



Department of
Local Government, Sport
and Cultural Industries



CLUB HANDBOOK

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Introduction

Sport and recreation clubs build stronger, healthier, happier and safer communities. For sport and recreation clubs to exist, committees should comprise of dedicated volunteers who feel confident in what they are doing, who strive toward sustainability and accountability, and who feel supported within their role.

This Club Handbook has been developed by the Shire of Denmark to support committees within the Shire with the running of their sporting club and to increase club knowledge held now and in the future.

The handbook was made possible with the support of the State government through the Department of Local Government, Sport and Cultural Industries as part of the Regional Every Club Program.

This handbook provides guidance for committee members new and old, assists with the efficient and effective running of your club, and provides support to new committee members during the handover of a role. The nature of running a sporting club has changed in recent times with higher levels of governance and transparency required.

Please always refer to your club constitution (also known as association rules) in the first instance.

The Shire of Denmark is always available to assist or provide information to help you run your club.

Shire of Denmark



Club Governance

Governance is defined as:

'The systems and processes put in place to steer an organisation's directions and operations, stipulating the rights and responsibilities of the committee, staff and other stakeholders to ensure it meets its mission or purpose.'

Put simply, governance is how a club is managed. It influences how the objectives of the club are set and achieved, provides structure in the form of rules and procedures for making club decisions, and dictates how performance is monitored and optimised, including how risk is monitored and assessed.

Effective governance requires leadership, integrity and good judgement and provides an avenue to ensuring your club is transparent, accountable, and responsible.



Governance is not the responsibility of one person, it is the responsibility of the whole committee - sometimes this is defined the committee, committee of management, executive committee, board of management or board.

Governance is a system or framework used to:

- Direct, control and hold a club to account;
- make and implement decisions; and
- achieve its goals by managing the club's resources to good effect for members and stakeholders.

Good governance is about 3 key issues:



Planning

Develop strategic goals and objectives to detail how your club plans will be achieved.



Performance

Monitor the performance of your club against the plans of the club to ensure the goals and objectives are achieved.



Leadership

Ensure the club is governed with the best interests of all members and stakeholders.

The benefits of having good governance means:

- ★ Your club is better managed and more efficiently organised.
- ★ Improved communication between members and volunteers.
- ★ Enhanced sustainability and growth through careful planning and implementation of policies and procedures to help sustain and develop your club and your activities.
- ★ Greater ability to attract funders as they are more likely to link up with efficiently run clubs.
- ★ Your Club is more appealing to insurers.
- ★ Increase your membership as people are attracted to clubs that are being well managed.
- ★ It can lead to an enhanced reputation through satisfied members raising the profile and reputation of your club.

Good governance is made up of many different elements, all of which are highlighted throughout this handbook.



Your Club

Before you can look at the governance of your club you need to ensure that the whole committee have a good understanding of the overall structure and details of your club. By completing the following information sheet about your club, it will help you understand what your requirements are as you read through this handbook.

Club Overview	
Registered Organisation Name:	
Also known as:	
ABN:	
Registered for GST:	Yes / No
Incorporated Association Number:	
Year Established:	
Background / history:	
Mission Statement:	
Geographical area(s) the club covers:	
Activities the club provides:	

Contact Details	
Physical address:	
Postal address:	
Club email:	
Club phone number:	
Website:	
Social media used:	

Governance: Committee members					
Name	Position	Started position	Year joined club	Phone	Email

Operational Details	
Number of Volunteers:	
Volunteer roles:	
Where is the constitution located?	
Where are policies, procedures, by-laws and code of conduct located?	
Where can club photos be accessed?	
Where can the club's annual reports be accessed?	
What insurance does the club have?	
List of the club's achievements and awards:	

Membership Numbers					
Membership Category:	2022/2023	2021/2022	2020/2021	2019/2020	2018/2019

Committee Composition

A productive committee = a successful and profitable club.

The committee needs to have the right group of people who work well together, having particular regard to each individual's background, skills and experience, and how the addition of an individual builds the collective capability and effective functioning of the committee.

When looking at the composition of your committee you should consider:

- **Recruitment process**
Do you have a clear process of how you recruit people to the committee?
- **Skills and personalities**
Getting an appropriate mix of skills, knowledge and experience is important but you must also think about having the right mix of personalities.
- **Skills matrix**
Consider developing a skills matrix to show where your committee is strong but also where areas of weakness may be, this will help you identify the skills you need on your committee.
- **The size of the committee**
Whilst following your constitutional requirements, think about how many people you actually need and keep it relevant to the size of your club.
- **Terms of appointment**
This may be in your constitution, often not. Is there a minimum or maximum term for the committee members?
- **Maintaining a succession plan**
Does half the Committee change every year? Do you have people in the pipeline to take over? Do you have vices that will step up? All of these points need to be considered.
- **Leadership**
You need good leadership within the role of the President / Chairperson.
- **Paid staff**
Do you have any paid staff within your club? Do they attend committee meetings? Do they have voting rights? How does the committee manage these people? Who is the main point of contact for the staff? Are the staff part of the committee?

Roles and Responsibilities

While the model of governance will vary between clubs, the committee's primary responsibility is to ensure that the club remains viable and effective now and into the future.

Membership of the committee carries a significant number of responsibilities and these responsibilities fall into two categories:

- those of the whole committee acting as a group; and
- those held by its individual committee members.

There should always be clarity within your club regarding an individual's responsibilities and the role of the whole committee.

Roles and Responsibilities of whole committee

As a whole committee you need to:

- Manage the club in accordance with the purposes and / or objectives as stated in the constitution;
- Be aware of responsibilities and expectations;
- Have clarity concerning the role of the committee;
- Know how the committee functions;
- Have a good practice for inducting new committee members;
- Have in place your strategic plans, budgets and policies; and
- Make sure that all committee members are kept up to date with all relevant information to fulfil their duties.



The core functions of a committee can include:

- Set and monitor the club's mission, purpose, direction and priorities;
- Ensure that what the club is attempting to achieve remains relevant and achievable for the community;
- Monitor the club's programs;
- Actively involve members in setting and monitoring the club's direction and activities;
- Maintain a positive relationship with all club stakeholders (internal and external);
- Being accountable to the club's members;
- Manage risks;
- Ensure the committee complies with all legal and governing body requirements;
- Manage finances;
- Report to members;
- Plan for succession; and
- Manage the funds and assets of the club in an efficient and effective way.

Legal Responsibilities

As a whole committee, you must fulfil a number of legal responsibilities, including ensuring the club complies with:

- ✓ Its obligations under the Associations Incorporation Act 2015 (detailed on page 23), and the constitution.
- ✓ Any funding agreements and contracts.
- ✓ Its legal responsibilities to:
 - any employees, such as complying with employment awards or agreements, paying tax and superannuation and providing a safe work environment;
 - members and volunteers; and
 - any members or visitors who may use the club's services.
- ✓ Insurance obligations (detailed on page 53).
- ✓ Ensure any relevant laws or regulations are complied with (i.e. liquor licencing / working with children etc.).
- ✓ Specific financial responsibilities, include making sure that:
 - the club can pay all its expenses;
 - the conditions of any funding agreements are followed;
 - the accounts are audited or reviewed if required; and
 - good risk management procedures are in place.

Committee Charter

Committees can easily be drawn into conflict if their authority and purpose is not clear, therefore it is necessary to define the authority and purpose of each committee. This works well when it is defined as a charter. It is recommended that a committee's charter is reviewed each year, tabled and agreed on at the first committee meeting after the AGM.

Any, or all of the following responsibility statements could be included in a committee charter for a sporting club:

1. Plan for the future.
2. Undertake succession planning for our committee and other key club personnel.
3. Proactively manage our relationship with key funding sources and sponsors.

4. Balance and develop the skills within our committee.
5. Provide leadership for all those in our club.
6. Ensure the fair and efficient conduct of competitions or selection trials.
7. Promote and develop the highest standard of sport possible.
8. Create an environment which gives all members the opportunity to develop to the best of their ability.
9. Submit annual reports, quarterly financial statements and recommend changes in by-laws and rules to a higher governing body for approval.
10. Conduct the business of the club through subcommittees and appointed officer bearers as required on such terms and conditions as it believes appropriate.
11. Seek and manage appropriate sponsorship for the club.
12. Be active in the development of players, officials and administrators by setting and maintaining quality standards.
13. Set budgets and be diligent and accountable for the funds.
14. Understand issues, priorities and needs of our parents, players, volunteers and administrators.
15. Make decisions about what the Club most needs to know, and employ the best resources to get the knowledge it needs.
16. From time to time in accordance with the constitution, make decisions for the conduct of its own proceedings, the control of its funds and property, and efficient management of its administration.
17. Subject to relevant certified agreements, the committee may appoint staff as it decides is necessary to maintain efficient operation of the committee.
18. Select, support and manage the performance of any staff and volunteers, including providing adequate resources, so everyone can efficiently carry out their necessary duties.

Roles and Responsibilities of Individual Committee Members

Members of the committee must:

- Exercise their powers with due care and diligence;
- Ensure that any club decisions are made in good faith and in the best interests of the club;
- Act in good faith and in the best interests of the club;
- Not make improper use of information or their position for personal profit;
- Avoid any conflicts of interest;
- Exercise powers in accordance with the rules of the club; and
- Not allow the club to become insolvent.



Constitution

It is important that every committee member understands your constitution.

The constitution is the basic set of rules for the daily running of your club it will:

- Detail your clubs' legal name;
- Detail your clubs' objects;
- Detail your clubs' methods of management and other conditions under which your club operates;
- Explain the reasons for your club's existence;
- Explain to members and non-members what your club is about;
- Provide guidelines for the daily running of your club;
- Provide guidance to sort out internal problems;
- Help in seeking resources from other organisations, such as a government agencies; and
- Allow the club to apply for a liquor licence. If your club intends to apply for a liquor licence under section 49 of the WA Liquor Licensing Act 1988, it will generally need to be incorporated.

Duty of care and diligence

While undertaking duty of care and diligence a committee member should:

- Be prepared for meetings;
- Keep up to date with what is happening within your club and the membership, i.e. don't just turn up to meetings;
- Keep informed about the club's operations and activities;
- Broadly understand the financial position of the club;
- Follow up on any action items they have been allocated;
- Take steps to ensure that the club meets its obligations under laws; and
- Make decisions that are in the best interest of the club, not themselves.

Duties relating to insolvency

Committee members are not immune from personal liability and there is a duty to fulfil the functions of their role to the best of their ability. If a committee member acts in bad faith or contrary to the rules of the club, they may personally be criminally prosecuted or be the subject of civil proceedings.

- Every committee member has a duty to prevent the club from becoming insolvent, allowing a club to trade while insolvent is a serious matter with a high penalty;
- If a committee member makes a judgement in good faith for a proper purpose, they will not be liable for an offence even if the outcome for the club is not ideal;
- Committee members must ensure they are fully informed about the club by keeping up to date with matters, attending meetings, reading agendas and minutes and asking questions;
- In the event of a problem, dispute or legal challenge committee members cannot claim they 'did not know' about the rules and activities of the club; and
- Always make sure that correct and proper minutes are kept of all meetings of the committee and out of session decisions.

Complying with the rules

Each member of the committee is responsible for implementing the club's rules and ensuring that it meets its obligations under the Associations Incorporation Act 2015. Committee members must comply with and act within the rules at all times.

All committee members should be supplied with an up-to-date copy of the club's rules and be familiar with its main and most-used provisions. It may also be beneficial for committee members to bring the rules with them to every meeting, as a minimum the secretary should ensure that a copy of the rules is on the table at each meeting.

Conflicts of interest

Committee members must not put themselves in a position where there is a conflict between their duties and responsibilities to the club and their personal interests.

The Associations Incorporation Act 2015 requires members of the committee to disclose any material personal interest they may have in any contract, or proposed contract, entered into or being considered by the committee. The interest may be financial or non-financial and it is up to your committee how the conflicts are dealt with when it comes to voting, it is a good idea to have a policy around this. Depending on the level of conflict the committee member may:

- Not be allowed to be in the room whilst the matter is discussed;
- is allowed to be in the room for the discussion and contribute to the discussion but cannot vote; or
- can still vote.

Specific Roles of Committee Members

Chairperson (also rereferred to as the president)

Being a good chairperson requires not taking over the meeting but facilitating discussion, this means creating an atmosphere where committee members can debate, struggle with issues, reach compromise and at times to agree to disagree. The chairperson needs to lead the progression and improvement of your club.

The chairperson should:

- Be well informed of all club activities and able to provide oversight;
- Be a person who can develop good relationships internally and externally;
- Be forward thinking and committed to meeting the overall goals of the club;
- Have a good working knowledge of the committee constitution, rules and duties of other committee members;
- Be able to work collaboratively with other committee members;
- Be a good listener and attuned to the interests of members and other interest groups;
- Be a good role model and a positive image for the club in representing the committee in other forums (e.g. league delegate meetings); and
- Be a competent public speaker.



The chairperson's duties often include, but are not limited to:

- Chairing all committee meetings and club meetings ensuring that they are run efficiently and effectively;
- Act as a signatory for the club in all legal and financial purposes;
- Regularly focus the committee's attention on matters of club governance that relate to its own structure, role and relationship to any paid employees;
- Periodically consult with committee members on their role, to see how they are going and help them to optimise their contribution;
- Work with the committee to ensure:
 1. The necessary skills are represented on the committee and that a succession plan is in place to help find new committee members when required; and
 2. Goals and relevant strategic and business plans are developed in order to achieve the goals of the club;
- Work with the committee to manage any paid employees of the club including recruitment, retention, salary and performance reviews, etc.;
- Serve as a spokesperson for the club when required;
- Communicate regularly with the presidents of neighbouring clubs, the league, association and/or parent body; and

- Assist in the development of partnerships with sponsors, funding agencies, local and state government, shared facility users and organisations that are relevant to the goals of the club.

Key tips to help the chairperson with their role:

Define the purpose

The key to successfully chairing a meeting is to be absolutely clear about the purpose of the meeting. Once the meeting task is understood, it becomes easier to make other decisions that may arise. Knowing the purpose of a meeting requires some thinking about priorities and clarification of what decisions need to be made, and by when – so the chair needs to know the meeting agenda inside out well before the meeting starts.

Clarify the rules

Ensure that everyone knows the rules of the meeting. Is it a formal or an informal meeting? Will decisions be made through consensus or will a formal voting procedure be followed? Whichever style of meeting is chosen and agreed upon, it is the chair's job to maintain consistency throughout the meeting.

Switch into neutral

As a chair you must remain neutral at all times. If there is an item on the agenda about which you feel strongly, ask someone else to take the chair for that agenda item so that you are able to participate more freely in the debate. Introduce each agenda item with a brief summary of the background to the item and then quickly pass on to someone else.

Allow everyone to be heard

Ensure that everyone has an opportunity to speak, including people who do not always volunteer their opinion. Ensuring everyone on the committee is heard will allow all committee members to make decisions that are in the best interests of the club.

Keep on task

Be democratic but stay in control. If someone is trying to dominate or divert the agenda and is derailing a meeting, it is up to the chair to bring them to order. This scenario has less chance of becoming personal and destructive if you can keep the meeting focused on the task at hand. No matter how rattled you may feel inside, keep the purpose at the forefront of your mind. Drop your shoulders, breathe evenly and speak in a calm, low voice. Acknowledge the interjector by name, be polite and show that you are listening, and get them back and track.

Communication

As mentioned above, the chair should acknowledge all members by name. A good chair practices active listening and is able to acknowledge speakers with appropriate facial gestures and clarify or summarise their points when necessary.

Keep discussions moving

When a topic has been fully discussed, the chair should summarise the main points and put the item to the meeting for a decision or a vote.

If, as the chair, you feel that an item is far more complex than previously thought, do not just let it run over time. You have three possible ways to go here;

1. Extend the time for this item;
2. Refer the item to a working group or subcommittee for a report at the next meeting; or
3. Set up an extraordinary meeting of the entire committee to deal with the item.

Whichever option you decide to take you will need to stop the discussion on the agenda item, summarise what has happened and ask approval from the meeting to carry out your option. If the item is causing too much friction without progressing, it is probably wise to choose one of the last two options to give people enough time to gather their thoughts.

Treasurer

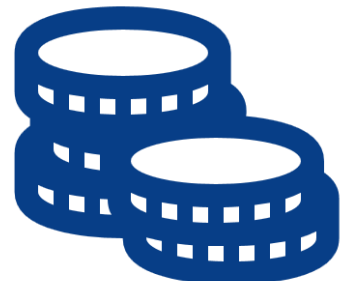
The role of the treasurer is to be responsible for the financial supervision of the club to allow the committee to provide good governance. The treasurer is responsible to regularly report on the club's financial status to both the committee and the club members.

The treasurer should:

- Have good organisational skills;
- Have some financial expertise;
- Have the ability to maintain accurate records;
- Be a dedicated club person;
- Be honest and trustworthy;
- Have good computer skills; and
- Have good communication skills.

The treasurer's duties often include, but are not limited to:

- Providing advice to the committee in their management of the club finances;
- Administering all financial affairs of the club;
- Maintaining all financial records of the club;
- Monitoring the income and expenditure of the club;
- Keeping committee members informed of the financial position of the club;
- Preparing and presenting financial statements to the Annual General Meeting;
- Allocating funds on the club's financial system;
- Making payments and bank deposits;
- Keeping an accurate record of all membership payments;
- Be a signatory on the club bank accounts;



- Preparing and managing the budgets; and
- Maintaining custody of all securities, books and documents of a financial nature.

If you are an incorporated club, the following requirements are often written within your constitution for the role of the treasurer:

- Be responsible for the receipt of all moneys paid to or received by, or by him or her on behalf of, the club and must issue receipts for those moneys in the name of the club;
- Pay all moneys received on behalf of the club into such account or accounts of the club as the committee may from time to time direct;
- Make payments from the funds of the club with the authority of a general meeting or of the committee and in doing so, ensure that all payments are authorised by himself or herself and at least one other authorised committee member, or by any two others as are authorised by the committee;
- Comply on behalf of the club with sections 66 and sections 68 & 70, 71 & 73 or 74 & 76, depending on tier level, of the Associations Incorporation Act 2015 with respect to the accounting records of the club by;
 - a. keeping such accounting records as correct record and explain the financial transactions and financial position of the club;
 - b. keeping its accounting records in such manner as will enable true and fair accounts of the club to be prepared from time to time;
 - c. submitting to members at each annual general meeting of the club accounts of the club showing the financial position of the club at the end of the immediately preceding financial year.
- Whenever directed to do so by the chairperson, submit to the committee a report, balance sheet or financial statement in accordance with that direction; and
- Have custody of all securities, books and documents of a financial nature and accounting records of the club;

The treasurer is a very important role within the committee, financial failure can be the end for clubs. The treasurer needs to be switched on, on top of everything and have a clear picture of what their role is within the club.

Secretary

The secretary is responsible for day-to-day administration of the club.

The secretary should:

- Be organised;
- Be efficient;
- Have good computer skills;
- Be a good communicator;
- Be a dedicated club person;
- Be honest and trustworthy; and
- Be able to keep confidential matters confidential.

The secretary duties often include, but are not limited to:

- Maintaining all club and committee records;
- Developing meeting agendas in consultation with other committee members and distributing prior to the meeting;
- Ensuring that proper notification is given of committee and club meetings as specified in the constitution;
- Taking and maintaining minutes and records of all club and committee meetings;
- Help the committee in providing communication from the committee to club members and other relevant stakeholders;
- Attending to correspondence for the club and being the point of contact for all correspondence;
- Making sure all documents are properly filed;
- Organising club activities and events;
- Handling all of the members club police check records, responsible service of alcohol certificates or working with children documentation; and
- Maintaining custody of all books, documents, records and registers of the club.



If you are an incorporated club, the following requirements are often written within your constitution for the role of the secretary;

- Co-ordinate the correspondence of the club;
- Keep full and correct minutes of the proceedings of the committee and of the club;
- Comply on behalf of the club with;
 - a. Section 53 of the Associations Incorporation Act 2015 with respect to the register of members of the club;
 - b. Section 35 of the Associations Incorporation Act 2015 by keeping and maintaining in an up to date condition the rules of the club and, upon the request of a member of the club, must make available those rules for the inspection of the member and the member may make a copy of or take an extract from the rules but will have no right to remove the rules for that purpose; and
 - c. Section 58 of the Associations Incorporation Act 2015 by maintaining a record of;
 - i. the names and email, residential or postal addresses of the persons who hold the offices of the club provided for by these rules, including all offices held by the persons who constitute the committee and persons who are authorised to use the common seal of the club (if there is one); and
 - ii. the names and email, residential or postal addresses of any persons who are appointed or act as trustees on behalf of the club, and the secretary must, upon the request of a member of the club, make available the record for the inspection of the member and the member may make a copy of or take an extract

from the record but will have no right to remove the record for that purpose; and

- Have custody of all books, documents, records and registers of the club, other than those required to be kept and maintained by, or in the custody of, the treasurer.

Generally, the chairperson, treasurer and secretary make up the 'executive committee' of a club. Within some clubs, the executive committee will have certain powers and roles additional to those of the whole committee.



Club Inductions

New committee members need to know about their responsibilities and the workings of the club. The best way to do this is to hold an induction for new committee members.

