with NGBs and national resources/toolkits.</p> <p>There is pro-active work to reach out to target audiences/communities</p>

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			<p>take up. Effort is made to secure investment and track the value of resources in clubs through: collaboration with key agencies; provision of funding advice and other initiatives; workforce development.</p>	<p>There is a focus on interventions and support that helps clubs to reach target audiences in schools and local communities.</p> <p>There is an equally strong focus on working with clubs and interested agencies to help them reach out to under-represented communities/audiences and provide a positive experience for new members that are getting involved in a club structure for the first time</p> <p>Training and development opportunities for clubs are structured and designed to help widen access, deepen the skill base and make the best use of volunteers.</p> <p>The organisation recognises the value of the contribution made by clubs in its area and the added value of its service offer.</p>	<p>using existing or new clubs which is having an effect on participation rates locally. There is evidence that collaborative efforts with clubs are resulting in a wider membership base more representative of the local population.</p> <p>Clubs are actively involved in school and community led initiatives.</p> <p>There is evidence of player and coach progression in clubs with structured links into development squads.</p> <p>The organisation is considered a role model and trailblazer and is working with specialist partners and NGBs to apply the latest national research and resources to its work.</p>

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MEASURE					
How do you measure the added value of your work with clubs and the contribution clubs make to their sport and their local community?	There are no KPIs or measures in place to assess the effectiveness of work with clubs.	KPIs are in place for individual initiatives and projects involving clubs.	<p>KPIs and targets are in place that have been agreed with clubs and others partners/stakeholders to drive improvement and development work.</p> <p>Generally measures are qualitative relating to the number and nature of clubs engaged.</p> <p>There is a database of clubs in place to map activities across the area.</p>	<p>Targets have been set and baselines established for key areas of work with clubs including: scale and range of activities in clubs; club membership and diversity; capacity and capability (skills) of the club workforce; accreditation/quality assurance; investment in the development of club assets.</p> <p>Club satisfaction levels with the services that are provided are high and have improved/are improving.</p> <p>Soft outcome studies are in place to measure the impact of the organisation's work with clubs.</p>	<p>There is a comprehensive range of KPIs in place which link to purposeful target setting and clear evidence of results being achieved.</p> <p>KPIs provide both financial and social measures which are accepted and used by clubs and other partners and key decision makers.</p> <p>The social, economic and sporting benefit/value of local clubs is assessed and publicised.</p>
REVIEW					
How do you review your service offer and your support systems to clubs?	Review processes for the engagement and service offer to clubs are piecemeal and do not appear to contribute to change or	Review processes for the engagement and service offer to clubs are limited to projects or individual initiatives and predominantly	The organisation has an established review process that involves new and existing clubs and is driven by their needs.	There is emerging trend data that shows improvement across the range of objectives and KPIs selected by the organisation.	Robust monitoring and evaluation processes are in place and producing high quality evidence of change and improvement which is

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	<p>development.</p> <p>There is little or no engagement with local clubs or use of insight/data in the review of programmes and services.</p>	<p>undertaken on an internal basis.</p> <p>Monitoring and evaluation systems involving clubs and other partners are in the design and development stage.</p>	<p>Different aspects of the service offer for volunteers are systematically reviewed.</p> <p>National data, insight and research are being used as part of the review of services to clubs.</p> <p>There is evidence that club, other partners and end user surveys and feedback is being used to shape and improve services.</p> <p>Best practice is identified and shared across the organisation and with clubs and other partners with the purpose of doing more of 'what works' to grow and sustain local clubs.</p>	<p>Formal review processes involving clubs and other partners focus on key themes and issues that affect all clubs.</p> <p>There is a strong focus on the use of local insight and data to help co-production</p> <p>The organisation pro-actively benchmarks its work and actively explores best practice in the field or in other sectors.</p> <p>Evidence is provided that is based on soft outcomes studies.</p>	<p>shared and publicised.</p> <p>The constant use of insight, data collection, trend analysis, consumer feedback provides a platform for change and innovation which is fed into service design.</p> <p>Clubs are actively involved in reviewing and shaping the service offer,</p> <p>The organisation is working effectively in collaboration with clubs and other partners to stretch and improve its service offer across different work strands.</p> <p>The organisation uses primary and secondary research to evaluate performance and return on investment in clubs to help manage change and support improvement</p>

