

Quest 2016 – Gplus 24

Engaging with Clubs

Guidance Notes

Issue 4 – July 2016



Outcomes

- The facility proactively supports the sustainability of existing sports clubs and provides opportunities for clubs to progress and develop as part of a vibrant local sporting and recreational landscape
- Opportunities are identified to assist clubs in meeting both local needs as well as delivering their own development and performance goals
- The facility works with clubs and local partners/stakeholders to offer long term pathways that help young people continue to play sport for life
- The facility helps support clubs to gain accreditation locally or nationally as appropriate in liaison with the national or appropriate NGB models
- The facility can evidence the impact of work with clubs to meet local and national outcomes for sport and physical activity

Suggested Guidance

PLAN
How do you plan to support the local clubs?
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Objectives for working with clubs are defined in the business plan, and there is an action plan to achieve the objectives• There is close working with other organisations to make best use of resources• There is an up to date database for club information• Service level agreements or partnership agreements are set up• There is a proactive approach to helping club, coaching and volunteering development• Support is given for clubs to access grant aid• The facility is working with Sported, Street Games and other relevant organisations• There is a proactive approach to helping clubs promoting opportunities for people with disabilities and for women and girls• Systems, processes and quality assurance processes are in place• There are processes in place to promote local and national accreditation schemes
SUGGESTED GUIDANCE <ul style="list-style-type: none">• Are there objectives defined within the site business plan regarding working with and helping the development of clubs; is this aligned to corporate aims and objectives. Is there an action plan to achieve the objectives• Is there close working with other organisations, for example National Governing Bodies (NGBs), professional clubs, County Sports Partnerships (CSP) and

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Club Matters, to make the best use of resources and skills to maximise the impact of club development and delivery

- Is there an up to date database or Customer Relationship Management (CRM) system for club information, for example contacts, affiliations, membership information, performance levels
- Are service level agreements or partnership agreements set up, for voluntary and professional sports clubs with clearly shared outputs, outcomes and impacts
- Is there a pro-active approach to helping club, coaching and volunteering development
- Is there a good understanding of grant aid support that can be accessed in support of local clubs; is this supporting skills development and marketing/development work
- Is the facility working 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
- Is there a pro-active approach to clubs promoting and developing opportunities for disabled people and for women and girls
- Are systems, processes and quality assurance processes in place, for example around safeguarding policies/procedures, appropriate insurance and/or NGB affiliation
- Are there processes in place to promote local and national accreditation schemes to help raise standards, for example around coaching, safeguarding, equality/open access, volunteering and business skills

DO

How do you ensure that the clubs' policies and procedures meet best practice guidance?

EXAMPLES OF BEST PRACTICE

- Processes are in place to check clubs are operating with relevant health and safety documentation.
- Joint responsibilities for health and safety are clearly defined
- Processes are in place to check all club coaches' qualifications and CPD training is up to date
- Clubs have a safeguarding policy in place for children and vulnerable adults
- Clubs provide proof of insurance and/ or NGB affiliation
- There is a commitment by the club to have open access and/or equity
- Clubs are working towards accreditation

SUGGESTED GUIDANCE

- Are processes in place to check clubs operate with relevant health and safety documentation in place, for example risk assessments and any statutory checks? Is support given if required
- Is the facility working with clubs to ensure joint responsibilities are clearly defined, and risk assessed accordingly
- Are processes in place for the facility to undertake appropriate quality checks to ensure all club coaches' qualifications and CPD training is up to date
- Are clubs required to provide evidence of a safeguarding policy, and are the club officials aware of the policy and their responsibilities
- Are clubs providing proof of appropriate insurance and/or NGB affiliation and local or national accreditation

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- Is there a commitment within the club constitutions to open access and/or equity
- Are the club working towards accreditations, for example Clubmark

How do you communicate with and support Clubs?

EXAMPLES OF BEST PRACTICE

- Two way communication processes are in place with clubs
- Regular meetings are held with clubs; a schedule is in place and minutes recorded
- Surveys are carried out with clubs to evaluate their needs; and the quality of service delivery
- The facility is aware of the club's wider sports strategies
- Information is routinely provided, for example on funding and changes in practice; activities to help the clubs develop; and grant aid/ funding
- Direct assistance is given with sponsorship or in-kind support
- Programme times and flexible rates for bookings are provided to help sustainability
- There is partnership with clubs and sports organisations
- Local pathways for sport/ activities are in place
- New clubs are encouraged and supported to become established

