

CAPACITY MEASUREMENT TOOL

Time Out member guidance



CAPACITY
MEASUREMENT TOOL

SPORTED

INTRODUCTION

Welcome back to Sported's Capacity Measurement Tool, our unique self-assessment tool for Sport for Development organisations. The tool is designed to help you reflect on how you're doing as an organisation.

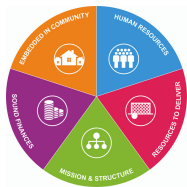
You've reached a stage where it's good for you and us to take stock. At the start of the placement or project, you completed our Game Plan survey and now it's time to answer our Time Out survey. Sported will process your answers, compare them to your Game Plan answers, and send you a SUMMARY REPORT.

The report will help you see what progress has been made, areas you could still work on, and how to move forward. This can be valuable evidence of progress, and shows that your organisation has a culture of learning and improving.

Sported's range of free member services, programmes and resources are still available and naturally we're here to further help you in your journey.

TIME OUT: STEP-BY-STEP

1



Time Out

Just like Game Plan, Time Out will ask you a series of questions about different aspects of your organisation - painting a picture of your overall health. The core questions are the same as Game Plan, which allows a direct comparison between then and now.

2



Before you begin...

The Time Out survey should take roughly 30 - 40 minutes. We appreciate this might sound like a bore, but we're sure if you spend the time reflecting you'll get a lot out of this process. As before, you should complete it in one go, and look over the following check-list.

3



Get started!

Ensure the survey is answered by the chairperson or group leader. It should be the same person who answered Game Plan. Do try to answer as honestly as possible, but remember there are no right or wrong answers! If you are interrupted contact someone at Sported - we may be able to recover your answers.

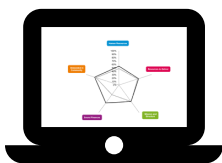
4



Questions about the questions?

Fear not! Just like Game Plan, these guidance notes are here to help you complete the survey. For each section there's background information, definitions and examples. We recommend having this guide open whilst completing the survey.

5



Your 'distance travelled' report

Congratulations, you've completed the survey! A member of the Sported team will send your SUMMARY REPORT, which includes a new scorecard and your organisation's 'distance travelled'.

6



What next?

Your SUMMARY REPORT should help you see how far you have come as an organisation, and identify areas you could still make improvements.

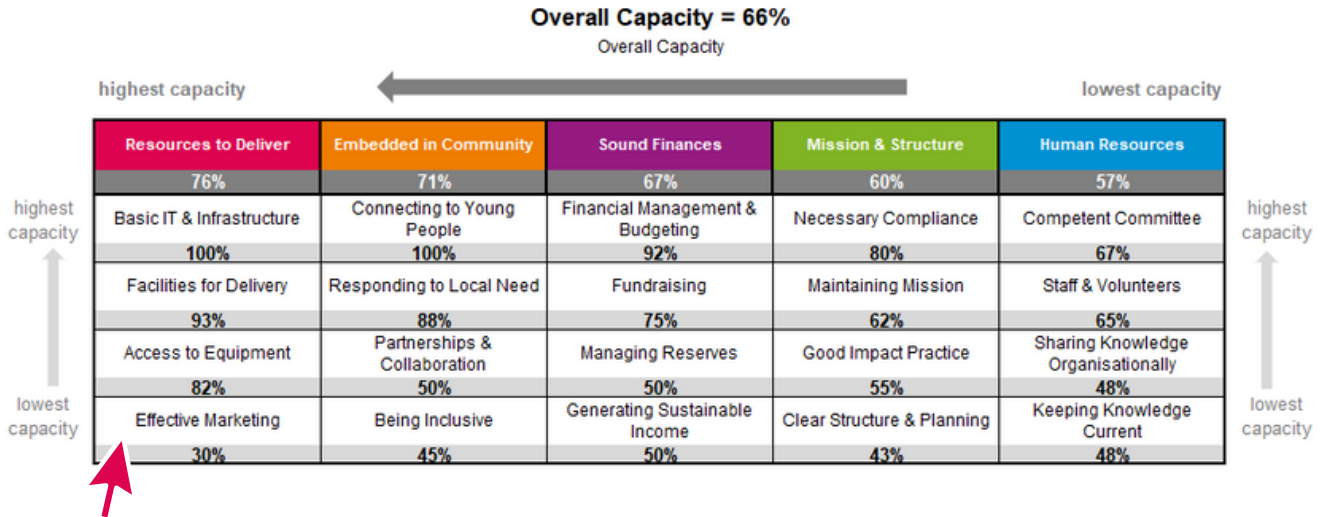
The Sported team and our volunteers will be on-hand to help you take the next steps.

Have a question or need help?

Please contact us on membership@sported.org.uk

YOUR SUMMARY REPORT

Your SUMMARY REPORT includes an updated scorecard:



Still have a relatively low score in marketing, could be an area to focus on next.

