
Club Development & Every Club Program

Findings & Recommendations

Purpose Driven Performance
Colin Brown Consulting
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Introduction

Part Two of this report focusses on club development support and more specifically the Every Club Program. This, as with the other sections of the broader report has been informed by responses collected during the consultation period held between January and March 2020. Specifically, it addresses the following objective:

3. *Review the four components of the Every Club Program (2018-2020) and provide options and recommendations for the delivery of future club development opportunities in WA.*

This report sits alongside a paper reviewing the current DLGSC Learning and Development Strategy (Part One) and links to a paper that looks at the roles and responsibilities of the major stakeholders involved in club development in WA (Part Three). Collectively these reports provide a strategic assessment of the departments learning and development support and a framework for future delivery.

The process used to arrive at the final recommendations after the data collection phase of the project was to:

- group the feedback into key areas;
- articulate a number of key findings, observations and potential opportunities from each area; and
- generate relevant recommendations for each area.

As noted earlier in this report, a consistent theme emerged throughout the consultation of the need for a consistent model of support across all areas of learning and development. The delivery of club development support clearly fits within this learning and development framework, built on the Guiding Principle of a User Centred Approach supported by five 'enabling' pillars:

1. Leadership & Vision
 2. Planning & Coordination
 3. Networking
- Resources & Training
 - Investment

During the review into club development support and Every Club, there was general agreement from all stakeholders that the four key focus areas/pillars of Every Club (*Communicate, Facilitate, Educate, Invest*) are the right areas to focus support for club development. The naming of some pillars may not accurately describe the intent, however they do provide a suitable framework and improvements would come through a refocussed approach and implementation of initiatives. Recommendations for the improvement of club development support and the Every Club program are outlined below

Findings /Observations and Opportunities

The findings and observations presented within this section of the report inform the recommendations for the future delivery of club development opportunities in WA and the review of the Every Club program. They reflect the insights drawn from the desktop audit (Appendix A), and extensive consultation with numerous individuals, groups and workshops (Appendix B) as per the detailed consultation plan (Appendix C).

The process used to arrive at the final recommendations after the data collection phase of the project was to:

- group the feedback into key areas;
- articulate a number of key findings, observations and potential opportunities from each area ; and
- generate relevant recommendations for each area.

There is general agreement that the four key focus areas of Every Club (*Communicate, Facilitate, Educate, Invest*) are the right areas for a program to focus support for club development. Throughout discussions it was agreed that improvements would come through a refocussed approach and implementation of initiatives under a framework incorporating a user centred approach, appropriate leadership and vision, and improved planning and coordination. The Every Club focus areas of *Communicate* and *Facilitate* may be better described as *Resources* and *Network* respectively. The Findings and Observations relating to the Every Club program are incorporated with the broader focus of club development support, specifically within the more operational areas of Resources, Training, Networking and Investment.

Key Area One: Club Centred Approach

There was strong feedback throughout the consultation process from all stakeholders that any system of club support needs to be designed to meet the needs of the club as the end user as opposed to the needs of service providers.

It was considered by some stakeholders that the current system was inconsistent with this approach and was often influenced by a broader agenda and priorities of the stakeholders providing the support.

This was sometimes the result of competing agendas at a national and / or state level. An example cited was the pursuit of participation and program growth by national and state governing bodies, which may not be possible to deliver at a club level due to the inability of the club to access additional space and/or facilities. The club is the interface between the

activity and the community and as such is largely focussed on delivering a quality experience for the current participants. The outcome of a quality experience can often become collateral damage in the quest for growth.

It was highlighted regularly during the consultation that the challenges facing club volunteers have become more complex, with additional compliance and administration taking up an ever increasing time for club committees. The source of this additional administration was both National and State Sporting Associations, as well as Local Government and other government agencies.

For clubs to continue to develop and serve the communities for which they exist, it is essential that it is the real needs of clubs that are addressed in future club support models.

Summary of Key Findings, Observations & Opportunities: Club Centred Approach

Key Finding / Observation	Opportunity
Finding / Observation 1: The models of support currently available to clubs are not necessarily developed with the specific needs of clubs as the primary driver and are instead influenced by the needs of other stakeholders.	A focus on providing support based on the needs of the club will assist the club to access the right support, from the right source at the right time.
Finding / Observation 2: The administration of clubs is challenging for volunteers with significant administration and compliance responsibilities. Both governing bodies and government need to consider ways to reduce the impact on community clubs.	Further discussion is required to ensure there is an alignment of priorities between national, state and local governing and government bodies and that appropriate resourcing is provided to clubs to deliver on agreed plans.

