

# DEVELOPMENT GRANT

## DIAGNOSTIC TOOL

We ask that the individual completing this survey is in a leadership position, responsible for workforce, HR or other people functions at their organisation. We encourage you to take time offline to work through this, involving members of the team or board where you see fit. Please complete all the questions you can, but do not worry if you don't know or are unsure of the answers for your organisation. That's normal.

**This is an offline version only, please use this as a tool to work through but please submit the Online Version once applications open on 15<sup>th</sup> September as part of your two part application.**

Please be assured that this tool is designed to help you with your development plans, but in turn will help us, know how best to support you. You will not be compared to anyone else and there is NO wrong answer. We are expecting that you as an organisation probably won't know the answers to some or many of these questions, we just want you to feel comfortable being honest about what, if anything, you do already know.

**Section 1: About your organisation, in this section, we ask you a few basic questions about your organisation, governance and its workforce.**

1. Organisation Name

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2. Type of organisation

- Registered Charity ☐
- Formally constituted club, association, or trust ☐
- Social Enterprise, ☐
- Registered CASC ☐
- Community Interest Company, ☐
- Non-for-profit company limited by guarantee, without share capital and without persons of significant control. ☐
- Sole Traders ☐

3. Name of lead person

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4. Lead email contact

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6. What priority groups do you support through your projects?

7. In a couple of sentences tell us about where you are on your journey as a business or organisation. Please highlight any key challenges or ambitions you currently have or about the journey your organisation has been on to date.

8. What is your Company Number or Charity Number (if applicable)

9. Which governing document do you have?

- Constitution ☐
- Trust Deed ☐
- Memorandum & Articles of Association ☐
- None ☐

10. Bank Account: Do you have a Bank / Building Society account in the name of the organisation

- Yes ☐
- No ☐

11. Bank Signatories: Does your account require two or more signatories to sign cheques to ratify them

- Yes ☐
- No ☐

12. Annual Accounts: Have you produced independently inspected or audited accounts?

- Yes ☐
- No ☐

13. Level of turnover [state income level for 1-year]

- Under £10k ☐
- £10k - £49k ☐
- £50k - £99k ☐
- £100k Plus ☐

14. How are you funded?

- Board contributing their own money ☐
- Community / member donations ☐
- Grants or contracts ☐
- Fees ☐
- Other ☐

15. Policies/Plans: Do you have the below written policies:

- Equal opportunities ☐
  - Safeguarding ☐
  - Finance ☐
  - Risk Register ☐
  - Business Plan ☐
  - Other ☐
- 

16. Please tell us the number of people in your organisation of:

Salaried staff:

Non-salaried or freelance staff:

Volunteers:

Board members, company directors or trustees:

## Section 2: Workforce Experience

In this section, we ask you about what, if anything, you know about staff and volunteer motivations, preferences and needs. If you don't know you can choose to answer "don't know" or guess and say these are guesses based on your experience. Whatever you are comfortable with. There are no right answers.

1. How would you describe the staff and volunteer levels of satisfaction with:

- Roles & responsibilities

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Careers opportunities

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Leadership of organisation

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Job role & Security

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Pay & conditions

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Learning opportunities

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Sense of community

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Fairness in the organisation

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Opportunities to improve or learn

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

- Other

☐ **Very Unsatisfied** ☐ **Unsatisfied** ☐ **Neutral** ☐ **Satisfied** ☐ **Very Satisfied** ☐ **Dont Know**

## 2. How have you come to that response?

- We ask staff and volunteers in a survey or management process ☐
  - We ask managers ☐
  - Line managers ask individuals regularly and share with leadership ☐
  - Leadership of the organisation assess using their knowledge ☐
  - Other - Please specify ☐
- 

## 3. Does your organisation have one or more of a mission, vision, purpose, strategy or something similar?

- Yes ☐
- No ☐

## 4. Does the organisation have a set of values? This can be formal or informal, written down or not.

- Yes ☐
- No ☐

## 5. How well do staff and/or volunteers understand and connect with your mission/vision/Strategy?

☐ **Not at All**   ☐ **A Little**   ☐ **Somewhat**   ☐ **Mostly**   ☐ **Completely**

**Section 3: Employee Experience: Wellbeing**

In this section, we ask you about what, if anything, you know about staff and volunteer wellbeing. Tell us what you know, but please don't worry if you can't answer any of the questions in detail. They are there to help us understand a little about how you work.

## 1. How do you monitor and support staff/volunteer wellbeing? (Tick all that apply)

- 1-2-1s ☐
  - Workforce Surveys ☐
  - Peer Support ☐
  - Team Away Days ☐
  - None ☐
  - Other – (please specify) ☐
- 

## 2. To what extent are staff and volunteers offered the opportunity to socialise and connect with each other outside of their specific role tasks?

Examples: paired delivery, WhatsApp groups, "buddies", social opportunities

☐ **Extensive & varied opportunities**   ☐ **Many opportunities**   ☐ **Some opportunities**   ☐ **Limited opportunities**   ☐ **No opportunities**

## 3. In the past year, to what extent have you (or others in the organisation) observed visible signs of people experiencing stress, excessive pressure or overwhelm in their roles, on more than one occasion?