Your SUMMARY REPORT includes an updated scorecard 'distance travelled' report. This group received Fundraising support:

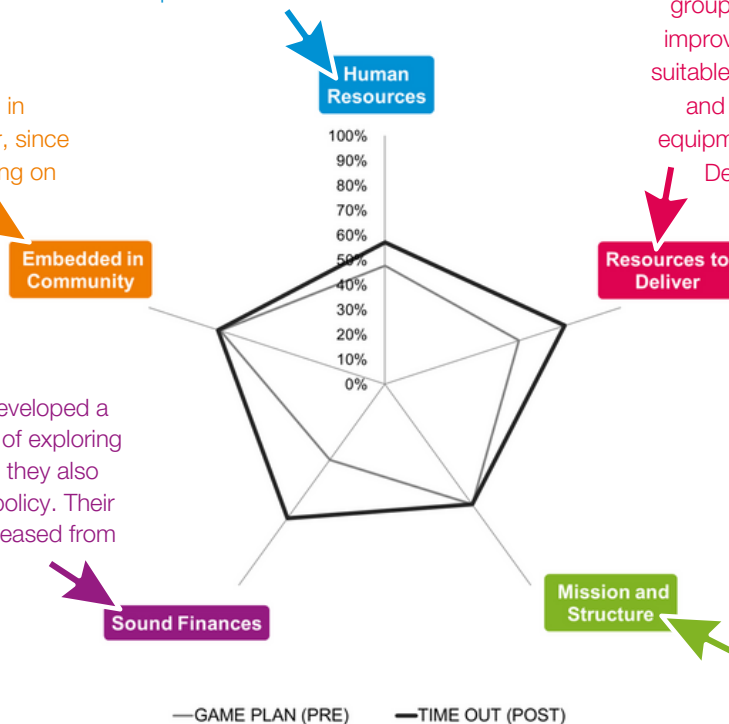
The group showed a small improvement in 'Human Resources' - after receiving fundraising support staff and volunteers had development relevant skills.

As a result of answering Game Plan, the group realised they could make simple improvements in this area, e.g. having a suitable place to hold committee meetings and knowing where to source more equipment. Their score for 'Resources to Deliver' increased 57% to 76%

Scores for 'Embedded in Community' remained similar, since the support wasn't focusing on these areas.

Through support, this group developed a fundraising strategy. As a result of exploring their fundraising opportunities they also developed a (simple) reserves policy. Their score for 'Sound Finances' increased from 38% to 67%.

Scores for 'Mission and Structure' remained similar, since the support wasn't focusing on these areas.



Overall, the group's capacity increased from 54% to 66%.

SPORTED

TIME OUT

GUIDANCE NOTES

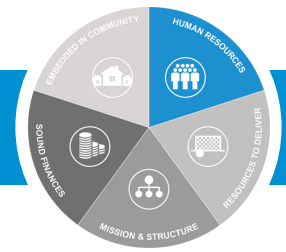


CHECKLIST

Before you begin to complete your Time Out survey you'll need the following information about your organisation to hand...

- ✓ Annual income
- ✓ Annual expenditure & an overview of where your money is spent
- ✓ Cash reserves
- ✓ Information about your governing documents (e.g. Constitution)

LET'S GO! You're ready to start, find the survey here:
www.surveymonkey.co.uk/r/Time-Out-4



HUMAN RESOURCES

INTRODUCTION

This section is about having enough people (staff, volunteers, facilitators, coaches) and those people being well equipped and confident to deliver your organisation's planned activities. There's no magic number of people needed, but when answering these questions you should consider the size of your organisation, the number of participants and requirements of participants.

QUESTIONS 1, 2, 3

Competent Committee

Your committee is responsible for the day-to-day and long-term running of your organisation. This section is about individual committee members, and whether they have the skills your organisation needs. If there are gaps you should think about recruiting other members based on those gaps, or find ways of providing training to existing members.

QUESTIONS 4, 5, 6, 7


Staff and Volunteers

As well as your committee, you may have staff and volunteers who help manage and run your organisation. These people should have relevant experience, skills, and be reliable. This section also covers facilitators and coaches, including anyone who should have a qualification. When answering this section, think about what is appropriate for your organisation. If you have few people who cover many roles, focus on the role the question is addressing.

QUESTION 8

Keeping Knowledge Current

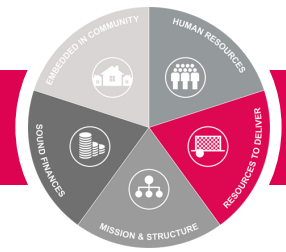
There's a lot of support out there for organisations like yours; from Sported or elsewhere. Keeping up-to-date means you'll never miss an opportunity.

-  **Sports sector:** Organisations delivering or supporting the delivery of sport or physical activities. These could be your National Governing Body, Sports Council, and Active Partnerships.
-  **Voluntary sector:** Organisations that are volunteer-run or using volunteers to create social impact (usually non-profit and non-governmental.) These could support on volunteer management or training opportunities.
-  **Youth sector:** Organisations that are working with young people. These could support around issues of Safeguarding, Health and Safety etc.
-  **Sport for Development sector:** Organisations that are intentionally using sport and physical activity as a tool to bring about positive change in the lives of people and communities. Could also include organisations doing research in this area.

QUESTIONS 9, 10, 11

Sharing Knowledge Organisationally

There may be a substantial amount of knowledge within your organisation, but if it's all held by one person it's unlikely your organisation is reaching its potential.



RESOURCES TO DELIVER



INTRODUCTION

These are some of the more tangible and physical things you need to run your organisation. It includes facilities, equipment and the assets you'd need to run any organisation (IT, internet and marketing).

QUESTIONS 1, 2, 3, 4, 5, 6

Facilities for Delivery


Here we mean the space you need. This may include pitches, courts, tracks, halls etc. and storage, if this is required. There'll be a huge range of requirements for different groups, so think about what your organisation needs.

-  **Facilities:** The place and space needed to deliver your activities.
-  **Maintenance:** Keeping it in good condition.