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IMPACT					
Has what you have done made a difference to local clubs and their contribution to local sport and in local communities?	There is no clear evidence of value or impact from work undertaken.	<p>Evidence of impact is limited to levels of inward investment.</p> <p>There are case studies that are promoted demonstrating the benefits of the work with clubs and their contribution to sporting and community achievements.</p>	<p>A theory of change and outcomes framework is being developed up for working clubs which aligns with local priorities and needs assessments.</p> <p>There is emerging trend data and evidence of impact of the contribution of local clubs covering: sporting activities; membership base; workforce capacity and capability, inward investment and facility assets.</p> <p>There are case studies of successful work in target communities and with target audiences using existing or new clubs to engage, reach and retain new participants and people who have previously been inactive</p> <p>Clubs and partner testimonials are collected,</p>	<p>A theory of change and outcomes framework is being used to build up a robust evidence base.</p> <p>Trend data is emerging demonstrating the contribution of clubs to local: sporting activities; membership base; workforce capacity and capability, inward investment and facility assets.</p> <p>Impact reports/infographics are generated and used to show benefits to: clubs; the workforce; individuals; and the wider community/area.</p> <p>There is clear evidence of improving levels of participation and performance.</p>	<p>There is robust evidence that the work undertaken with clubs has added value and impact in relation to: sporting activities; membership base; workforce capacity and capability, inward investment and facility assets.</p> <p>The financial and social return on investment in this area of work has been assessed and is evidenced.</p> <p>Soft outcome studies provide high quality qualitative analysis of the benefits of key service interventions with clubs.</p> <p>Club development work is attracting people who have been under-represented in the past. It is widening access to sport first and foremost and it is also</p>

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			<p>analysed and utilised.</p> <p>Performance information is communicated both internally and externally.</p>		<p>encouraging the inactive to take up an activity in new ways.</p> <p>Club development work can be seen to have made a clear contribution to one or more social outcomes: health-wellbeing; individual and community development and economic growth.</p>

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Suggested Guidance

PLAN
<p>GUIDANCE</p> <ul style="list-style-type: none">• The organisation has a club development strategy or plan in place which is aligned to corporate aims and objectives• The organisation works closely with the NGB, professional clubs and other relevant partner agencies (CSPs; Club Matters for example) to make the best use of resources and skills that can maximise the impact of club development and delivery• The organisation has a pro-active approach to workforce development that embraces club development, coaching and volunteering.• The organisation has an up to date database or CRM system for club information including contacts, affiliations, membership information, performance levels• The organisation set ups service level agreements or partnership agreements for voluntary and professional sports clubs with clearly shared outputs, outcomes and impacts• The organisation has a good understanding of grant aid support that can be accessed in support of local clubs and provides pro-active advice and support in order to attract inward investment to support facility development, skills development and marketing/development work• The organisation is pro-active around community asset transfer in order to improve services and make them more efficient and effective• The organisation is pro-active in its support for non-asset owning clubs operating out of facilities that do not belong to them• The organisation works with Sported, Street Games and other relevant organisations to support clubs in areas of disadvantage and clubs working with hard to reach groups in the community• The organisation takes a pro-active approach to clubs promoting and developing opportunities for disabled people• The organisation takes a pro-active approach to the development of clubs promoting and developing sport for women and girls• There are systems, processes and quality assurance processes in place around safeguarding policies/procedures, appropriate insurance and/or NGB affiliation;• There is a plan to promote local and national accreditation schemes to help raise standards around coaching, safeguarding, equality/open access, volunteering and business skills
DO
<p>GUIDANCE</p> <ul style="list-style-type: none">• The organisation provides services and expertise to develop the club, such as courses, event support, access to a facility, marketing or similar• The organisation provides help with grant / funding applications and signposting clubs to other organisations such as CSPs, NGBs or Sport England• The organisation provides opportunities and access to direct funding / assistance with rate relief/advice and support through Club Matters• The organisation assists with external awards/recognition with NGBs and Sport England resources/initiatives• The organisation provides assistance with marketing and promotions, including websites, club finder toolkits, newsletters, noticeboards in facilities and