Key Area Two: Leadership & Vision

A recurring theme raised during the consultation was that there was no longer a clear vision as to the purpose or objective of club development and there was a gap in the overall leadership for club development support.

Stakeholders have indicated that historically the DLGSC had taken the leadership role in club development but the implementation of the Every Club program in 2018/19 signalled an exit by the DLGSC from the key leadership role. Currently there is a void caused by the lack of clarity of where the responsibility for club development sits. What is evident is the role of the DLGSC and its interface with the sport and recreation industry is changing. This position was supported by findings from the Strategic Funding Review (SFR) which considered the nature of the relationship between the department and industry.

Finding 4. There are a wide range of expectations of the role of the department in supporting the industry, with a shift of focus towards facilitating outcomes rather than leading the delivery.

Finding 5. The department needs to continue to build the capacity and capability of organisations, recognising there is significant variation within the industry. How this occurs may require a different approach and relationship with the industry, including greater engagement and partnerships.

It was noted during the consultation that there was not always a consistency in the views of SSA's and LGA's as to what should be the focus for club development. This was usually predicated by the strategic priorities for the specific organisation. While the importance of well governed and managed clubs was common to many organisations, other areas identified as equally or more important by some organisations, included:

- LGA's – some local governments believed a greater focus of club development should be directed towards facility management.
- SSA's – some sports considered game development and program implementation as a stronger priority for club development.

While individual organisations may have their own strategic priorities, it is important that a common vision and direction for club development support is discussed and made aware to all parties.

While the void in leadership has been frustrating, it was noted that this situation presents an opportunity for the industry to take a greater leadership role in the future direction of club support programs, while mindful that there is still a need for ongoing involvement from the DLGSC, particularly in regional areas where their office can play a stronger coordination and support role.

Summary of Key Findings, Observations & Opportunities: Leadership and Vision

Key Finding / Observation	Opportunity
Finding / Observation 3: There is a gap in overall leadership and vision as to what club development is and what are the respective roles and responsibilities of LGA's, SSA's & the DLGSC.	With the focus of the DLGSC shifting towards facilitating outcomes rather than leading the delivery of programs, there is an opportunity for industry to take greater leadership in club development.
Finding / Observation 4: Both SSA's and LGA's have varying views as to what should be the focus for club development. This is in part dependent on the strategic priorities for the respective SSA or LGA.	A re-setting of the strategic priorities for club development, agreed to by all stakeholders, will assist in aligning the support that is provided to clubs.

Key Area Three: Planning & Coordination

A product of the lack of overall leadership and vision for club development referenced above is the absence of an overarching plan for state-wide club development support developed with input and engagement from key stakeholders.

Respondents felt that planning and coordination between key stakeholders providing club development support was largely ad-hoc. While there were some exceptions, particularly in regional areas, it was noted that there was generally an absence of coordinated planning between SSA's, LGA's and clubs at a local or regional level.

This lack of alignment between SSA's and LGA's in servicing clubs impacts the quality and quantity of the support provided through the, duplication of already limited resources, or clubs not knowing what support is available or where they can access it from.

There was evidence that a joined up planning approach is possible, with examples cited where the LGA in providing support to a club has done so in conjunction with the relevant SSA. Other examples came about through leadership by the regional DLGSC office, bringing together the key stakeholders leading to a coordinated planning of support opportunities that could be accessed by the club. Examples included:

- club strategic planning with input from and alignment with SSA's and LGA's;
- clubs from multiple sports accessing development opportunities coordinated by other SSA's; and
- coordinated regional workshops and events to maximise attendance and minimise duplication of time and resources.

The nature of support required by clubs is such that they will need to access it from different stakeholders including SSA's, LGA's and DLGSC (regional) amongst others. In order to effectively service clubs and ensure the optimal delivery of support, it is important that the key stakeholders adopt a partnership approach to implement the most effective model of support for clubs.

