



**Australian Government**  
**Australian Sports Commission**

**CLUB DEVELOPMENT NETWORK**  
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[www.ausport.gov.au/clubs](http://www.ausport.gov.au/clubs)

# CLUB DEVELOPMENT CHECKLIST

***For information about how to fill out this checklist including examples, please visit the 'About the Checklist' section of this website.***

# 1. LEADERSHIP

## WHAT IS LEADERSHIP?

Leadership includes:

- good management
- your values, purpose and goals
- taking an active role in your community
- making sure that everyone in your club understands how you operate and knows what is going on

## WHY IS LEADERSHIP IMPORTANT TO THE DEVELOPMENT OF YOUR CLUB?

Good leadership:

- ensures that your club manages it's resources efficiently and effectively
- provides inspiration and maps out direction
- develops motivated and committed volunteers & staff
- recognises and fulfils the needs and expectations of members
- ensures the club operates positively and constructively within the broader community

### 1.1 WE HAVE A STATED PURPOSE FOR OUR CLUB

A key feature of a well-run club is that its members have a clear understanding of how the club operates and what it aims to achieve. Your stated purpose could be in the form of a club charter, mission statement or vision statement or it could be documented in your constitution.

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### 1.2 WE ABIDE BY THE LAWS AND REGULATIONS THAT APPLY TO OUR CLUB

A vast range of laws and regulations might apply to your club. By identifying these areas now, you can develop policies that may help you lessen or even avoid costly and stressful legal issues in the future. They could include legislation covering:

- |                            |   |
|----------------------------|---|
| ⇒ incorporation            | ⇒ occupational health and safety                              |
| ⇒ business registration    | ⇒ discrimination  |
| ⇒ environmental protection | ⇒ child protection  |
| ⇒ copyright                | ⇒ or any other legislation that applies in your circumstances |
| ⇒ liquor licensing         |   |

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### 1.3 WE HAVE DEVELOPED POLICIES, RULES AND GUIDELINES THAT ARE:

- CLEARLY DOCUMENTED
- PROMOTED
- IMPLEMENTED IN A FAIR AND EQUITABLE WAY
- REVIEWED REGULARLY

Policies, rules and guidelines set standards by which your club will operate. In question 1.2 you looked at laws and regulations. Areas that might be covered by policies, rules and guidelines include:

- |                               |  |
|-------------------------------|--|
| ⇒ health and safety policy    | ⇒ 'harassment free' participation codes                  |
| ⇒ grievance procedures        | ⇒ policy regarding volunteer rights and responsibilities |
| ⇒ safety guidelines           |  |
| ⇒ code of conduct for members |  |

#### Some specific examples include:

- |  |  |
|--|--|
| ⇒ representative player selection policy   | ⇒ policies, rules or guidelines displayed on website |
| ⇒ use of outdoor facilities at night   | ⇒ consistent application of disciplinary rules       |
| ⇒ uniform requirements   |  |
| ⇒ training staff & volunteers in customer relations & appropriate codes of behaviour |  |

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### 1.4 WE OPERATE IN A WAY THAT REDUCES THE RISK OF INJURY, DAMAGE OR LOSS TO PEOPLE, FACILITIES AND FINANCES.

Clubs constantly need to identify any operating risks, put plans in place to deal with them and then check that those plans are doing the job. This is often known as risk management.

This issue includes the process of identifying, assessing and minimising the various forms of risk that may be associated with how you operate. Examples of risk reduction include a policy on the wearing of safety apparel, safety procedures such as checking a playing surface, gym or climbing equipment before it is used, procedures for handling cash, warning signs around facilities and rules or behaviour guidelines preventing unsafe practices.

Insurance policies are a form of protection against risk and include:

- |  |   |
|--|---|
| ⇒ public liability                       | ⇒ travel insurance  |
| ⇒ sports injury insurance                | ⇒ building and contents                                     |
| ⇒ coach / trainer professional indemnity | ⇒ other insurance that may apply in your specific situation |
| ⇒ directors and officers                 |   |
| ⇒ workers compensation                   |   |

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## 1.5 WE PROVIDE OPPORTUNITIES FOR EVERYONE ASSOCIATED WITH OUR CLUB TO CONTRIBUTE TO, AND GIVE FEEDBACK ON HOW WE OPERATE.

