



BUILDING LASTING FOUNDATIONS TO SUPPORT FACILITY DEVELOPMENT

Taking the time to review key areas of your club will not only support you to be in the best possible position for a facility development or project but more importantly it can help you build solid foundations that will make sure that your club is built for the future.



Football facilities offer a space in which the community can come together and be united through the beautiful game. Facility projects can range from small fencing and storage unit installations to larger developments such as a land drainage or Community Asset Transfers (CATs).

Irrespective of the size and scale of your club's project, it is important to understand why the club is embarking on this journey. The reason may be to improve the experience current members have at your club. It may also be to support local people maintain good levels of physical and mental wellbeing. Whatever your reason, it is important to know why and to be able to communicate this to others.

There are many building blocks which form part of a good club and each block can help you to develop lasting foundations. So, it is important to take your time to reflect on these. Some blocks may seem more daunting than others but do not be alarmed. This checklist will provide you and your committee / board members with some thought provoking questions. These questions have been chosen to help you consider what you may need to review and reflect on as well as go away and action. This process may be best suited to others within your committee who have specialist skills sets in the different blocks which are referred to. Alternatively, you may decide that some areas required some specialist support and this is ok too.

Taking the time now, to review and reflect, before getting stuck into a facility project may help save time and free up additional resources further down the line. The fundamental building blocks outlined within this document should not just be reviewed for the purposes of a facility project but should be constantly reviewed to help you and your club understand how efficient and effective you are as a club. Undertaking this process, also demonstrates the club's desire to grow and develop towards its goals and ambitions.

Encouraging your club committee / board members to reflect on the club's position will help identify areas of strength as well as areas of improvement. This will help you to build a case of potential any additional time, personnel or resources required to support a facility project. It will also help to build those lasting foundations.

Completing this checklist process will actively encourage your committee or board members to view the club in a holistic way, and develop long term sustainability of your club and your local community.



CONTENTS

1. **LEGAL ENTITY**
2. **GOOD GOVERNANCE**
3. **POLICIES AND PROCEDURES**
4. **COMMUNITY BENEFIT**
5. **CLUB PEOPLE**
6. **CLUB FINANCES**
7. **BUSINESS PLANNING**
8. **IDENTIFYING RISK**



1. LEGAL ENTITY

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>How does the club operate and protect club people?</p>	<p>A large proportion of grassroots clubs operate as an unincorporated association, meaning that the club is not a legal entity, therefore any liability can fall directly onto individual members within the club.</p> <p>Clubs wishing to explore any type of facility project should determine which legal entity will be best suited to the project as well as any additional future ambitions the club may have.</p> <p>It is important that clubs operate within their means and that liability is limited.</p> <p>Seeking independent legal advice is recommended.</p>	<p>Find out what responsibilities, liabilities and legal obligations such as contracts, the club may already be entered into or are considering entering.</p> <p>Review the Legal Matrix created by our partner Loosemores to learn more about the different legal entities.</p>	

Additional support and resources

- [Legal Status – Club Solutions](#)



2. GOOD GOVERNANCE

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>What does the club stand for?</p>	<p>Clubs should have a constitution in place which outlines the minimum: -</p> <ul style="list-style-type: none"> • The club’s purpose (vision, mission & values), • How the club intends to operate, • Who the club is for, • What method(s) the club uses to make key decisions. <p>The constitution in which a club operates by should be appropriate for the governance and operation of that club.</p> <p>For clubs who already operate within a certain legal structure(s) or have special tax status the purpose and structure should be aligned to meet said requirements outlined by Companies House or The Charities Commission.</p>	<p>Consider reviewing the club’s governance documents, including the constitution annually. This will help the club remain fit for purpose and aligned to the wider community.</p>	
<p>How does the club record key decisions which are made? How are these shared with members, stakeholders and the wider community?</p>	<p>Clubs can determine how often they meet to discuss matters, as a guide, it is recommended meets occur as a minimum four times a season.</p> <p>For any meeting that a club holds, the minimum should be recorded: -</p> <ul style="list-style-type: none"> • Who was in attendance? • What topics were discussed? • How were key decisions made, including who approved/rejected proposals? • Were there any future actions? <p>Identifying the above clearly outlined, documented and shared, provides transparency to current members, stakeholders and potential future funding partners.</p>	<p>Explore having a dedicated page on the club website/ social media channels where minutes and discussion points are uploaded and shared on a regular basis.</p> <p>Look to see how the club can pull out the most important pieces of information from your meeting which directly links to or effects your members, stakeholders and wider community.</p>	