Summary of Key Findings, Observations & Opportunities: Planning and Coordination

Key Finding / Observation	Opportunity
Finding / Observation 5: There is an absence of an overarching plan for state-wide club development support.	An overarching plan for state-wide club development support is required to provide guidance for improved coordination and planning of club support.
Finding / Observation 6: Overall, there is relatively limited coordination in the delivery of club development support between the key stakeholders. This has the	SSA's and LGA's should have an articulated club support strategy within their planning documents. Underpinning club support plans should be coordinated at a regional

effect of support being delivered that does not necessarily address specific club needs, lack of a planned approach to support delivery and duplication of already limited resources.	and local level with the relevant stakeholders involved in delivering support.
Finding / Observation 7: Clubs require access to support from different sources including SSA's, LGA's and DLGSC (regional) amongst others.	A partnership approach is required between all stakeholders providing club development support to ensure the optimal delivery is provided to clubs.

Key Area Four: Networking

The focus area of networking was considered by respondents to be one of the best ways to enhance the support available to clubs.

This was an area that was seen as having fallen away in recent years, in both metropolitan and regional settings. There was strong support for improved networking at all levels including at SSA to LGA level, as well as at a club to club level. During the regional consultation in particular, the benefits of club to club networking were witnessed as an effective means for clubs to find answers to their most pressing problems from their peers.

It was considered during the consultation that enhanced networking at state level between SSA's and LGA's would help address the issue of limited sharing and communication of plans with the various key stakeholders operating independently but trying to achieve the same outcome. Opportunities that bring these stakeholders together to improve communication and coordination of efforts will likely provide significant improvements to the club development support system.

The value of the networking offered previously under the Club Development Officer Scheme was noted by respondents who had previous experience with the program. They felt this was an important mechanism to help upskill CDO's who were often relatively new to the industry through the peer to peer learning that resulted from these opportunities. While the exercise of bringing together people from across the state was costly, respondents considered that this was a good investment.

Summary of Key Findings, Observations & Opportunities: Networking

Key Finding / Observation	Opportunity
<p>Finding / Observation 8: It was consistently highlighted during the discussion that networking is highly valued, however has fallen away in recent years, particularly since the establishment of Every Club.</p> <p>There was strong support for improved networking opportunities that bring together SSA and LGA partners, to discuss and identify solutions to problems. The value of club to club networking was also highlighted noting the benefits of discussing issues and identifying solutions that are common and experienced across all clubs.</p>	<p>Overall, an improved system and coordination of networking is seen as one of the best opportunities to improve coordination and delivery of club development support.</p> <p>Networking should be articulated and planned for across the following priority areas:</p> <ol style="list-style-type: none"> 1. Local level planning and coordination amongst SSA's and LGA's to support clubs. 2. Club to club networking opportunities.
<p>Finding / Observation 9: It was evident during the consultation process that several regional areas have established well developed networks which bring together the different stakeholders to provide club support. In these examples the regional DLGSC office played a leadership role in bringing the different stakeholders together to share information and communicate local level plans for the delivery of club development support.</p>	<p>Regional DLGSC offices have an important role to play in providing coordination and support for local networks.</p> <p>Metropolitan areas should adopt a model which brings together LGA's and SSA's with a focus on geographically coordinated local planning to develop club support plans.</p>
<p>Finding / Observation 10: Local Governments noted the benefits that arose from the networking that occurred under the previous Club Development Office Scheme.</p>	<p>Networking has an important role to play in the professional development of club support personnel. It provides a mechanism to help upskill CDO's who are often relatively new to the industry through peer to peer learning by establishing a network of support they can draw on for assistance with specific issues.</p>
<p>Finding / Observation 11: There is currently no human resource allocated for the coordination of networking across the sector.</p>	<p>Allocation of a human resource supporting Every Club with accountability for the coordination of network opportunities should be adopted.</p>
<p>Finding / Observation 12: The Every Club focus area of 'Facilitate' is generally not associated with networking by SSA's and LGA's.</p>	<p>It is suggested that 'Network' be considered as the name for this pillar.</p>

Key Area Five: Resources and Training

There was broad agreement throughout the consultation process that there is a significant amount of resources available in the area of club development developed by various stakeholders including DLGSC, SSA's, LGA's and private providers.

There was however considerable questioning over the suitability of these resources providing the support required by clubs. It was noted during the consultation process that greater emphasis needs to be placed on providing support that can assist clubs by providing *answers* to their specific problems, rather than generic information as to *what* the problem is and *why* it is important; which is the focus of many of the current resources. This applies to all forms of learning modes – whether it be booklets, online videos, webinars or access to a human contact, resources need to focus more on *how* to address specific issues being faced by clubs.

Clubs want to be able to access education and training in 'bite-size chunks'. Consistent with growing trends towards the consumption of content across all aspects of society, there is a growing need for club development support / resources to be provided in small, packaged parts.