This is basically a communication issue. It requires you to think about whether you encourage members to comment on your club's operations, and how the club reacts to any advice or criticism that may be offered. As a committee it is important to be able to receive advice or criticism and respond to it positively. Later, in section 4.5, you will look at how your club responds to feedback from members.

Some of the opportunities that your club might provide are:

- ⇒ encouraging people to contribute to the club's written plan
- ⇒ establishing a feedback system eg. feedback form with box for contributions
- ⇒ minutes of planning sessions distributed / posted on web site
- ⇒ encouraging attendance at committee meetings to discuss the club's future
- ⇒ requests for information from all volunteers, staff and members via your publications
- ⇒ distributing a regular newsletter
- ⇒ conducting open committee meetings and circulating the minutes promptly
- ⇒ displaying a bulletin board at the training venue or on the club web site listing club issues and asking for responses
- ⇒ conducting online discussion forums
- ⇒ office bearers reporting regularly to the membership
- ⇒ committee members being available for informal chats
- ⇒ use of web site and email generally for information distribution and gathering
- ⇒ or any other alternative opportunities you may provide for receiving feedback

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## 1.6 WE TAKE AN ACTIVE ROLE IN OUR LOCAL COMMUNITY

In most cases your local community is the source of your members, your sponsorship and funding, your facilities, your volunteers, your officials and so many other things your club needs to function properly. This section will get you thinking about how to get the most out of working with your local community. By building a solid relationship with your community, your club can encourage public participation and raise the profile of your club

Taking an active role in your community might be demonstrated by; participating in community events, regular contact with relevant industry bodies & other supporting organisations such as local councils, conducting school coaching clinics and supporting local charities.

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## 1.7 WE HELP TO PROTECT AND ENHANCE OUR LOCAL ENVIRONMENT

Responsible club management will take into account the impact your club's activities have on the local environment and will take measures to reduce the impact. The ways in which your club can help to protect and enhance the local environment might range from providing adequate waste disposal and recycling facilities, setting standards for keeping change rooms and canteens clean and tidy, through to an understanding of noise pollution and involvement in environment awareness days.

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## 1.8 WE WORK WITH OUR PEAK BODY

Creating a positive working relationship with your state or national bodies can greatly improve your committee's performance. National Sporting Organisations, State or Territory peak sport bodies or State or Territory departments of sport and recreation can provide support, guidance, information and resources to help you.

Most sport and recreation groups fit within a structure for their particular sport or recreational activity, which includes a regional, state or national body. Wherever your club sits within this structure, a positive and constructive working relationship with this organisation could include:

- ⇒ formal affiliation with the relevant peak body
- ⇒ attendance and participation in meetings
- ⇒ regular communication with personnel from that body
- ⇒ supporting and implementing development pathways
- ⇒ supporting sponsorship arrangements
- ⇒ inviting peak body representatives to attend key functions
- ⇒ responding to requests or offers from that peak body
- ⇒ or other ways of working with your peak body

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## 1.9 OUR COMMITTEE WORKS AS A TEAM AND PERFORMS WELL

Committee members have a duty to try to reach agreement and to co-operate for the benefit of all members. A well-run committee has the potential to bring out the best in its volunteers or staff. The various roles and responsibilities of people within your committee are outlined in the People section of the Resource Library at 3.4.

Committees that work as a team and perform well are likely to include committee members who:

- ⇒ demonstrate an active and willing involvement in the committee and club
- ⇒ attend a significant majority of the committee meetings
- ⇒ are drawn from diverse cultural & vocational backgrounds
- ⇒ have a specific area of responsibility (including a job description)
- ⇒ work towards a common purpose
- ⇒ ask questions and seek answers
- ⇒ willingly accept responsibility
- ⇒ demonstrate tact, judgment, discretion and listening skills

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## 1.10 WE HAVE GOOD RELATIONSHIPS WITH PEOPLE OUTSIDE OUR CLUB WHO CAN HELP US REACH OUR GOALS

By using your club's resources to help other community organisations achieve their goals, they in turn can help and support you in reaching yours. This is the heart of the networking concept. Among other things, networking will also help raise the profile and standing of your club in the community.

