

Club People

Your members (players & participants) are the reason your club exists, and volunteers are the lifeblood of most clubs. Understanding and managing these people is vital for a healthy and vibrant club.

		Level 1	Level 2	Level 3	Level 4
Does your club understand what your members (players & participants) want and need from your club? Do you know what is important to them?	N/A	We don't currently ask for feedback or actively seek to understand our members. We make assumptions about our members' wants and needs.	There's no process for seeking regular feedback from members. Our understanding of our members' wants and needs is based on informal conversations. We sometimes act on the feedback we receive.	We understand our members' wants and needs through seeking regular feedback. Some action is taken in response to the feedback given, although we could be better at this.	We are confident that we understand our members' wants and needs. We seek regular feedback from our members and always respond. Our members are at the centre of everything the club does.
Your club now					
Your club 12 months from now					
We haven't reviewed or changed our club offer since we started and we're not sure if it still meets our members' wants and needs.	N/A	We haven't reviewed or changed our club offer since we started and we're not sure if it still meets our members' wants and needs.	We have reviewed our club offer in the past but should do this more often. We assume we are still meeting our members' wants and needs.	We regularly review our club offer to make sure it meets our members' wants and needs, but we don't always manage to make changes to our offer in	We regularly review our club offer to make sure it meets our members' wants and needs and adapt it to keep up with changes if necessary.

				response.	
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club regularly review its coaching structure? Do you have a coaching development plan?	N/A	We don't review our coaching structure or have a plan to develop our coaches.	We sometimes look at the coaching structure to see if it is appropriate and take action. We know coach development is important but we don't have a plan to make sure this happens regularly.	We regularly review the coaching structure and have a plan to make sure we have the right coaches with the right qualifications/experience. We could do more to support our coaches with their development and recognise their efforts.	We regularly review the coaching structure and have a coaching development plan. We regularly ask our players / volunteers what they need and our plan is informed by this. We support our coaches with their development and recognise their efforts.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club understand what your volunteers want and need from your club? Do you know what is important to them and why	N/A	We make assumptions about what our volunteers want and need. We don't currently ask for feedback or actively seek out their views.	There's no process for seeking regular feedback from volunteers. Our understanding of volunteers' wants and needs is based on informal	We understand our volunteers' wants and needs, and seek regular feedback. Some action is taken in response to feedback given although we	We understand our volunteers' wants and needs. We seek regular feedback from volunteers and always respond to this. Our volunteers'

they are volunteering?			conversations. We sometimes act on feedback given.	could be better.	wants and needs are important to the club.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you describe your club as inclusive?	N/A	We're not sure what inclusivity means or how to go about making our club inclusive.	We understand a bit about inclusivity and are taking steps to become more inclusive. We recognise we could do more to ensure that the club is inclusive.	We understand the importance of being inclusive. Inclusivity is reflected in most of the club's activities but we could still make improvements.	Being inclusive is important to the club and it is embedded in everything we do. We regularly review our activities to ensure we remain fully inclusive.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have clearly defined roles and responsibilities for all of the volunteers (and staff if applicable) in your club? Are these clearly communicated?	N/A	The club has no clearly defined roles and responsibilities for volunteers. Volunteers often find themselves doing a variety of tasks, responding to whatever is most urgent.	The club has some idea of the roles and responsibilities for its volunteers, although these are not always clearly communicated.	The club has clearly defined roles and responsibilities for most of its volunteering activities. These are clearly communicated so everyone knows what they are doing and why.	The club has clearly defined roles and responsibilities for all of its volunteering activities. These are clearly communicated so everyone knows what they are doing and why they are doing it.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club take the time to recognise and develop its volunteers (and staff if applicable)?	N/A	We thank our volunteers but haven't properly thought about taking the time to recognise or develop them.	We make an effort to show our volunteers that they are valued by the club but sometimes this gets forgotten. We try to support our volunteers in developing their skills but we don't always manage to.	We make an effort to show our volunteers that they are valued by the club and have methods in place to recognise their hardwork. We support our volunteers in developing their skills but this is something we could improve on.	We have methods in place to recognise our volunteers' hardwork and know from their feedback that they feel valued by the club. We support our volunteers in developing their skills and direct them to further support and guidance as necessary.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have an approach for supporting its talented members/players?	N/A	We don't currently know what to do to support talented individuals as they come into the club.	We try to develop talent ourselves but we aren't sure how we work with talent pathways within our sport.	We are familiar with how talent pathways work for our sport and are looking to work more closely with our National Governing Body to support talented individuals as they come into the club.	We understand clearly how talent pathways work for our sport. We work closely with our National Governing Body to support and develop talented individuals as they come into the club.

				the club.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Add additional comments about Club People areas of weakness and improvement

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Club Marketing

Successful marketing starts with understanding what people want from your club. Once you know this you can tailor your offer and get your message out in the right way to help attract the people, partners and sponsors you need.