The induction process should aim to provide new committee members with the necessary information and training to:

- Better understand the club, the operating procedures and the club's objectives;
- Better understand the history and current position of the club;
- Contribute effectively to committee discussion and decision making;
- Make informed decisions;
- Understand their roles and responsibilities as a committee member;
- Get to know fellow committee members; and
- Create a more enjoyable and rewarding experience.



The induction may take the form of an interactive workshop or as a meeting with outgoing members and new committee members.

The workshop or meeting might include an overview of:

- The club's objectives and rules;
- The legal responsibilities of committee members;
- The club's strategic and business planning procedures;
- The club's policies and procedures;
- Details of any current issues impacting on the club;
- Details of the club's record systems;
- Any occupational health and safety needs; and
- The club's financial management procedures.

To work alongside the workshop, or as a stand alone induction item, your club could provide each new committee member with an induction pack. Induction packs are a useful way of providing newcomers with all the essential information about the club and can be tailored to each committee position.

The induction pack could contain:

- Information on the club, objectives, structure, activities and achievements;
- The role of each committee position;
- The committee charter and code of conduct;
- A list of the committee members and their contact details;
- Practical expectations of the committee members (e.g. number of meetings, other tasks);
- General requirements and expectations;
- The rules of the club;
- A guide to meeting practices;

- The previous two years annual reports;
- The club's budget for the current and previous year;
- The organisational chart;
- The club and committee calendar;
- Committee minutes from the previous six months; and
- All club policies and procedures.

Committee members who have all the information will be best placed to actively take part in meetings and help make the right decisions for your club. Committee members who feel involved are more likely to stay on your committee. Don't make your committee unwelcoming to new members.



The Rules of the Club

Every member of the club must follow the rules set out for your club.

The order of command within your club is:

1. Associations Incorporation Act 2015.
2. Your club constitution.
3. Terms of reference for any subcommittee.
4. Your club by-laws, policies, procedures and code of conduct.

Associations Incorporation Act 2015

The Associations Incorporation Act 2015 ‘the Act’ provides a framework of regulations for not-for-profit organisations, such as sport and recreation clubs, societies, and community groups in Western Australia.

To be eligible for incorporation under the Act your club must:

- Have at least six members with full voting rights; and
- Be formed for and carries out one or more of the following purposes: religious, educational, charitable, benevolence, literature, science, arts, medical, sport, recreation, amusement, community orientated activity, conservation, politics, or any purpose approved by the Commissioner.

The new Associations Incorporation Act 2015 and regulations came into effect on 1 July 2016. It applies to all not for profit groups in WA and replaced the Associations Incorporation Act 1987.

Committee members are required to take all reasonable steps to ensure that their club complies with all of the obligations within the Act, which are as follows:

Annual General Meeting (AGM)

- Must be held each year within six months after the end of the association’s financial year.
 - ✓ Section 50 of the Act

Accounts

- Annual accounts must be prepared and presented to members at each Annual General Meeting.
 - ✓ Tier 1 – less than \$250,000 - Sections 68 and 70 of the Act
 - ✓ Tier 2 – \$250,000 to \$1 million - Sections 71 and 73 of the Act
 - ✓ Tier 3 – over \$1 million - Sections 74 and 76 of the Act

Special resolutions

- Special resolutions are needed to amend the rules, voluntarily cancel or amalgamate the association.

- A special resolution must be approved by 75% of the members who attend and vote at a general meeting that has been properly convened under the rules.
- Details of the special resolution must be lodged with Consumer Protection for it to have legal effect.
 - ✓ Section 51 of the Act

Records

- Must be maintained and made available to any member to inspect and copy on request.
- Accounting records must be kept in such a way that true and fair accounts of the association can be prepared from time to time according to the requirements for the association's financial reporting Tier – and presented at the AGM.
 - ✓ Section 66 of the Act
- An up-to-date member register must be maintained and made available to any member to inspect and copy on request.
 - ✓ Section 53 of the Act
- A copy of the rules must be provided to each member when they join the association.
 - ✓ Section 36 of the Act
- A list of committee members and office bearers, together with their residential, postal, business or email address must be maintained and made available to any member to access or copy on request.
 - ✓ Section 58 of the Act

Notifying Consumer Protection

- Notify Consumer Protection of any change in the association's address within 28 days of the change occurring.
 - ✓ Section 175 of the Act
- Submit annual information statements within 6 months after the end of each financial year.
 - ✓ Section 156 of the Act

Committee Members

New guidelines are available as to who cannot sit on the committee of a club. Under the new law, a person will be prohibited from sitting on the committee of an incorporated association (without prior approval by the Commissioner for Consumer Protection) if they:

- Are an undischarged bankrupt or their affairs are under insolvency laws;
- Have been convicted of an offence in connection with the promotion, formation or management of a body corporate;

- Have been convicted of an offence involving fraud or dishonesty punishable on conviction by at least three months or more imprisonment; or
- Have been convicted of an offence under Division 3 (the duties of officer's provisions) or section 127 (the duty with respect to incurring of debt) of the Act.

Where a person is prohibited because they have been convicted of an offence, they cannot be a committee member for a period of five years from their conviction, except where the conviction resulted in imprisonment, in which case they cannot be a committee member for five years from their release from custody.

AssociationsOnline

<https://associations.commerce.wa.gov.au/associations>

AssociationsOnline is an online portal for incorporated associations to submit applications and to manage their contact information 24/7.

Information Statements

- Associations and clubs are now required to submit an information statement to Consumer Protection every year via AssociationsOnline;
- This statement confirms the association is still active, eligible to be incorporated and has held its Annual General Meeting; and
- Information statements must be lodged within six (6) months after the end of an association's financial year. As Associations and clubs choose their own financial year, the due date for submitting the statement may differ between clubs.



By-laws

Under your constitution you can have by-laws, these are your club's internal operating rules. By-laws fill in the detail of how the fundamental rules in your constitution are operated within your club.

By-laws sit under the club constitution, and it should be included in the constitution that the committee can change the by-laws at any time.

By-laws are generally more operational and internal to club activities.

The by-laws should link to the rules of your state body or the association or league (if you have one).

The sorts of things defined in club by-laws are;

- Details of your members registration systems;
- How often your club meets for training or competitions;
- Team age ranges;
- Any external competition details that relate to your clubs;
- Dress codes;
- Uniform details;
- Visitors;
- Trophies and club awards;
- Eligibility for members taking part in competitions or representing the club;
- Club equipment usage;
- Club events; and
- Role descriptions of additional committee members.



Policies and Procedures

Along with the club constitution and by-laws that govern your operations, clubs can develop policies and procedures to help guide members, volunteers, Committee members and staff in their conduct and decision-making.

Policies establish, in a clear language, what the club wants to achieve and provide boundaries for how it wants to get there. Policies help to ensure consistency and accountability within the club. Some policies will be specific to the committee and others will have organisation-wide implications.

While policies focus on principles, procedures deal with the "how to" end of the equation.

The following steps summarise the key stages involved in developing policies and procedures:

1. Identify the need

Policies can be developed;

- In anticipation of a need (e.g. child protection policies should be in place before a club starts to work with children or young people); and
- In response to need (e.g. a conflict resolution policy may be developed in response to a complaint).

2. Identify who will take lead responsibility

Delegate responsibility to an individual, working group, sub-committee or external person, depending to the expertise required.

3. Gather information

Consider:

- Do you have any legal responsibilities in this area?
- Is your understanding accurate and up to date?
- Have other clubs tackled the same issue?
- Are there existing templates or examples that you could draw on?
- Where will you go for guidance?

4. Draft policy

Ensure that the wording, length and complexity of the policy is appropriate to those who will be expected to implement it.

5. Consult with appropriate stakeholders

Policies are most effective if those affected are consulted with and have the opportunity to consider and discuss the potential implications of the policy. Depending on whether you are developing policies to govern the internal working of the club or external policy positions, you may wish to consult with your club's:

- Members;

- Supporters;
- Volunteers;
- Committee members;
- Staff (if any); and
- Visitors.

6. Finalise and approve policy

The committee is responsible for all policies and procedures within the Club, so all policies and procedures need to be reviewed by all committee members and formally approved at a committee meeting.

7. Consider if procedures are required

Procedures are likely to be required if there is a need for clear guidance regarding how the policy will be implemented and by whom. For example, a policy regarding receiving complaints will require a set of procedures detailing how complaints will be handled.

- Who will be responsible for developing these procedures?
- When will this be done?
- What will be the processes for consultation, approval and implementation?

8. Implement

Consider:

- How will the policy be communicated and to whom?
- Is training required to support the implementation (committee members and volunteers)?

9. Monitor, review, revise

Consider:

- What monitoring and reporting systems are in place to ensure that the policy is implemented and to assess usage and responses?
- On what basis and when will the policy or procedure be reviewed and revised (if necessary)?

Policy and Procedure Development

There are many topics you can develop a policy or procedure for within your club. Some of the more common ones include:

- **Conflict of interest**
Designed to provide guidelines for identifying and dealing with potential or real conflicts of interest.
- **Grievance**
Outlining procedures for dealing with internal and/or external complaints.
- **Committee self-evaluation**
Detailing performance standards for the committee and outlining measures for ensuring evaluation and improvement of performance.

- **Committee and staff relationship**
Outlining the various responsibilities of committee and staff members.
- **Volunteers**
Outlining how and under what circumstances volunteers can be recruited and their place within the club.
- **Financial management**
Detailing minimum standards and practices for management and reporting of finances.
- **Accountability**
Outlining standards for reporting of committee information and to whom the committee will be accountable.
- **Membership**
Outlining the different membership categories and the terms for each category.
- **Coaching**
- **Parent and player behaviour**
- **Fair play and sporting behaviour**
- **Ground usage**
Often for hire of the grounds or for use of shared facilities.
- **Uniforms and dress codes**



Code of Conduct

Codes of conduct are an integral part of any sporting club. They set a standard of behaviour that help build a club's culture and make it easier to deal with conduct and behaviour issues as they arise.

A code of conduct can be described as a set of statements that set out what your club considers to be an acceptable standard of behaviour and conduct. A code of conduct provides a guide and basis of expectations for a club.

Once created, there are several ways you can make members aware of your code of conduct:

- Have members sign a copy when they register;
- Put it up around your club house;
- Make it part of inductions, meetings and training; and
- Include it in newsletters, on your website and in club correspondence.

What to include

You can include any area of your club within the code of conduct, this may include:

- Committee members;
- Members;
- Players;
- Coaches;
- Officials;
- Administration;
- Parents;
- Supporters; and
- Volunteers.

Examples of statements that can be included in a code of conduct are:

Committee Members

- Be diligent in their role.
- Attend committee meetings or forward their apology prior to the meeting.
- Treat all people associated with the club, including members, volunteers, partners, external stakeholders, and other committee members with respect.
- Always consider the welfare of the club's members.
- Attend to their fiduciary responsibility and make decisions based on what is best for the club, not for individual interest or gain.
- Not take advantage of their position on the committee in any way.
- Declare any conflicts of Interest as they arrive and act to ensure that these conflicts do not pose a risk to the club.
- Be open to feedback from members and respond appropriately.
- Be honest at all times.
- Act as a positive role model with respect to good sporting behavior.

- Refrain from smoking and excessive use of alcohol at the club.
- Adhere to the club constitution and by-laws.
- Adhere to the policies and procedures established by the club.
- Adhere to the legislative requirements of the club.
- Maintain the privacy of confidential club information and matters.
- Respect the equipment and resources of the club and only use these in club related business.
- Always look for opportunities for improved performance of the club's operations and committee functions.
- Always represent the club in a professional manner.
- Not speak to the media about any aspect of the club that could damage the club or it's reputation.
- Not receive gifts that result in personal financial benefit.
- Behaviour in a way that does not abuse, physically, sexually or verbally any member of the club, staff, volunteers or members of the public.

Members

- Act within the rules, by-laws, policies and procedures of the club.
- Encourage and support opportunities for people to learn appropriate behaviours and skills.
- Support opportunities for participation in all aspects of the sport.
- Treat each person as an individual.
- Respect the rights and worth of every person, regardless of their age, race, gender, ability cultural background, sexuality or religion.
- Wherever practical, avoid unaccompanied and unobserved one-on-one activity (when in a supervisory capacity or where a power imbalance exists) with people under the age of 18.
- Display appropriate and responsible behaviour in all interactions.
- Display responsible behaviour in relation to alcohol and other drugs.
- Act with integrity and objectivity and accept responsibility for your decisions and actions.
- Ensure your decisions and actions contribute to a safe and harassment-free environment.
- Do not tolerate abusive, bullying or threatening behaviour.

Players

- Act within the rules and spirit of the sport.
- Give your best at all times.
- Participate for your own enjoyment and benefit.
- Play by the rules and show respect for other players.
- Respect the decisions of coaches and officials.
- Promote fair play over winning at any cost.
- Show respect and courtesy to all involved with the sport.
- Respect the decisions of officials, coaches and administrators.
- Respect the rights, dignity and worth of every person regardless of their gender, ability, cultural background or religion.

- Display good sporting behavior at all times.
- Never use offensive language or behavior towards anyone or engage in sledging or bullying of any person.
- Co-operate with your coach.
- Adhere to club policies including smoke-free areas and liquor license requirements.
- Never behave in a manner that would damage the reputation of the club either on or off the field.

Coaches

- Always consider the wellbeing and safety of participants before performance and results.
- Support, encourage and involve all players regardless of their talent level.
- Respect the talent, developmental stage and goals of each person and encourage them with positive and constructive feedback.
- Ensure that any physical contact with another person is appropriate to the situation and necessary for the person's skill development.
- Respect the rights, dignity and worth of every person regardless of their gender, ability, cultural background or religion.
- Never ridicule or yell at players for errors or poor performance.
- Encourage participants to value their performances and not just results.
- Encourage and guide participants to accept responsibility for their own performance and behavior both on and off the field.
- Maintain respectful and appropriate relationships with all participants.
- Ensure all activities are appropriate to the age, ability and experience of participants.
- Promote the positive aspects of the sport (e.g. fair play).
- Always respect the official's decision and support them to carry out their role.
- Display consistently high standards of good sporting behavior and appearance.
- Follow all guidelines laid down by the league, state and / or national governing body.
- Obtain appropriate qualifications and keep up to date with the latest coaching practices and the principles of growth and development of young players.
- Never condone rule violations, unfair or unduly rough play or the use of prohibited substances.
- Never smoke or drink alcohol whilst in an official capacity.
- Never use offensive language or behavior.
- To act as a role model at all times.

Officials

- Place the safety and welfare of the athletes above all else.
- Ensure all players are included and can participate, regardless of their race, gender, ability, cultural background, sexuality or religion.

- Be consistent, impartial and objective when making decisions.
- Address unsporting behaviour and promote respect for other players and officials.

Administrators

- Ensure quality supervision and instruction for players.
- Support coaches and officials to improve their skills and competencies.
- Act honestly, in good faith and in the best interests of the sport as a whole.
- Ensure that any information acquired, or advantage gained from the position, is not used improperly.
- Conduct club responsibilities with due care, competence and diligence.
- Ensure you are aware of your club's child safe policy – ensure everyone in the club is aware of their mandated responsibility to report suspicion of child abuse or neglect.

Parents

- Encourage your child to participate, do their best and have fun.
- Focus on your child's effort and performance, rather than winning or losing.
- Never ridicule or yell at a child for making a mistake or losing a competition.
- Where possible, help out the coach or officials at training and games, where possible.
- Model appropriate behaviour, including respect for other players and officials.

Spectators

- Respect the effort and performances of players and officials.
- Reject the use of harassment, bullying or violence in any form.

Volunteers

- Act as good role models and ambassadors for the club at all times.
- Always welcome opposition players, spectators, officials etc. to the club
- Never use offensive language or behavior.
- Treat all everyone including the opposition with respect regardless of their gender, ability, cultural background or religion.
- Display consistently high standards of good sporting behavior including respecting the official's decisions.
- Adhere to the smoke-free policies of the club.
- Not to consume alcohol in any place other than where the club's license allows.
- Adhere to and support the club's policies.
- Be trustworthy.

Financial Management

Good financial management is a key part of good governance within a club and ensures that the club's funds are spent in the best interests of its members.

One of the responsibilities of the committee is to ensure that the club has good financial management practices in place to achieve the objectives of the club, to make sure that there are adequate funds in the accounts and to ensure it can fund all its programs and all other contractual obligations. Remember that the size of your club determines the financial management processes that need to be put in place.

Why your club needs solid financial management

- You are responsible to your stakeholders (members, funders, participants etc.).
- You have a legal responsibility – under the Associations Incorporations Act, GST reporting, tax regulations and for any staff.
- To allow the committee to share the responsibility of financial management for the club – they can't do this if they don't have a good understanding of the financial position.
- For transparency within your club – to the members, stakeholders, funders, sponsors, state and national sporting bodies etc.

Process

The order of documents and procedures for financial management within your club should be:

- Constitution, rules and policies.
- Strategic / operational / project plans (if any).
- Financial plans and budgets.
- Bookkeeping systems and processes.

Income Sources

It is important that your club understands where their money comes from, generally within clubs there are six income sources:

1. Membership fees

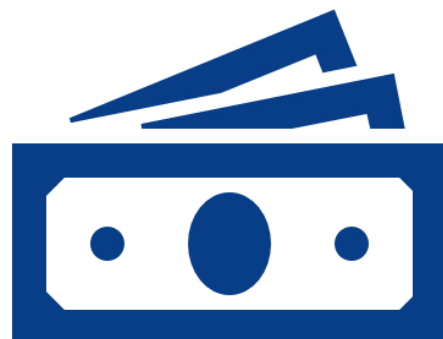
Members, parents, supporters and volunteers.

2. Events

Wood raffles, quiz nights, cabarets, major events and competitions.

3. Sponsorship

From partnerships, businesses and other community organisations, these can be minor and major sponsors.



4. Donations

From individuals, wills or bequests. Donations are given to clubs without the expectation of anything in return.

5. Earned income

Fee for service i.e. bar, canteen, sales of merchandise and hiring out your club facilities for functions and events.

6. Grants

Government, not-for-profit and corporate grants.

Against each of your income sources you need to consider if these are low, medium or high risks areas, it is important for your club to have a stable financial income and not to be reliant on a grant or sponsorship money being received in order to cover its operational costs.

Membership Fees

For membership, often your constitutions will state:

“Each member must pay to the treasurer, annually, the amount of the subscription determined by the committee from time to time.”

- It is therefore the responsibility of the treasurer, often with the support of the secretary who keeps the register of members, to keep track of who has and has not paid their membership fees.
- You will need to send reminders to members who have not paid.
- Sometimes people are not allowed to take part in their sport or club activity until fees are paid due to insurance regulations – therefore you need to make sure you are keeping everyone involved with the running of the club, aware of who has and has not paid.
- You may have to forward a portion of this payment to a state sporting body.
- You may have to pay a portion of each person's membership to another club if you are part of a shared facilities space.



Also check your constitution:

- You may have to issue receipts for all payments; and
- If members have not paid their subscription within a certain timeframe of the date fixed by the committee, their membership will be terminated.

Sponsorship

Your club may receive sponsorship from business and other community organisations. You can receive sponsorship for a number of reasons including, but not limited to;

- An entire event or activity that the club plans to hold;
- Parts of an event;
- Purchase of club uniforms and equipment;
- Preparation and or printing of club publications;
- Hire of equipment / grounds / facilities;
- Travel / accommodation costs for club members; or
- Advertising / promotion costs.

It is the financial responsibility of the club to ensure that the money received through sponsorship is spent on its intended purpose. Don't reallocate sponsorship money unless you speak to the sponsor first.

Earned Income and Events

It is the club's responsibility to manage the assets of the club for the benefit of the members. If you receive income from an event or have earned income always consider:

- The cost recovery – make sure you are not losing money on any of your earned income items or events.
- That you show transparency in the cost you pay for an item against the income you receive for that item.
- Make sure everything is conducted legally, for example, make sure that you:
 - Are following the requirements of your liquor licence;
 - Have the correct insurances for hiring out your club rooms or conducting the events and activities which you are holding; and
 - Have the correct licences for certain fundraising activities.
- If there is a bigger event with a lot of cash, make sure you have a safe practice or process in place for keeping the cash.

Grants

- Generally, you will need to have a budget for the purpose of the grant.
- Your budget will need to match the expenditure and income details within your project plan.
- Ensure you are using the money for the grant's purpose.
- Do not reallocate money to anything without prior approval from the grant provider.
- Look at the funding acquittal responsibilities as there is generally a financial reporting process for a grant.
- Keep records of all income and expenditure.

Transaction processing

Cash or Accruals Accounting

Something that must be considered whilst managing the accounts of your club is whether you are using the cash based or accrual accounting method. Cash and accrual accounting are two different accounting standards, which use different criteria for recognising income and expenses.

Using an accrual-based system provides a more accurate record of a club's financial position and financial performance but involves more work. Revenue and expenditure have to be matched for the period in which they are incurred rather than for when money was received or spent.

Most sport and community clubs, particularly those that are entirely volunteer run, do not have time to run accrual-based accounting systems, therefore use the cash-based system.

- The cash-based system is easier to learn and requires less work to keep up to date.
- The cash-based system records income and expenditure as it occurs.
- Some clubs use a modified cash-based system in that they record income when it is received but record expenses whether or not they have been paid (or vice versa).

Transaction processing

No matter how big or small your club is, you need a solid approach to transaction processing.

Accounting is the tracking of exchanges between entities, not just the movement of cash.

