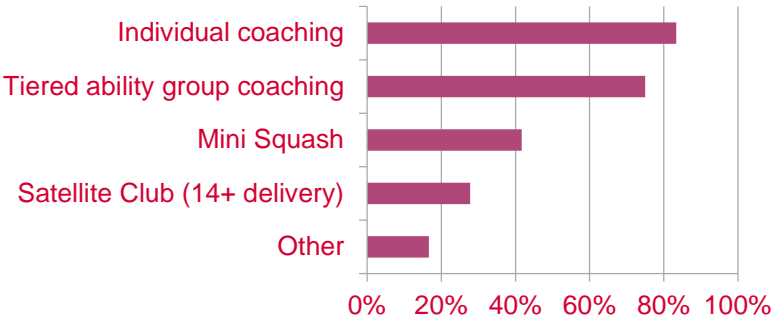


Club membership trends

77% of clubs reported that their membership remained the **same** or **increased** in number.

Key methods of **member recruitment and retention** reported were **discounted** initial memberships and **regular communication** with members.

Participation opportunities

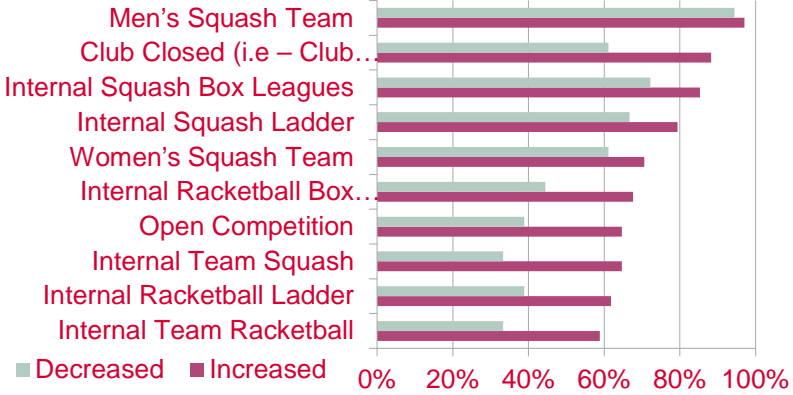


On average, clubs reporting that their membership had **increased** or stayed the same reported offering **2.3** activities for adults (from a list of 6), compared to **1.2** for clubs reporting a **decrease**.

Clubs offered a wide **variety** of participation opportunities, both **gender**-based, **age**-based, **ability**-based and **social**-focused sessions to appeal to all.

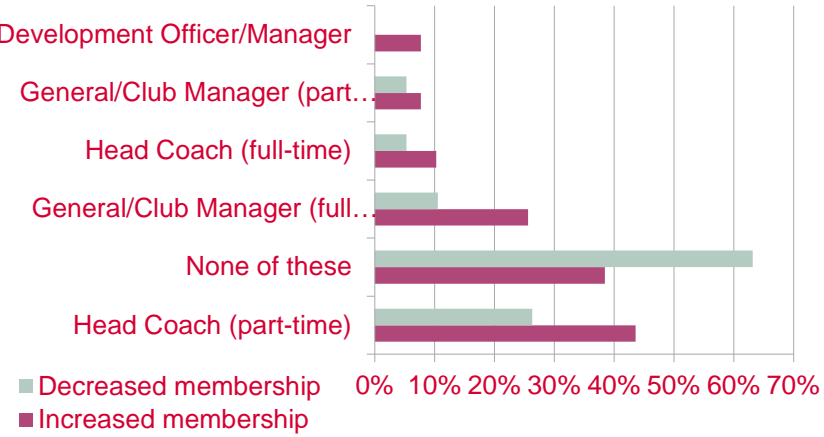
Competitive opportunities

Clubs with an **increased** membership offer at least **10% more** competitive opportunities than clubs with decreased membership (with the exception of men's squash teams).



Clubs with **increased** and **static** membership held **more internal and external** competitive opportunities

Workforce



81.9% of survey respondents had **no volunteer recruitment** process.

The majority of respondents both in the survey and at the focus groups identified **advertising internally** within the club as the main method of recruitment.