Overall feedback specifically relating to the Every Club Hub indicated that it is not easy to navigate, attempts to cover many topics and does not necessarily provide current or contemporary content. Recommended improvements are for the content on the Hub to be streamlined with a simpler index / filter and categorisation of topics. Focus should be on a smaller number of topics which cover the core elements of club development common to all clubs, which can be kept up to date with contemporary information. It was also noted that the term 'Communicate' does not describe this pillar of the Every Club program and suggested that 'Resources' be a more appropriate term. Sport specific information would remain within the responsibilities of individual sports.

Feedback regarding workshops indicated mixed results in terms of levels of engagement, however there does appear to be an overall downward trend in attendance levels. Organisers of workshops which elicited strong attendance and levels of engagement identified the following characteristics:

- Well planned and organised in advance.
- Relevant topic that addresses specific issues that clubs have identified as important.
- Coordinated with partner stakeholders e.g. between local government and SSA, other local level delivery partners.
- Designed with the opportunity for participant engagement that encourages peer-to-peer learning and provides opportunities for participants to resolve specific issues / questions relating to their club circumstances.

It was noted that several local governments are shifting towards providing 1 to 1 targeted support rather than generalised workshops / training opportunities. Examples include the City of Busselton and City of Joondalup providing targeted strategic planning support. The City of

Kalamunda has also adopted this approach for specific topics and have noted the benefits of providing an ongoing engagement opportunity with clubs directly involved.

It was strongly agreed that a mix of education and training methods is required in order to meet the diverse needs of clubs. This is further exacerbated with the different needs and environments of clubs in metropolitan versus regional areas. While online education provides increased access and flexibility for some groups, challenges in regional areas such as limited internet connectivity prevent this from being suitable in all circumstances. The value of face to face contact was widely acknowledged as the preferred delivery method, with the opportunity for direct interaction, group learning and building of networks highlighted as benefits.

Whether in regional or metropolitan areas, simple and direct access to a human resource was considered extremely important. It was noted that while the support person would not necessarily be the topic expert in all areas, they would be able to make the appropriate connections to assist clubs access the support they required. The importance of the relationship between the club and a credible resource that can help should not be underestimated.

There is broad agreement that there is still a need for a centrally coordinated hub of resources. While a small number of larger SSA's have their own portals or resource hubs, the majority of small to medium sized sports do not have the capacity to develop and maintain their own customised suite of resources. Who should host and maintain these resources was not as clearly agreed however should the industry take on a greater leadership role in club development, the coordination of resources could form part of this industry role.

Summary of Key Findings, Observations & Opportunities: Resources and Training

Key Finding and Observation	Opportunity
Finding / Observation 13: It was evident through the consultation that there is a significant amount of resources developed by various stakeholders including DLGSC, SSA's, LGA's and private providers. Questions were raised as to their effectiveness in providing a solution focussed approach and practical measures as to how particular issues and challenges can be addressed.	Club development resources should be streamlined, solution focussed, up-to-date and with the end user in mind i.e. the club. They should also address contemporary issues in sport and recreation. The sport industry does not always have to be the provider of the resource but can assist clubs in sourcing the appropriate support.
Finding / Observation 14: Access to a human resource who has the credibility and skills to support the club address their issues was considered the most important method of support desired by clubs.	While online and other digital sources of support and guidance are of considerable value to clubs, when it comes to complex issues or those that are fundamental to the way in which a club operates, face-to-face