Some examples of activities that develop and foster good relationships with people outside your club are:

- ⇒ regular contact with editor / journalists at local paper
- ⇒ inviting your local MP or other dignitaries to functions
- ⇒ good rapport with council staff responsible for the facilities you use
- ⇒ fostering good rapport with suppliers
- ⇒ informally highlighting achievements to VIPs
- ⇒ networking with schools and local government

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## 2. PLANNING

### WHAT IS PLANNING?

Planning sets out:

- what you want to achieve
- the actions and resources required
- a method for checking how successful you were

### WHY IS PLANNING IMPORTANT TO THE DEVELOPMENT OF YOUR CLUB?

Simply put, strategic planning determines where an organisation is going over the next year or more, how it's going to get there and how it will know if it got there or not. Later, in section 5.1, you will consider how you can check on whether you reach those goals.

Written plans provide a common focus for everyone involved in your club. They allow all members of the club to be aware of what the club wants to achieve. Plans help to identify the goals your club want to reach and ways to monitor and evaluate your success in meeting them. Plans also help to improve financial performance and the efficient and effective use of resources.

### 2.1 WE HAVE A WRITTEN PLAN THAT DETAILS BOTH OUR SHORT AND LONG TERM GOALS AND WHAT WE WILL DO TO ACHIEVE THEM

A written plan might be in the form of a strategic plan, corporate plan or business plan. It could include things such as aims, goals, objectives or strategies as well as some information about roles and responsibilities, resources, timelines and action plans related to the business of running the club. Some of the goals, such as producing a newsletter every four weeks, might be short term and some, such as getting new facilities, might be longer term.

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### 2.2 WE HAVE ADEQUATE FINANCIAL RESOURCES TO ALLOW US TO MEET OUR GOALS

Your club might not have enough money to do all the things that it wants to do. Therefore you might look to get more money by generating more membership income, securing more sponsors, applying for government or other grants, fundraising exercises, selling merchandise or selling advertising space in your newsletter, on your website or on the walls in your facility. Conversely, you might look to reducing your expenditure by cutting costs or discontinuing programs that are a drain on your financial resources.

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## 2.3 WE HAVE A SYSTEM FOR MANAGING OUR FINANCES THAT IS LINKED TO OUR PLAN

In clubs and associations the role of Treasurer and related financial management tasks are often 'inherited' by volunteers who do not specialise in financial administration. These volunteers often have limited time available to attend formal training and therefore usually continue to do things the way they have been done in the past. The Club Development Resource Library has a wide range of useful materials to help your club keep its finances 'on track'. There are many things that you can do to help your club manage its finances. A comprehensive financial management system is likely to include some of the following components:

- ⇒ recording of receipts and payments
- ⇒ bank reconciliations
- ⇒ income and expenditure statements
- ⇒ annual budget including cash flow
- ⇒ debtor and creditor management
- ⇒ GST compliance
- ⇒ asset / equipment register
- ⇒ depreciation schedule for assets
- ⇒ end of year financial reports
- ⇒ an auditing process
- ⇒ financial information reviewed regularly at committee meetings

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## 2.4 WE REGULARLY COLLECT INFORMATION ABOUT OUR VOLUNTEERS, STAFF, MEMBERS AND OUR LOCAL COMMUNITY.

As your club attempts to learn more about your members and players, or about potential members, there are any number of questions you might like to ask. The best way to approach information gathering is to ask what will be useful?