- You need to have a chart of accounts (i.e. list of account numbers and / or names) properly structured and categorized, so you can easily see what has been allocated to each account throughout the year.
- Your chart of accounts is what is used to “tag” and collate the monetary value of each exchange.

There are two sides to every exchange, the “give” and the “get”.

- All transactions need to be recorded in a ‘double-entry’ bookkeeping system as the ‘give’ and the ‘get’.
- Generally, the ‘get’ is the credit and the ‘give’ is the debit
- For example, you ‘give’ someone a pair of socks and you ‘get’ cash in the bank.
- This can be recorded either through a computer-based system or a manual accounts ledger.

You also need to have a good record keeping system for the source documents (i.e. your invoices and receipts).

You need to do regular bank reconciliations to make sure that you are recording all transactions for the clubs' bank account.

- The bank reconciliation is a verification that everything is recorded and confirms the amounts held in your balance sheet accounts.
- Make sure you are reconciling regularly, ideally no less than monthly.
- Always process your transactions from source documents where possible (i.e. invoices, receipt books, cash summaries), try not to process from the bank statement.
- Try hard to have a source document for every payment.
- Reconciling ensures your reports (balance sheet / income and expenditure statement / budgets actuals) are accurate.

You need to ensure you are doing regular back-up of data.

- If you are using a cloud based financial system, then your records will be backed up by your provider; however still consider downloading the club's information now and again as an extra precaution.
- If you are using a manual ledger system, ensure you are backing it up on a regular basis, this could be as simple as saving everything to an external hard drive, having an online storage system or emailing the ledger to other committee members.

Keeping track of your accounts

Accounting systems and software

Generally, a computerised accounting system is the easiest and simplest way to keep track of the club's accounts. There are several simple programs or software packages available. If your club is small enough, a manual ledger system may be sufficient.

An accounting program should be able to:

- Allow you to input all your club's income and expenditure.
- Link to your bank account, so you can easily conduct bank reconciliations.
- Calculate GST and allow you to allocate it by individual transactions.
- Allow you to input your annual budget.
- Track spending against your budget.
- Produce comprehensive financial reports (profit and loss, balance, activity statements etc.).
- Allow you to make necessary adjustments easily.
- Provide you with the information required in an easy-to-understand report form.
- Provide information in a clear format that everyone using it can understand easily.

If you decide to go with an online accounting system, there are lots of options available, but it is the club's personal preference which one you use.

- They all have ongoing membership fees.
- They allow you to record all income and expenditure.

- Most of them allow you to upload your receipts to the payments, so there is no need to keep paper copies.
- You can run reports (Profit & Loss, balance sheets etc.)
- You can input your annual budget and easily see how you are tracking against it.
- You can do staff wages (depending on packages purchased).
- A lot of them have apps, so you can easily check on your financial status from anywhere.
- They all offer a 'cloud-based system' so you can not lose the data.

A few of the accounting systems available include:



Whether you use an online accounting system or a manual ledger system, when you start each financial year you need to know your starting position, this includes:

- Opening bank balance;
- Current liabilities and monies owed to you; and
- Club assets.

Cashbooks

A cashbook is a journal in which all of the club's receipts and payments are recorded. 'Cash' includes actual money, credit card slips, cheques and money orders. There will be receipts and cheque butts, but the cashbook records the details of all transactions.

Bank accounts

The club will need a cheque book or online banking system to provide a simple and effective way to track the club's spending. Usually clubs have three committee members (including the treasurer) who can authorise payments from the club, of which there always has to be two to authorise a payment.

Reporting

There are a few different types of financial reports you can have within your club. These include;

Budgets

Help you plan for the future. You can then track your budgeted and actual spend.

Account balances

A list of the balances in all your accounts at any one time.

Statement of financial position - the balance sheet

Tells you the club's net-worth (what we have in our account, plus what we are owed, less what we owe) at any point in time.

Statement of income and expenditure

A report that provides the details of how your clubs' net-worth changes over a defined period.

Legal requirements

Every club will have different needs of financial management depending on their circumstances.

The Associations Incorporations Act requires you to:

- Keep such accounting records as correct records and explain the financial transaction and financial position of the Association;
- Keep accounting records in such manner as will enable true and fair accounts of the Association to be prepared from time to time;
- Submit to members, at each annual general meeting of the Association, accounts of the Association showing the financial position of the Association at the end of the immediately preceding financial year; and
- Review or audit your annual finances depending on your revenue tier:
 - Tier 1 - \$0 - \$250,000 – no audit required.
 - Tier 2 - \$250,000 - \$1M – accounts to be reviewed.
 - Tier 3 – over \$1M – accounts to be audited.

The way the funds of your club are managed is normally defined in your constitution and can include:

- That you can open and operate a bank account;
- Who and how many people authorise payments;
- Who has to collect money paid to the club;
- If money can be paid to members; and
- What your reporting requirements are to your members.

GST

- As a non-profit organisation, you must be registered for the GST if your annual turnover is over \$150,000 (for the commercial sector it is \$75K).
- Clubs who are registered for GST will have an Australian Business Number (ABN) and this number needs to be included on all invoices that the club issues.
- Ensure that your club's GST status (included or not registered) is detailed on all the invoices the club issues.
- When recording invoices you have paid into your accounting system, make sure you record the GST paid correctly, remember that you do not pay GST on everything.
- If you are registered for GST, make sure that you are completing the Business Activity Statements (BAS) within the required timeframes and paying your BAS as required.

Budgets

'Budgeting is about telling your money where to go rather than wondering where it went.'

Budgeting is highly recommended and a critical element in financial management:

- A budget is a reasonable estimate of the income and expenditure over a specific time period.
- It allows the whole committee to understand the annual expenditure and income of the club.
- It shows the operational and capital items.
- Budgets don't have to be huge and overly complicated; they just need to work for your club.

A few things to remember when developing and delivering your budget is:

- Aim for committee approval before the start of the financial year or, if it's for a project, before the project has committed to going ahead.
- Where possible and if applicable, include the "actual" for the previous one or two years.
- Always refer back to your budget throughout the year and report on variances.
- Only update your budget if completely necessary, i.e. a big expense comes up that you weren't aware of or if you receive a grant.

Here is an example budget with tracking against the budget:

Sporting Club 2018.2019 Budget with Tracking					
Finance report 1 July 2018 - 30 January 2019					
Income	2018.19 Full Year Budget	Year To Date Budget	Year to Date Actual	Variance to date	2017.18 Full Year Actual
Membership Fees	\$ 8,500.00	\$ 8,500.00	\$ 8,900.00	-\$ 400.00	\$ 8,497.00
Merchandise Sales	\$ 2,200.00	\$ 2,100.00	\$ 1,960.00	\$ 140.00	\$ 2,201.00
Grants	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -	\$ 3,500.00
Sponsorship	\$ 8,000.00	\$ -	\$ 50.00	-\$ 50.00	\$ 8,000.00
Events	\$ 5,800.00	\$ 3,500.00	\$ 3,300.00	\$ 200.00	\$ 5,500.00
Miscellaneous income	\$ 200.00	\$ 150.00	\$ 180.00	-\$ 30.00	\$ 200.00
Totals	\$ 28,200.00	\$ 17,750.00	\$ 17,890.00	-\$ 140.00	\$ 27,898.00
Expenditure	2018.19 Full Year Budget	Year To Date Budget	Year to Date Actual	Variance to date	2017.18 Full Year Actual
Insurance					
Building insurance	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ -	\$ 1,800.00
Public liability insurance	\$ 2,300.00	\$ -	\$ -	\$ -	\$ 2,300.00
Club Volunteer Indemnity	\$ 1,600.00	\$ -	\$ -	\$ -	\$ 1,600.00
Club Operations					
Advertisement	\$ 1,500.00	\$ 500.00	\$ 477.00	\$ 23.00	\$ 1,500.00
Competition Costs	\$ 8,000.00	\$ 7,000.00	\$ 7,135.00	-\$ 135.00	\$ 7,955.00
Member Development	\$ 3,000.00	\$ 3,000.00	\$ 2,880.00	\$ 120.00	\$ 2,798.00
Meeting Costs	\$ 240.00	\$ 140.00	\$ 140.00	\$ -	\$ 240.00
Utilities					
Cleaning of Club House	\$ 600.00	\$ 350.00	\$ 350.00	\$ -	\$ 600.00
Electricity	\$ 840.00	\$ 630.00	\$ 630.00	\$ -	\$ 815.00
Gas	\$ 300.00	\$ 175.00	\$ 195.00	-\$ 20.00	\$ 298.00
Pest Spraying	\$ 265.00	\$ -	\$ -	\$ -	\$ 265.00
Postage & Stationary	\$ 300.00	\$ 175.00	\$ 145.00	\$ 30.00	\$ 278.00
Tag & Test	\$ 250.00	\$ 250.00	\$ 250.00	\$ -	\$ 250.00
Fire Extinguisher Checks	\$ 65.00	\$ 65.00	\$ 65.00	\$ -	\$ 65.00
Repairs and Maintenance					
Grounds	\$ 2,000.00	\$ 1,500.00	\$ 1,422.00	\$ 78.00	\$ 1,450.00
Club Rooms	\$ 1,000.00	\$ 500.00	\$ 689.00	-\$ 189.00	\$ 1,005.00
Miscellaneous					
Purchase of Merchandise	\$ 1,250.00	\$ -	\$ -	\$ -	\$ 1,232.00
Sponsorship Signage	\$ 2,700.00	\$ 2,000.00	\$ 1,800.00	\$ 200.00	\$ 2,586.00
Bank Charges	\$ 144.00	\$ 84.00	\$ 84.00	\$ -	\$ 144.00
Totals	\$ 28,154.00	\$ 18,169.00	\$ 18,062.00	\$ 107.00	\$ 27,181.00



Cash Flow

Cash flow forecasting ensures your club has the cash to continue to operate and is able to pay its bills as and when they become due.

- The main purpose of cashflow forecasting is to predict what will happen to the bank balance throughout the year.
- The most important part of the cash flow process is knowing your opening and closing bank balances.
- Many clubs are vulnerable to cash flow problems because they operate on small cash reserves and only received income at certain points within the year.
- The timing and size of cash receipts and payments are the two most important factors in cash flow budgeting.
- After projecting annual operating and capital budgets, the committee should try to predict, on a month-to-month basis, their club's cash position to plan for months where the club is likely to have a shortage or a surplus of cash on hand.
- Months where income is projected to be low and expenditure is expected to be high tend to cause cash management problems.

Here is an example of a cash flow forecast:

**Sporting Club
Cash Flow Forecast**

Financial Year:	1 July - 30 June											
GST status:	Not registered											
Club Season	July - February											
	July	August	September	October	November	December	January	February	March	April	May	June
Bank Account Opening Balance:	\$1,500.00	\$1,158.00	\$1,776.00	\$5,444.00	\$5,102.00	\$3,920.00	\$1,888.00	\$1,081.00	\$ 449.00	\$2,367.00	\$1,275.00	\$1,078.00
	July	August	September	October	November	December	January	February	March	April	May	June
Income												
Membership Fees	\$4,000.00	\$3,000.00	\$1,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500.00
Merchandise Sales	\$ 750.00	\$ 500.00	\$ 300.00	\$ 200.00	\$ 200.00	\$ 100.00	\$ 50.00	\$ 50.00	\$ 50.00			\$ 2,200.00
Grants				\$2,500.00			\$1,000.00					\$ 3,500.00
Sponsorship									\$2,000.00	\$2,000.00	\$2,000.00	\$ 8,000.00
Events			\$3,500.00					\$2,300.00				\$ 5,800.00
Miscellaneous income	\$ 50.00			\$ 50.00			\$ 50.00			\$ 50.00		\$ 200.00
Total Income	\$4,800.00	\$3,500.00	\$5,300.00	\$2,750.00	\$ 200.00	\$ 100.00	\$1,100.00	\$2,350.00	\$2,050.00	\$2,050.00	\$2,000.00	\$28,200.00
	July	August	September	October	November	December	January	February	March	April	May	June
Expenditure												
Insurance												
Building insurance	\$1,800.00											\$ 1,800.00
Public liability insurance										\$2,300.00		\$ 2,300.00
Club Volunteer Indemnity								\$1,600.00				\$ 1,600.00
Club Operations												
Advertisement	\$ 500.00										\$ 500.00	\$ 1,500.00
Competition Costs	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00				\$ 8,000.00
Member Development		\$1,000.00		\$1,000.00		\$1,000.00						\$ 3,000.00
Meeting Costs	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 240.00
Utilities												
Cleaning of Club House	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00
Electricity	\$ 210.00			\$ 210.00			\$ 210.00			\$ 210.00		\$ 840.00
Gas	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 300.00
Pest Spraying											\$ 265.00	\$ 265.00
Postage & Stationary	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 300.00
Tag & Test				\$ 250.00								\$ 250.00
Fire Extinguisher Checks							\$ 65.00					\$ 65.00
Repairs and Maintenance												
Grounds	\$ 500.00			\$ 500.00			\$ 500.00			\$ 500.00		\$ 2,000.00
Club Rooms		\$ 250.00			\$ 250.00			\$ 250.00			\$ 250.00	\$ 1,000.00
Miscellaneous												
Purchase of Merchandise											\$ 750.00	\$ 1,250.00
Sponsorship Signage	\$1,000.00	\$ 500.00	\$ 500.00								\$ 300.00	\$ 2,700.00
Bank Charges	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 144.00
Total Expenditure	\$5,142.00	\$2,882.00	\$1,632.00	\$3,092.00	\$1,382.00	\$2,132.00	\$1,907.00	\$2,982.00	\$ 132.00	\$3,142.00	\$2,197.00	\$28,154.00
	July	August	September	October	November	December	January	February	March	April	May	June
Bank Account Closing Balance:	\$1,158.00	\$1,776.00	\$5,444.00	\$5,102.00	\$3,920.00	\$1,888.00	\$1,081.00	\$ 449.00	\$2,367.00	\$1,275.00	\$1,078.00	\$1,546.00

Financial Management Policy

It is good governance for your club to have a financial management policy. Here is an example of a financial management policy:

Purpose

To ensure that the club's finances are handled responsibly and to enable the implementation of sound day to day financial management practices with clear parameters.

Policy Statements

The committee will ensure that:

- A suitably qualified person is recruited to the role of treasurer.
- Adequate support by means of a financial sub-committee or advisory group is established if needed.
- A budget is available to purchase up to date financial software if needed.
- An approved budget for the year is determined and that expenditure is within budget.
- Sufficient income is available to meet the budget requirements.
- All funding agreements are adhered to and acquitted as required.
- Monthly financial management reports are produced and presented to the next committee meeting.
- All legal and taxation requirements are attended to and delivered on time.
- An audit is completed if necessary, in accordance with the Associations Incorporations Act.
- Decisions regarding investment are resolved by the committee.

Procedures

The club will abide by the standard procedures listed below.

- Decide whether to use cash or accrual-based accounting.
- Two people are required to authorise all payments for all club accounts.
- The treasurer and one other committee member are authorised to operate the club bank accounts.
- A spending limit of \$250 may be authorised by the treasurer without the approval of the committee.
- Financial reports are prepared for each committee meetings and distributed before the meeting.
- Any variances to the budget are explained to the committee members.
- A bank reconciliation will be undertaken at the end of each month to ensure receipts and payments balance with deposits and withdrawals.
- Appoint a suitably qualified auditor or reviewer if required.
- After audit, develop a subsequent action plan to respond to the auditor's report if required.
- If incorporated, the club will submit an annual return to the appropriate state department by the given date as detailed in the Associations Incorporations Act.
- A petty cash system will be established to record petty cash transactions. Money will only be reimbursed on receipt.

Efficient and Effective Meetings

As a committee you need to invest time into having a positive culture and ensuring you are best serving the interests of your members.

One of the best ways to ensure a committee works well is to set some clear guidelines for meetings, to agree on these guidelines and to stick to them as it is important to make committee meetings focused and productive.

Committee meetings should focus on two core elements:

- Current operations and future goals; and
- Identification of risk factors that could have an impact on the operations and goals.



To support your committee having efficient and effective meetings you should ensure there is:

- An appropriate meeting agenda which allocates sufficient time to each agenda item;
- A flow of information to the committee members prior to the meeting to support agenda items; and
- A well-managed discussion at the meeting to ensure decisions are reached in a timely manner, are clearly understood by all members and are appropriately recorded.

Documentation

Ideally, the document that should be at each committee meeting is:

1. The agenda for the meeting:
 - Make sure it is full and followed;
 - Put the important items at the top;
 - If your meetings tend to run over, only accept general business which was submitted before the meeting, none on the night unless very urgent; and
 - Be strict with people talking and taking over the meeting - some clubs put time frames on each agenda point, so it doesn't over run.
2. Minutes
 - Both the minutes of the last meeting and details of any out of session decisions which have been made since the previous meeting.
3. Action lists
 - Which show who needed to do what and by when.
4. Reports
 - From key committee members, i.e. treasurer, president, activity coordinators, coaches, sponsorship coordinator etc.

- Where possible have the reports submitted a week before the meeting and circulate with the agenda so everyone has a chance to read them before the meeting and ask questions in advance if required.
5. Strategic Plans
 - This should be a standing agenda item where you review and give updates on the progress of projects and action items from the strategic plan.
 6. Club rules including, but not limited to:
 - Constitution;
 - By-laws; and
 - Policies and procedures.
 7. Risk Register
 - This should be a standing agenda item where you review and give updates on any identified risks. The risk registered needs to be continually monitored and reviewed by the committee.

Efficient Committee Meetings

To ensure your club is holding efficient committee meetings the committee need to make sure:

- Committee meetings start and finish on time;
- The agenda is distributed to committee members with sufficient time to read and respond if necessary;
- Everyone thoroughly reads the meeting agenda and any papers prior to the meeting;
- The chairperson ensures that the agenda is followed and that meetings run on time;
- The chairperson invites and includes all members to participate in discussion;
- The chairperson lets people express their opinion, but keeps the meeting on track;
- Members are respectful of the chairperson's authority;
- Debates are robust and conducted in a courteous manner;
- Member's contributions are relevant and concise;
- Members are happy to accept collective decisions even when they have been voted against;
- At the end of the meeting, determine the date of the next meeting; and
- The minutes and action lists from the meeting are distributed as soon as possible after the meeting.

Committee Members

For each committee meeting, it is the committee member's responsibilities to:

- Follow the expectations for the meeting;
- Build strong working relationships within the committee;

- Plan for meetings well in advance, this includes not being late to the meeting, having all the documents needed with them and making sure they have completed their actions and reported back on the outcome;
- Read documentation before they get to the meeting and make sure they fully understand everything within the agenda, so they are well informed to make decisions;
- Have a good understanding of the club rules;
- Remember that they are there to represent the interests of the club and its members, not themselves;
- Listen to the opinions of others respectfully;
- Know the roles and responsibilities of other committee members, so they don't take over other people's roles but also don't slack on their own role; and
- Let the secretary know in good time if they will be an apology for the meeting.

Where possible, don't allow mobile phones at meetings, ask committee members to turn them off or leave them in the car.



Grievances and Complaints

It is recognised that people associated with clubs will, from time to time, have grievances or complaints that need to be resolved in the interest of maintaining good relationships.

- People have the right to have their grievances receive careful consideration through established processes that are timely and based on fairness and respect.
- The best resolution is one that is reached cooperatively and informally where possible prior to a formal complaint being lodged in writing.
- A person making a complaint or airing a grievance will not be disadvantaged in anyway as a direct result.
- Where a formal complaint is received by the committee it will be considered in a timely and confidential manner and documented together with the steps towards resolution.
- It is good governance for the committee to have a complaints process based on the principles of open discussion, confidentiality, fairness and respect, and timeliness.



Committee members

As a club committee member, it is important that the handling of complaints is fair, just and transparent (i.e. you follow clear processes and procedures). Each committee member should apply the following principles:

- **Treat** complaints seriously
- **Act** promptly
- **Treat** people fairly and listen to both sides of the story
- **Stay** neutral
- **Keep** parties to the complaint informed
- **Maintain** confidentiality
- **Protect** against victimisation
- **Keep** accurate records
- **Make** decisions based only on information gathered not personal views
- **Disciplinary** action should be relative to the breach

Complaint options and steps

- The person with making the complaint should speak to a committee member for advice on possible solutions.
- The person making the complaint and / or the committee should speak to the person causing the problem informally and inform them of the

behaviour, decision or action that the complaint or grievance refers to. Where possible, less serious complaints should be resolved informally at the level they occur.

- Where issues cannot be resolved informally with the person who is reportedly causing the problem, then the person making the complaint should submit a formal complaint in writing to the committee.
- The committee will follow the steps in their constitution and (if they have one) their grievance policy and procedures.
- If the committee is unable to find a suitable resolution to the grievance, then they will seek independent mediation.
- If, after mediation, a suitable resolution to the grievance cannot be found, the complaint will be referred to the Equal Opportunities Commission, the Industrial Relations Commission or relevant body.

Club Constitution

Clubs should refer to the rules set out in their constitution when dealing with complaints and grievances. Often club constitutions will detail the following (under the disputes and mediation section):

- 1) The grievance procedure set out in this rule applies to disputes under these rules between;
 - a. a member and another member; or
 - b. a member and the club; or
 - c. if the club provides services to non-members, those non-members who receive services from the club, and the club.
- 2) The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all of the parties.
- 3) If the parties are unable to resolve the dispute at the meeting, or if a party fails to attend that meeting, then the parties must, within 10 days, hold a meeting in the presence of a mediator.
- 4) The mediator must be;
 - a. a person chosen by agreement between the parties; or
 - b. in the absence of agreement;
 - i. in the case of a dispute between a member and another member, a person appointed by the committee of the club;
 - ii. in the case of a dispute between a member or relevant non-member (as defined by sub-rule (1) (c)) and the club, a person who is a mediator appointed to, or employed with, a not for profit organisation.

