## **Club Rugby Appraisal**

Around Australia volunteers put in enormous hours each week, every day of the week to enable their clubs to keep operating and to provide rugby to its players and supporters. An efficient and effective organization is identifiable by certain characteristics including a structural arrangement, a purpose, a direction and an allocation of roles and responsibilities. This reduces the potential to wastefully duplicate activities and to maximise the contribution that each volunteer has offered to make.

To measure how well the club is running it is invaluable to undertake some assessment of its structure, work allocation, activities and the environment in which it is operating.

Some of the benefits that arise from an evaluation include:

- Providing some data and views from which you can determine whether the club is moving forward or standing still;
- Providing an opportunity to uncover some objective information about who is doing what and how well it is being done;
- Testing whether targets or goals that have been agreed have been achieved;
- Debating whether there are better ways of achieving goals or undertaking activities - are they cost/effort beneficial?
- Re-considering whether resources that have been allocated are adequate and appropriately directed; and,
- Unearthing ways in which a positive and enjoyable culture is reenforced.

## The Process

A comprehensive evaluation of the club's performance should be undertaken at least annually. Those attending should include each member of the Board/Committee as well as a wider representation of the club. This wider representation is to enhance both objectivity and feedback. It is vital that an honest appraisal is undertaken and that it not be an opportunity to justify action or lack of it. Any perception of criticism should be seen for what it is – a viewpoint that needs to be considered.

## The Procedure

Whether the whole group undertakes the evaluation or breakout syndicates looking at some component of the club's activities is best determined by the club. One reason the evaluation could be undertaken with the use of

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syndicate groups is to spread the load. Those assessing each component could be those volunteers responsible for those particular activities or a group that contains a mix of personnel to give it a greater degree of objectivity. **The club is best placed to determine this**. Whichever approach is adopted presentation to and feedback on each component should be sought from the whole group at some stage

The next important step is to ensure that the information gathered is used to update or amend the club's basic plans, documentation and operations. Some actions may not be able to be undertaken in either the immediate or medium term, however, they should be listed, prioritised and not lost. Where appropriate they should be listed and allocated for action.

The following assessment format is designed to pose issues to the group that will encourage frank responses. There are no boundaries to the answers to each of the questions and any responses will reflect the background, interests and enthusiasm of the participants.

### The Result

There is no doubt that undertaking this type of exercise is time consuming. It should be seen as giving the club a true indication of how it is performing as a whole and an opportunity to improve aspects that need attention. All volunteers want to know their contributions are positive, constructive and leading to continual improvement. An evaluation will certainly provide participants with a chance to debate priorities and direction. The time taken wouldn't be overwhelming in the overall context of the contribution all club members put into running the club. Efficient and effective clubs are what everyone aspires to.



# 1. Structural arrangements

#### **Club Constitution**

- > Does the existing constitution meet the club's current requirements and directions?
- Is a copy readily available?
- What action is necessary to make any amendments?

#### Club Committee

- Are any changes to the structure of the club committee necessary if so what are they?
- Is each member of the committee aware of his/her role and responsibilities; and, how are these brought to the notice of each member?
- Does the club have documentation available or accessible that can be used to orientate each member to the laws and regulations that apply to organisations and the volunteers who work for them? Consider
  - Occupational health & safety;
  - Discrimination;
  - Harassment free environment
  - Child protection;
  - Business registration
  - Copyright
- Does the club maintain a consolidated list of policies and rules that apply to the club and its participation in competition and community activities? Consider:
  - Competition participation requirements (on & off field);
  - Codes of Conduct
  - Licensing
  - Serious Injury protocol
  - Age restrictions
  - Coaching accreditation
  - Club policies & procedures
  - Selection policy
  - Discipline, grievance procedures
- Are these policies available, reviewed regularly and implemented fairly?

- Is the club incorporated? If not, has the club considered the benefits of incorporation?
- What steps are necessary to put any identified changes in place?

## **Club Planning & Documentation**

- Does the club have a stated vision or mission statement that reflects its purpose and direction? Does it need amendment?
- How current and appropriate are the club's written plans? Consider:
  - Strategic Plan
  - Business/Operational Plan
- How satisfactory is the wording of the plans; is the allocation and distribution of activities, tasks and allocated resources reasonable; are the timeframes reasonable?
- Are accurate job descriptions available for, and issued to, each volunteer?
- ➤ To what extent are the various activities identified in the club's plans integrated into committee agendas to facilitate on-going assessment of progress?
- Are accurate club committee minutes issued promptly; and, are they made available to all who would wish to access them?

# 2. Operations

## Management/Administration

- ➤ To what extent do the club's administrative personnel have sufficient access to modern office equipment? What needs supplementation and how can it be accessed or obtained?
- ➤ Is the club's budget is formulated and agreed annually and is it complemented by comprehensive, monthly financial reports.
- ➤ Is each line item in the budget examined for reasonableness and reassessed regularly by the whole committee?