SUGGESTED GUIDANCE

- Are effective communication channels with clubs in place through a variety of approaches, for example face to face meetings, forums, development groups, coach/ volunteer databases, surveys, website, and social media
- Does the facility hold regular meetings with clubs; is a club meeting schedule in place and are minutes recorded
- Does the facility survey clubs to evaluate needs and the quality of service provision and delivery
- Is the facility fully aware of the club's wider sports strategies so that pro-active support and assistance can be provided where required
- Is the facility routinely passing on information to relevant clubs, for example information on local and national funding; changes in practice around safeguarding; activities that could help develop the club, (for example courses, event support, marketing or similar); and grant / funding applications; are they signposted to other organisations, for example CSPs, NGBs or Sport England
- Is direct assistance given with sponsorship and /or in-kind support/ help for example access to space, equipment or kit
- Is the facility providing programming times, preferential rates, flexible rates for bookings for clubs to enable them to be sustainable in the long term
- Is the facility working in partnerships with clubs and sports organisations, for example local sports councils and sports networks; are they helping to extend opportunities for participants by supporting coaches, volunteering, talented athletes, special needs provision, participation initiatives and events
- Are local pathways for sports / activities in place, for example linking school/education provision, facility provision and local development/coaching schemes locally with exit routes provided by clubs
- Are new clubs encouraged and supported as they become established, with specific efforts made where the club is providing directly to under-represented groups in the community.

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MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- The business plan objectives and actions are measured
- A range of KPIs are in place
- Performance levels of clubs in the facility are assessed
- Accreditation numbers are counted
- Investment through external funding is measured
- Volunteer numbers are increasing
- The number of new clubs are measured
- Club survey/ satisfaction levels are measured

SUGGESTED GUIDANCE

- Is data collected to measure the achievement of the business plan objectives and actions
- Is there a range of KPIs in place, for example to measure participation, current members and retention across and within clubs with a particular focus on identified target communities/audiences
- Are performance levels of clubs in the facility assessed and recorded
- Are local and national accreditation numbers counted
- Is investment through external funding and support measured/valued
- Are volunteer numbers increasing and are they more representative of the community
- Is the number of new clubs or new sections measured
- Are club survey/satisfaction levels measured regularly; are targets set for improvement

REVIEW

How do you shape services and support to this sector?

EXAMPLES OF BEST PRACTICE

- Business plan objectives and targets are regularly reviewed
- Clubs forums are held and action plans produced
- Club survey results are reviewed and shared with those completing the surveys
- Club survey results are reviewed and shared with relevant partners
- Survey results of volunteers are reviewed and acted upon
- The number of clubs and retention is reviewed and compared
- Trends in membership and occupancy numbers are reviewed

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- Reviews of the marketplace are carried out to determine the number of clubs in existence

SUGGESTED GUIDANCE

- Are the business plan objectives and targets regularly reviewed to accommodate latest insight, strategy developments; data and feedback
- Are club forums regularly held and are action plans produced and shared as a consequence
- Are club survey results reviewed and shared with those who completed the surveys; are they informed of any actions to be carried out
- Are club survey results reviewed and shared with relevant partners, for example CSPs/NGBs/local authorities (as appropriate; and are results/findings clearly acted upon
- Are the results of surveys of volunteers reviewed and acted upon to improve support and shape services as appropriate
- Is the number of clubs and retention reviewed, is this compared year on year or term on term; are actions put in place if the numbers are down
- Are trends in membership, participation and occupancy numbers reviewed both for internal use and external use, such as Sport Councils, NGBs or local authority KPIs and using the information for future planning
- Are reviews of the marketplace undertaken 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

Has what you have done made a difference to the local sporting landscape?

EXAMPLES OF BEST PRACTICE

- The facility is able to identify and demonstrate the value of working with clubs
- Clubs are attracting/retaining new members/ participants as a result of support/ collaboration
- Clubs are offering opportunities within the facility that would not otherwise be provided
- The facility is attracting inward investment/ external funding
- There is evidence of the benefit from sponsorship or increased commercial investment
- The facility is benefiting from volunteers who are experienced
- Levels of performance by key clubs is improving
- Clubs are operating more effectively and efficiently
- KPI results are improving
- Soft outcomes and case studies evidence value, benefit and impact
- Club satisfaction levels are increasing year on year
- The facility profile has been raised through higher performance levels from clubs

SUGGESTED GUIDANCE

- Is the facility able to identify and demonstrate the value of working with clubs, for example in participation and talent development terms, and is the impact of working with clubs effectively communicated to partners and stakeholders

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- Are clubs attracting/retaining new members/participants as a result of support and collaboration
- Are clubs offering opportunities within their facility/development programmes that the organisation is unable to provide
- Is there evidence of the facility attracting inward investment/ external funding for new facilities and refurbishments
- Is the area 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
- Is the facility 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
- Are the levels of performance by key clubs improving
- Are clubs operating more effectively and efficiently as a result of the facility's support
- Are KPI results improving
- Are soft outcome and case studies providing additional evidence of value, benefit and impact
- Is club satisfaction levels increasing year on year
- Is there a higher profile of the facility due to the performance of clubs who are gaining publicity