- 5) A member of the club can be a mediator.
- 6) The mediator cannot be a member who is a party to the dispute.
- 7) The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- 8) The mediator, in conducting the mediation, must;
 - a. give the parties to the mediation process every opportunity to be heard;
 - b. allow due consideration by all parties of any written statement submitted by any party; and
 - c. ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- 9) The mediator must not determine the dispute.
- 10) The mediation must be confidential and without prejudice.
- 11) If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute in accordance with the Act or otherwise at law.

Grievance Resolution Procedures

To work alongside the rules set out in the club constitution, it is good governance to have a Grievance Resolution Procedure which details how the committee handles any complaints within their club. An example of steps to include in a Grievance Resolution Procedure are:

- Once a formal complaint is received, it will be referred to the president (unless the complaint directly concerns the president) for discussion and recording.
- Contact will be made with the complainant within 7 days of the receipt of the complaint.
- If another party is involved, they will be fully informed of the full details of what is being said and a meeting will be established between the parties with a selected mediator.
- If the grievance is substantiated and unresolved, the matter will be referred to the next committee meeting or if deemed more urgent, a special general meeting will be called. This may also involve the parties concerned.
- The complainant and respondent will be informed of a decision in writing.

- If this does not result in a suitable resolution, or if there is dissatisfaction with the handling of the complaint, the matter can be referred to another nominated independent person.
- If the grievance remains unresolved, the matter should be referred to the relevant body or commission dependent on the nature of the complaint. Clubs can also speak with a state or national body (if any) for guidance and support.
- The complainant may seek the assistance of an agent throughout this process.

Records

The club needs to keep a record of all grievances or complaints made to and / or against the club. The records should include:

Overview

- Name of person who made complaint.
- The date the complaint was made.
- Who received the complaint on behalf of the club.
- Details of how the complaint was made (phone / email / verbal etc.).

The complaint / grievance

- What is the issue?
- Does it involve other people / parties / stakeholders etc.?
- When did the issue happen?
- What steps has the complainant undertaken to resolve the issue?

Process

- Where was the complaint referred to (i.e. committee, mediator etc.) for assessment and the date this was completed?
- When was the person who made the complaint contacted by people undertaking the assessment?
- When were other people / parties / stakeholders involved with the issue contacted by people undertaking the assessment?
- Details of the process of investigation and any discussions and what was learnt that contributed to decision-making.
- Assessment of scope, severity and potential impact of the grievance or complaint.
- Details of decisions made and proposed actions to be taken.
- Complainant and respondent (if any) informed of decision in writing within 20 days or informed of any delays.
- If complainant / respondent satisfied with response, when was the case closed.
- If complainant is not satisfied, how alternative methods of resolution will be progressed.

Insurance

Appropriate and comprehensive insurance cover is vital for all clubs involving volunteers. It is the responsibility of the club to be familiar with all the clauses of the policy and provide details to all members and volunteers.

For many clubs, insurance is a grey area of understanding. There is often a misconception surrounding the costs involved and what insurance is actually needed. It is important that the clubs establish what type of insurance cover they need.



Types of Insurance

There are many different types of insurance you can take out for your club and each club will need different levels of insurance. Some of the more common insurances that clubs have include, but are not limited to:

Public Liability

Good public liability policies provide clubs protection in the event that the club has to pay compensation to third parties for personal injury or personal damage. Claims of negligence may arise due to loss, damage or use of property or the injury or death of an individual. Good public liability policies will cover claims resulting from the negligence of club members, including voluntary workers who are engaged on behalf of the club.

Building and Contents

Building and contents insurance protects the buildings and contents of your club from theft and damage. Consider policies that cover your clubs' equipment away from the club facilities, i.e. when the equipment is taken to competitions at venues other than the home venue of the club.

Professional Indemnity

Professional indemnity insurance protects any representative providing professional advice including coaches, trainers and medical staff. Professional indemnity insurance indemnifies against claims where it is found that advice being provided by club representatives is negligent.

Directors and Officers Insurance

Clubs can consider directors and officers insurance to protect club officer holders against claims which may arise from a failure to carry out the obligations and duties of the role. In some instances, these failures may result in claims against individual directors and officers of the club which may expose them to paying the claim personally if they do not have the protection of directors and officers insurance.

Accident and Injury Insurance

The protection offered by accident insurance policies varies between companies, so it is important for the committee to understand the terms of each policy. The more inclusions in the policy, the more expensive the policy will be. It is important that accident insurance policies cover not only players and participants but also:

- Officials;
- Volunteers;
- Officers of the club;
- Trainers and other support staff; and
- Club members.

Accident insurance policies will cover and make payments to some or all of the following occurrences:

- Death;
- Permanent or temporary disability;
- Loss of income;
- Rehabilitation of sports injuries; and
- Repatriation of the injured competitor.

It is very important that clubs understand the amount of covered offered by their accident protection policy. If it doesn't cover 100% of an injured individual's income, this must be made clear so additional income protection can be acquired.

Income Protection

Clubs or club members may wish to have additional income protection insurance coverage if the accident protection insurance cover does not offer the level of cover required by an individual.

Volunteer and staff Insurance

Volunteer and staff insurance covers the individuals in your club that are helping out on the field of play and also in the club facilities. Officials suffering injury from ancillary activities or even those harmed in the kitchen facility helping to prepare meals, for example, will be covered for injury and loss of earnings.

Contingency Insurance

- Prize indemnity
Insurance policies can be taken out to cover the cost of providing major prizes in a game of chance such as golf 'hole in one', 'half court' basketball shots, football/soccer 'super kicks', perfect ten pin bowling scores, tagged fish and many more.
- Player bonus
Insurance policies are available to cover the cost of a bonus which becomes payable on the athlete achieving a certain level. For example, winning the State, National or World Championship in a given event or sport.

- **Adverse weather**
Insurance policies can be sought to protect your club from financial loss of an event as a result of adverse weather conditions such as a torrential downpour, drought, gale force winds, unsatisfactory water conditions or even a sudden temperature change.
- **Cancellation or abandonment**
Insurance cover can be taken out to cover financial loss relating to an event being postponed, relocated or cancelled due to circumstances beyond the control of the club organisers.
- **Non-appearance / performance**
Insurance cover can protect against financial loss arising from the non-appearance of a star performer or group at a specified event.

Events insurance

Club can look at obtaining events insurance for a particular event such as a tournament, competition or festival.

Motor vehicle comprehensive insurance

Motor vehicle insurance covers vehicles owned and driven by volunteer or paid staff for loss or damage to the vehicle or third-party property.

Insurance Checklist

Who needs to be insured:

- ☐ The club (if incorporated)
- ☐ Directors (committee or board of management members)
- ☐ Members
- ☐ Volunteers
- ☐ Consultants
- ☐ Paid staff
- ☐ Visitors
- ☐ Spectators
- ☐ Customers, clients, consumers (third parties)
- ☐ Others

What type of insurance should the club consider

- ☐ Personal accident insurance for volunteers
- ☐ Directors and officers liability
- ☐ Professional indemnity
- ☐ Public liability / public risk (third party)
- ☐ Personal property
- ☐ Contents / special inclusions
- ☐ Burglary
- ☐ Fire
- ☐ Property damage

- ☐ Fidelity guarantee
- ☐ Money / cash in transit
- ☐ Other policies pertaining to circumstances

Remember to take into consideration

- ☐ The areas of responsibility of the club
- ☐ The insuring clause and exclusions in the policy
- ☐ The activities which are to be insured
- ☐ The reported obligations

Tips

- Always check the exclusion clauses in your policy.
- Inform all staff (paid and unpaid) of insurance cover pertinent to their positions in the club.
- By negotiating a volunteer insurance package, you may save overall on insurance costs.
- Check with state body to ascertain whether they carry insurance for member clubs.
- Always check the adequacy of policy limits and sub-limits (cross check the limits against your risk profile i.e. the consequences of the risks you have identified).
- Check that your insurance policy is issued by a reputable company.
- Insurance is a of the risk management process. It is good governance to have a risk management plan for your club.
- Contact your insurance provider if you are unsure about anything in your club policy.



Emergency Plans

A comprehensive emergency plan should be in place to cover all types of emergencies that could occur within your club. As well as medical emergencies, they may also include incidents such as fire, violence and environmental threats. All clubs have a responsibility to provide a safe environment for those who are part of their club. This includes having a clearly documented plan that outlines the actions and processes that need to be fulfilled in an emergency situation.



A typical emergency plan may include reference to items such as:

1. Roles and responsibilities
2. Leadership
3. First aid
4. Communication
5. Contacts
6. Reporting

Emergency plans should be documented and communicated to all club members and participants. These plans should be reviewed and updated regularly.

Information to detail in your Emergency Plan can include:

1. Roles and responsibilities

- In the event of a medical emergency or serious injury your club needs to have assigned people who will assume certain roles, these roles can include:
 - Emergency coordinator
 - First aid officer
 - Crowd control officer
 - Communication coordinator
- Each role should be accompanied by a list of duties.
- Multiple roles may be required to be filled by one person or multiple people may be required to fill one role.
- In instances where any of the assigned people may not be available, it is good governance to have an alternative representative who can fill their role.

2. Leadership

The emergency coordinator will be responsible for ensuring that all aspects of the plan are fulfilled before during and after the incident. This may include:

- Availability of personnel at events.
- Sports first aid and communication resources.
- Direction of personnel at incidents.

- Completion of tasks following incidents.
- Record keeping.

3. First Aid

- Make sure that everyone on your committee and emergency response team know where the first aid kit is located and detail this within your plan.
- A sign should be erected to identify the location of the first aid area.
- Detail within your plan who is responsible to keep the first aid kit stocked.
- Detail within your plan how often the first aid kit will be checked.

4. Communication

The communication coordinator is responsible for contacting emergency services if required. Within your plan include:

- Where the nearest telephone is located.
- Where the list of relevant emergency numbers are kept at the club (i.e. local hospital, police station etc.).
- A list of any special directions for emergency services personnel to access the club grounds.
- How the club will ensure that access for emergency services is kept clear.

5. Contacts

During an emergency, it is important that someone within your club is responsible for the contact details of all members, players, volunteers and officials.

- To help with this make sure all players, members, players, volunteers and officials supply the name and contact details of two (2) next of kin at the commencement of each season.
- Detail in your plan where you will keep the contact names of next of kin, so it is accessible during all club activities.
- Detail in your plan who is responsible for contacting the next of kin in the event of an injury to an individual.
- Detail in your plan what information should be conveyed to a next of kin, this can include:
 - Description of the incident.
 - Transport arrangements (if any) for the individual.
 - Current location and any immediate future location (for example, hospital) of the individual.
 - Condition of the individual (where known).



6. Reporting

A full injury report form should be completed immediately following treatment of the injured player.

- Detail within your plan where completed injury report forms should be submitted to, and within what timeframe of the incident does it need to be submitted.
- Detail who is responsible for the injury forms and where they need to be filed and stored.
- Detail what further reporting is needed from the injury form and if there is any approval needed before the form is passed on.
- Detail in your plan, the permissions required (often from the individual who has been injured or their next of kin) before the injury report can be provided to relevant parties (i.e. insurance company, affiliated local council, state body etc.).

First Aid



Always ensure your club has enough appointed first aid officers. Keep a register of everyone in your club who has a first aid qualification along with a copy of their certificate and its expiry date.

To get more people in your club up to date with their first aid contact your local St Johns Ambulance sub centre to attend or organise a course.

Tips for creating an easy to use medical emergency action sheet for your club

Do not over complicate the action sheet and planning process

- An action sheet has to be easy to use when you most need it - in the middle of a medical emergency!

Communicate the action sheet to all at the club

- Consider many different forms of communication such as in a newsletter, on clubroom walls/notice boards, at information nights, in welcome / induction kits, on websites, in clipboards for coaches / team officials.

Ensure that you have the resources (both personnel and equipment) that you need

- Ensure all training qualifications, such as CPR, are up to date.
- Ensure that all equipment is in full working order and fully stocked, and that all appropriate people know how to use it. Consider allocating responsibility to one person at the club for managing this.
- Consider your equipment needs and if you actually have all the equipment that is required. The best way to do this is to seek advice from qualified

people at your club, your local St John's station or your State Sporting Association (SSA).

Provide support with training and education

- There are a range of courses and resources available to your club- make sure that you use them!
- Check with your local St John's station, SSA or other similar clubs about the training and support they provide to their personnel and volunteers.

Realise the need to be flexible and don't reinvent the wheel

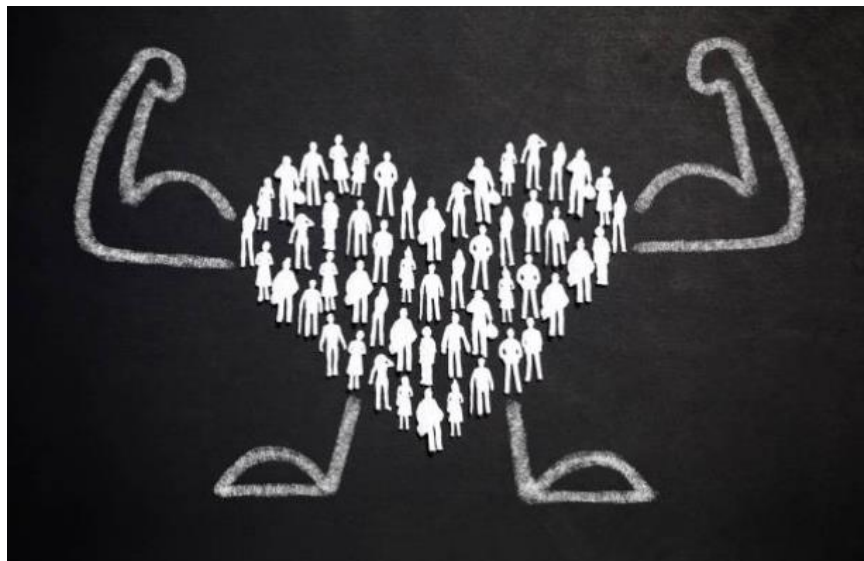
- Always review the effectiveness of your action sheet and think through the many circumstances that it may be needed.
- The best way to do this is to look at your particular needs and to also ask other clubs, your club personnel, your local council and your SSA.

A simple, effective medical emergency action sheet can be a real marketing tool for your club

- Consider the impact that it might have on prospective new members, their parents, local councils and sponsors. It shows the level of organisation and planning at your club and can be a very attractive drawing point.
- It shows the importance that your club places on safety of all members.

Use the expertise at the club already

- Know the occupations and expertise that your members (or their relatives) have. Chances are that there will be someone with some kind of medical or medical emergency training.
- Use their skills to assist the club either in the planning process or in a practical way.



Club Planning

Planning is something we all do. Plans are part of our work, social and home life.

Planning occurs because we want to accomplish or achieve something – we set a goal and work towards it - what is to be done, when it will be done, where and how it will occur and who will be responsible for doing it.

Many of the planning processes we undertake are informal and we may not have a document that details our plans, but we all go throughout the process of thinking about the things we want to achieve.

Planning within clubs occurs for one or more of the following reasons:

To prepare for the future, for example:

- Develop a vision and focus for the next three to five years;
- Identify new volunteers, coaches and officials;
- Build membership; or
- Develop sponsorship opportunities.

To identify problems and suggest solutions, for example

- Plan for additional facility usage and upgrades;
- To look at storage and security of equipment;
- Look at the clubs' lack of volunteers; or
- Think about how to increase participation.

To establish priorities, for example

- Have clear plans for what are the most important issues within the club;
- Timeframes of when issues are going to be dealt with; or
- Have clarity over who is going to lead certain projects.

To coordinate different activities, for example

- Look at game schedules and pitch allocations;
- Clarify rostering for canteen and other 'support' activities;
- Arrange fundraising events; or
- Coordinate end of year wind ups and volunteer appreciation events.

To provide information and advice, for example

- Develop a club website or newsletter;
- Plan development opportunities for coaches and officials;
- Look at communication between club and stakeholders;
- Develop a communication plan; or
- Look at your policies around use of social media and website.

Formal Planning

- Formal planning is a structured, systematic process;
- It requires thinking before doing and includes the identification and development of goals and objectives;
- For a club, planning is an attempt to anticipate the future in order to achieve better performance;
- The planning process that suits one club will not necessarily work with another club; and
- The individual circumstances of clubs will always be a factor in the planning process, however, regardless of the arrangements that apply at the individual organisation level, the general rules, concepts and principles of planning will always apply.

Types of plans

The 5 main plans you should consider developing for your club are:

1. Succession Plan
2. Risk Management Plan
3. Strategic Plan
4. Operation Plan
5. Financial Plan

Additionally, if your club holds any special events or plans to run specific projects, you can develop projects plans for these activities.

Regardless of the type of plan you are looking to develop, a planning process requires four basic elements:

1. Planning
Looking at what you want to do and how you are going to do it.
2. Action
Identifying how you will do the things you have planned to do.
3. Adjustment
Measuring what you have done against what you said you would do.
4. Review
Assessing whether you achieved what you planned and continuing the process.



The planning process is connected by:

- The vision and mission of the club;
- Setting the goals, objectives and targets of the plans;
- Implementing the plan and taking action; and
- Managing, monitoring, measuring and reviewing the plan.

The best way to approach the planning process at the club level is by using the following key elements:

Establish a formal planning group or committee in the club

Although the committee of a club will play an important role in the planning process, there is a need to 'cast the net' a bit wider to find people with some skills or interest in the planning. It is also important to include a broad range of club members in the process – senior players, coaches, key volunteers and parents of junior members.



Hold planning meetings or workshops

It is important that planning is not just an item on the agenda at committee meetings. The development of a plan takes time and needs to include people not normally involved in the administration of the club. Find a person who can organise and facilitate the planning sessions.

Develop the plan and clearly identify goals and objectives

Identify a committee member or a club member who can draft the plan. It should be a simple, easy-to-read document that follows an agreed format. The content of the plan should be determined at the planning sessions.

Consult widely with club members and discuss the draft plan

It is important to get a broad understanding about the plan and the intentions behind it from across the club membership. The plan needs to have 'ownership' within the club so there is a need to consult with all club members; release a draft of the plan, allow time for comment and then set a date for formal release and implementation.

Finalise, promote and implement the plan

The implementation of the plan is the process of getting the things done that you have said need to be done. The objectives and targets in the plan should be monitored and steps taken to complete activities by due dates. The monitoring process will allow you to identify barriers and roadblocks and to adjust things as required to ensure the achievement of the plan.

Measure the effectiveness of the plan and celebrate the success

Most clubs will measure the success of a plan on an annual basis:

- What was achieved?
- What remains to be done?
- What stopped parts of the plan being achieved?

The process is a continuous one and as each planning cycle ends a new cycle begins.

Succession Planning

Succession planning is about looking at where your club has come from, where it is now, where it needs to go and what your club can do to get it there. Ultimately, succession planning should help you achieve the club's objectives over the next 5, 10 or 15 years by ensuring that your club has the right volunteers on the committee with the right skills in the right positions at the right time.

Succession planning is about putting a system in place to ensure that when someone leaves (such as the club president, a coach or the treasurer) the club is not left with a lack of knowledge and expertise and that there is someone in the wings ready to step up into that role.

Succession planning is not just about replacing the missing volunteer, it is about knowing what skills or expertise are needed to fill key roles within the club, now and in the future, and making sure that others within the club possess these skills and knowledge so there is someone to fill the void if that key member has to retire. It is about identifying, recruiting, retaining, valuing, developing and preparing volunteers so that the club has a depth of knowledge and a pool of ready and able volunteers. In doing this, the club ensures that transitions are smooth as people come and go and it can continue to meet its objectives into the future.

It is important for your club to have a succession plan as it:

- Enables your club to share the load among volunteers and avoid volunteer burnout;
- Allows a smoother handover of key positions;
- Improves your volunteer 'bench strength'
- Creates a more appealing environment for volunteers; and
- Allows your club to deliver better services, improving the club culture.

As it becomes harder to attract and maintain volunteers, succession planning can help clubs to be a more appealing and rewarding environment for volunteers. Succession planning encourages targeted recruitment of volunteers, investment in developing volunteers' skills and valuing their contribution. It also allows volunteers to see a clear path for progression through the club.

Some of the benefits of club succession planning are that it provides:

- Continuity for the club at times of volunteer turnover and minimises disturbance to club activities;
- Recognition and reward for long serving volunteers as they become mentors to new volunteers and can share their knowledge; and
- A clear plan for volunteer progression and replacement so that clubs do not have to do it in the middle of a crisis.

Succession planning encourages:

- Clubs to identify critical roles within the club, skills required to carry out these roles and potential volunteers who possess these skills;

- Clubs to think about what skills / knowledge / volunteers they may need in the future and to begin planning for this;
- Clubs to assess what knowledge, skill and expertise gaps exist within the club;
- Clubs to examine and assess the current makeup of their volunteers which leads to more thoughtful recruitment and can create a more diverse volunteer base;
- The development and retention of talented volunteers in the long term;
- Information sharing and record keeping which avoids the loss of critical information (such as member databases, club networks, event timetables etc) when key volunteers move on; and
- Ongoing review and evaluation which ultimately improves the overall management of the club.