QUESTIONS 7, 8, 9

Access to Equipment



Here we mean the things you need. This may include balls, bibs, bats, nets, bikes, gloves etc. Depending on your activity this may be substantial or very straightforward; again think about what your organisation needs.

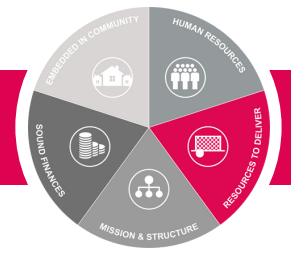
-  **Equipment:** The tools or objects needed to deliver your activities.

QUESTIONS 10, 11, 12

Effective Marketing

You may run excellent sessions, but it's no good if people don't know about them. This may mean communicating with existing participants, or wider promotion. A potential new participant should be able to find out easily what you offer, or at least know where to find out more. A good understanding of the people you are targeting helps you do this more effectively.

-  **Marketing:** The action of promoting your organisation and the activities you deliver.
-  **Marketing Strategy:** A long-term plan of how you will identify your participants, understand their needs and communicate effectively what you are doing.



RESOURCES TO DELIVER

Q12 - Rate your organisation at marketing:

	★	★★	★★★	★★★★	★★★★★
	You rely on word of mouth. You have no clear way of communicating with your participants, or potential new participants. It's not clear to outsiders what you do.	You have a way of communicating with your participants. You may have an online platform which explains what you do, but it could be better.	You have a systematic way of communicating with your participants, and channels to market to new participants. You have an online presence.	You have an effective online presence, where you communicate effectively. You have all necessary requirements.	You have an effective marketing strategy, and you communicate very effectively. Your marketing material reflects your participants.
EXAMPLES:	<p>"If you Googled us I don't think anything would come up."</p> <p>"We put up posters and hand out flyers to schools. Then we hope people turn up."</p> <p>"I use my own Facebook/Twitter account, we don't have one for the group."</p>	<p>"We've got a website but its functionality is limited and it's out of date."</p> <p>"We know we should be on social media, but we've got no one who's good at that."</p> <p>"Very occasionally we'll get in touch with the local paper with news about the club."</p>	<p>"We use our website for easy to navigate information and good news stories then use social media to promote these as well as updates, announcements and photos etc. "</p> <p>"We use our platforms to tell people about our success but never really talk about what participants will gain from joining our group."</p> <p>"We know what we're good at and try to reinforce this through our marketing messaging."</p>	<p>"We've got a marketing strategy, including the resources and skills to manage our marketing platforms."</p> <p>"We're trying to get more of our group and young people involved in contributing to our marketing content. We know who we are targeting and use the relevant platform to engage with them."</p> <p>"We schedule posts in advance, and at the best times so they will get the best response. We post regularly and have a growing number of followers."</p>	<p>"We have a social media policy that promotes good practice and effective usage. We understand the importance of safety and behaviour and have procedures in place to address misconduct."</p> <p>"We have good relationships with local media and get lots of press coverage publicising our work and success stories."</p> <p>"In addition to our public pages, we have closed Facebook groups so we can communicate with our members and volunteers privately."</p>

QUESTIONS 13, 14, 15

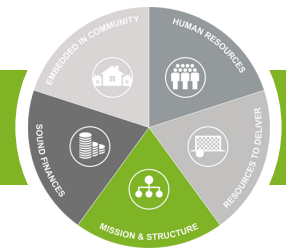
Basic IT & Infrastructure

You may be able to deliver your activities without these things, but they are needed to run an organisation effectively. It's important you can have productive meetings, and then document things (financial reports, minutes from meetings etc.) so you can share them.

 **IT Equipment:** Access to a computer and printer, but also the internet and appropriate software.

 **Suitable Space:** A room large enough for all your committee members, and quiet enough that you can communicate clearly and not be disturbed. This may be separate to your facility.

 **Bills for Utilities:** For example for water, electricity, gas.



MISSION & STRUCTURE


INTRODUCTION


This section is about having clarity on what you are trying to achieve, ensuring that your organisation is well run (including legal requirements and policies), that you have practical plans in place, and can show that you are achieving what you set out to.


QUESTIONS 1, 2, 3, 4, 5, 6, 7, 8


Clear Structure and Planning


Structure relates to the way the organisation governs itself, either as a constituted group or through a legal structure such as a company. The structure will include relevant rules and regulatory requirements, some of which may be needed for certain grant funding. Your plans should be well documented to ensure everyone is on the same page (there is clarity and transparency) around what you are trying to achieve.


- 
Governing Document: A legal document which represents the rulebook for how your organisation will operate. It should outline your purpose and structure, and could be a constitution, articles of association or similar.

- 
Purpose: The fundamental reason why the organisation exists.

- 
Structure: The way you have agreed (by law) that your organisation will operate. It could be a constituted group, a charity, a social enterprise or something else.

- 
Committee: A group of people appointed to run the organisation on behalf of its members.

- 
Roles and Responsibilities: A written explanation of what each position holder does, and a list of things they agree to be responsible for.

- 
Effective Committee: A committee that communicates well, regularly, and achieves what they set out to achieve.



MISSION & STRUCTURE

Q5 - How effective is your committee?