		Level 1	Level 2	Level 3	Level 4
Does your club have a clear plan for its marketing activities?	N/A	We don't currently have a plan at all for marketing our club and its activities.	We have a vague plan for marketing the club and its activities but we mostly promote the club in an ad-hoc way without following one clear approach.	We have a clear plan for marketing the club and its activities that is well understood by those involved. We sometimes track progress against the plan and take action if required.	We have a clear plan for marketing the club and its activities that is well understood by those involved. We regularly track progress against the plan and take action if required.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your club have a plan for identifying, engaging and attracting new sponsors?	N/A	We don't have a plan for identifying, engaging and attracting sponsors. We don't really know who to approach or where to start.	We have some ideas around potential sponsors. There are no concrete plans and objectives in place to help the club develop these relationships.	We have a plan for identifying, engaging and attracting sponsors. There are some actions and objectives in place to develop and track these relationships.	We have a clear vision and plan for identifying, engaging and attracting sponsors. There are clear actions and objectives in place to develop and track these relationships.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club understand all the different marketing options available to promote your club? Do you adapt your communication method for your target audience?	N/A	We don't really know what options are available to us. We continue to market the club in the same way we always have done.	We are familiar with a few different methods for marketing the club but we rarely try anything new. We don't always think about adapting our method for the target audience.	We are familiar with the different marketing options available to us. We have tried different communication methods in the past but we lack confidence in some of them. We need to get better at using the right method for the target audience.	We are confident that we know all of the different marketing options available to us. We have tried different communication methods in the past but we lack confidence in some of them. We are looking for the audience we are looking to communicate with.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you promote	N/A	We use social	We have a	We have a	We are

your club using social media, do you understand how to use it in a safe and effective way?	media but we're not confident that we know what we're doing. We aren't considered sure what being safe on social media really means.	social media policy in place but don't review it. We haven't considered whether the individual(s) using the club's account know how to use social media safely.	social media policy in place that is reviewed occasionally. We think the individual(s) using the club's account understand how to use social media safely but we should check with them.	confident that we use social media in a safe and effective way. We regularly review our social media policy and make sure the individual(s) using the club's account have a clear understanding of how to use it safely.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Add additional comments about Club Marketing areas of weakness and improvement

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Club Management

Club management covers a number of important areas, from making sure your club structure is appropriate for your needs to having a governance model that helps you to run the club effectively. Manage your club well and you can plan a healthy and sustainable future for your club.

	Level 1	Level 2	Level 3	Level 4
Does your club have a	N/A	We don't have a clear vision or	We have a vague vision	We have a vision and

strategic plan for the future?	plan for the club. The decisions we make are focussed on the short term and are usually made on gut feel.	and plan for the club's future but there are no concrete actions and objectives in place to help the club achieve this vision.	strategic plan for the club. There are actions and objectives in place to help the club achieve its vision and some action is taken to track progress and take action if required.	strategic plan for the club. There are clear actions and objectives in place and it is clear who is responsible for delivering these. We regularly track progress and take action if required.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club know how it is legally structured? Is this appropriate for the club now and in future?	N/A	We don't really understand how the club is legally structured or what this means. We're not aware of different ways to understand the club or how these may be appropriate for us now or in the future.	We have some awareness of the legal and financial implications of how a club is structured but it's not clearly understood. We think the current structure is fine but we haven't properly reviewed it.	We have an understanding of the legal and financial implications of how a club is structured and we are happy that the structure is appropriate for our needs now. We're not sure whether this is the best structure for our future plans for the club.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12				