Succession planning improves:

- The recruitment process for key positions which could lead to volunteers being more engaged in their roles because they are more appropriately suited to the position;
- Volunteer access to training and development opportunity;
- The leadership qualities of volunteers; and
- The morale and commitment of volunteers.

Succession planning also helps to:

- Minimises volunteer burnout because volunteers are not 'stuck' in the same role forever without anyone to take over from them;
- Motivates volunteers because they can see a pathway of development and progression and they feel more nurtured; and
- Creates opportunity for young people to get more involved in decision-making, take on more responsibility and become more connected to their club.



The succession planning process

The succession planning process can be broken down into five key steps;

1. Examine your club's position.
2. Identify skills required to fill critical roles in your club.
3. Assess the skills gap in your club and identify potential successors.
4. Develop and prepare potential successors.
5. Evaluate your succession plan.

Step 1: Examine your club's position (current needs, critical roles and expected vacancies)

First: Identify your club's current and future needs.

- Consider your club in its current form. Think about the following three areas:
 1. Club management (the decision-making and administrative processes in your club);
 2. Club activity; and
 3. Club people.
- For each club areas answer the following three questions:
 1. What does your club do well?
 2. What have you realised your club needs?
 3. What changes do you want to see happen in the next 5 to 10 years?



Thinking about this helps you to understand your club's current position and why you are beginning to plan for succession. Succession planning is really about what you need to do now to ensure that your club meets its objectives in the future.

Second: Identify critical roles within your club.

Once you have identified your club's current position and needs, it is essential to identify the key roles within the club that will serve to address these needs now and into the future.

Make a list of:

1. Roles in the club that contribute to the current success of your club: try to focus on the position and not the individual people in those positions;
2. Roles in the club that could address some of the things your club doesn't have but needs;
3. Roles in the club that you might need in the future but don't currently have; and
4. Roles in the club that you just can't do without.

Third: What vacancies are expected in these positions?

Once you have established the critical positions within the club, you need to assess (to the best of your ability) the risk of turnover in these positions in the near future:

- Who is retiring?
- Who is leaving the club?
- Who is moving away?
- Who has been in the role too long?
- Who may be getting tired of the role?

Make a list and consider the expected vacancies within the key positions as either 'immediate', 'short term' or 'long term'.

The more you know about the timing of handover, the more prepared you can be to ensure the transition is as smooth as possible and that you have someone waiting in the wings to step into the role.

Four: Review

Once you have gone through the above three stages you should have the following information:

1. What your club does well, what your club needs to do better and what changes you would like to make in the future;
2. The critical roles within your club that contribute to your club's success now or in the future; and
3. When you expect these key roles to become vacant.

Step 2: Identify skills required to fill critical roles in your club

The second step in succession planning is to break down the roles, responsibilities and required knowledge for the critical roles identified in step 1.

For each position the committee should consider;

- Why is this position so important?
- What are the three main objectives of this position?
- Which skills are required to carry out this position?
- Is there any previous experience that would help to carry out this role?
- What knowledge is required?
- Is there any other expertise / personal quality or characteristic that would help someone to carry out this role successfully?

For each role, try and develop a position description as this will clearly detail what skills and experience are required for the positions and will help the club outline exactly what you are looking for when you start to recruit volunteers to fill the position.

Step 3: Assess the skills gap in your club and identify potential successors

It is important to identify whether any of your clubs' current volunteers possess the skills and expertise required to fulfill a position identified in the previous two steps, or whether a skills gap exist.

If a gap exists, then your club will need to consider:

1. if you could offer training to upskill current volunteers to allow them to step into the role; or
2. if you need to look at recruiting new volunteers with the appropriate expertise.

Whether they are existing volunteers or whether you have to recruit new volunteers, the club should begin to identify individuals who could step into the roles when current volunteers leave as soon as they know the position is going to become vacant.

Recruitment

Good recruitment practice is a vital aspect of effective succession planning. The quality of volunteers needs to be high if your club is going to continue to grow and thrive in the future. Your club needs to be recruiting volunteers who will help you achieve your club's objectives now and into the future.

The main aim of recruitment should be about engaging volunteers with the right qualities, skills, experience or knowledge to fill some of the gaps you have identified. In order to do this the recruitment process should be targeted and systematic. Clubs need to devise a plan for finding, screening and inducting potential successors.



When looking for potential volunteers consider;

- Where could we find people in our community who possess the relevant skills?
- Where do the best volunteers come from and how can we reach them?
- Are there people who have said 'no' to volunteering in the past because they were too busy but may be available now?
- What kind of volunteers will we need over the next 5 -10 years?
- Are there promising young people whom we could engage?
- Can we be more inclusive?

Once you have considered the points above and you start to advertise and promote the volunteer position(s) within your club, it is good practice to have one person who is the main contact for potential volunteers, this person can keep a

record of the people who enquire about a position and keep the committee up to date. See page 96 for more details about the volunteer coordinator position. The Committee, as a whole, needs to decide whether an individual is suited to the particular position within the club.

It is important to remember that your club may have details within your constitution, or policies and procedures, which details your processes for recruitment and the election of committee members and volunteer.

Step 4: Develop and prepare potential successors

Whilst all volunteers should have access to training and development, it is especially important for those volunteers whom you have identified as your potential successors.

Training and development should aim to support and upskill volunteers with the expertise required to take on roles when the positions become vacant. It should also contribute to creating a clear path of progression for volunteers, so they know exactly what is required to move into a position and what training and experience they need to gain to take on the role.



Training and development practices could include:

- Formal training workshops;
- Informal training provided by club members;
- Shadowing of volunteers currently in the role;
- Helping volunteers to organise events and projects;
- Committee or role rotation;
- Knowledge-sharing among committee members so volunteers are familiar with what each committee member is responsible for;
- Team building or leadership exercises; and / or
- Mentoring and coaching.

The best way to ensure your potential successors are prepared and have carried out the necessary training and develop activities is by creating individual development plans. That is, each successor has a plan that outlines the training, coaching, mentoring or work experience activities that they will undertake in over a certain time period.

Step 5 Evaluate your succession plan

The final step in developing a succession plan is to evaluate and review how it has worked and what (if any) adjustments need to be made. Evaluation of your club's succession plan needs to be ongoing. A succession plan should be reviewed and evaluated on an ongoing basis to make sure it is keeping up with the changes within your club.

There are two aspects of evaluation;

1. Reviewing how the plan itself is working

It is important that you know whether the plan itself is having a positive impact on your club. In order to gauge this, your succession planning performance needs to be measurable. Your club needs to decide on clear indicators that measure the effectiveness and success of your plan.

Some indicators could be:

- Volunteer turnover (how frequently your volunteers join and leave);
- Retention rates of volunteers (how long are they staying in your club);
- The number of existing volunteers who have stepped into new roles when a position has become;
- The number of new volunteers you have had to recruit to fill positions;
- The time it has taken to fill vacant positions;
- Feedback (from members, volunteers, committee members, new recruits);
- Volunteer satisfaction (are they enjoying their role or are they bored or overworked);
- Reasons given for volunteer departure and how you are capturing this information; and / or
- The role transitions (has it been smooth when someone has left and another person takes over or has there been a lot of disruption).

2. Reviewing movements or changes within your club that could influence the plan.

By consistently reviewing how things are going and taking notice of movements within your club, you can better predict what is likely to happen in the near future and prepare for it.

Apart from the indicators in point 1, your club should also be keeping track of things like:

- Who might be approaching retirement or leaving the club?
- Who is ready to step into other roles or take on more responsibility?
- Which volunteers have valuable skills or expertise that your club needs?
- What needs / challenges could arise in the near future and what skills / expertise will you need to address this?
- Do the position descriptions still fit the roles, or do they need to be updated?
- Are there any major changes in our community that could impact on our club and volunteer numbers?

By monitoring performance and being aware of changes happening within your club as they happen, your succession plan will be more effective, more

relevant and much more valuable to your club. The evaluation process is a crucial step to ensuring future growth of your club.

Top Tips for Succession Planning

- Keep ahead of your committee needs both in terms of numbers, balance and the skills that you will need so that recruitment can be planned rather than rushed.
- Recruit well in advance where possible through personal approach.
- Establish fixed terms for committee members so that recruits do not have to fear getting stuck. This could also take the form of a rotation system if preferred.
- Establish a hand-over process for incoming committee members so that they feel supported and have a clear understanding of the role.
- Ensure clear definition between governance requirements and the operational tasks associated with running the club. Distribute operational tasks to general volunteers or working groups so that committee members can focus on governance alone.
- Develop detailed role descriptions which outline the specific requirements for each position so that recruits know what they are committing to e.g. attend evening meeting 1st Wednesday of each month (2 hours).
- In developing the list of tasks associated with a particular position identify opportunities to reduce the demands by splitting roles or redistributing tasks to general volunteers or working groups.
- Minimise evening meeting requirements where possible. Develop a realistic calendar of meetings aligned to governance requirements and consider alternative methods of ongoing committee dialogue which is less demanding.
- Adhere to good meeting practices so that meetings are productive, efficient and don't go too late.
- Publicly promote and recognise the committee and the roles that they play through the newsletters, notice boards, club functions etc.
- Sell the merits of being on the committee e.g. learning new skills, being a pivotal part of the club, networking, CV item, opportunity to support the development of the club.
- Create and maintain a positive, cohesive, and professional vibe around the committee and its functions.
- Select a suitable person to make the approach to potential committee members – someone who is enthusiastic about their role, is positive about volunteering and can sell the merits of involvement.

Risk Management Planning

The biggest risk to your club is not having a risk management plan

Risk management is a very important part of responsible management of any club. As well as needing adequate insurance to protect the club and its members, managing risks is essential.

What is Risk Management?

Risk management is simply identifying, analysing and minimising risks and developing cost-effective methods of treatment and / or prevention of the identified risks. It may not be possible to have a risk-free environment, but it is possible to manage those that exist be it financial, legal or physical.

Your club needs to have a process in place to:

1. Identify potential problems or hazards;
2. Rectify or prevent the problems, on a prioritised basis;
3. Provide assistance with managing incidents when they occur;
4. Ensure a system of follow up occurs; and
5. Ensure this process is continuous.

The generic risk management process is not complicated and can be applied to any activity, asset, project or program. By putting in place an appropriate system of risk oversight and internal controls, committees can help increase the likelihood that their club will deliver on its purpose.

Why have a Risk Management Plan?

- Clubs have a duty of care to ensure the activities of the club do not cause harm, damage or injury to any participant or recipient of its services, or any other person who is reasonably likely to be affected;
- If an injury is a foreseeable result of the club failing to exercise reasonable care in providing these services, then the club will be liable for any loss or damage suffered;
- Committees need to ensure the standard of care provided by their club is reasonable in order to minimise the risk of liability;
- The committee need to identify and evaluate the risks for all club activities, so they are safe for their members; and
- In situations where there is a likelihood of harm or a greater risk of harm, a higher degree of care is required. For example, a higher degree of care and supervision is required for young children taking part in physical games than for children sitting and listening to stories being read.

The Risk Management Process

Identify Risks

Identify what, why and how things can arise as the basis for further analysis.

Analyse Risks

Analyse risks in terms of consequence and likelihood in the context of existing controls. The analysis should consider the range of potential consequences and how likely the consequences will occur. Consequence and likelihood may be combined to produce an estimated level of risk. This should be undertaken on a regular basis. See page 76 for more details of how to analyse the risk.

Evaluate Risks

This enables risks to be ranked so as to identify management priorities. If the levels of established risk are low, then risks may fall into an acceptable category and treatment may not be required. See the risk register on page 77 which details how to document the risk evaluation.

Treat Risks

Accept and monitor low-priority risks. For other risks, develop and implement a risk management plan, which includes consideration of funding.

It is important to remember that your risk management procedures need to be communicated to all club stakeholders and the performance should be monitored and reviewed constantly.

Your risk management plan should be documented and it is important to remember that the successful implementation of risk management is an ongoing process that will involve continuous monitoring and review.

Best practice risk management includes:

1. The committee discussing at regular intervals and agreeing upon the club's level of tolerance to different risks using the method detailed above;
2. Establishing a risk management subcommittee to oversee this aspect of governance;
3. Putting sufficient systems in place to ensure substantial risks, and options to mitigate them (taking steps to minimise the impact and / or likelihood of a risk) are brought to the attention of the committee in a timely manner;
4. Allocating resources to conduct risk assessments (identifying and categorising risks) and risk mitigation;
5. Ensuring education of all members in the risk mitigation based on the nature of participation i.e. player, coach, referee, volunteer; and
6. Reviewing the expectations of the subcommittee that currently deals with risk.

See the risk register on page 77 which show how the club can document and monitor the treatment of risks.

Risk Management Subcommittee

The duties of the risk management subcommittee could include any or all of these areas:

1. Advise the committee on risk management issues, with a view to assisting it in assessing club compliance with the risk management requirements of all funding agreements (and subsequent guidelines);
2. Identify and coordinate the management of any risks to the committee;
3. Oversee the development of the club risk management strategy;
4. Monitor compliance with this risk management strategy once established;
5. Conduct or arrange for the conduct of appropriate internal and external audits of finances;
6. Review the results of any internal audits; and
7. Address any other issues as defined by the committee.

Example Risk Management Policy

<Insert name of club> Risk Management Policy

Risk Management is about assessing potential risks in your club and acting to reduce the likelihood or consequence of them occurring. A risk is defined as the chance of something happening that will have an impact upon the club. Risks can be physical (improving safety for participants), as well as financial, legal, ethical and social.

Rationale for managing risk:

Identifying potential risks and creating a risk management policy for the club, can have the following benefits:

- Good management practice;
- Reducing unexpected and costly surprises;
- Assistance with strategic planning;
- More effective and efficient allocation of resources; and
- Encourage more people to participate in your activity.

Commitment to Risk Management:

<Insert name of club> has a commitment to use risk management practices to support and enhance our activities in all areas of the club. We will endeavor to;

- Develop and use a risk management plan to minimise reasonably foreseeable disruption to operations, harm to people and damage to property;
- Ensure risk management is an integral part of all our decision-making processes;
- Identify and take advantage of opportunities as well as minimise adverse effects;
- Strive to continually improve our risk management practices; and

- Train people to implement risk management effectively.

Areas to be covered:

The risk areas which must be included in the club's risk management plan include, but is not limited to:

- Facilities and Equipment;
- Participants safety;
- Environment;
- Coaching and officials;
- Club Finances;
- Club Governance;
- Legal responsibilities; and
- Volunteers.

Responsibilities:

The club committee is responsible for overall management and implementation of the risk management plan with the support of the risk management subcommittee.

A subcommittee of at least three people (including the person responsible for the identified area) will determine the items of potential risk for an area above and ways to minimise the likelihood and consequence of them occurring. A variety of people with knowledge and expertise in these areas should be invited to form these subcommittees.

The subcommittee will:

1. Advise the committee on risk management issues;
2. Identify and coordinate the management of any risks;
3. Development a risk register which identifies all risks, details the severity of the risk and details the mitigation strategies put in place to reduce the risk; and
4. Monitor and review the implementation of the risk management policy and the risk register on a regular basis.

Risk Analysis

A risk is a combination of the likelihood (table 1) and consequence (table 2) of an incident occurring. The levels and descriptors in these tables may be changed by the committee to better suit the club.

At the risk analysis stage, risks should be evaluated with existing or known controls in place; unlike the identification phase where known treatments are ignored.

Table 1: Likelihood of Risk Criteria

Level	Likelihood	Description
A	Almost certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur, only in exceptional circumstances

Table 2: Consequence of Risk Criteria

Level	Consequence	Description
1	Insignificant	No injuries, low financial loss
2	Minor	First aid treatment, on-site release immediately contained, medium financial loss
3	Moderate	Medical treatment required, on-site release contained with outside assistance, high financial loss
4	Major	Extensive injuries, loss of production capability, off-site release with no detrimental effects, major financial loss
5	Catastrophic	Death, toxic release off-site with detrimental effect, huge financial loss

By comparing the likelihood (table 1) and consequence (table 2) values, the following table indicates a level of the risk:

Likelihood of Risk	Consequence of Risk				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	High	High	Extreme	Extreme	Extreme
B (Likely)	Moderate	High	High	Extreme	Extreme
C (Possible)	Low	Moderate	High	Extreme	Extreme
D (Unlikely)	Low	Low	Moderate	High	Extreme
E (Rare)	Low	Low	Moderate	High	High

Risk Register

A risk register enables the committee to evaluate of all the risks identified within their club, rate the risk, decide how to treat the risk and allocate resources to control the risk.

Example Risk Register extract:

Risk Identified	Details of the risk and what could happen	Risk Rating	Risk Control Measurers	Risk monitoring
Lighting Towers	Two of the four lighting towers have early signs of rusting. They could collapse and injure or kill someone.	Extreme	<ul style="list-style-type: none"> Have full structural assessment conducted on all lighting towers on a 6-monthly basis. Grounds team to investigate rust prevention methods. 	Grounds team to monitor on a monthly basis and report back to committee.
Sprinklers	The portable sprinklers around the grounds have long water hoses which result in a trip hazard. This could cause a player, volunteer or coach to injure themselves.	Moderate	<ul style="list-style-type: none"> Only have sprinklers out during training when absolutely necessary. Put high visibility tape around the water hoses. Inform coaches when the water hoses are out so they can inform players to be vigilant. 	Grounds team and coaches on a daily basis.
Alcohol	We have a licenced bar which is open after training and on game days. People could become intoxicated. People could break bottles and glasses which cause a hazard to other people.	Moderate	<ul style="list-style-type: none"> Club bar manager and all bar volunteer follow liquor licence standards and hold RSA's. Club has safe alcohol policy. All drinks that are taken outside served into / poured into plastic cups. 	Bar manager to implement all standards and policies and report all incident to the committee.
Weather Conditions	Extreme weather conditions (i.e. sun, hail, humidity, wind, rain, fire, etc.) could cause illness for everyone involved with the club including (but not limited to) players, coaches, volunteers, visitors, officials, canteen staff and committee members.	High	<ul style="list-style-type: none"> Have items in place to reduce risks, i.e. sun lotion, gazebos, umbrellas. Club has medical emergency plan in place. Club always has first aid volunteer on site during training and game days. Local hospital is only 4km away and they are aware of all fixtures. 	Committee to monitor weather conditions before and during club activities.

Strategic Planning

Strategic planning is an organisation's process of defining its strategy and direction and making decisions on allocating its resources to pursue these strategies.

Strategic planning for community and sporting clubs is:

- A way to gain consensus – sharing and working towards a vision for the future which can develop cohesion amongst members;
- A tool which enables club members to focus on specific outcomes;
- A tool that allows and encourages an opportunity for ownership by the club;
- An opportunity for development of the club's purpose and autonomy;
- A dynamic and ongoing process where goals are 'time framed' to ensure a sense of achievement;
- An avenue for the club to define its challenges and prepare to address them; and
- A management tool to be used for effective interaction with external bodies.



The strategic planning process provides:

- Clear statements about the club's intentions and activities;
- Provides information to club members, participants and interested external stakeholders on what the club is doing and what it intends to do;
- It is a process that can be used to encourage greater involvement of members in club activities and can support the recruitment of new members;
- It supports the proper use of resources, facilities and equipment;
- It is a structure that allows for the orderly operation of the club;
- It clearly identifies goals, objectives and priorities of the club for a defined amount of time; and
- It provides a consistent message and approach that will be in place regardless of changing committee members.

Elements of the Plan

The key elements of a strategic plan are:

1. **Vision:**
A vision is essential for your club, without it, your club has nothing to strive towards.
2. **Commitment:**
Every club needs to be committed to its vision, otherwise it is unlikely to succeed. Commitment is required from both the club and its members and stakeholders.

3. Timelines

Every club needs to have timelines, which indicate when particular milestones will be achieved.

4. Objectives

The objectives are the aim or set of goals to be achieved.

5. Reporting

Club reports should focus on performance and trends and help in determining change.

6. Contingencies

Every set-back cannot be anticipated however, it is possible to account for the risks that may be faced and work out a contingency plan. It is also important to learn from mistakes, and the strategic plan needs to be changed to reflect the new learning.

7. Change

It is important that any major changes affecting the club are reflected within the strategic plan. A strategic plan is an evolving document, and it will change as your club develops.

Club Information

Within your strategic plan you need to give a brief overview of your club, this can include:

- Club History;
- Number of Members;
- Breakdown of teams / age groups;
- Details of your games and leagues;
- If you are affiliated or associated with a state or national body;
- Details of your committee (roles and number of members); and
- If you have a website.

Priority areas of development

Within your strategic plan you should try to include the club's priority areas for development for the next 3 / 5 / 10 years (depending on the timeframe your plan is covering). This can include areas that are identified throughout your plan or areas that you will look at developing in the future.

Planning Process

Detail within this section of your plan, how the planning for the strategic plan was conducted and who was involved, both internally and externally.

Goals

Once you have established a vision for where you want your club to be you can start to look at how you are going to get there. Regardless of the point at which you start, which can be established through your SWOT analysis, you need to know what your club wants to do, and you need a plan to get those things done. Your plan needs to clearly show what is it that you need to do to achieve to get to where you want to be: these steps are known as the goals.

- A plan is dependent on the goals that are clearly specified within it.
- Your plan needs to have goals and measurable objectives and targets.
- All formal planning processes require the development and identification of goals.