Clubs gather all sorts of information about their people, members and community that can be used in a variety of ways. To increase the usefulness of the information, it is important that it is updated regularly, for example, by asking for updated member information on your membership renewal form. Some ways to collect and update information are by:

- ⇒ compiling staff and volunteer skills register
- ⇒ getting information from the Australian Bureau of Statistics about the demographics of your local population, eg. cultural backgrounds, age profile of your community.
- ⇒ keeping a record of the amount of time a volunteer serves at a club
- ⇒ conducting a survey of member needs / expectations
- ⇒ gathering information about government or other funding rounds
- ⇒ updating the member database regularly
- ⇒ having an online option to renew or update membership information on the club's web site
- ⇒ or developing other information gathering mechanisms to suit your needs

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## 2.5 WE USE THE INFORMATION COLLECTED TO HELP IDENTIFY WHAT WE NEED TO DO TO ACHIEVE OUR GOALS

How does the information you collect about your members, staff, volunteers and community help you plan your activities? It might mean that you consider conducting masters / veterans programs because you have found out there is an ageing local population or scheduling activities to ensure maximum attendance or developing a grant application as a result of information you have gathered about possible sources of funding.

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## 2.6 WE ENSURE THAT THE INFORMATION COLLECTED IS ACCURATE AND SECURE.

It is important that the information you collect is accurate. For example, your club might ensure the information is accurate by doing regular stocktakes in your canteen or of your merchandise or you might regularly check the equipment you have listed on your equipment register. Some of the information you gather might need to remain confidential and secure. Confidentiality issues associated with distributing or publishing member information might also apply to your club. Security you may consider includes password protected computer access, limiting access to member's personal details and having a secure filing system.

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## 2.7 EVENT MANAGEMENT

Event management has been added to the Planning area of the Resource Library as an additional support to your club's management committee. While it is not addressed specifically in this checklist, members have indicated that it is a subject on which they wanted more information. The members Resource Library addresses the range of issues involved.

Issues covered include: Why run an event? Who is the event for? Planning and managing an event, Event concept, Event feasibility, Event planning and preparation, Monitor progress, Event delivery, Post event, Main problems when staging events, Summary as well as a case study.

**You can access the Resource Library on the Club Development web site by entering your club's member number. [www.ausport.gov.au/clubs](http://www.ausport.gov.au/clubs)**

### 3. PEOPLE (Volunteers & Staff)

#### WHO ARE YOUR PEOPLE?

Your people include all volunteers and paid staff who are involved in the design, delivery and evaluation of your club's activities and services.

#### WHY ARE PEOPLE IMPORTANT TO YOUR CLUB?

People make things happen, particularly in relation to meeting your member's needs and expectations. Looking after the people in your club will help in developing motivated, committed and satisfied volunteers & staff. As such, these people are more likely to make a positive contribution towards meeting the needs and expectations of the members they interact with and serve.

In order to develop committed and motivated volunteers & staff, it is important to:

- identify the skills and qualifications that are required to meet your club's goals
- allocate roles and responsibilities accordingly
- provide education and training opportunities as required
- regularly acknowledge their effort and achievements
- seek and respect their opinions

#### 3.1 WE RECOGNISE THE IMPORTANT ROLE OUR VOLUNTEERS & STAFF PLAY IN OUR CLUB

There are many ways for your club to demonstrate the way it values its volunteers & staff. One would be to involve them in the planning and financial management that your club undertakes. Another would be to ensure that your policies and procedures have the flexibility to meet the needs and expectations of your clubs volunteer & staff. This includes the recruitment and retention of the right people, ensuring they have a thorough understanding of their roles and responsibilities and recognising and rewarding their efforts.

If your club's volunteers & staff feel their role is important, there is likely to be low turnover and high levels of attendance and participation at meetings, training exercises and social gatherings.

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### 3.2 WE IDENTIFY THE SKILLS REQUIRED TO ACHIEVE OUR GOALS

For your club to undertake its activities to the best of its ability, it is important that you identify the skills and qualifications that your volunteers & staff require. This includes:

- ⇒ ensuring minimum qualifications and industry guidelines are met
- ⇒ identifying the skills you require, based on the activities you want to do (eg. financial management, marketing and promotion, legal, policy and planning, event management)

Once your club has established short and long-term goals, as you will have in section 2.1, an inventory of tasks, activities and projects should be agreed on. The skills register details what skills and qualifications are needed to complete the tasks but it does not tell you who may have these skills within your current membership.

This is the role of a **membership officer** whose role is to engage with your members and find out what skills they might have that your club can use. Simply asking people what their profession is on their membership application form does not reveal the other skills they may have. Most people have wide-ranging skills but are reluctant to volunteer their services unless they know exactly what you want from them and how long it will take!