	★	★★	★★★	★★★★	★★★★★
	<p>You don't have a committee. The organisation is run by one or two key people.</p>	<p>You have a group of people who run the organisation. You communicate regularly, but none of this is formally documented.</p>	<p>You have a committee, committee meetings and fulfil the minimum requirements set out in your governing documents (this could be having an Annual General Meeting). This is formally documented, but it's not very transparent to people outside of the committee.</p>	<p>You have a chairman, secretary and treasurer, and other positions. Each position has well defined roles and responsibilities. You have regular meetings, address any issues that arise, although sometimes a bit last minute. You have an AGM where a new committee is chosen.</p>	<p>You have an official chairman, secretary, treasurer and other positions. Each position has well defined roles and responsibilities and members know who they are. There is a photo of your Safeguarding Lead, and their contact details on your notice board/website. You address any issues well in advance. You publish minutes after your regular minutes. You have an AGM where a new committee is elected.</p>
EXAMPLES:	<p>"No-one else wants to help out."</p> <p>"I get support from my husband/ wife/ partner (someone not on committee.)"</p> <p>"I've done this by myself for a long time now, and I don't think others are capable of running it."</p>	<p>"Others do help to run the organisation, but it's not an official committee."</p> <p>"Decisions are made by whoever has the loudest voice."</p> <p>"I know I should delegate more, but I find that really hard."</p>	<p>"We have a committee, but other people probably don't know who is on the committee."</p> <p>"There are items that have been on our agenda for months and months and we've never addressed them."</p> <p>"I come away from our committee meetings drained and exhausted."</p>	<p>"We have a committee and largely make decisions collectively."</p> <p>"Other people would like to join the committee, and they know they will have the opportunity at our next AGM."</p> <p>"It takes us a while to organise committee meetings, but when we do they are productive."</p>	<p>"We have committee meetings on the first Tuesday of every month. Everyone knows this well in advance so can attend, and even if they don't they can read the minutes."</p> <p>"We know how collective decisions are made, but we are also encouraged to challenge each other in a constructive way."</p> <p>"I come away from our committee meetings feeling energised."</p>



MISSION & STRUCTURE

Q8 - How effective are you at implementing your plans?

	★	★★	★★★	★★★★	★★★★★
	<p>You know what you want to do but don't have a written plan of what, how and when. You have never written a business plan or strategic plan.</p>	<p>You have a planning document, but it does not guide you at the moment.</p>	<p>You have a planning document, which you look at in your committee meetings. However, you only implement some of what you planned.</p>	<p>You have a detailed planning document. It clearly sets out how and when things will be done, and for the most part you stick to this.</p>	<p>You have a detailed planning document. It clearly sets out how and when things will be done, and you are very good at sticking to what you planned. You regularly review how you are doing against your plan.</p>
EXAMPLES:	<p>"We have a plan, but it's all in our heads."</p> <p>"It doesn't feel like a business, so I don't see why we need a business plan."</p> <p>"I saw a template, but found it really intimidating."</p>	<p>"Our plan was on the shelf in my office, but now I don't know where it is."</p> <p>"Our plan was great, but we don't have the resources to implement it."</p> <p>"We got offered some funding for other activities so our plan went out the window."</p>	<p>"We were really ambitious with our plan, and scrapped half of it."</p> <p>"Our plan is useful, and we try to stick to it as much as possible, but we often think about things too late."</p> <p>"It's getting more popular, so we are planning for this."</p>	<p>"Our plan is really useful for guiding us."</p> <p>"We know attendance is higher in the summer, so we've planned maintenance for the winter."</p> <p>"There are a few things we planned last year which didn't happen, so we'll do those this year."</p>	<p>"Our plan constantly guides us, and we check in with it at every meeting."</p> <p>"We knew some of our coaches were moving away, so we planned for others to attend a coaching course. We set minimum requirements on sessions they would run afterwards, and this was implemented successfully."</p> <p>"We'd be happy to help other groups come up with a business or strategic plan."</p>

QUESTIONS 9, 10



Necessary Compliance

Most of these are legal requirements, but they're in place to protect you and the young people you work with. Without these, you could end up personally liable if bad things were to happen.



MISSION & STRUCTURE

QUESTIONS 11, 12, 13, 14

Maintaining Mission

Your mission statement should easily communicate to other people and organisations what you are aiming to achieve, and it's important that you stick to this aim. There may be many issues you'd like to address, but you'll achieve more if you stick to what you do best.

 **Mission:** A written statement of the desires and intent of an organisation. It should be found in the governing document of the group.


QUESTIONS 15, 16, 17, 18

Good Impact Practice

It's important you can demonstrate how and why your sports activities make a difference to young people. You may believe that things are better for your participants, but if you have no way of presenting that evidence you'll have a hard time convincing others. Understanding why your programmes are having an impact will enable you to make more informed decisions about your future delivery.

 **Register:** A record of who has attended each session.

 **Impact:** The broader or longer-term effects of a project or organisation, i.e. the difference you make to the young people you work with.

 **Theory of Change:** A written explanation (often an illustration) which shows the journey from the needs of your participants, to the longer-term impact you are having. It should cover every step of that journey, explaining how your activities bring about the impact.

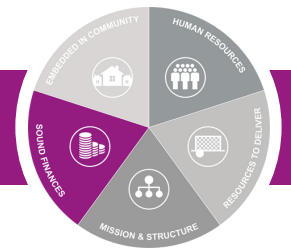
 **Impact Practice:** The activities you undertake related to your impact, including how you measure and evidence this.