For clubs, goal setting provides a process for growth and development, efficient operation, assessment of performance and the management of volunteers, assets, facilities and equipment. Developing plans with specific goals allows a club to operate without the dependence on key individuals who carry the club's history, information and 'way of doing things' around in their heads.

The process of achieving a goal is always improved when there is some thought, structure and formality applied. The most common model used in developing and defining goals is the SMART approach:



- Goals should SPECIFIC, they need to be straightforward and clearly emphasise what the club wants to happen. A specific goal or objective will allow the club personnel to focus their efforts and to allocate responsibilities. Being specific is the what, why, and how of the SMART model. i.e. Increase participation in the 12 to 15 years age group.
- Ensure the goal is MEASURABLE - Goals should have appropriate units to be observed and measured - quality, quantity, timelines, cost etc. If you cannot measure it, you cannot manage it. Whatever it is that the club wants to achieve it needs to be clear about the details of this achievement. i.e. Increase participation in the 12 to 15 years age group by 15% when measured against the previous year.
- You should be able to complete your objective to help reach your goal. A goal should be ACHIEVABLE - If a club sets goals that are beyond its capacity to achieve it will almost certainly fail to achieve them. i.e. a 15%

increase in female participation may be attainable but a 50% increase would not be. A club needs to set goals that require the committed efforts of all those involved in the club, but needs to accept that the volunteer resources available to the club must be managed carefully.

- Goals and objectives should be **REALISTIC** – being realistic means that a club recognises the issues it may have in areas such as level of expertise, resources and availability of time and then construct its goals and objectives to suit. It does not mean taking the easy option, it means taking the option that best suits the club. i.e. Increase participation in the 12 to 15 years age group by 15% over 24 months when measured against the previous years' membership.
- The process for the achievement of goals and objectives should be **TIMELY**, you need to develop a time frame so you can monitor progress and ensure they can be accomplished. i.e. The participation goal may require 6 monthly checks across the 24-month period to assess progress.

The application of SMART will allow your club to establish goals for its future growth, volunteer management, revenue generation, operating procedures and any other club activity or requirement in a way that will enable its success.



Each goal should be supported by a number of objectives (usually between 3 – 6 per goal) and there should be clear actions associated with the objectives.

There needs to be allocated responsibilities to personnel within the club, i.e. committee members, key volunteers, planning group members etc., who will ensure the various elements of the plan are monitored and achieved. Although it is not necessary to list the details on the actual plan, there is a need to formalise the responsibilities of key club personnel so that it is clear who will be doing what.

There needs to be an agreement on the timing for the completion of the plan's content. It is useful to show the timeline on the planning document. Once a club has in place the level of detail against their goal, the real work begins to ensure that the things the club has identified are achieved.

Example:

Goal: Engage the broader community to encourage participation in the Club (non-players)			
Objectives	Actions	Person(s) responsible	Timeframe
Engage corporate support and interested parties in key club events by end of 2020/21 season	All committee members to engage with 2 local companies and invite them to home game days and events	President to coordinate committee members	January 2021
	Invite stakeholders to club events and AGM	Secretary to send invitations, whole committee to suggest stakeholders	Ongoing, first invitations out by December 2020
	Invite local companies to events	Secretary or committee members with connection to send invitations, whole committee to suggest companies	Ongoing, first invitations out by August 2020
	Develop supporter's database and keep them informed of events	Committee to nominate one person to manage database	September 2020 then ongoing maintenance
	Run adverts in local paper for free entry events the club is hosting	President to coordinate	Ongoing as events occur
Develop a calendar of activities to distribute to members by December 2020	Confirm dates for all event for forthcoming season	Secretary to confirm dates	September 2020
	Have flyer calendar of all club games and social activities	Secretary to design flyer and have it approved by committee	October 2020
	Distribute flyer to all members with membership forms, at training nights and at games	Registrar to ensure they are distributed with membership forms Secretary to give flyers to coaches for distribution at training and games days	November 2020
	Distribute to members email list	Registrar and secretary to coordinate	November 2020
	Promote activities on club social media pages	Secretary and president to promote on Facebook and Instagram	Ongoing as events arise

SWOT Analysis

Within your strategic plan you should complete a SWOT analysis for your club;

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats

By using the SWOT analysis, you can identify where you stand and from that point go ahead and make future plans based on the strength of your knowledge.

Working through the SWOT analysis process will give you a clearer idea of:

- What it is that your club does well (strengths);
- What they need to improve on (opportunities);
- Where your club has competition that can be defended (strengths and threats);
- Where your club needs to change to protect itself from outside influences (weaknesses and threats); and
- Where your club needs to look at its priorities (weaknesses and opportunities).



Strengths

When you look at the strengths, concentrate on the club itself and its ability to achieve outcomes. Examples of strengths include:

- Strong financial base;
- Growth area for your club;
- Group of skilled volunteers;
- Support from local businesses;
- Support from local politicians;
- Support from local service organisations;
- Well-equipped clubhouse;
- Well-structured committee; and
- Enthusiastic and capable committee.

Examples of strengths for a club may include:

- Excellent club venue with great facilities;
- Good number of players interested in club;
- Excellent stable coaching staff;
- A good reputation within the community of the club's activity;
- Club provides an enjoyable environment for players and supporters; and
- Excellent development opportunities for players and clubs reputation and standing within community.

Weaknesses

Weaknesses often appear as the direct opposite of the strengths, examples include:

- Weak financial base;
- Diminishing need or desire for your product;
- Few volunteers;
- No support from local businesses;
- No support from local politicians;
- No support from local service organisations;
- Out of date, ill equipped clubhouse;
- Poor committee structure;
- Overworked and tired committee;
- Fewer new members; and
- Lack of interest in your sport or activity.

Examples of weaknesses for a club may include:

- Volunteers are transitional;
- Lack of ex-players and supporters being involved in the club;
- Shared clubhouse facility;
- Difficulty collecting fees;
- Outstanding debt to local union;
- Not a huge number of players transition from junior to senior; and
- Low community support at games and for events and activities.

Opportunities

Opportunities refer to the possibilities of new growth and can include such things as:

- Promotion of sport by government authorities, for example, 'Bigger Pictures Sport', 'KidSport' etc.;
- New population of potential users moving into the area, new housing developments which focus on families;
- Grants by local, state and federal authorities to encourage sport;
- Organisations looking to sponsor local activities;
- Seasonal interest in particular sports, for example, cricket in summer football in winter;
- International or national interests in sports, for example, Commonwealth or Olympic Games;
- Promotion of sport to different age group, for example, lawn bowls to teenagers; and
- Promotion of sport to different gender, for example, football – all codes – to girls.

Examples of opportunities for a club may include:

- New teams emerging;
- Improved transition from juniors to seniors with better coaching networks and focus on player development;
- Sponsorship from local business community;

- Improve committee structure for changing times; and
- More partnership work with other clubs who use shared facilities.

Threats

Threats, as with strengths and weaknesses, are often very similar to the opportunities. Examples of threats can include:

- Businesses giving up sponsorship of club to concentrate on other areas;
- Seasonal interest in other sports that are in direct competition with your own sport, for example, netball, football or soccer;
- Promotion of sport to different genders that competes with your sports interest, for example, netball and soccer for girls, football and soccer for boys;
- Other interests including hobby groups, television, video games, school activities, part time work for teenagers etc.;
- Time related issues, for example, competition for volunteers' time, longer working hours, both parents working – children unable to attend, limited available free time for both children and parents;
- Other organisations with better facilities; and
- Lack of knowledge and interest in your product.

Examples of threats for a club may include:

- Other Clubs in region attracting your members;
- Other local clubs attracting your members and people don't want to take part in two activities;
- Financial instability of the club;
- Cost to take part in the activity (insurance and affiliation);
- Recruitment to other clubs via schools;
- Transition within the club, i.e. juniors to seniors; and
- Professional incentives from other sports.

Example layout for SWOT analysis:

Strengths	Weaknesses
Opportunities	Threats

Operational Planning

Whilst the strategic plan is an overview of a club's objectives and the methods of achieving those objectives, the operational plans are the means by which different parts of the club will use their resources to achieve the strategic objectives.

The relationship between strategic and operational plans is sometimes referred to as 'alignment', and one of the most important criteria for success in implementing operational plans is the degree of alignment with strategy.

The operational plan

An operational plan outlines the activities and targets which the club will carry out in order to work towards achieving the aims and objectives set out in the strategic plan. The operational plan provides the framework for the club's day-to-day operations and generally covers a one-year period. Operational plans should not be developed in isolation as they must also consider other aspects of the club, such as organisational values, policies and procedures, when being developed.

The operational plan covers the what, the who, the when, and how much:

- **What** the strategies and tasks that need to be achieved or completed.
- **Who** the individuals are who have responsibility for each task and strategy.
- **When** the timeline for when the strategies and tasks must be completed.
- **How much** and what, resources available to complete the strategy and tasks.

Your operation plan can include:

- Obligations from funding bodies;
- Rules or obligations from state or national associations;
- Staff (if any), volunteer and committee structures;
- Risk management measures;
- Clear objectives;
- Activities to be delivered;
- Quality standards to be met;
- Key targets and key performance indicators;
- Action and goals from the club's strategic plan that are relevant for the time period of your operation plan;
- Club finances detailing your income and expenditure, cash flow and capital expenditure;
- Implementation timetables; and
- A process for monitoring progress.

An operational plan should have clear **SMART** objectives to provide focus and direction:

- **Specific:** Clear, unambiguous, straightforward, understandable
- **Measurable:** Related to quantified or qualitative performance measures
- **Achievable:** With known resources
- **Realistic:** Linked to business needs
- **Time-bound:** Building-in completion date and review dates

Your plan should also detail how you will measure the effectiveness of your operational plan, this is often done by developing Key Performance Indicators (KPIs), selecting and monitoring the right KPIs is essential for effective performance and decision-making.

The types of KPI's you can include in your plan include:

- Quantitative indicators;
- Qualitative indicators;
- Leading indicators;
- Lagging indicators;
- Input indicators;
- Process indicators; and
- Output indicators.

SMART objectives are what the operational plan needs to achieve, whilst KPI's are the measures that indicate the degree of progress to those objectives.

In order to ensure effective implementation of the operational plan, it is necessary to communicate the requirements of the plan to those involved or affected by the implementation, i.e. the stakeholders of your club.

The Committee should regularly review the progress of the operational plan towards meeting the strategic aims and objectives of the club. A report on the effectiveness of the operational plan should also identify good practice and areas for improvement to help and inform future planning.

Format of the operational plan

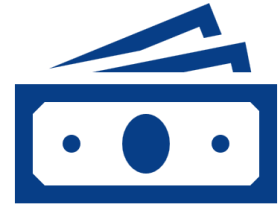
The operational plan can be as simple or extensive as your club wishes it to be. The simplest format can be a spreadsheet with the following headings:

Operational Task	Objective	Strategies	KPI's	Budget / resources	Timeline	Responsible	Progress
<i>Junior team members</i>	<i>Increase junior team by 10 playing members</i>	<i>1. Place information leaflet in primary schools 2. Target siblings of senior players</i>	<i>1. Information produced and circulated 2. Junior player numbers increase</i>	<i>1. \$100 for printing leaflets 2. President to speak in school assembly 3. Registrar to speak with senior players</i>	<i>Schools - 8 weeks before season starts Players – at first training session</i>	<i>All committee Actionable Roles: President Registrar</i>	<i>Information leaflet currently being drafted</i>

Financial Planning

While your club is likely a not-for-profit organisation, it is as equally a not-for-loss organisation. The only sustainable way to accumulate and maintain sufficient financial reserves is for the club to avoid operating at a deficit. To avoid this, the club's committee should ensure adequate controls and reporting systems are in place to understand and monitor the club's operations, risks and finances, this is done by developing good financial planning practices.

To work alongside the operational plan and strategic plan, you need to have financial plans which details how you will allocate resources throughout the year. For full details on budgets, balance sheets and income and expenditure reporting, read through the financial management section starting on page 34.



Project Plans

A project plan is made by clubs for a specific event or project, for example the renovation of facilities, running an event or competition, developing a new club activity or purchasing club merchandise.

The project plan will generally include:

Mission statement:

- All these elements can be carried over from your strategic plan.

Goals and objectives of the project:

- This is where you need to summaries the goals and objectives of the specific project.

The situation report:

- What is your current club situation – include details of your current facilities, membership numbers, standing within the community etc.
- Show why you need to undertake this project.
- You can include results of any surveys, your SWOT analysis, your judgements of the trends within the club and details of any external factors that are influencing your club's decision to undertake this project.

Within this section, facts are better than estimates, and estimates are better than guesses, but even guesses are better than not putting anything down. Guesses provide a starting point for later refinement, and a marker for what elements the project is particularly sensitive to.

Project plans for the specific project:

- The outcomes that have to be achieved to deliver the project;
- The steps that will be taken to complete the project;
- The schedule and timeframe for when steps and milestones will be completed;

- The people who will be undertaking the steps – i.e. volunteers, contractors, local government etc.;
- Pictures, drawing and plans of what you propose to do (if available); and
- A summary of what the project will cost.

Project milestones

- A project milestone is a significant event in the project which may signify the acceptance or verification of completion of a project phase, task, decision, or deliverable.
- It is important to note that milestones are not activities but rather significant events during the project.
- Some of the milestone might have funding or reporting obligations attached to them.

Key stakeholders:

- Include a list of the people involved in the development of the project
- Details their involvement and / or role within the project development.

Financial report:

- Breakdown of the costs – all expenditure, both cash and in kind.
- Funding sources – grants / fundraising / sponsorship / club contributions etc.
- The status of this funding – confirmed / pending / not yet requested.

Other:

- Constraints - these are the limiting factors that impact your project in a particular way, i.e. when developing a new sport program, the number of trainer and technical limitations (required sport premises, capacity of sport facility, etc.) must be considered.
- Assumptions - factors that you are relying on in order to succeed in your project; these factors are considered to be true, but without including proof, i.e. contractors will be paid without delay, the weather on the day of event will be fine.
- Risks - anything that might get in the way of you and your team when you're trying to accomplish your project goals, i.e. timeframe doesn't allow for majeure, volunteers don't turn up, there are technical difficulties on the day of the event.
- Dependencies - an absolutely essential part of the project, i.e. permissions needed.

Project monitoring and evaluation:

- How are you going to measure the progression, performance and success of the project?
- What are your measurers? Remember to include both qualitative and quantitative measurers.
- How will you keep track of spending against the milestones?

Volunteers

Volunteers help to keep community clubs sustainable and viable; they are of enormous value to your club as their commitment, enthusiasm, wide range of skills, experiences and interests ensures that they make a worthwhile and positive contribution to any club in which they are involved

Volunteer management can be challenging as it requires effective planning in terms of recruitment, retention and recognition.

What is volunteering?

Volunteering is time willingly given for the common good and without financial gain. Volunteers are not paid, not because they are worthless, but because they are priceless.

Why do people volunteer?

1. They have been asked
2. They want to do something for their community and for others

Why don't people volunteer?

1. Time poor.
2. No flexible roles in the club.
3. Costs.
4. Location
5. No connection to club.
6. Don't understand what your club needs.

What do volunteers want?

1. To feel welcomed.
2. To feel their skills and time are being utilised.
3. To do something interesting.
4. To be appreciated.
5. To be socially connected.
6. To learn something new.
7. To feel welcomed.
8. To get training if needed.
9. To know how much time the role will take.
10. To know they are helping the development of your club.

Pre-recruitment

Before you can start to look for new volunteers for any aspect of your club operations you need to make sure all your pre-recruitment steps have been completed:

- Ensure policies are in place for volunteer management;
- Check you have the correct insurances in place (public liability / volunteer insurance);
- Make sure there is a need within the club for the volunteer role; and
- Check what qualifications (if any) will be needed for the role, i.e. working with children's check, coaching certification, umpire's accreditation etc.

Volunteering Policy

What is a volunteering policy?

A volunteering policy is a framework for a volunteer program. It helps define the role of volunteers within the club, and how they can expect to be treated.

Advantages of having a policy

It can help to:

- Demonstrate your club's commitment to its volunteer program and its individual volunteers. By having such a document in place, you are showing that care and thought have gone into the volunteer program.
- Ensure consistency and that all volunteers are treated equally and fairly. Being able to refer to a written policy ensures that decisions do not have to be made on an ad hoc basis.
- Allow volunteers to know where they stand; it offers some security, in that they know how they can expect to be treated, and where they can turn to if they feel that things are going wrong.
- It helps ensure that paid staff and committee members fully understand why volunteers are involved, and what role they have within the club.

A volunteering policy encompasses everything from recruitment to supervision and dealing with any problems that may arise. You should consult as widely as possible with volunteers and committee members at all levels of the club in developing your policy.

Items to cover in your policy:

- Recruitment of volunteers, including equality and diversity;
- Induction and training;
- Expenses;
- Supervision and support;
- Health and safety;
- Confidentiality and data protection; and
- Problem solving and complaint procedures for volunteers.

Some clubs will have a short policy that refers to other documents for more details. For example, a separate document might have more information on health and safety.

You should ensure that your policy reflects the size and nature of your club. It is important to have a proportionate level of formality so as not to put potential volunteers off volunteering for the club.

Once your policy is complete it should be communicated to throughout the club. The policy should also be reviewed regularly, at least annually, to ensure it remains fit for purpose and current.

Recruit

Volunteer recruitment is the process of enlisting volunteers to carry out the work of your club.

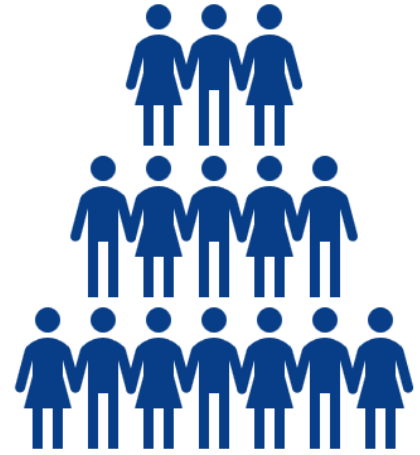
During the recruitment process remember

- Volunteer roles need to appeal to people's passions.
- Tell people how their help will benefit the club.
- Plan what role you need to fill and work out how much commitment is needed for the role (hours per month or days per year).
- Make sure you have a position description for the role, if people know what they are signing up for they are more likely to take on the role.
- Be specific about what you need: If you can tell someone they are needed to help in the canteen and take orders for 3 hours once a month, they are more likely to do this than just saying 'we need canteen people'.
- Do targeted advertisement: If you need a member to run your social media then advertise the role on your social media pages, if you need someone to coach the senior team, think about how to communicate with the people that could take on this role.
- Think about:
 1. What does the club need?
 2. What does the volunteer want?
 3. What is best for the club?

Tips for recruiting volunteers

- Establish a nominated volunteer coordinator as part of your club structure. See page 96 for more details.
- Develop role descriptions that depict the actual tasks associated with a role.
- For existing roles, prepare a task list and decipher whether the role could be broken down or shared e.g. secretary role broken down to minute secretary, registrar and sponsorship coordinator.
- Recruit well ahead and continue to recruit.
- Be flexible in your approach to roles and how they are structured, for example, if someone says that they would but only available during the day then see if you can remodel the role to fit e.g. evening meetings don't suit everyone.
- Develop positions with specified timeframes and hours of commitment.
- Conduct open days to celebrate the club, its successes and all of the volunteers around the club.
- Do your recruiting well before your AGM and conduct an AGM that will attract people to it e.g. a guest speaker of interest, social function, activity, game of bowls etc.
- Thank your volunteers whenever possible e.g. through your club newsletter, website articles, public address announcements.
- As well as your main volunteer roles, consider smaller tasks that can be undertaken by a volunteer with less availability. Think about tasks that

- need to be done throughout the season e.g. organising team photos, organising end of season trophies, match day set up and pack up.
- Generate incentives for key volunteers e.g. awards, reduced fees, access to training and / or mentoring
 - Look outside the club membership base for volunteers e.g. does anyone have a parent, grandparent, or know of anyone who would be willing to take on a role. Maybe include on your registration form a 'tick the box' section asking if parents or other family members would be interested in volunteering.
 - Make sure you have an adequate induction process, handover and written instructions for the role so that the new volunteer does not feel they've been thrown in the deep end.
 - For larger projects or roles, develop volunteer teams around tasks so that people don't feel overwhelmed and if at any stage they are unavailable that there are others who can step in.



Recruitment for the committee

When looking to recruit new members to your committee, start by assessing your current committee. One of the biggest challenges for clubs is to ensure that their committee is both representative of its members, appropriately skilled and experienced to govern the club.

You should take a few moments to look at your current committee and;

- Identify gaps within your committee (geographical / size / mix / skills / representation of teams etc);
- Assess the existing skills to determine what other qualities / skills are needed on your committee;
- Confirm the number of positions to be filled;
- Confirm the roles, the activities and the skills required;
- Develop a position description for the roles needed;
- Build a prospects list of people from within your membership and outside the club who would be suited to the role - identify current members who may have the skills required;
- Contact prospective candidates and invite them for an inform chat.

Retain

The retention of committee members for an extended period is a challenge for most clubs. Volunteers often 'do their stint' and then are happy to move on and pass the responsibility to someone else.