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### 3.3 WE SUPPORT OUR CURRENT PEOPLE IMPROVING THEIR SKILLS AND QUALIFICATIONS AS REQUIRED, AND/OR WE RECRUIT NEW PEOPLE WITH THE SKILLS REQUIRED.

Here are some ways in which your club might ensure it has people with the right skills and qualifications to conduct its activities:

- ⇒ provide regular education & training programs such as first aid courses, volunteer management, education programs enabling inclusion of people with disabilities, computer training, presentation skills
- ⇒ identify and recruit committee members who have a broad mix of skills and experience
- ⇒ identify and train people to undertake roles when existing volunteers and staff leave eg. succession planning
- ⇒ maintain a register of people who can fill in at short notice
- ⇒ train volunteers & staff in more than one role such as Coaching, Officiating, First Aid
- ⇒ or any other activities you may do to ensure your people have the skills you need

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### 3.4 PEOPLE WHO WORK IN OUR CLUB HAVE A CLEAR UNDERSTANDING OF THEIR ROLES AND RESPONSIBILITIES.

This criterion examines what needs to be done in your club and who is going to do it. This might include providing job descriptions, policies and procedures related to staff and volunteer recruitment and induction, performance feedback and education and training.

Whether you are a committee member, director or office bearer of an incorporated club or Association, you have certain responsibilities and owe certain duties to the club and its members. As such, you need a clearly defined job description that outlines both your role and responsibilities.

Every person in your club, whether paid or unpaid should have an up-to-date job description. Just like your people, the job will grow and change over time and these changes can then be reflected in those descriptions. You also need to ensure an understanding of the legal implications of any contracts you may enter into.

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### 3.5 PEOPLE WHO WORK IN OUR CLUB HAVE THE RECOGNISED INDUSTRY QUALIFICATIONS.

There are a range of recognised industry qualifications that apply to people who conduct activities within a sport or recreational club. Some examples include:

- ⇒ first aid certificates for volunteers and staff
- ⇒ registration for all instructors of fitness activities
- ⇒ accreditation for all coaches
- ⇒ accreditation for all officials
- ⇒ qualifications for instructors and leaders
- ⇒ or any other minimum qualifications that are applicable

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**3.6 WE RECOGNISE AND REWARD THE EFFORTS OF OUR PEOPLE**

Some examples of ways that your club might recognise and reward the efforts of your people are by:

- ⇒ verbal thanks and letters of thanks
- ⇒ 'volunteer of the month' awards
- ⇒ recognition on your club's website
- ⇒ clothing allocation
- ⇒ provision of meals or petrol vouchers
- ⇒ complimentary tickets to special events
- ⇒ financial support for education and training activities
- ⇒ experienced volunteers or staff helping new volunteers or staff

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## 4. MEMBER FOCUS

### WHO ARE YOUR MEMBERS?

Your members are those who are involved in, and gain benefit from your activities and services. They can include –  
Participants, Spectators, Coaches, Officials, Patrons or Sponsors.

### WHAT IS A MEMBER FOCUS?

A member focus recognises that the members are the club's reason for being. A member focus builds services and activities that meet the needs of the members. In order to develop a member focus, it is important to:

- ❑ identify who your current and potential members are
- ❑ identify their needs and expectations
- ❑ provide and evaluate activities and services accordingly
- ❑ establish a process that deals with member feedback

### WHY IS A MEMBER FOCUS IMPORTANT?

A member focus increases member satisfaction. Satisfied members are more likely to return to your club as well as tell others about their experience. It is the key to retaining existing members and to assist in recruiting new ones.

### 4.1 OUR GOALS AND HOW WE OPERATE ARE DIRECTED TOWARDS SATISFYING OUR MEMBERS

Satisfied members are more likely to return to your club. It is the retention of existing members as well as the recruitment of new members that will help your club grow.

You may reflect a strong member focus in your club's purpose, planning, financial management and staff & volunteer training. This might be shown by policies and procedures that incorporate flexibility and which are directed towards meeting member needs and expectations; for instance, regularly checking the performance of equipment or the cleanliness of facilities or how your volunteers & staff interact with and serve your members.