2. GOOD GOVERNANCE

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>What does your club do to keep members, stakeholders and the wider community in the know about your club and what activities you offer?</p>	<p>Communication and transparency is key. It is good practice for the club to ensure that connection through communication happens regularly. Keeping members, stakeholders and the wider community in the know can help with building relationships and developing trust.</p>	<p>Find out if the club has a communications plan. If you do have a plan, begin to review the effectiveness. Is it still fit for purpose and meeting the aims initially outlined?</p> <p>If the club does not have a plan in place, it could be something to consider. Mapping out who the club wants to connect with, how often and by what methods are great starting points.</p>	
<p>How do you gather thoughts and opinions from people outside of the club?</p>	<p>Embedding a listening culture within the club can help with gathering new ideas. It can help develop the direction of the club and more importantly can support with building relationships and developing trust.</p>	<p>Review what listening opportunities the club has in place. These do not necessarily need to be specific face-to-face sessions they can also be through a poll, survey or even an online coffee morning.</p>	

Additional support and resources

- [Example Club Constitution – FAW](#)
- [Governance & leadership - WCVA](#)
- [Vision and Values – Club Solutions](#)
- [Club Meetings - Club Solutions](#)
- [Taking Minutes - Club Solutions](#)



3. POLICIES AND PROCEDURES

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Does the club have guiding principles in place and a method to manage and deal with wider club happenings?</p>	<p>It is important clubs comply with laws and regulations that are relevant and specific to football as well as following policies and procedures that sit outside of the game too.</p> <p>Clubs should have clear guiding principles and accountable processes in place to enable efficient planning and to mitigate any risk.</p>	<p>Review the current policies and procedures which the club has in place. When were they created? Are they still relevant?</p> <p>A good starting point where you can compare what you have and maybe what is missing is by reviewing the 'Club Guidance' document outlined within the additional resources and support section.</p> <p>If the club is governed by the Charities Commission or Companies House, there may be obligatory policies and procedures, so it is important to check in with these organisations too.</p>	
<p>Do staff and volunteers have clearly defined roles and responsibilities?</p> <p>What succession planning is in place to factor in departures?</p>	<p>Providing volunteers with roles and responsibilities helps the club outline how they want the volunteers to support but it also provides volunteers with clarity on what is required.</p> <p>If you don't have a plan in place, when a key volunteer leaves it can often put additional pressure on existing volunteers to take on more responsibilities. You can also find that in the panic to recruit someone new into a role, you end up with a volunteer who is not suitable or feels quickly overwhelmed.</p>	<p>Understand what roles and responsibilities have been outlined for the current volunteers. Assess if these are still relevant but more importantly reflect the tasks volunteers are undertaking.</p> <p>Learn more on this topic by visiting our Volunteer section on the Clwb Cymru website.</p>	



3. POLICIES AND PROCEDURES

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Does the club have guiding principles and methods in place to manage and deal with finances?</p>	<p>Clubs should also have appropriate controls in place that protect and reduce financial risk.</p> <p>Ensuring accounts are independently reviewed annually, provides an additional level of examination to be undertaken. This can help identify risks and provide integrity when sharing with members, stakeholders and the wider community.</p> <p>Depending on the legal status/special tax status adopted, the club may be required to demonstrate this level of accountability through Companies House and/or The Charities Commission.</p>	<p>Consider reflecting on some of the below questions: -</p> <ul style="list-style-type: none"> • How regularly is the club account checked? • Does the club have its own bank account? • Is there more than one signatory on the club account? • Are annual accounts summarised and shared for the relevant audiences/organisations? 	