MISSION & STRUCTURE

Q18 - Rate your organisation at impact practice:

	★	★★	★★★	★★★★	★★★★★
	You don't collect any impact information.	You keep a register. You collect some information on your work, but you don't find it important.	You keep registers of the young people you work with, the sessions you run, and have started thinking about how to measure the impact.	You keep registers and systematically reflect on who comes and when. You collect information on the impact you're having on your participants.	You know exactly what you want to achieve and why, and everyone knows what they have to do to collect the appropriate information and data. This means you can test and prove the theories underlying your work.
EXAMPLES:	<p>"We don't have time to do this; we have so many other priorities."</p> <p>"We don't really know what impact we're having."</p> <p>"We just know they like to come here so we must be doing something right."</p>	<p>"We just know that it works."</p> <p>"60% of our regular participants are male."</p> <p>"People talk about inputs, outputs, and outcomes but I don't know the difference."</p>	<p>"We only started collecting this because our funders asked for it, but now we can see why it's important."</p> <p>"After a long meeting, we decided what our outcome measurement should be."</p> <p>"At first, it was really hard to get participants to answer questions, but now we've found a way that works for them."</p>	<p>"We want to understand what impact we are having and why."</p> <p>"From looking at our registers, we can see that 80% of our participants attend 3 out of every 4 weeks."</p> <p>"After attending our sessions for X weeks, participants report higher self-esteem."</p>	<p>"We've been asked to present at conferences on how we measure our impact."</p> <p>"After attending our sessions, participants report fewer violent incidences in their private life. But we know this is only true for boys, not girls, and only if they have been attending for more than 6 weeks."</p> <p>"We look at the information we hold about those who have dropped out, and compare it with those who continue. We've concluded that participants who don't have a sibling here are more likely to drop out."</p>



SOUND FINANCES





INTRODUCTION

This section is about having sufficient funds and resources needed to deliver the aims of the organisation. It's also about how well you manage those funds, and how you minimise the financial risks you might face as an organisation.

QUESTIONS 1, 2, 3, 4, 5

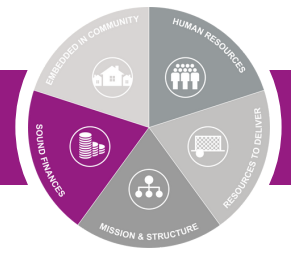
Financial Management and Budgeting

If an organisation is unable to predict and control income and expenditure it runs the risk of either collapse or receiving reduced funding. You need to be able to demonstrate some sort of financial balance (that you have money coming in to cover your costs.) Being on top of your finances means you can spend more energy planning the more interesting and exciting aspects of your organisation.

-  **Income:** Money coming in.
-  **Expenditure:** Money going out.
-  **Budgeting:** Creating a plan for what and how the organisation will spend money.
-  **Management Accounts:** A summary of financial information (income and expenditure), produced on a regular basis.

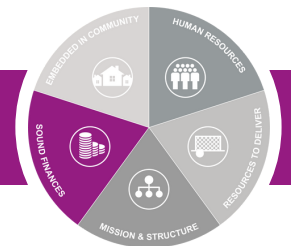
Q3 - Rate your organisation at budgeting:

	★	★★	★★★	★★★★	★★★★★
	You don't know how much things cost, or what your income will be. There's no planning in your spending and you make an ad hoc decision whenever a transaction is needed.	You know roughly what your income will be. You know roughly what things cost as well, so you know where your biggest spending will be. You think about how you could spend your money more efficiently, but it's not clearly documented.	You have a good estimate of what your income will be. You have an estimate of your expenditure on various items throughout the year or season and this is documented. You plan to spend money more efficiently.	You have an accurate estimate of your income and expenditure, and you have done for a few years. Your budget covers at least a few years into the future. You plan to spend this money more efficiently, and this is reflected in your budget documents.	You have an accurate estimate of your income and expenditure, and you have done for a few years. You have a long-term budget plan, and planning also includes modelling of different scenarios. You plan to spend money more efficiently, and this is reflected throughout in your budget documents.
EXAMPLES:	<p>"I feel like all our spending is unpredictable."</p> <p>"We often end up paying overdraft charges, or late payment fees."</p> <p>"Every time we have to renew our lease it comes as a shock to us."</p>	<p>"I have been given a budget but I don't know what it all means."</p> <p>"Our biggest expense this year will be replacing our equipment."</p> <p>"We need to do more to cover our costs."</p>	<p>"We should make approximately a £200 surplus this year, which we will keep as reserves."</p> <p>"We sent our volunteers on a coaching course, as we knew this would save us money in the long-run, as we don't have to hire coaches."</p> <p>"We're looking at some of our expenses and how we can reduce them. We pay for affiliation to XX associations that we don't use. We could get our insurance cheaper somewhere else."</p>	<p>"We had a £200, then a £100 deficit in the last two years. In the next two years we should make a £100 surplus, which we will keep as reserves."</p> <p>"We usually hire a minibus every weekend. We've calculated that buying an old minibus will pay itself back with 6 months."</p> <p>"We now know that we won't need a loan next year which is a great relief."</p>	<p>"In the best scenario next year, we'll have a £600 surplus, but in the worst scenario we'll have a £200 surplus."</p> <p>"We have a 12 month cash-flow forecast and we compare actual with forecast to ensure that this informs future decisions."</p> <p>"We estimate we'll have surplus reserves in 4 years' time, and plan to invest them in refurbishing our current premises."</p>



Q5 - Rate your organisation at managing your finances:

	★	★★	★★★	★★★★	★★★★★
	<p>Your financial processes are not documented and a single person has full responsibility for accessing the money and reporting. Things are managed on an ad-hoc basis, and other committee members have limited knowledge of what is required (legally or practically.)</p>	<p>You can produce a basic financial summary, which compares income and expenditure over a certain period.</p>	<p>You have basic financial management processes in place, and track income and expenditure throughout the year.</p>	<p>You have sufficient financial practices in place. You track income and expenditure, and look at this on a regular basis. You compare this with budgeted income and expenditure.</p>	<p>You have leading edge financial practices in place, which allow you to anticipate challenges as well as opportunities.</p>
<p>EXAMPLES:</p> <p>“We can’t access the bank account, because it’s all in XX’s name.”</p> <p>“I found £80 in a cupboard but I’m not sure where it came from.”</p> <p>“If money went missing we’d have no way of knowing.”</p>	<p>“We know that we spent more than we earned last year, but we didn’t track this so are not sure what we spent it on.”</p> <p>“We just set up a club bank account, which needs two signatories, but at least we’d be able to access the account if something happened to one of us.”</p> <p>“No-one checked my calculations; I made a huge mistake last year which has had a big impact on the club.”</p>	<p>“I never realised how much time it took to produce the accounts.”</p> <p>“We have all enrolled on NCVO’s Finance for non-Financial Managers course and are looking forward to it.”</p> <p>“We have a club bank account and check in regularly with each other, to make sure there are no mistakes.”</p>	<p>“We produce month, quarter and annual financial reports. These are all double checked by at least one other person before being published.”</p> <p>“We have a finance committee who review the financial performance on a monthly basis”</p> <p>“We received £X less than expected from our sessions (because of fewer participants) and this was consistent every week.”</p>	<p>“Our actual income and expenditure compared to budgeted income and expenditure was within our target of 10% difference.</p> <p>“We are confident that we have good systems in place and are able to spend more time looking at our long-term strategy”</p> <p>“We have built contingencies to allow us to ensure that we can meet unforeseen costs.”</p>	







SOUND FINANCES

QUESTIONS 6, 7, 8, 9

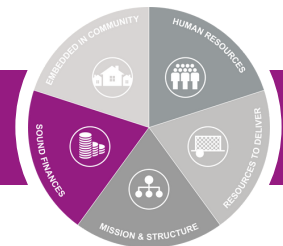
Fundraising

We know that many Sported members fundraise. However for those few who don't see the need to fundraise, this section is optional. If you do, it's advisable that your funds come from multiple sources, so if one funder stopped or was delayed, you'd still be able to deliver your activities. You should also find funding sources that fit well with your organisation, so that you don't have to change your delivery for a funder's requirements.

-  **Fundraising Strategy:** A long-term plan that sets out the funding need for your organisation, alongside identified actions, timescales and possible funding resources to meet this need.
-  **Unrestricted Funding:** Funds that can be used for any aspect of the organisation's aims, i.e. they are not restricted to a particular project or activity.
-  **Fundraising Activities:** The things you do with the aim of gathering voluntary contributions of money or other resources.
-  **Accessing Grant Funding:** Successfully applying for funding for a specific purpose. This could be from government, Trusts and Foundations, or corporate sponsorship.

Q8 - Rate your organisation on fundraising activities:

	★	★★	★★★	★★★★	★★★★★
	You want to collect donations but don't know how to do it.	You collect donations, but it's quite ad-hoc.	You collect donations regularly, and have held fundraising events in the past.	You collect donations regularly, and hold fundraising events.	You collect donations regularly, and hold very successful fundraising events.
EXAMPLES:	<p>"I don't think people are interested."</p> <p>"We've never asked."</p> <p>"Someone wanted to donate money, but we didn't know what to tell them."</p>	<p>"We have a donate button on our website."</p> <p>"We have collection tins in the local shops."</p> <p>"We thought about holding a fundraising event, but it all seemed too complicated"</p>	<p>"We hold coffee mornings and bake sales. We know this isn't the most efficient use of people's time, but it does drum up support for the club."</p> <p>"We established a site on Just Giving, and another one on Virgin Money Giving. Both trickle income in and every bit of income helps towards delivery."</p> <p>"Sometimes the local sports club holds a fundraiser on our behalf."</p>	<p>"We have a fundraising page on local giving which is bringing in regular additional funds."</p> <p>"We ensure that we collect gift-aid on all donations we receive."</p> <p>"People get tired of giving. We'll try to diversify the events, or make sure that people get something back."</p>	<p>"We get a few marathon spots every year, each with a minimum target of £2,000. We have an established package of support for the person running."</p> <p>"Other organisations come to us for support on how to claim gift-aid."</p> <p>"We tell our participants what we are fundraising for and why."</p>



Q9 - Rate your organisation at accessing grant funding:

	★	★★	★★★	★★★★	★★★★★
	<p>You don't know what funding is available, or you've never written a successful application.</p>	<p>You know what sources are available, but you struggle to write an application. You are rarely or never successful, or you have not received repeat funding.</p>	<p>You know what sources are available. You can write a good application and make use of templates you have found. You are trying to diversify your funding sources, but are still often unsuccessful.</p>	<p>You spend time identifying the most appropriate sources. You write a good application and are mostly successful. You know how to tailor your applications to different audiences. When you are unsuccessful you receive feedback and take this on board. You attend sector fundraising events.</p>	<p>You can quickly identify appropriate sources, you write a very good application, and have a number of templates and resources readily available. You are successful a very high proportion of the time. You have a detailed fundraising strategy, which outlines how your funding should come from a range of sources. You play a key role in sector fundraising events and often advise others.</p>
EXAMPLES:	<p>"I did start an application but I never finished it."</p> <p>"Funders refuse to fund us."</p> <p>"Funders don't understand what we do."</p>	<p>"We've written a few. They gave feedback when we were unsuccessful, but I still didn't understand why."</p> <p>"XX funded us before, but now they don't want to fund us again."</p> <p>"It's demoralising because we know the chances of being successful are so low."</p>	<p>"We have one main source, and if that fell through we'd have problems. We know we need to diversify."</p> <p>"We were unsuccessful again. We got really helpful feedback though, and understand what we need to do next time."</p> <p>"We still apply for almost any fund we hear about. We know we need to take a targeted approach."</p>	<p>"They said it was unclear if our beneficiaries were the right target group. We've discussed and agreed how to describe our beneficiaries in future applications."</p> <p>"A key area that we have failed on in the past is around consultation and we have addressed this to ensure we engage our stakeholders regularly"</p> <p>"XX funder always wants to see detail, so we make sure we are able to go into the necessary detail."</p>	<p>"We know exactly what we need to say, and we have a number of packaged 'asks' on specific areas of our work."</p> <p>"We always propose a 'Gold,' 'Silver' and 'Bronze' approach in our fundraising proposals."</p> <p>"We're hosting a regional fundraising event next month, we recognise that we can really support others to improve their fundraising."</p>

QUESTIONS 10, 11



Generating Sustainable Income

Money from fundraising activities or grant funding will run out at some point. In the best case scenario you are able to generate your own income, and can be sure that this will continue.



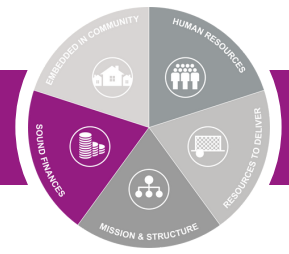
Generated Income:

Money you have brought in that is not a grant or voluntary, for example in exchange for providing a good or service.



Generating Sustainable Income:

Bringing in money from sources that are likely to continue well into the future.




Q11 - Rate your organisation at generating sustainable income:


	★	★★	★★★	★★★★	★★★★★
	You want to generate income, but don't know how to do this.	You have thought about ways you could generate your own income.	You are starting to generate your own income.	You are generating your own income.	You generate your own income and are fully sustainable.
EXAMPLES:	<p>"All our income is grant funding."</p> <p>"We've never thought about how we could generate money ourselves."</p> <p>"They come because it's free. We couldn't start charging now, and I see no other way."</p>	<p>"We've consulted with our young people and agreed we'll charge a small amount next season for equipment hire."</p> <p>"We have started to investigate how we can charge for services which will bring income in to support our core activity."</p> <p>"The kids buy stuff from the shop. We could buy in bulk and then sell on to the kids but we never got round to doing that."</p>	<p>"We collect a small fee each week. It's only small but it adds up, and doesn't seem to put people off."</p> <p>"We have a tuck shop now, which brings in a little extra cash."</p> <p>"We run adult's sessions as well on a commercial basis, so that helps to cover costs of what we do with young people."</p>	<p>"During the day we deliver sessions for school groups, which we can charge for."</p> <p>"A lot of our income comes from events. We charge entry fees and sell food and drink."</p> <p>"As well as subs, we sell various items; kit and equipment etc."</p>	<p>"Our events are a real money spinner. Other organisations come to us to find out how we made them so successful."</p> <p>"All our costs are covered by annual membership fees."</p> <p>"We charge for some services, and this subsidises other services."</p>

QUESTIONS 13, 14

Managing Reserves

It's important to have some extra funds kept in the bank. This helps you avoid overdraft charges, late payments and helps with cash flow. In addition you have a buffer if there is unexpected expenditure that comes up. Many organisations aim to hold sufficient reserves to cover three months running costs.

 **Reserves:** Funds that are accessible and available to be spent on the organisation's purpose, but are kept in the bank.

 **Reserves Policy:** A written statement or document that explains the amount you aim to keep in reserves and why.



EMBEDDED IN COMMUNITY

INTRODUCTION

This section is about knowing your community and being an integral part of it. This includes knowing your participants, knowing your local community and making sure you are inclusive. This section also covers partnerships and collaboration. By working with other organisations you could complement each other and achieve more than if you worked independently. It could also open doors for your participants.

QUESTIONS 1, 2, 3, 4



Connecting to Young People

Regular sports clubs deliver activities but it's not in their remit to have a deep understanding of their participants. Your aim is for participants to experience some other positive social outcome beyond taking part in physical activity. If you understand what's going on their lives, the barriers they face, and how they might react to certain situations, you'll be able to provide a better experience. Ultimately you'll be better at achieving your overall aim.

QUESTIONS 5, 6



Responding to Local Need


Sport for Development organisations often work with young people with complex needs. These complex needs may be localised, particularly if you're working in an area of relative deprivation. Being aware of these local issues means you can intervene and support where necessary and appropriate.

QUESTIONS 7, 8



Being Inclusive

Research has consistently shown that certain groups of the population are less likely to take part in sport and physical activity. These groups include women and girls, people with a disability, people from black, Asian and minority ethnic (BAME) backgrounds and people living in deprived areas. Other characteristics (rural isolation, religion, sexual orientation, living situation, ill mental health etc.) may bring additional challenges. It's important to be aware of the ways young people might be excluded, so you can actively include (where appropriate) whichever young person wants to participate in your activities.