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## 4.2 WE UNDERTAKE MARKETING ACTIVITIES, WHICH PROMOTE OUR CLUB AND ASSIST IN ATTRACTING NEW MEMBERS

The focus of this section is how your club goes about attracting new members. It is through the club's overall plan that it tries to increase and retain members and indicate to the members where the club is going in the future.

There is a vast range of marketing activities that your club could conduct. Some examples are:

- ⇒ issuing media releases
- ⇒ conducting promotional launches of key events
- ⇒ promotional activities such as brochures, mail-outs (by post and e-mail), letter box drops, paid advertisements
- ⇒ conducting 'Come and Try' days
- ⇒ undertaking promotional activities in schools
- ⇒ networking at community events
- ⇒ selling merchandise
- ⇒ establishing and maintaining a club web site
- ⇒ volunteers & staff wearing club uniforms
- ⇒ conducting promotional activities aimed at involving people from specific target populations (eg. Aboriginal and Torres Strait Islanders, people with a disability, women, older Australians, juniors)

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## 4.3 WE CONSIDER THE RANGE OF ACCESS AND EQUITY ISSUES IMPACTING ON THE MEMBERSHIP OF OUR CLUB

By providing a safe, inclusive and welcoming environment your club can both retain and attract new members.

Some of the things that demonstrate your club have considered this issue could include ensuring that:

- ⇒ your club operates in accordance with the Disability Discrimination Act
- ⇒ your members include people from various targeted populations and you include representatives of these groups in your clubs decision-making processes
- ⇒ your club conducts relevant education and training programs for volunteers & staff on the needs of targeted populations
- ⇒ You have a member protection policy in place with a designated Member Protection Officer.

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#### **4.4 WE REPORT TO OUR MEMBERS ON HOW WE HAVE PERFORMED AND WHAT WE HAVE ACHIEVED**

Your members are likely to want to know how the club is going. You can do this through your annual report, reports at the annual general meeting, open letters to the membership or the club newsletter.

The Annual Report is a valuable document for reviewing, reporting and highlighting the events, successes and possibly disappointments of the year. It is also a significant archive document as a snapshot of your club at a given time. You may also decide to use a website to reach existing members and attracting new members. This is a relatively inexpensive option. You will need to consider not only your capacity to have a well designed site, but what people and resources you will need to ensure your site is updated regularly.

Additionally, you may produce a club newsletter. A newsletter seems simple and is easy to take for granted. Handled well, however, it's an extremely useful communication tool.

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#### **4.5 WE HAVE A SYSTEM FOR SEEKING AND ACTING UPON FEEDBACK FROM MEMBERS**

In question 1.5 you considered ways in which your club encouraged feedback from members. This question explores how your club acts upon that feedback.

An important component of a member focus is valuing and responding to what your members say they need and expect from your club. There are many ways you can find out and then respond to what your members' need and expect.

Possibilities include:

- ⇒ receiving and responding to verbal and / or written feedback from members
- ⇒ implementing policies, procedures, education & training that outlines how volunteers & staff should respond when feedback is provided
- ⇒ incorporating feedback into your club's written plan, policies, procedures and volunteers, staff roles and responsibilities
- ⇒ implementing volunteer and staff training programs in accordance with feedback
- ⇒ appointing a harassment complaints officer
- ⇒ or any other ways to seek and act upon feedback

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## 5. OVERALL PERFORMANCE

### WHAT IS OVERALL PERFORMANCE?

It is about monitoring and reviewing your club's overall performance in relation to achieving your goals.

### WHY IS IT IMPORTANT TO MEASURE YOUR OVERALL PERFORMANCE?

As part of your planning process, your club should develop measurable targets (performance indicators), which will tell you whether you have achieved your goals. These targets allow everybody to see that the club is 'on track' and if not, where the gaps are in performance. This information should be used to ensure that the club continually improves its activities and services.

### 5.1 WE HAVE TARGETS TO MEASURE HOW WELL WE ARE MEETING OUR GOALS

In 2.1 and 2.2 your club looked at its short and long term goals and financial objectives. This section explores how well you have set up targets to measure your club's success in achieving those plans. Basically, do you have a process in place to rate how well you have achieved your clubs goals?

