

# Quest – Gplus 24 - Engaging with Clubs

## Guidance Notes



Module Outcome
<ul style="list-style-type: none"> <li>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</li> <li>Opportunities are identified to assist clubs in meeting both local needs as well as delivering their own development and performance goals</li> <li>The facility works with clubs and local partners/stakeholders to offer long-term pathways that help young people continue to play sports for life</li> <li>The facility helps support clubs to gain accreditation locally or nationally as appropriate in liaison with the national or appropriate NGB models</li> <li>The facility can evidence the impact of working with clubs to meet local and national outcomes for sport and physical activity</li> </ul>
PLAN
Challenge: How do you plan to support the local clubs?
<p><b>Examples of best practice</b></p> <ul style="list-style-type: none"> <li>Objectives for working with clubs are defined in the business plan, and there is an action plan to achieve the objectives</li> <li>There is close working with other organisations to make the best use of resources</li> <li>There is an up-to-date database for club information</li> <li>Service-level agreements or partnership agreements are set up</li> <li>There is a proactive approach to helping club, coaching, and volunteering development</li> <li>Support is given for clubs to access grant aid</li> <li>The facility is working with relevant organisations</li> <li>There is a proactive approach to helping clubs promote opportunities for people living with SEND and women and girls</li> <li>Systems, processes, and quality assurance processes are in place</li> <li>There are processes in place to promote local and national accreditation schemes.</li> </ul> <p><b>Suggested Guidance</b></p> <ul style="list-style-type: none"> <li>Are there objectives defined within the site business plan regarding working with and helping the development of clubs; is this aligned with corporate aims and objectives? Is there an action plan to achieve the objectives</li> <li>Is there close working with other organisations, for example, National Governing Bodies (NGBs), professional clubs, Active Partnerships, and Club Matters to make the best use of resources and skills to maximize the impact of club development and delivery</li> <li>Is there an up-to-date database or Customer Relationship Management (CRM) system for club information, for example, contacts, affiliations, membership information, performance levels</li> <li>Are service level agreements or partnership agreements set up, for voluntary and professional sports clubs with clearly shared outputs, outcomes, and impacts</li> <li>Is there a proactive approach to helping club, coaching, and volunteering development?</li> </ul>

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- 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 relevant organizations to support clubs in areas of disadvantage and clubs working with hard-to-reach groups in the community
- Is there a proactive approach to clubs promoting and developing opportunities for people living with SEND people, and women or 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

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

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### DO

#### Challenge: 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 a partnership with clubs and sports organisations
- Local pathways for sports/ 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 club 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 proactive 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, Active Partnerships, 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, and 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
<b>Challenge: How do you measure?</b>
<b>Examples of best practice</b> <ul style="list-style-type: none"> <li>• The business plan objectives and actions are measured</li> <li>• A range of KPIs are in place</li> <li>• Performance levels of clubs in the facility are assessed</li> <li>• Accreditation numbers are counted</li> <li>• Investment through external funding is measured</li> <li>• Volunteer numbers are increasing</li> <li>• The number of new clubs is measured</li> <li>• Club survey/ satisfaction levels are measured</li> </ul>
<b>Suggested Guidance</b> <ul style="list-style-type: none"> <li>• Is data collected to measure the achievement of the business plan objectives and actions</li> <li>• 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</li> <li>• Are performance levels of clubs in the facility assessed and recorded</li> <li>• Are local and national accreditation numbers counted</li> <li>• Is investment through external funding and support measured/valued</li> <li>• Are volunteer numbers increasing and are they more representative of the community</li> <li>• Is the number of new clubs or new sections measured</li> <li>• Are club survey/satisfaction levels measured regularly; are targets set for improvement</li> </ul>

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REVIEW
<b>Challenge: How do you shape services and support to this sector?</b>
<b>Examples of best practice</b> <ul style="list-style-type: none"><li>• Business plan objectives and targets are regularly reviewed</li><li>• Clubs' forums are held, and action plans produced</li><li>• Club survey results are reviewed and shared with those completing the surveys</li><li>• Club survey results are reviewed and shared with relevant partners</li><li>• Survey results of volunteers are reviewed and acted upon</li><li>• The number of clubs and retention is reviewed and compared</li><li>• Trends in membership and occupancy numbers are reviewed</li><li>• Reviews of the marketplace are carried out to determine the number of clubs in existence</li></ul>
<b>Suggested Guidance</b> <ul style="list-style-type: none"><li>• Are the business plan objectives and targets regularly reviewed to accommodate the latest insight, strategy developments, data, and feedback</li><li>• Are club forums regularly held and are action plans produced and shared as a consequence</li><li>• Are club survey results reviewed and shared with those who completed the surveys; are they informed of any actions to be carried out</li><li>• Are club survey results reviewed and shared with relevant partners, for example, Active Partnerships/NGBs/local authorities</li><li>• Are the results of surveys of volunteers reviewed and acted upon to improve support and shape services as appropriate</li><li>• 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</li><li>• Are trends in membership, participation, and occupancy numbers reviewed both for internal use and external use, such as Sports Councils, NGBs, or Local Authority KPIs, and using the information for future planning</li><li>• Are reviews of the marketplace undertaken to determine the number of clubs in existence, their reach/influence, the impact made on participation locally, and general trends locally and nationally</li></ul>

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IMPACT
Challenge: Has what you have done made a difference to the local sporting landscape?
<p><b>Examples of best practice</b></p> <ul style="list-style-type: none"> <li>• The facility can identify and demonstrate the value of working with clubs</li> <li>• Clubs are attracting/retaining new members/ participants as a result of support/ collaboration</li> <li>• Clubs are offering opportunities within the facility that would not otherwise be provided</li> <li>• The facility is attracting inward investment/ external funding</li> <li>• There is evidence of the benefit of sponsorship or increased commercial investment</li> <li>• The facility is benefiting from volunteers who are experienced</li> <li>• Levels of performance by key clubs is improving</li> <li>• Clubs are operating more effectively and efficiently</li> <li>• KPI results are improving</li> <li>• Soft outcomes and case studies evidence value, benefit, and impact</li> <li>• Club satisfaction levels are increasing year-on-year</li> <li>• The facility profile has been raised through higher performance levels from clubs</li> </ul>
<p><b>Suggested Guidance</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Are clubs attracting/retaining new members/participants as a result of support and collaboration</li> <li>• Are clubs offering opportunities within their facility/development programs that the organisation is unable to provide</li> <li>• Is there evidence of the facility attracting inward investment/ external funding for new facilities and refurbishments</li> <li>• 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</li> <li>• 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, play work, or leisure provision</li> <li>• Are the levels of performance by key clubs improving</li> <li>• Are clubs operating more effectively and efficiently as a result of the facility's support</li> <li>• Are KPI results improving</li> <li>• Are soft outcome and case studies providing additional evidence of value, benefit, and impact</li> <li>• Are club satisfaction levels increasing year on year</li> <li>• Is there a higher profile of the facility due to the performance of clubs that are gaining publicity</li> </ul>