Strategies to support the retention of volunteers include:

Define volunteer roles and responsibilities

This should be a part of the ongoing volunteer retention efforts. For a volunteer to be satisfied with the work they've done for your club they should have a clear understanding of the tasks they are responsible for and the goals they should aspire to. This role may change as their time with the club develops so it is very important that you review and update their roles and responsibilities as needed.

Listen to and get to know your volunteers

It is important to really get to know your volunteers. This means taking time to understand what they find satisfying about volunteering and any concerns they may have about the role or the club.

Make an effort to understand what each of them is hoping to gain from volunteering their time. If they want to give back to the community, ensure they have the opportunity to see the impact of your club's work. If they are looking to learn a new skill or utilise a unique skill they have, try to allow for that opportunity. These are all strategies that help to develop engagement and build loyalty.

Volunteers do get bored so ensuring volunteers are given opportunities for giving and receiving feedback on their role is essential. There are different ways of getting feedback from your volunteers, traditional methods include questionnaires, interviews and focus groups.

Understanding your volunteers will help the club to:

- Revise roles to ensure they are still relevant and valuable;
- Provide new opportunities for keeping volunteers involved and motivated; and
- Enable you to continually improve how volunteers are organised.

The secrets to ensuring your volunteers stay with your club.

How do you keep volunteers enthusiastic? How do you communicate with them to make them feel part of your club? What are the things that cause volunteer relationships to go wrong?

Investing in volunteers

If you would like to monitor the quality of your clubs' volunteer management and involvement, prove and improve the effectiveness of your work with volunteers

and enhance your club's reputation, investing in volunteers is the ideal quality standard.

Solving volunteer problems and handling complaints

Problems can arise because different priorities come to the forefront, volunteers don't get the resources they think they need and money goes to a part of the club, other than the one they are serving. Where good support procedures are in place, problems can get solved without prolonging the difficulty.

Alternatively, a volunteer may present a complaint about another club volunteer or member and volunteers need to feel complaints are handled with sensitivity and they receive a fair hearing and that the complaints / grievance procedure of the club will be rigorously followed. This procedure should be in writing and available to volunteers and will ensure a consistency of response.

Letting go of volunteers

A club should be prepared to 'let go' of volunteers as well as retain them. For one or a combination of reasons some may be 'let go' as they have volunteered in one role for a very long time and run out of steam; for some their personal circumstances have changed to the detriment of their volunteering; others may show themselves to be unsuitable in spite of good recruitment procedures. Knowing when to let go is as important as knowing how to retain.

Reward

Recognition of volunteer contribution

Informally, telling volunteers they are doing a great job, asking their opinions on internal developments and getting them to feel comfortable with being a part of the club's social life, all are important.

More formally, volunteer events, where club recognition takes place, the awarding of certificates, helping volunteers gain accreditation, including volunteers in committee meetings and inviting them to be members of subcommittees offer possibilities. These will demonstrate a recognition both to all volunteers and committee members of the importance of volunteers.

Make sure you think carefully before deciding to single out an individual volunteer, or volunteer team, for special appreciation of a specific job well done. You should bear in mind that such an action may create an atmosphere of 'winners and losers'. Think about having timeframe recognition awards, i.e. 5 years' service, 10 years' services etc.



The Volunteer Coordinator

Volunteer coordinators are often central to a club's success in recruiting and retaining the volunteers needed to deliver its objectives. Many people who organise volunteer contributions may not describe themselves as a volunteer coordinator, however it is important that you recognise this role within your club.

Volunteer coordinators are leaders, demonstrating skills and qualities necessary to organise people who are giving their time for no financial gain and who can stop at any time.

Volunteers coordinators are usually inspiring individuals who are successful in their roles because they have the ability to:

- Communicate the vision of the club and the part volunteers play;
- Know their volunteers, what motivates them and how to get the best from them; and
- Develop their volunteers, helping them move into new roles as their needs and the needs of the club changes.



Club Money

It is important that your club committee understands where the money for your club comes from on an annual basis. There are a number of potential streams of income for your club within the 6 fundraising pillars and by completing the table below this will help you understand the income sources for your club.

Funding Source	Current Income %	Preferred Income %
Membership fees (members, friends, supporters)		
Events (wood raffle, quiz nights, major events)		
Sponsorship (partnerships, business, other organisations)		
Donations (individuals, wills, bequests)		
Earned income (fee for service or product)		
Grants (government, not-for-profit, corporate)		

It is important, that as a club, you look at securing income from a number of different sources to reduce the risk for the club. For example if 80% of your income comes from sponsorship and grants, this is high risk as these income sources are not guaranteed each year.



Grants

A grant is a sum of money awarded against a criteria for a specific purpose and are used to achieve goals consistent with the funding organisation's desired outcomes. Grants are generally for:

- Non-commercial gain. Your club is making or trying to make money from the grant, you are looking to add value to your club (i.e. build something, deliver a project or purchase equipment needed).
- Access, support or influence to your membership and stakeholders. An example is the Healthways grants where you can receive funding for an event you're holding to encourage health living, nonsmoking, healthy eating etc. to your attendees.

Grant Types

You can either get grants for core objectives or for projects.

Grants for your core objectives;

- Can be for general operating costs.
- Are usually for a longer term, i.e. 3- 5 years or 2 years commitment etc.
- Are to support your clubs' general purpose, objectives and existence.
- Additionally, the funder may influence your strategic plan if they are a long-term funder.

With grants for projects they are:

- For specific project costs.
- Usually one off or short term.
- To enable new initiatives.
- Additionally, the project goals must match the goals and desired outcome of the funders.

Grant purposes

Grants can be used to:

- To address disadvantage – indigenous, refugee, youth, disability, low income, single parents, remote and regional, CaLD (Culturally and Linguistically Diverse) etc.
- To promote a message / raise awareness – DrinkWise, 2 & 5 fruit and vegetable campaign, A Metre Matters (overtaking bike riders) etc.
- To foster innovation – pilot program, research and development, new projects, social innovation etc.
- To support community wellbeing – arts, sport, health promotion, community cohesion etc.
- To build capacity – training, education, leadership, governance, business, resources etc.
- To address a problem – homelessness, graffiti, depression, substance abuse etc.
- To celebrate – NAIDOC, Harmony Week, Thank a Volunteer Day, National Youth Week etc.

- To improve a location – environment, heritage, community spaces and facilities etc.
- For economic development – small business, new enterprise support, business skills training etc.

Types of Grants

There are five main types of grants available within Australia, they are:

Government

Federal and state departments, i.e. Department for Communities, Department of Local Government, Sport and Cultural Industries, Department of Infrastructure, Regional Development, etc.

Government agencies

Federal and state, i.e. Lotterywest, Healthway, Landcare, Tourism WA, Royalties for Regions, etc.

Local government

This is generally used for projects, activities and events within the local area, i.e. sport, environment, events, youth, etc.

Philanthropy

Charitable trusts, foundations and not for profits, i.e. Community Arts Network WA, Inger Rice Foundation, National Breast Cancer Foundation, etc.

Corporations

Grant programs by commercial businesses, i.e. Coca-Cola Australia Foundation, Bankwest, McDonalds, TAB, etc.

What funders want

Grant funders are not just buying an output or objective, they're buying an outcome, they are investing in a positive impact.

They are often looking for:

- An issue to be addressed;
- Positive change and impact;
- A desired outcome;
- Realistic objectives;
- Good planning and project management;
- Value for money;
- Sustainability; and
- Recognition.

All of these things need to be demonstrated within your application

Where to find grants

There are a number of websites and platforms available to search for grants, this includes:

www.crazycommunities.com (launching November 2019)

- Low membership fees
- Grants newsletter
- Governance support

www.ourcommunity.com.au who run www.fundingcentre.com.au

- Medium to high membership fees
- Generate grants newsletter

www.thegrantshub.com.au

- Medium to high membership fees
- Generate grants newsletter

<https://www.dlgc.wa.gov.au/AdviceSupport/Pages/LG-Grants-Directory.aspx>

- WA guide to different types of grants.

www.philanthropy.org.au

- Membership fees

Your local government

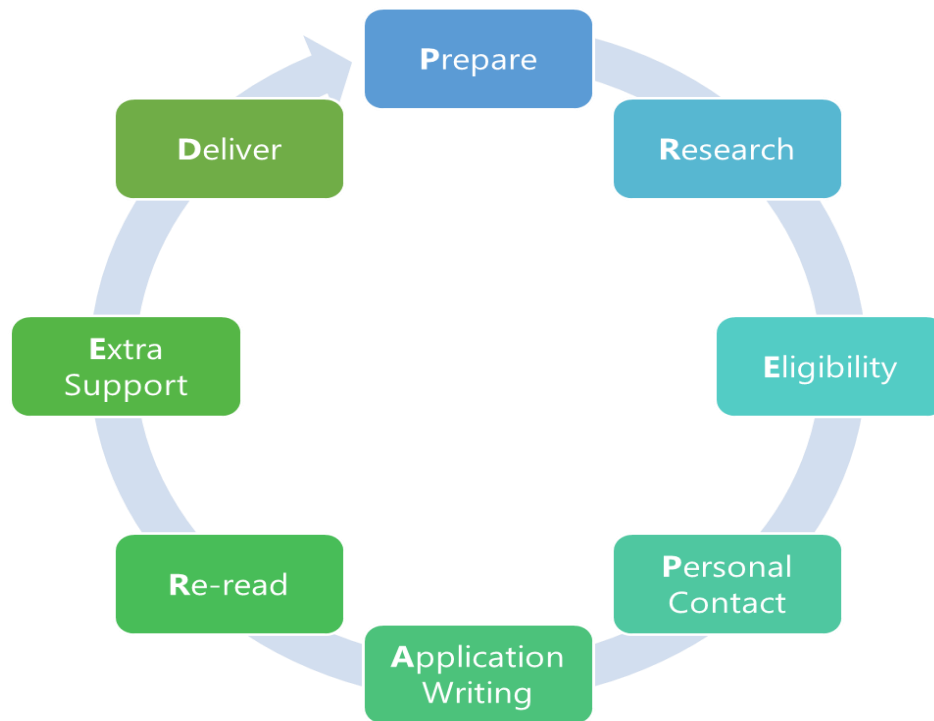
- Don't forget to speak to the Shire when you are looking for funding.

Grant finding tips

- Sign up for free relevant online newsletters.
- When searching for grants, if there is one that has already closed see if you can sign up for a notification of when the next round will open.
- Look beyond your core focus, for example, if your club is focused around playing sport then look at funding for youth, indigenous, rural and regional, disability, health, education, inclusion or heritage projects.
- Think of your project as different components to target different funders, for example, you may be able to get a grant from one funder for promotion, another for inclusion, another for travel, another for a specific event that you may be holding and grants to develop the junior members within your club.
- If you are not eligible for a grant look into an auspice agreement. An auspice agreement is an arrangement where one organisation agrees to enter into a funding agreement on behalf of a second organisation or an individual. For example, if a senior club wanted to run programs to help with the transition of players from the junior to senior club, the junior club could apply on their behalf, or if you are part of a shared facility then the overarching body may have to apply on behalf of an individual club.
- If you can, look at align your project with a special event to access specific funding, e.g. National Youth Week, Thank a Volunteer Day, Seniors Week etc.
- Look to access generic purpose funds for things like volunteer expenses, equipment, travel costs, training, etc., however these grants are few and far between.

Grant Writing

There are 8 steps to grant writing: PREPARED



How do you prepare for a grant application?

1. Research similar projects that have received funding.
2. Look up previous grant round announcement, check out successful applicants' websites and social media accounts for updates on their projects.
3. If you can, phone and speak to successful applicants about their project and the application process.
4. Explore partnership opportunities with other clubs and organisations to strengthen your applications. This could a joint venture or project or an event that aligns with other activities or events in the region or state. One application in partnership from 5 clubs is stronger than separate applications from 5 individual clubs.
5. Build a portfolio of support materials and referees.
6. Get 'shovel ready' and produce a well-developed project plan.
7. Compile a profile about your club so you have all the information to hand when it comes to submitting the application (legal name, GST status, bank account details, postal and residential address, membership number etc.).
8. Find out what the average grant amount is that the funders give then tailor your application to this.
9. Phone the grant funder if you can and chat to someone, normally they are more than happy to help.
10. If there is a grant briefing, go to it or phone up and ask for any handouts.

Create a project plan and budget

For each of your projects that you are looking to receive a grant for, you will need to develop a project plan and a budget. For more information about developing a project plan, see page 88, and see page 41 for details on developing budgets.

Your application

Your application needs to convince the funding body four key things:

1. That you are eligible for the grant;
2. That a significant need exists within the project;
3. That you have the capacity to meet the needs of the project and the grant funders expectations; and
4. That you will achieve their criteria.

Within your application, make sure you clearly:

- Describe the project;
- Detail the project objectives, outputs and outcomes;
- Demonstrate the need for the project;
- Detail all the stakeholders;
- Show how you will deliver the project;
- Develop a clear budget; and
- Give the project a memorable name.

Think Strategically

To strengthen your application, think about how your project links to relevant policy and planning documents. The more documents you can align your project with, the stronger the application will be.

- Do you have a club strategic plan, or any well thought out documentation that clearly states your clubs key objectives and priorities? If you do, then make sure you include this within your application and show how your project is meeting the identified needs within the plan. The reasons why a certain project should be undertaken may be evident to your club, but you need to demonstrate the need on a broader level.
- Show that your project is in line with the priorities of any local or regional development plans, your state or national bodies plan and your town plan or shire plans and other regional, state and / or federal documents.
- Show how the aims of your project align with the funding objectives of their grant.



Remember

Important things to remember when writing your grant application:

- Pay attention to the criteria as you or your project may not be eligible.
- Read the guidelines and pick up the phone to the grant funder as you or your project may not be a priority.

- Have a strong argument for your project and make sure you have the evidence to show it is worthwhile.
- Don't rely on only one source of funding as funders may find it too risky and lacking credibility.
- If you've been asked a question, answer it clearly and concisely, don't just refer them to a 100-page attachment or previous answer.
- Think about the timelines for approval as most funders will have set dates for assessment and announcements - make sure these fit within the timeframe of your project.
- Don't neglect to acknowledge the grant funders support and keep the evidence that you did.

Grants Tracker

To help your committee keep track of all the grants you are planning to apply to and the ones you have already applied to, it is good practice to develop a grants tracker.

An example of a grant's tracker is:

Funding Body	Project	Total Project Total	Grant Amount	Status of Application

Status Key:

NYA Not yet applied (include date of when applications close)
 DP Decision pending
 S Successful
 A Acquitted
 NS Not successful

Sponsorship

The purpose of sponsorship is to secure a benefit for your club through a commercial arrangement with an external business. Sponsorship is provided to clubs in return for clearly defined outcomes that may provide an advantage or benefit to the sponsor.

Sponsorship will enable your club to build business relationships in the local, regional and wider communities. Your club can offer businesses the commercial potential associated with your club and exposure for the business to your members, volunteers, stakeholders and supporters. Sponsorship can be for a short amount of time or can be a long-term arrangement.

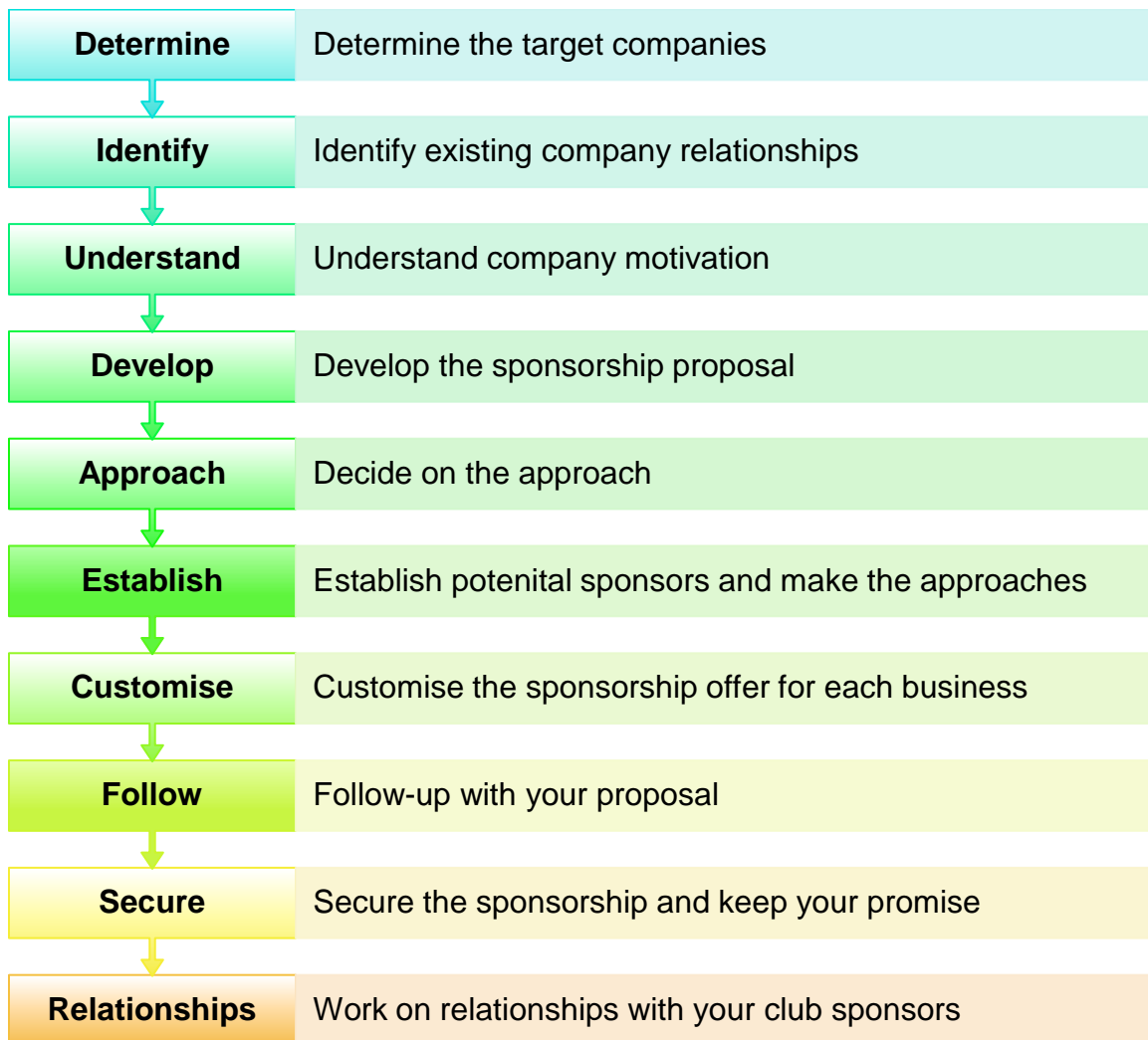
The benefits of sponsorships are:



It is important that the timing of sponsorship approach is aligned to your club's activities. If a club is seeking game day sponsors for each round of the season, the work involved in securing these sponsors should start at least 2 months before the season commences. Similarly, one-off sponsorships for club events or activities need to be secured well in advance of the date of the event.

Companies are always looking for a competitive edge and the maximum impact for their business. It is important that club's use professional and formal approaches when seeking sponsorship and that you cost your sponsorship proposals realistically.

Engaging, maintaining and retaining sponsors



Satisfying sponsorship requirements

The most important thing a club can do to satisfy a sponsor's requirements is to deliver on the promises made.

- If the sponsorship agreement requires that a banner with business details is placed in a prominent position at every club match or event this needs to be done at every match and on every occasion.
- If an agreement requires the business logo to be affixed to all playing uniform, this needs to happen before the season starts and every team on every playing date needs to be wearing the uniform with the logo.

The logistics of the sponsorship agreement need to be applied consistently as specified. This will show the sponsor that the club is doing the things it said it would do.

A more difficult measure of the sponsor requirements are those things associated with the benefits that may occur as a result of the sponsorship.

- If the club specified that the sponsorship would increase the sales of the business's products or services, there needs to be a way of monitoring and measuring this.
- After the period covered by the sponsorship comes to an end the business will need to know whether it derived the benefits it expected. Did sales increase and was the increase in part because of purchases from club members?
- In some cases, sponsors may be satisfied with the sponsorship relationship if their products and services are actively promoted and marketed and they get increased exposure and raised profile in the local community.

Remember to always:

- Promote the sponsor at every opportunity and across all the club media outlets, i.e. website, newsletters, banners, signs, playing strip logs etc. How this promotion will be arranged should be a formal part of the sponsorship agreement. Your club may decide to establish different levels of sponsorship (i.e. platinum, gold, silver etc.) and the level of promotion and exposure may be linked to these.
- Acknowledge the sponsor at every opportunity, i.e. match days, presentations, social occasions, post-game or event briefings. Again, the level of this acknowledgement may be linked to the different levels of sponsorship.
- Keep sponsors fully informed about club activities and invite them to club events. They have sponsored your club because they want to support your club and be involved, make them feel welcome and appreciated.
- Establish an internal club procedure to get members feedback on sponsors support and let the sponsor know.
- Evaluate the sponsorship arrangement. Don't just 'seal the deal' and then forget about the sponsor. Look at how the sponsorship is working for both parties and look at ways of improving the arrangement. Aim to keep the sponsor for a long time.

Make sure you build a good relationship with the sponsors, make them feel that you appreciate their support as this will help you secure their support again in the future.

Donations

Donations of funds, equipment or services are provided to clubs without the expectation of an advantage or benefit to the donating organisation.