Additional support and resources

- [Club Guidance – FAW](#)
- [Policies and Procedures WCVA](#)
- [Setting up and running a charity: Charity money, tax and accounts - detailed information - GOV.UK \(www.gov.uk\)](#)
- [Accounts and tax returns for private limited companies - GOV.UK \(www.gov.uk\)](#)



4. COMMUNITY BENEFIT

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Who does your club exist for?</p> <p>What does your club exist for?</p>	<p>Clubs typically operate for members within their local community, and it is imperative that recruitment of members promotes diversity and inclusion.</p> <p>Depending on the legal structure which a club upholds, there may be additional aspects relating to membership which clubs need to adhere too.</p> <p>It is important that the club demonstrates that it operates for the local people and the wider community.</p>	<p>Explore the reporting functions within COMET to build a picture of your current members. What are the collective demographics? Where do most of your members live?</p> <p>You may find that there are some gaps in who your club currently attracts. This insight may prove useful to help you plan on how you can make your club more attractive and inclusive for a wider audience.</p>	
<p>What is the clubs' impact in the local community?</p>	<p>A facility and club activity can sit at the heart of a community so it's important that you begin to understand what your responsibilities are within your community and the impact you currently have or could have in the future.</p> <p>Clubs should begin to collate and evidence their impact within the local community. This will prove valuable when justifying the case for additional investment, facility opportunities or partners to be created or continued.</p>	<p>Your club may have completed a survey, poll or listening session. If you have, it may be a good time to review the findings, identify the impact as well as where there was potential to impact.</p> <p>If you haven't completed this type of exercise before, look to see how you could find out what impact you are having via a survey, poll or listening session. This type of information could be in person or digitally. Start small, and work with your current members first, then broaden it out to stakeholders, sponsors and partners, before considering how you find out views of your impact from the wider community.</p>	



4. COMMUNITY BENEFIT

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Who does the club connect with locally?</p>	<p>Relationship building and collaborative working can have multiple benefits for all involved. Demonstrating the clubs’ desires, ability and productivity to connect with local businesses, people, partners and groups will prove valuable when exploring facilities developments.</p> <p>Community engagement is a two-way street, it needs to benefit and support everyone concerned. Clubs have a magnitude of unique selling points, its important as a club you know what these are and use this to support wider concepts and initiatives.</p>	<p>Compile a list of the different partners, business, community groups and organisations the club has previously as well as currently works with.</p> <p>Explore the benefits, successes and lesson learnt from previous and current connections.</p> <p>Take some time to review the Community Engagement section to find out more about who your club could connect identify and work with.</p>	
<p>How is the club perceived by the local community?</p>	<p>The community’s perception of the club can have a significant influence and impact on key decisions made by the local authority, councils and funders.</p> <p>For any facility development, it will be imperative that the club can demonstrate its role within the community and impact on local people.</p>	<p>Capture the thoughts of residents, businesses, organisations and community groups by creating an environment which enables the club to listen to view and suggestions from those different groups.</p> <p>Begin to build a broad picture and perception of the club, taking down the strength as well as areas of concern or improvement.</p>	

Additional support and resources

- [Club Guidance – FAW](#)
- [Policies and procedures – NCVO Knowhow](#)
- [Financial procedures manual – NCVO Knowhow](#)
- [Setting up and running a charity: Charity money, tax and accounts - detailed information - GOV.UK \(www.gov.uk\)](#)
- [Accounts and tax returns for private limited companies - GOV.UK \(www.gov.uk\)](#)
- [Community Engagement Section – Clwb Cymru](#)