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promotions through social media/digital advertising

- The organisation provides direct assistance given with sponsorship and /or in-kind support help such as access to space, equipment or kit
- The organisation and/or facility provide programming times, preferential rates, flexible rates for bookings for clubs to enable them to develop in the long term
- The organisation works in partnerships with clubs and sports organisations such as local sports councils and sports networks to extend opportunities for participants by supporting coaches, volunteering, talented athletes, special needs provision, participation initiatives and events
- Local pathways for sports / activities are in place linking school/education provision, facility provision and local development/coaching schemes locally with exit routes provided by clubs
- Clubs are supported to operate with relevant health and safety documentation in place, including risk assessments and any statutory checks
- Clubs are supported to ensure all coaches are qualified and their CPD training is up to date.
- Clubs are supported to work towards local accreditation processes which have clear benefits included
- New clubs are encouraged and supported as they become established- with specific efforts made where the club is providing directly to under-represented groups in the community.
- The organisation has developed effective communication channels with clubs through a variety of approaches including face to face meetings, fora, development groups, coach/volunteer databases, surveys, website, social media

MEASURE

GUIDANCE

- Participation and Retention gains are measured across and within clubs with a particular focus on identified target communities/audiences
- Performance levels of clubs in the area/facility are assessed and improving
- Local and national accreditation numbers are counted
- Inward Investment through external funding and support is measured/valued
- Asset Transfer benefits in terms of efficiency and effectiveness are assessed
- Volunteer numbers are increasing and are more representative of the whole community. This is given a value
- The quantity and quality of workforce skills development is measured and assessed
- Number of new clubs or new sections is measured
- School links are measured for both quantity and quality
- Club surveys/satisfaction rates are undertaken regularly and targets are set for improvement

REVIEW

GUIDANCE

- Business Plan Objectives and Targets are regularly reviewed to accommodate latest insight, strategy developments; data and feedback
- Club Forums are regularly held and action plans produced and shared as a consequence
- Club survey results are shared relevant partners including CSPs/NGBs/local authorities (as appropriate) and results/findings are clearly acted upon to help

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co-production of services

- Club survey results are shared with those who completed the surveys, informing them of action they will be taking or not taking
- Surveys of volunteers and the workforce generally are undertaken and then acted upon to improve support and shape services as appropriate
- The organisation reviews the marketplace in order to determine the number of clubs in existence, its reach/influence, the impact made on participation locally and general trends locally and nationally

IMPACT

GUIDANCE

- The organisation is able to identify and demonstrate the value of working with clubs in terms of participation and talent development and effectively communicates the impact of its work with clubs, other partners and stakeholders
- The organisation has or is working up a theory of change and outcomes framework relating to its work with clubs
- Clubs are attracting/retaining new members/participants as a result of support and collaboration
- Clubs are offering opportunities within their facility/development programmes that the organisation is unable to provide
- The organisation has been able to attract inward investment/ external funding for new facilities and refurbishments including asset transfer
- The organisation has been able to attract inward investment/external funding for workforce development and skills development
- The area is benefiting from sponsorship or increased commercial investment as a result of working with community or professional clubs around events, facility development and participation/health based initiatives
- The organisation is benefiting from volunteers who have worked with clubs and gained experience and are employable / willing to support other activities, e.g. coaching, instruction, playwork or in leisure provision
- The levels of performance by key clubs has improved
- Clubs are operating more effectively and efficiently as a result of the organisations support
- KPI results are improving
- Soft outcome and case studies provide additional evidence of value, benefit and impact