months from now					
Does your club know what makes an effective committee?	N/A	We're not really sure what makes an effective committee.	The club has some understanding of what makes an effective committee.	There is an understanding of what makes an effective committee that is "fit for purpose" for our club. The committee occasionally seeks the views of club members and attempts to respond to feedback.	There is clear understanding of what makes an effective committee. The committee regularly seeks feedback from club members and responds to this in a timely manner.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have effective and up to date policies and procedures in place? Are these well communicated so that everyone knows the rules?	N/A	There is no understanding of what policies and procedures the club needs.	We have some understanding of what policies and procedures the club needs.	The club has effective policies and procedures but they are not reviewed and updated regularly. Our policies and procedures are good, but others could be improved or are missing. We could also improve how the currently policies and procedures are	The club has clear and effective policies and procedures. These are regularly reviewed and updated and communicated to members. We request feedback from our members to identify whether further improvements

			communicated to and understood by our members.		can be made.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have a plan to manage your facilities effectively so that they meet the needs of the club now and in the future?	N/A	There is no clear plan to manage our facilities. We manage from day to day to keep our club facilities available for use by our members.	We manage our facilities on a week to week basis but we need to plan better for the future.	There is plan to manage our facilities to meet our current and future needs but this isn't always followed and we still tend to manage on a week to week basis.	There is a clear plan to manage our facilities to meet our needs now and in the future.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have a plan for identifying, engaging and working with local organisations?	N/A	We have no plan for engaging with local organisations. We don't really know who we can work with or where to start.	We have some idea of who we want to work with locally and why. There are no concrete plans and objectives in place to help the club develop these relationships.	We have a plan for engaging with local organisations. There are some actions and objectives in place and some action is taken to track the development of these relationships.	We have a clear vision and plan for engaging with local organisations. There are some actions and some relationships are already established. There are clearly communicated actions and objectives in place to ensure

					relationships develop.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Add additional comments about Club Management areas of weakness and improvement

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Club Finances

Clubs who are successful in the long term are built on sustainable finances. Focusing on your clubs budget, generating income and managing costs will keep you on the road to success.

		Level 1	Level 2	Level 3	Level 4
Does your club have a robust short and long term budget that supports your club's wider goals?	N/A	There is no budget for the short or long term. We typically manage the club's finances from week to week and don't think further into the future.	There is a vague budget focussed on the short term. We manage on a week to week basis and but we know we should start thinking more long term.	There is budget for the club which looks at the short and longer term. We manage on a week to week basis but we know we should start thinking more long term.	There is a clear and robust short and longer term budget that underpins the current needs and future vision for the club.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club fund itself from	N/A	Does your club have a robust	We are trying to diversify the	The club has a number of	The club has a number of

a range of sources? Or do you rely on one or two sources of income to survive?	short and long term budget that supports your club's wider goals?	clubs sources of income but are finding this hard to do.	different sources of income but we could do more to improve	different sources of income and we are always looking out for different ways to fund the club to keep it sustainable.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have a clear understanding of how to manage its costs effectively?	N/A	We have no real idea of how to best manage costs. We spend money focusing on the short term, usually prompted by the latest bill to land at our door.	We have a vague idea of how to manage our costs. In general we manage on a week to week basis but we could be more effective.	We have a good idea of how to manage our costs effectively but we don't regularly review our spending to make sure we're getting the best value for our money.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club have a clear and robust system for recording your finances? Can you effectively communicate your club's financial position to	N/A	We don't really have a proper system for recording the club's financial transactions. No one really knows what's going on with the club's finances.	We have a system for recording the club's financial transactions but it's not that clear or easy to use.	We have an effective system for recording the club's financial transactions. The committee members have a good understanding of the finances but we could be
		Few people in the club understand the financial	The committee members have a good understanding of the finances but we could be	and we regularly

your members?			position.	better at sharing information with our members.	provide updates to the wider club.
				<input type="radio"/>	<input type="radio"/>
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club know what makes a successful funding application?	N/A	There is no understanding at the club about what makes a successful funding application or where to find out more.	We have some understanding at the club about what makes a successful application but would like to know more.	We have a good understanding of what makes a successful application but would like to know more.	We have a good understanding of what makes a successful application and are regularly successful in getting the grants we apply for.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your club understand its tax obligations (if applicable)?	N/A	We don't really understand what our tax obligations are or if it even affects us as a club.	We have some understanding of what our tax obligations are but we're not very confident with the topic.	We have a good understanding of what our tax obligations and feel fairly confident with the topic.	We understand our tax obligations and are confident with the topic.
Your club now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your club 12 months from now	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Add additional comments about Club Finances areas of weakness and improvement

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