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- Is each fund raising activity examined for efficiency and cost-effectiveness
  unnecessary expenditure is cut or discontinued.
- Have all potential income sources been fully explored? Consider:
  - Sponsorship
  - Grants
  - Fund raising activities
  - Fees
  - Merchandise sales
  - Incentive payments/in-kind rewards
  - Old-boy networks
  - Strategic alliances
- Is the financial management system is in place comprehensive? Consider:
  - recording of payments & receipts
  - payment procedures
  - bank reconciliations
  - income & expenditure reports
  - depreciation schedule
  - assets register
  - cash flow appreciation
  - GST compliance
  - Annual audits
  - Is the club's insurance coverage sufficiently comprehensive? Consider:
    - Public liability
    - Buildings & equipment
    - Professional conduct of personnel

#### Communication

How effective are the existing measures that the club has to keep in touch with its members?

Consider the availability, accessibility and frequency of:

- Website
- Planning documents
- Newsletters
- Mail outs
- Circulars/brochures
- Club announcements
- Special meetings
- Bulletin boards
- Networks/word of mouth
- Surveys

- What opportunities are in place for members to provide the club with feedback on performance or issues that are of concern; are they adequate? How are they handled and to what degree are they acted upon?
- How does the club ensure every opportunity is taken to be represented and interact at the various Union meetings?
- ➤ What reporting mechanisms are in place to bring relevant information to the attention of the appropriate group/person with the club?
- ➤ What measures are in place to interact with the local media and how effective are they?
- The procedures and processes in place to report back to our members on club performance are consistent with our Constitution and other legislative requirements.

#### Consider:

- AGM
- Special meetings
- Annual Report
- ➤ Is the club able to fully comply with the requirements of the local club competition rules?

#### Consider:

- Team/player registration & eligibility
- Advising match results, team composition
- Supply of match officials
- Ground set-up and control?
- Full use is made of the ARU systems to facilitate club administration.
- Does the club enjoy a positive and constructive relationship with the local Union and the ARU? What steps could be taken to improve this interaction?

# 3. Membership & Facilities

## **Playing Roster & Membership**

- ➤ Is the make up (ie %) of the club's playing roster base amongst new players, experienced and longer-term participants sufficiently well balanced to ensure the club remains dynamic?
- Is the break-up of the club's supporter base equally appropriate?



- Does the club have a well organised and well managed volunteer program?
- > Is the club confident that volunteers are
  - matched to their role with their skills and interests
  - adequately trained for their role
  - sufficiently recognised for their contributions
  - sufficient in number?
- Has the club taken appropriate steps to ensure sufficient coaches, managers and support staff are appointed each year?
- Are all staff appropriately qualified/accredited?
- What measures are in place to encourage all staff to undertake professional development each year?
- Does the club utilise specialist coaches, past players to augment and mentor coaching and support staff?
- Does the club provide a reasonable proportion of players to representative squads on a continuous basis?
- > Does the club have some mechanism and key factors in place that assist in assessing on-field performance annually?
- Does the club have an active junior development plan in place? Is it producing results, does it meet the club's needs and does it need review?
- To what extent does the development plan provide a continuous recruitment base for the senior club?
- Does the relationship between the senior and junior organizations meet the club's needs?

# 4. Community Interaction

## **Club Diversity**

- > To what extent does the club encourage people with diverse cultural and vocational backgrounds to become club members?
  - Consider:
  - Media releases
  - Promotions
  - Letter box distributions
  - Targeting and interacting with specific populations/organisation



- Including representatives from these groups in decision making roles.
- What plans does the club have to fully participate in the activities of the local community on an on-going basis?
- What measures are in place to foster and maintain strong relationships with local agencies, government and organizations that may be able to assist in achieving the club's purpose/mission or raising the club's profile?
- Has the club developed any allegiances with overseas clubs or organizations?

## **Facilities/Equipment**

- Are the club's facilities and equipment up to standard? Consider:
  - Playing field
  - Training field & lighting standards
  - Dressing rooms
  - Medical and 1st aid facilities
  - Access to weight training facilities
  - Access to recovery facilities
  - Food & liquor outlets
  - Spectator facilities
  - Parking
- What action needs to be taken to ensure they remain safe and satisfactory?

# **Final Assessment**

The club's strengths are:



and these strengths are recognised in our planning and operational practices.

# **Action Arising**

# **Club Constitution** Actions: **Priority Club Committee** Actions: **Priority Club Planning & Documentation** Actions: **Priority** Management/Administration **Priority** Actions Communication Actions: **Priority Playing Roster & Membership** Actions: **Priority Club Diversity** Actions: **Priority Facilities & Equipment** Actions: **Priority**