5. CLUB PEOPLE

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Does the club have the right people in place to make fair and well-rounded decisions?</p>	<p>Committees/boards should be representative of the local community and club members.</p> <p>To enable fair and well-rounded decisions to be made, clubs should ensure that no more than three members are not related or cohabiting and that any conflicts of interests are declared.</p> <p>The club and the wider community should always remain at the forefront of decision makers minds.</p>	<p>Establish if the club has a process of declaring any conflicts of interest. Ideally this should be completed on a regular basis, capturing any changes in individuals' circumstances.</p> <p>Review your constitution and determine if this needs to be amended.</p> <p>Conflicts of interest should be declared and managed appropriately, ensuring that decisions made do not unduly benefit individuals. The club needs to remain at the core of all decision making.</p>	
<p>Does the club have the right skill sets in place to support now and in the future?</p>	<p>Understanding what skill sets, knowledge and experiences committee/board members have will be important to determine strengths, gaps, potential recruitment opportunities and the integrity of decision making.</p> <p>It is recommended that committee/board members are regularly re-elected (where constitution and articles allow). This should actively encourage 'regular' recruitment, a continuous assessment of skills, knowledge and experiences needed for the now and what may be required to support club ambitions including facilities development.</p>	<p>Consider completing a skills audit to better understand what skills set you have and what you are missing.</p> <p>Reach out to your local community or to specific groups who may have those skills sets that you are missing. This may not only help to support you in diversifying your recruitment, but it could also begin to build/strengthen your relationships.</p> <p>Take the time to review your constitution/articles. Do these guiding principles enable the club to continually assess and amend where required and appropriate?</p>	



5. CLUB PEOPLE

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Does the club have the right skill sets needed for the future?</p>	<p>Making sure that the club has the right skill sets in place will help ensure that projects and future ambitions can be met but it could also save time and possibly some club funds too.</p>	<p>Comparing the club ambitions along with the current skill sets which committee/board members have will help identify strengths to support the ambitions but also the gaps too.</p> <p>Try and explore through businesses, organisations, learning centres and educational establishment training and development opportunities for existing committee/board members to help upskill to support future ambitions and facility developments.</p>	
<p>Does the club's governing structure allow for regular election/re-election of committee/board members?</p>	<p>Enabling opportunities for new members to be appointed can aid with new views, ideas, skill sets, and experiences being recruited.</p> <p>Try to make sure that committee/board members are regularly elected and where governance structures allow, a set time in position is in place, to prevent power build up by one or more 'longstanding' members.</p> <p>It is recommended that members serve no more than nine years.</p>	<p>Review the club's constitution/governance structures on election/re-election.</p> <p>Work with those in the local community to support with new recruitment.</p>	

Additional support and resources

- [Recruiting volunteers - Club Solutions](#)
- [Volunteering section – Clwb Cymru](#)



6. CLUB FINANCES

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Is the club financially protected?</p>	<p>Having a 'club' bank account which holds all the finances and monies are not stored in personal accounts, will provide an element of protection.</p> <p>The club account should have two independent signatories to help mitigate risk of fraud.</p>	<p>Review your clubs financing processes. Is there one main club account? How are monies being collected, stored and spent? What measures of control do you have over them?</p> <p>Get in touch with your local bank/building society to understand how you can best protect club finances.</p>	
<p>Does the club complete the appropriate reporting and monitoring of finances?</p>	<p>Reviewing club finances regularly can help you identify risks early on, support the club in appropriately planning for the future and provides integrity to your members, the local community and wider stakeholders. Communicating finances provides transparency to internal members, external stakeholders or future funders.</p> <p>Depending on the legal structure and/or special tax status adopted the club may be required to demonstrate this level of accountability through Companies House and/or The Charities Commission.</p>	<p>You should ensure that accounts are independently reviewed on an annual basis.</p> <p>Ensuring that club accounts are an agenda item for every committee/board meeting is important. This will actively encourage finances to be monitored and discussed on a regular basis.</p>	