	<p>support from a trusted advisor can be more effective.</p> <p>Providing support through an online forum or help desk is an opportunity that should be considered by the industry. This supports the model of clubs having access to a support person to provide solutions.</p>
<p>Finding / Observation 15: Due to the vast differences in size, location, sophistication, learning preference and local club needs, there was strong agreement throughout the consultation that a mix of delivery methods is required.</p> <p>Finding / Observation 16: There is a slow but increasing trend towards providing more focussed support to clubs at a 1 to 1 level rather than solely workshops and events as the main method of club development support.</p>	<p>A mix of learning methods involving workshops, face-to-face, online, resources and phone / email is required into the future.</p> <p>Opportunities that provide more targeted, personalised support should be considered where appropriate.</p>
<p>Finding / Observation 17: Webinars and online learning methods, whilst an important part of the overall education mix, do have limitations, particularly in regional areas often due to limitations of internet connectivity.</p>	<p>Webinars and online education work best:</p> <ul style="list-style-type: none"> • To provide 'bite-sized' packaged information. • As part of a pre or post workshop learning component. • When delivering compliance based or 'how to' type training that solves a specific club problem e.g. showing the club registrar how to use the registration platform.
<p>Finding / Observation 18: There is broad agreement that there is still a need for a centrally coordinated hub of resources. While a small number of SSA's have their own portals or resource hubs, the majority of small to medium sized sports do not have the capacity to develop and maintain their own customised suite of resources.</p>	<p>There is still a need for a centralised hub of club development resources, with increased engagement and input from the industry and LGA's.</p>
<p>Finding / Observation 19: The Every Club Hub is not easy to navigate, attempts to cover a large number of topics and does not necessarily provide current contemporary content.</p>	<p>The Every Club Hub should be streamlined with a simpler index / filter and categorisation of topics. Focus should be on a smaller number of topics which cover the core elements of club development</p>

	common to all clubs, which can be kept up to date with contemporary information.
<p>Finding / Observation 20: While SSA's and LGA's had relatively high levels of awareness of the Every Club program and the Every Club hub, there was limited understanding of what was available through the Every Club Hub.</p> <p>Clubs consulted during the project had limited awareness of the Every Club Hub.</p> <p>The Every Club focus area of <i>Communicate</i> is generally not associated with the resources available through the Every Club Hub.</p>	<p>An improved communications and promotion strategy should be undertaken to increase awareness of Every Club Hub, particularly focussed at club levels.</p> <p>It is recommended that focus area of <i>Communicate</i> is renamed to <i>Resources</i>.</p>

Key Area Six: Investment

As expected, funding was a high priority for all stakeholders in terms of their capacity to deliver club development support. There was an appreciation that alternative models and ways of working are required as the likelihood of funding made available to place club development staff across all SSA's and LGA's was considered unlikely.

While some local governments previously funded under the Club Development Officer Scheme lamented the change to Every Club, particularly through the reduction in funding, the additional flexibility in being able to provide locally tailored solutions under Every Club was recognised. It is worth noting that despite the changes in funding under the Every Club model, local governments are continuing to support club development, possibly because clubs are now seen as an important and integral part of community development.

Smaller regional LGA's noted limited capacity to engage a dedicated club development resource without direct funding support. These LGA's that operate without funding either did not have anyone dedicated to club development or incorporated the role within a broader community development focus.

The additional challenges faced by regional Western Australia in comparison to the metropolitan area is undeniable. Access to and availability of resources (particularly human) is less and the delivery challenges greater within the regions. This is compounded further in the rural and remote areas within a region where the major centre can be likened to the metro area and the rural and remote aspects more regional. Any club support strategy will require specific investment in regional WA if the resource and delivery challenges are to be overcome.

There was strong support during the consultation for investment into the professional development of club support personnel. Several LGA's noted that more skilled and capable staff can better support the needs of clubs and enable improved relationships between the CDO and club.

The uncertainty created by short term funding agreements has impacted on the ability to attract and retain quality personnel in club development roles. Longer term funding commitments are considered essential in the future.

The opportunity for increased involvement by the industry was raised, particularly the capacity for an appropriately resourced SportWest to play a greater leadership role in supporting club development.

Summary of Key Findings, Observations & Opportunities: Investment

Key Finding / Observation	Opportunity
Finding / Observation 21: While some recipients of funding under the previous Club Development Officer scheme lamented the changes to the Every Club funding, there was acknowledgment of the increased flexibility of the Every Club funding model which supported a flexible approach to servicing local needs.	A flexible approach to the use of funding should be adopted based on providing the best solution to address local needs. It is recommended that funding can be applied towards a human resource as well as for combined applicant projects where this can deliver the best outcome for that local community.
Finding / Observation 22: Challenges with short term funding agreements were noted by participants with a request for longer term funding commitments to encourage longer term appointments of club support personnel. This will in turn aide in the skills and capability of the support person and the relationships they can build with clubs.	Funding agreements for a longer term of 3-5 years will provide greater certainty and help to secure longer terms of service from club support personnel.
Finding / Observation 23: The need for funding in the metropolitan area is not as high as in regional areas. This is primarily to do with the greater accessibility that clubs have to support within the metropolitan area.	There is a greater need for funding in regional areas. Funding in metropolitan areas should be considered where it can support an outcome at the local level, meets the needs of the end user and support is required by the stakeholders involved in delivering on the local plan.
Finding / Observation 24: There is a range in skills, knowledge and experience of personnel in SSA's and LGA's delivering club development support, including some staff	While at times there is a need to engage external expertise, investing in the development of the skills, knowledge and experience of club support personnel should