 **Being Inclusive:** Creating an environment where people from any and all backgrounds feel welcome, able and included.



EMBEDDED IN COMMUNITY

Q8 - Rate your organisation at being inclusive:

	★	★★	★★★	★★★★	★★★★★
	You don't think there are additional barriers. Certain groups are excluded from your activities, or you make no effort include them.	You are aware of potential participants in your area that may be excluded. You are becoming aware of what the barriers might be, but you don't know how to address them.	You know there are additional barriers, and you're starting to understand what they are.	You understand the additional barriers, and have adapted your activities accordingly.	You understand the additional barriers and have adapted your activities accordingly. You have a real focus on inclusivity and other groups are coming to you for advice.
EXAMPLES:	<p>"Well we've been here for XX years so if they wanted to come, they could just turn up."</p> <p>"We're not trying to exclude anyone but people from XX community don't usually play this sport."</p> <p>"We run our sessions like XX and we don't really think there's any need to change that."</p>	<p>"There's a big XX community here, but we've never been able to engage with them."</p> <p>"They probably don't speak English so they wouldn't enjoy our sessions."</p> <p>"It seems less popular in XX gender. It would be great if they came but I guess it doesn't appeal."</p>	<p>"It can be hard to engage with XX but we have had one participant join so they are helping us understand what more we can do."</p> <p>"We've heard that hosting the sessions outside/at XX time puts XX off so it's something we are looking at for next season."</p> <p>"We had no idea the uniform was a problem, but now we know XX prefer longer sleeves we will adapt for this."</p>	<p>"We worked with XX community to understand how we could support participants and have now seen an increase of XX participants."</p> <p>"We are building a ramp to help disabled participants."</p> <p>"We know there's a big psychological barrier, so we really think about that first impression. Things like making the first session free, someone to welcome them, and highlighting the social/fun aspect."</p>	<p>"We moved our sessions and found that XX participants started attending more so now we are working with the facility to see what else they can do with other groups to encourage more XX participants."</p> <p>"We used research from XX on involving XX participants and are now involved in a project to support other groups to do the same."</p> <p>"We pride ourselves on being inclusive; we have an inclusion policy which includes how we adapt our language."</p>

QUESTIONS 9, 10, 11

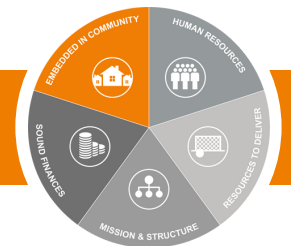


Sector Partnership & Collaboration

You want good things for your young people. It's likely there are local organisations which have the same or similar aims; working in collaboration you could have a larger collective impact in your local area. There may be different collaboration opportunities at the national level, particularly if you are delivering a less well-known sport, or to a particular audience. This section is about going beyond keeping up to date with news and opportunities, but actually planning and working together.



Collaboration: Working productively with other agencies and organisations.



EMBEDDED IN COMMUNITY

Q11 - Rate your organisation at collaboration:

	★	★★	★★★	★★★★	★★★★★
	<p>You don't know what other groups and opportunities there are locally for your young people. Or perhaps you do know, but you act in competition.</p>	<p>You are aware of other groups, but not sure how you could work together.</p>	<p>You are aware of other groups, and often refer participants between groups.</p>	<p>You are aware of other groups, refer participants between you, but have identified ways this could be done better.</p>	<p>You know exactly what other groups are doing, and you plan together to avoid clashes in sessions. You have a formal system for participants to transition between you and another group. You regularly share knowledge and experience.</p>
EXAMPLES:	<p>"I don't know what else is going on in the area because we've always had enough young people turn up so I don't really need to know."</p> <p>"There is another football club for women but they charge £3 per session so we don't tell our participants about them because of the expense."</p> <p>"There might be another group for XX in the area but we have no way of finding out because there's so much happening around here."</p>	<p>"We know they're delivering XX but we've never had the time to sit down and talk about how we could share opportunities."</p> <p>"They use the facility after us so we know some of their participants but I don't think there's enough resource to try and plan something together."</p> <p>"They're a big charity so I'm not sure what we could do with them but our kids know they exist."</p>	<p>"When our lot get older we tell them about some of the other opportunities in the area so they can keep playing."</p> <p>"We came across XX at a tournament and noticed that they train on XX pitch which is closer to the estate for some of our participants so I suggested it to them. They might be able to attend those sessions more regularly."</p> <p>"We've got a good relationship with XX. When there's someone who takes it really seriously, I suggest they go to try-outs there. XX will be able to support their ambitions better than us."</p>	<p>"We sent XX over to XX club but it would have been good to have a chat first so I could have told them about XX or to look out for XX."</p> <p>"I often send the older girls to XX club because I know they do some cool things mentoring older girls. We could maybe go in for projects together because we each have our strengths."</p> <p>"There's a lot of back and forth between the groups but we should have a better system in place so even if XX and I left, the network can still exist. At the moment it relies on personal relationships."</p>	<p>"We applied for funds together with XX. Now we can work together formally and we've had a bigger impact locally as a result."</p> <p>"We got a great volunteer in to help us set up proper processes for participants to move from here to their club. Now we meet every quarter to check on progress and see what we could each do better."</p> <p>"They run their sessions early on the weekends so we do ours later. It means that kids have the option of both or just one and we're not doubling up. We sat down to plan it because it just made sense."</p>