There are various sorts of targets your club could have set itself. They are:

**Numerical measures** (ie. Use of resources, number of members / retention of members)

- ⇒ 'by the end of the season we will have increased the number of Masters teams from ten to fifteen'
- ⇒ 'broken equipment will be repaired and returned to service within three days'

**Financial measures** (ie. Income targets)

- ⇒ 'this year we will increase the surplus from our canteen trading from \$3,000 to \$5,000'
- ⇒ 'within two years, income from our climbing instructors' courses will cover the costs of the courses'

**Quality measures** (ie. Client feedback)

- ⇒ online surveys of members
- ⇒ 'focus group' meetings

**Community measures** (ie. Feedback from sources outside the club including government sources)

- ⇒ level of funding from government & other agencies
- ⇒ feedback from sponsors on how their needs and expectations were met
- ⇒ correspondence from community groups following clubs participation in their events

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## 5.2 WE REVIEW AND EVALUATE OUR OVERALL PERFORMANCE

In 5.1 you looked at the establishment of targets and goals for your club. It is important to work out how these can be reviewed and what the implications are for future planning.

How does your club know when its been successful in meeting its goals and targets? This is where you need to review and evaluate how well you met the targets you set.

Success is remaining open to continuing feedback and adjusting the way your club operates so you achieve the best possible outcomes for your members. Evaluation gives you this continuing feedback.

Your club could assess its overall performance by reviewing and evaluating these aspects of your club:

- ⇒ performance against measurable targets
- ⇒ performance appraisals / annual reviews of volunteers & staff
- ⇒ feedback from members and how you respond to that feedback
- ⇒ policies, procedures, rules, regulations and constitution
- ⇒ overall performance against the written plan

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## SUMMARY OF RATINGS

- ⇒ Transfer your ratings from the Checklist to this sheet, to give you a summary and overview of how your club rated itself against the criteria.
- ⇒ Now highlight the criteria most in need of improvement. These could be the criteria with the low ratings but your club might consider some with a higher rating are also important areas that you need to keep working on.
- ⇒ Transfer the criteria you have highlighted as the most important for improvement (both short and long term) to the Action Plan.

<i>CRITERIA</i>	<i>RATING</i>
<b>1 LEADERSHIP</b>	
1.1 Stated purpose	
1.2 Laws & regulations	
1.3 Policies, rules & guidelines	
1.4 Risk management	
1.5 Contribute to & give feedback	
1.6 Local community	
1.7 Local environment	
1.8 Peak body	
1.9 Committee performs well	
1.10 Outside organisations	
<b>2. PLANNING</b>	
2.1 Written plan	
2.2 Financial resources	
2.3 Managing finances	
2.4 Collecting information	
2.5 Using information	
2.6 Keeping information accurate & secure	
<b>3. PEOPLE</b>	
3.1 Role of staff & volunteers	
3.2 Skills identification	
3.3 Supporting our people	
3.4 Roles and responsibilities	
3.5 Industry qualifications	
3.6 Rewarding efforts	
<b>4. MEMBER FOCUS</b>	
4.1 Member satisfaction	
4.2 Marketing activities	
4.3 Access and equity issues	
4.4 Reporting to members	
4.5 Member feedback	
<b>5. OVERALL PERFORMANCE</b>	
5.1 Targets	
5.2 Review and Evaluate	

## Action Plan

Complete this Action Plan by identifying specific tasks that will improve your club's performance in the areas you have identified using the checklist. This will include both short and long term actions. Identify who will ask to do these tasks and suggest a possible time frame.

**Remember to visit the Resource Library** to access all relevant information about each issue so that the people involved have the best possible chance of succeeding. A clearly identified task has a much greater chance of success!

Outline the main issues identified from the checklist review.	What do you want to achieve?	Identify the main tasks and suggest a time frame.	Who do you need to involve? How will this be done?	What resources or information do you need to get started?	How will you know when you have succeeded?
Issue1:					
Issue2:					
Issue 3:					
Issue 4:					