who may have a community development background.	be pursued to improve the level of support they can provide directly to clubs.
Finding / Observation 25: Recipients of funding (both Every Club and previous CDO Scheme) noted a need for a shift away from focussing on measuring outputs such as number of workshops delivered without necessarily understanding the outcome or impact of the funding.	<p>The flexible application of funding will facilitate the delivery of agreed club outcomes.</p> <p>Consistent with the proposed <i>partnership approach</i> described in Finding 7, funding should help to facilitate partnerships between club support stakeholders to deliver an effective model of support to clubs.</p>
Finding / Observation 26: There was limited evidence to support the investment in third party programs that provide resources / templates as delivering effective outcomes.	The Every Club hub should provide the core resources / tools / templates that clubs require.

Recommendations

This report identifies ten key recommendations. These have been developed from the findings, observations and opportunities discovered through the data collection phase of the project, involving consultation with a wide range of stakeholders and sources of information from across the industry.

Recommendation 1: Club Centred Approach (See Finding / Observation 1)

That all stakeholders and service providers adopt a model of support that is clearly focussed on meeting the needs of clubs as the end user.

Recommendation 2: Partnership Approach (See Finding / Observation 5)

That a partnership approach between service providers is adopted to ensure the most effective model of support is provided to clubs.

Recommendation 3: Industry Leadership (See Finding / Observation 3 and 4)

That the industry takes on a greater role in leading and setting the vision for club development. The design of the most appropriate leadership model for club development should be further tested with the stakeholders in the industry once the DLGSC has declared its preferred position.

Recommendation 4: Planning & Coordination (See Finding / Observation 6 and 7)

- a) That an overarching strategy for state-wide club support is developed
- b) That to be eligible for any investment, State Sporting Associations and Local Government Authorities will need to have an articulated club support strategy within their planning documents.

Recommendation 5: Every Club Focus Areas (See Finding and Observation 12 and 20).

That the four focus areas of the Every Club program are retained with the following focus areas updated to better reflect their application.

- a) The focus area of *Facilitate* is renamed to *Network*
- b) The focus area of *Communicate* is renamed to *Resources*

Recommendation 6: Centralised Resource Hub (See Finding / Observation 13, 18, 19 and 20)

That a centralised hub of resources continues to be made available for the industry. It is recommended that;

- a) The industry has a greater role in the coordination of the resource hub.
- b) A marketing and awareness campaign is undertaken to increase awareness of the hub.
- c) That the useability of the centralised resource hub is improved through a rationalisation of resources which are kept up to date and address contemporary issues facing sport and recreation clubs. Resources should be solution focussed and provide practical measures as to how particular issues and challenges can be addressed.

Recommendation 7: Networking (See Finding / Observation 8 and 11)

That a strategy is developed to facilitate improved networking with the following priorities;

- a) That networks are coordinated across key stakeholders including Local Government, State Sporting Associations and regional offices of the Department of Local Government, Sport and Cultural Industries.
- b) That greater emphasis is placed on providing opportunities for clubs to come together at the local level to discuss issues and undertake peer-to-peer learning as part of local club development plans.
- c) That a resource dedicated to the enhancement and coordination of network opportunities is allocated to the Every Club program.

Recommendation 8: Professional Development (See Finding / Observation 10)

Industry personnel including local government and State Sporting Association staff tasked with assisting clubs are supported through a targeted professional development strategy.

Recommendation 9: (See Finding / Observation 14, 15, 16 and 17)

That learning and development is developed and delivered by the following approach:

- a) Delivery method meets the needs of clubs.
- b) Via a mix of learning methods, with an emphasis on providing support via a 'human resource' / trusted advisor' to clubs where this is possible.

Recommendation 10: Flexible Funding Approach (See Finding / Observation 21, 22, and 25)

That a flexible approach towards the investment of Every Club funding is adopted which incorporates:

- a) An outcomes focussed approach enabling funding recipients to determine how local club needs can best be addressed.
- b) Recognition of the greater need for funding in regional areas.
- c) Longer term funding agreements of three to five years where appropriate.
- d) Agreements which facilitate partnerships between club support stakeholders are encouraged.