6. CLUB FINANCES

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>How does your club financially plan for the future?</p>	<p>Aligning your clubs' ambitions, to the current finances and future investment requirements helps set realistic goals and provides clarity on what is needed financially.</p> <p>This type of forward thinking provides transparency and positively demonstrates to members, the local community, stakeholders and funding partners the club's ability to plan accordingly and have sustainability at the forefront of thinking.</p>	<p>Complete an exercise of financial forecasting, determining what you have but more importantly what you may need.</p> <p>Regularly assess the business plan/club ambitions jointly with the financial accounts and forecasting to ensure the club remains on track.</p>	
<p>How does your club ensure that it operates within its means?</p>	<p>Operating within the club's financial capacity and capabilities is key. Planning appropriately and reviewing regularly will ensure that the club can keep on track with its overall goals and ambitions.</p>	<p>Continually review the financial accounts against the financial forecast.</p> <p>Ensuring that club accounts are made an agenda item on committee/board meetings is important. This will actively encourage finances to be monitored and discussed on a regular basis.</p>	
<p>How does the club reinvest its funds?</p>	<p>Reinvestment demonstrates the clubs desire to improve and develop. This could be short term or longer term. It shows members and stakeholders who have contributed funds, that their money has been aligned to the aims and ambitions that were originally outlined.</p>	<p>If the club plans on reinvesting club funds back into the club or the wider community, be sure to share this.</p> <p>If you plan on building up funds for a future project, be sure to share that with your members, local community and wider partners. Not only does it demonstrate transparency, but the awareness could also result in other outcomes such as additional investment.</p>	

Additional support and resources

- [Managing finances – Business Wales](#)
- [Developing a fundraising strategy - WCVA](#)
- [Match funding – WCVA](#)
- [Accounts and tax returns for private limited companies - GOV.UK](#)
- [Setting up and running a charity: Charity money, tax and accounts - detailed information - GOV.UK](#)



7. BUSINESS PLANNING

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Does your club know where it is now and where it wants to be in the future?</p>	<p>Having a detailed plan/road map in place which supports the growth and development of the club both on the field and off the field is fundamental.</p> <p>Not only will this provide direction of travel for the committee/board members, but it can also be a great way to connect with the local community and demonstrate to them where you would like the club to be in the future.</p>	<p>Start by reflecting on the clubs' strengths, areas of improvements, opportunities and threats (SWOT). You can also review previous plans (if you have them) and reflect on what worked well and what could have been improved.</p> <p>From there you will have some foundations to build upon which can form part of your business plan, encompassing future vision and ambitions along with the current 'performance' of the club.</p> <p>Regularly review and work through the plan, ensuring key milestones are communicated and transparency is maintained. You may want to share your plan with independent individuals to review.</p>	
<p>How does your club share its ambitions?</p>	<p>Sharing your aspirations to your members, the local community and wider stakeholders is a great way to keep everyone informed, but also it provides a great platform for feedback, guidance and support to be shared.</p>	<p>Utilise the club's social media platforms and website to share future ambitions.</p> <p>Organise member, community and stakeholders listening sessions to gain their thoughts and views on your ambitions this could be in person or digitally. Encourage open comments and feedback to be shared and keep the conversation alive.</p>	

Additional support and resources

- [Business Planning – Business Wales](#)



8. IDENTIFYING RISK

What can our club reflect on?	Why should our club consider this?	How can our club review and action?	Completed
<p>Has the club completed a risk analysis of future growth/development?</p>	<p>It is important that any planned growth/development has been carefully thought through. All possibilities (positive and negative) that may impact a future project/programme should be outlined.</p> <p>This process can help align expectations, identify early risks that may need mitigating prior to the start of any project and provide some realistic timeframes, both financial and commitment wise.</p>	<p>A risk assessment should be completed before any project begins, with the opportunity to think through any hypothetical scenarios/risks.</p> <p>It is important to remember that this exercise will not help the club eliminate every possible risk. The process is encouraged to raise awareness, predict challenges and manage expectations.</p>	
<p>Does the club have experience of managing a facility and understand the requirements and legal undertaking?</p>	<p>The excitement of operating/owning a facility can sometimes overshadow the realisation of the additional requirements and expectations. Taking the time to review what would be the additional tasks, skills sets and processes needed to manage/operate a facility is vital. The last thing you want to do is go into a project leaving no stone unturned.</p>	<p>Visit other football clubs, sports organisations or community groups that are responsible for operating/owning their own facility. Gain an understanding from those who have lived and breath those experiences. Find out what challenges they may have faced planned as well as unplanned.</p>	

Additional support and resources

- [Risk management – NCVO Knowhow](#)



**YOU CAN'T BUILD
A GREAT CLUB ON
WEAK FOUNDATIONS**