☐ **Daily**   ☐ **Most Weeks**   ☐ **Regularly**   ☐ **Sometimes**   ☐ **Rarely**   ☐ **Never**

#### 4. What are your biggest concerns about staff or volunteer wellbeing?

### Section 4: Learning & Development

In this section, we explore how staff and volunteers shape their own learning and development, as well as how your organisation identifies and responds to evolving needs across roles. We'll also ask about how you approach harm prevention in your delivery and workforce practices. These questions are simply prompts to help you reflect and share how things work in your context—there are no right or wrong answers, and it's absolutely fine if some areas don't apply to you

1. How confident are you that all delivery staff have received the appropriate training and support to be able to deliver their responsibilities to a [safe minimum standard](#)?

- ☐ **Not at all confident**
☐ **Not very confident**
☐ **Neither confident or unconfident**
☐ **A little confident**
☐ **Very confident**

2. How confident are you that all delivery staff have received the appropriate training and support to be able to deliver their responsibilities to a [good standard](#)?

- ☐ **Not at all confident**
☐ **Not very confident**
☐ **Neither confident or unconfident**
☐ **A little confident**
☐ **Very confident**

3. To what extent are you satisfied with:

- The supervision and support staff and volunteers can access

- ☐ **Very Unsatisfied**
☐ **Unsatisfied**
☐ **Neutral**
☐ **Satisfied**
☐ **Very Satisfied**

- Manager time, advice and support that staff and volunteers can access

- ☐ **Very Unsatisfied**
☐ **Unsatisfied**
☐ **Neutral**
☐ **Satisfied**
☐ **Very Satisfied**

- The competence of staff and volunteers to deliver on the organisations work

- ☐ **Very Unsatisfied**
☐ **Unsatisfied**
☐ **Neutral**
☐ **Satisfied**
☐ **Very Satisfied**

- Amount of time and effort the organisation invest in developing staff and volunteers

- ☐ **Very Unsatisfied**
☐ **Unsatisfied**
☐ **Neutral**
☐ **Satisfied**
☐ **Very Satisfied**

4. How would/do you approach finding out what staff and volunteers' preferences, needs and wants for learning and development are? [\[e.g. appraisals, surveys, informal chats\]](#)

5. How do you and your colleagues stay informed about changes to best practices and get ideas and information about improvements? (this could be through external sources both formally and informally e.g. podcasts, blogs, conferences or networking or internally from each other)

6. Which of the following do your workforce have access too?

- Clear and up-to-date job description

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Clear and transparent recruitment process

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Regular 1-2-1 supervision or manager support meetings

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Regular feedback on performance

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Regular opportunities for peer support

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Regular opportunities to discuss future career and learning and development needs

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Supervision during shifts or while doing the role

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Staff wellbeing survey

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Coaching and mentoring

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

- Exit interviews

☐ **All the workforce**
☐ **Most of the workforce**
☐ **Some of the workforce**
☐ **A few of the workforce**
☐ **None of the workforce**

## Section 5: Recruitment & Retention

In this section, we ask you some questions about your recruitment and retention of staff and volunteers. You may not know the answers to some or all the questions, and they may not be relevant to your organisation. This is not about making a judgement on the way your organisation works but helping us to identify the best areas to work on.

1. To what extent does the recruitment or availability of suitable staff or volunteers limit the organisation's ability to deliver and grow (both economically and delivering social impact?)

- To deliver as an organisation

☐ **Significantly Restrictive**
☐ **Somewhat Restrictive**
☐ **Not Restrictive**
☐ **Dont Know**

- To grow as an organisation

☐ **Significantly Restrictive**
☐ **Somewhat Restrictive**
☐ **Not Restrictive**
☐ **Dont Know**

2. Are there any roles you find particularly challenging to recruit to?

- Yes ☐
- No ☐

3. Tell us about how new starters are welcomed and spend their first few days?

4. Leavers – of those staff or volunteers that have left your organisation in the last 12 months, what are the most common reasons?

Please rank up to 5 of the below reasons, with 1 being the most likely reason and 5 being the least likely.

Major change in life circumstances e.g. leave for university, becoming a parent/guardian, relocate	
Other career opportunities (in the sport & physical activity sector)	
Other career opportunities (outside of the sport & physical activity sector)	
Not enjoying experience	
Financial e.g. pay rate, expenses	
Working Patterns e.g. remote, evenings	
Something else (not listed)	
Don't Know	



**Section 6: Equality, Diversity & Inclusion:** The following Equality, Diversity, and Inclusion questions offer a chance to reflect on your current inclusion practices across four key pillars: Leadership, Culture, Experience, and Communication. This is a supportive, non-judgmental process, so please respond honestly - your answers will help us provide tailored guidance and recommendations to support your development.

#### 1-5 Scale:

**1-Currently Not in Place**    **2- Limited Practices in Place**    **3- Basic Practices in Place**    **4- Effective Practices in Place**    **5- Excellent Practices in Place**

	1	2	3	4	5
Leadership: We have equality, diversity and inclusion outcomes that are embedded within our business / strategic planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership: Our organisation has leaders who advocate and are passionate about equality, diversity, and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culture: We create a safe environment to enable everyone's voices to be heard, addressed, and inform decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culture: Our organisation respects diversity and values each person as an individual with unique traits and backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience: We have reviewed how open, accessible, and inclusive are delivery environment is for participants, and we have considered what we can do to make improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication: We have a communication and marketing plan as to how we target a diverse groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>