Donations are not a reliable source of income for clubs and also not very common. If you are lucky enough to receive donations, make sure you thank the donor for their support.

Fundraising

There are hundreds of fundraising ideas you can have for your club from wood raffles and quiz nights to sausage sizzles, cabarets and auctions.

A good fundraising strategy is the key to successful, diverse and timely fundraising activities for your club. A fundraising strategy is a document you can develop to help you plan how you will generate income to fund your activities in the short, medium and long term. Within the strategy you can detail grants, sponsorship opportunities and fundraisings activities that will support the goals of the club.

Tips and hints

- Check you have the correct licences and / or permits for the activities you are undertaking.
- Get all your club members and stakeholders involved.
- Plan for activities well in advance.
- Share your clubs' story and let supporters know why you are doing what you are doing, they want to know.
- Have a target for each fundraising activity.
- Let people know how their contribution will help, i.e. \$20 will buy a bat and ball, \$50 will provide 1 hours coaching to juniors, \$200 will pay for the game umpires, etc.
- Thank people who support your fundraising activities.
- Share the fundraising activities on social media and to your club website.
- Use photographs in the promotion, people like to see what they are supporting.
- If your fundraising activity has a 'winner', make sure you get photographs of them and share their story.

General



KidSport enables eligible Western Australian children to participate in community sport.

The KidSport program is an initiative of the State Government to support children aged 5 to 18 years of age from low income families to participate in community sport. The program provides eligible children with up to \$150 per calendar year to assist in registering with an approved KidSport sporting club or organisation.

The program is administered by the Department of Local Government, Sport and Cultural Industries (the department) with the support of Western Australian local governments. The fees go directly to the registered KidSport clubs through their participating local government.

Primary objective

The department strongly advocates the benefits of involvement in community sport, not only for the physical benefits, but the positive impact on the mental and emotional wellbeing of the community.

While the primary objective of KidSport is to ensure all Western Australian children can participate in sport and recreation clubs, its secondary objective is to engage these children and their families in the community.

Information for parents

To be eligible for KidSport applicants must be:

- Aged 5 to 18 years;
- A resident in Western Australia;
- Named on a valid Health Care Card or Pensioner Concession Card; and
- Registering with a KidSport approved club.

If your child will be 5 for the majority of the playing season, then the KidSport application will still be considered. If your child is 18 at the time of application, they will still be eligible for KidSport.

If your family is experiencing financial hardship as a result of an unforeseen situation you may be eligible to access KidSport without a concession card. Contact your local government to see if you meet one of the KidSport financial exceptions. Eligible individuals can only be approved through a financial exception once.

How KidSport works

Applications are open all year round and can be completed online.

- Ensure you have a photo of your Health Care or Pensioner Concession card ready to attach as a file online. The card must be current (not expired) and display the child's name and individual Centrelink Client Reference Number (CRN) on the card.
- It is recommended using a desktop/laptop computer and using Google Chrome browser when completing the online application form.
- Remember to allow enough time for your application to be processed before your child's chosen sport season starts.

KidSport applications are assessed by the local government in which the child resides or by the KidSport team at the department. Your local government or the KidSport team will assess the application within 10 business days.

If approved:

- You will be sent an email with a voucher code.
- You will need to provide the voucher code to your chosen KidSport club when registering with them.
- If the club fees are above the approved KidSport voucher amount you will need to pay the difference.
- The club will validate your voucher code and be paid directly by the department.
- Remember, the voucher code will expire within 90 days of the approval date.

If unsuccessful:

- You will be sent an email advising that you are unsuccessful.
- If you have any questions, contact your local government or email the KidSport team.
- Common reasons for applications being unsuccessful include child not meeting eligibility requirements, concession card was not readable or the funding request was greater than the child's remaining KidSport balance.

Club eligibility

To become an approved KidSport club, organisations must meet the criteria of one of the three categories below.

1. Community sport club or incorporated organisation

- Be incorporated under the Associations Incorporation Act 2015 (Western Australia).
- Have an Australian Business Number (ABN).
- The activity provided by the organisation must meet the department's definition of sport.
- Charge a membership fee for a minimum eight weeks of a sport activity.
- Adhere to their obligations under the Working with Children (Criminal Record) Checking Act 2004.

2. Business

- Must be registered and affiliated with the recognised State Sport Association for the sport that the business provides.
- Have an Australian Business Number (ABN).
- The activity provided by the organisation must meet the department's definition of sport.
- Charge a membership fee for a minimum eight weeks of a sport activity.
- Adhere to their obligations under the Working with Children (Criminal Record) Checking Act 2004.

3. School or Parents and Citizens (P&C) Association

- Must be a Western Australian registered school or a P&C associated to a registered Western Australian school.
- Team must be entered into a community sporting program affiliated with the State Sporting Association.
- Have an Australian Business Number (ABN).
- The activity provided by the organisation must meet department's definition of sport¹.
- Charge a membership fee for a minimum eight weeks of a sport activity.
- Adhere to their obligations under the Working with Children (Criminal Record) Checking Act 2004.

The following are not eligible as part of KidSport:

- Organisations delivering multi-sport programs.
- Gym memberships.
- Activities or programs that are a part of the school curriculum or held during school hours.
- Interschool sporting competitions.
- State Sporting Associations, unless there is demonstrated evidence that there are no junior community clubs catering for children aged 5 to 18 years old.
- Federal, state or local government agencies.
- Organisations that already receive participation or program funding through the department where the funding contributes to subsidising club fees.

Club responsibilities

All KidSport approved clubs are responsible for the following:

- Registration of an online account via the department's website.
- Keeping their club details up-to-date at all times via their online account.
- Assurance that goods and services offered are considered value for money and that costings are competitive.
- Assurance that no differential pricing in



membership exists between children approved for KidSport and other participants.

- Collecting voucher codes at point of registration from applicant.
- Validation of KidSport voucher codes.
- Generating and forwarding all invoices via their KidSport online account.
- Notification to the department if the club no longer meets the eligibility criteria.
- Administering KidSport in accordance to the KidSport Club How to Guide.

Further information

Contact the KidSport team at the department for further information or assistance.

Department of Local Government, Sport and Cultural Industries
PO Box 329, Leederville WA 6903
246 Vincent Street, Leederville WA 6007
08 9492 9911
kidsport@dsr.wa.gov.au

www.dlgsc.wa.gov.au/funding/kidsport



Play by the Rules



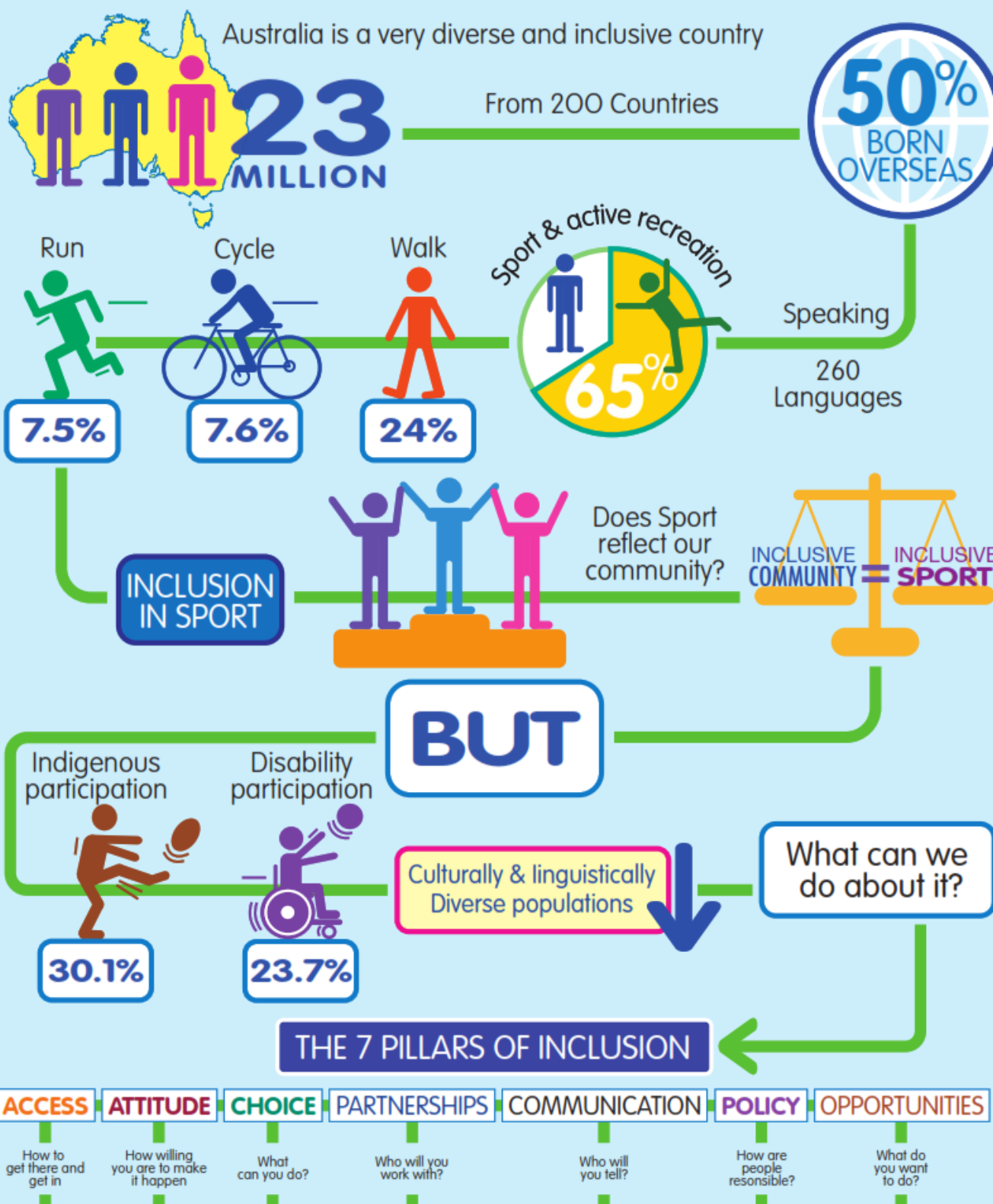
Play by the Rules is a unique collaboration between Sport Australia, Australian Human Rights Commission, all state and territory departments of sport and recreation, all state and territory anti-discrimination and human rights agencies, the Office of the Children's Guardian (NSW) and the Anti-Discrimination Board of NSW. These partners promote Play by the Rules through their networks, along with their own child safety, anti-discrimination and inclusion programs.

The following infographics have been developed by Play by the Rules to address issues that impact on safe, fair and inclusive sport. They are all available or download from their website www.playbytherules.net.au

10 THINGS TO TEACH KIDS ABOUT FAILURE



THE 7 PILLARS OF INCLUSION





8 TIPS TO



PROMOTE A POSITIVE CLUB ENVIRONMENT




- 1) Promote policies and procedures – at registration, inductions, at your venue and/or on your website
- 2) Articles - Publish articles and tips in your newsletter and/or website. Articles could focus on topics like codes of conduct, the ground marshal, fair play and what to do if incidents occur.
- 3) Meetings - Think about arranging pre-season meetings between key groups, such as parents and coaches, to discuss club policies, fair play and expectations.
- 4) Role models - Arrange for role models from your sport to talk to players, parents and coaches. This can have a huge impact on people, especially young people.
- 5) Ground announcements - Play announcements on game/event days that remind people to keep their emotions in check. For example use our Let Kids Be Kids resources.
- 6) Positive messages - Communicate simple fair play messages via banners, posters, stickers or animated banners on your club website.
- 7) Fair play day - Arrange a fair play day each season to reinforce positive messages. Incorporate the suggestions above into the day.
- 8) Good Sport Award - Adopt a Good Sport Award to recognise positive behaviour by teams and individuals.



www.playbytherules.net.au



 @playbytherules

HOW TO BUILD A POSITIVE TEAM CULTURE

@playbytherules

TIP 1

Discuss 'success' – What does it mean? How would it feel? What would it look like?

TIP 2

Set goals – Work with the team to identify individual and team goals that they want to pursue

TIP 3

Discuss values – Find out from your team the values that they believe are of utmost importance

TIP 4

Respect – Everyone is treated with respect

TIP 5

Responsibility – Players must accept their role and be responsible for their actions

TIP 6

Commitment – Players must be committed to the team, training and games

TIP 7

Continuous development – Building a positive team culture takes time. Are you committed to keep developing it?

TIP 8

Praise – Make sure that coaches are appropriately praising players. Athletes can also praise each other

TIP 9

Support – Coaches and athletes can support each other when things become hard in training or games

TIP 10

Work together – It is key that everyone works together when things become tough.

TIP 11

Team building – Develop activities outside of sport so players can get to know each other

TIP 12

Lead by example – Have a number of key role models who people can look up to

TIP 13

Clear expectations – Identify clear expectations to the team. Ask them of their expectations of you as a coach

TIP 14

Be patient – Building a team culture takes time and it is important that you are patient with the process

TIP 15

Communicate – Ask the right questions and make sure that you communicate effectively with everyone on the team



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Let Kids be Kids

stop poor sideline behaviour in junior sport



Aussie kids love sport!

1.7 million
aged 5-14 years participate¹

that's
60%



Here's
what
they want
from
sport



1. To have fun.
2. To do something they're good at.
3. To improve their skills.
4. To stay in shape.
5. To get exercise.²

"Mum and Dad, I sure love sports, but it seems like my sports make you guys angry more than they make you happy."⁵

How to
recognise
poor
behaviour

1. Emphasis on winning/results
2. Abuse/intimidation of coaches/officials
3. Excessive instruction from the sideline
4. Putting down children in front of others
5. Criticise performances on the drive home

Poor sideline
behaviour
causes kids ...



Free
resources
to help

Free toolkit:
<http://playbytherules.net.au/let-kids-be-kids>

Sport is generally a
positive experience
for most kids, but...

75%

A UK study showed that 75% of children who participated in organised sport up to the age of 16 had been criticised for their performance, had been shouted or sworn at or had been embarrassed or humiliated by a coach, parent, peer or sports administrator.³

Australian research shows that aggressive behaviour on the sidelines is embarrassing junior footballers, making them lose confidence and can lead to them quitting the sport.⁴

Positive
things
we can do

Respect all athletes,
coaches and officials

Support, encourage
and praise efforts

Be enthusiastic
and positive

Emphasise fun
and enjoyment

Be quiet
and listen



www.playbytherules.net.au

¹ 4156.0 - Sports and Physical Recreation: A Statistical Overview, Australia, 2012.

² Clark, M. A. (n.d.). Winning! How Important Is It in Youth Sports? Retrieved November 11, 2004.

³ Kate Alexander, Anne Stafford, Ruth Lewis (2011). The experiences of children participating in organised sport in the UK. The University of Edinburgh/NSPCC Child Protection Research Centre.

⁴ Samuel Elliott and Murray Drummond. 'Parents in youth sport: what happens after the game?' Sport, Education and Society, May 6, 2015.

⁵ O'Sullivan, John (31 January 2017). 'An open letter from the back seat' in Sports Parenting.

Safe Clubs 4 Kids



The Safe Clubs 4 Kids initiative encourages and supports the sport and active recreation industry to create and maintain safe environments for children and young people. Children should be able to grow and develop in a safe environment without the risk of harm. Most people who volunteer or work with children are safe and do so to make a positive contribution and to help children develop to their full potential.

The Safe Clubs 4 Kids initiative is a partnership between the Department, WA Sports Federation, the Working with Children Screening Unit – Department of Communities, the WA Police – Child Abuse Squad and Surf Life Saving WA. These partnerships are highly valued and are invaluable for the sport and recreation industry.

Unfortunately, history shows that child abuse occurs across all sectors of the community, including the area of sport and active recreation. However, by taking a few simple steps, you can adopt a proactive approach to safeguard children and young people in your club.

Steps to take to create a child safe environment in your club:

- Foster a positive environment for children.
- Conduct criminal record checks for people working with children (for example, complies with the Working with Children legislation).
- Promote and follow child-safe guidelines.
- Provide training and education for people working with children.
- Empower and promote the participation of children in decision making.
- Conduct interviews, reference and credential checks.
- Have appropriate policies and procedures in place (for example, a member protection policy and a notification and reporting process).
- Create and promote regular conversations about child safeguarding.
- Promote your club as a Safe Club 4 Kids.

Policies are Procedures

It's important to have policies and procedures in place for safeguarding children within your club, policies and procedures are important to:

- Demonstrate your commitment towards safeguarding children;
- Identify the steps your club will take to implement your policies and procedures; and
- Outline what to do if any issues arise.

Guidelines

Club volunteers and employees should follow simple guidelines to create a safe environment for children and young people. These guidelines should be included in your codes of conduct, policies and procedures. Example guidelines may include:

- Foster an environment of friendship, fun, co-operation and good sportsmanship.
- Identify and manage risks and dangers for children.
- Ensure that all physical contact with a child is appropriate to the situation and the skill being taught.
- Ensure adequate support and supervision of volunteers and staff.
- If meeting with a child, make sure that you are both in view of others and avoid being alone with a child.
- Never enter a change room without first knocking or loudly announcing that you are entering.
- Adults should sleep separately to children on overnight camps.
- Adults of both genders should attend overnight camps.
- Ensure a cyber safe (online) environment for all members.

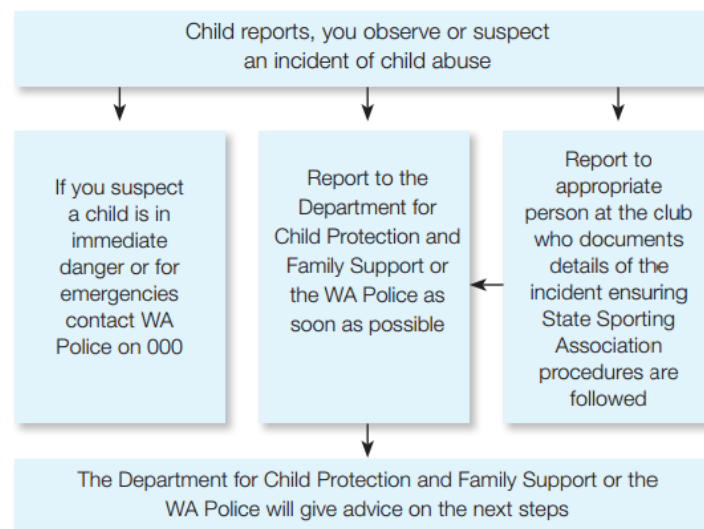
Education and training

It's important to provide ongoing development and training opportunities for everyone who has contact with children and young people to:

- Increase awareness about how to create child safe environments.
- Increase awareness of how to prevent child abuse.
- Understand and identify the signs of abuse.
- Learn how to respond to a child making a disclosure.
- Understand how to report a disclosure or suspicion.
- Identify resources and contacts for support.

Reporting a disclosure or suspicion

The guidelines on reporting an incident of child abuse are detailed in the diagram below:





The Working with Children check is a compulsory screening strategy in Western Australia. The Working with Children Act 2005 requires that people who work or volunteer in certain child-related activities apply for, and pass, a Working with Children (WWC) check.

The WWC check helps to protect children from sexual or physical harm by checking a person's criminal history for serious sexual, serious violence or serious drug offences and the person's history with specific professional disciplinary bodies for certain findings. The requirements to have WWC Checks undertaken for all employees and volunteers in unsupervised direct contact with children, has been phased in.

The WWC Check aims to protect children by:

- Deterring people from applying to work with children where they have a relevant charge or conviction on their criminal record that indicates they may harm a child;
- Detecting new charges and convictions of those people who hold a current WWC Card and preventing them from continuing to engage in child-related work where their criminal record and behavior indicates they may harm a child; and
- Protecting children by creating awareness that child safety is a whole of community responsibility.

Who needs a WWC Check?

A WWC Check is required by a person if they engage in certain paid or unpaid work with children, described as 'child-related work' under the WWC Act. Work is child-related work if the usual duties of the work involve, or are likely to involve, contact with a child in connection with one of the categories below and no exemptions apply.

Answering the questions below will assist you to determine if a person is in child-related work and requires a WWC Check:

1. Is the person doing paid, unpaid or volunteer work or carrying out a business in connection with any of the categories of child-related work?
 - If you answered YES to the above question then please consider Question 2, below. If you answered NO to the above question a WWC Check is not required.

2. Do the usual duties of the work involve, or are they likely to involve, contact with a child (where that child is not a fellow employee or employed by you)?
 - If you answered YES to the above question then please consider Question 3, below. If you answered NO to the above question a WWC Check is not required.
3. Does an exemption apply? If a person is exempt, they are ineligible to apply for a WWC Check.
 - If you answered YES to Question 3, a WWC Check is not required. If you answered NO, then the person is in child-related work and must apply for a WWC Check.

Exemptions

Certain people do not require a WWC Check because they fit within the description of an exemption that applies to the specific category or categories of child-related work they engage in.

If a person's work is covered by an exemption, then they are not in child-related work and are ineligible to apply for a WWC Check. There are some general exemptions which apply across all categories while others are specific to a particular category. It is important to consider all the work a person does when deciding whether they are exempt and do not require a WWC Check.



Some general exemptions include:

- Work carried out on a voluntary basis by a child;
- Work carried out on an unpaid basis by a student under 18 years of age; and
- Parents volunteering in certain activities where their child is also involved or participates (unless attending an overnight activity).

Categories of child-related work are:

Below is the list of child-related work categories identified in the WWC Act, please note this is a guide only and does not include all circumstances or variations.

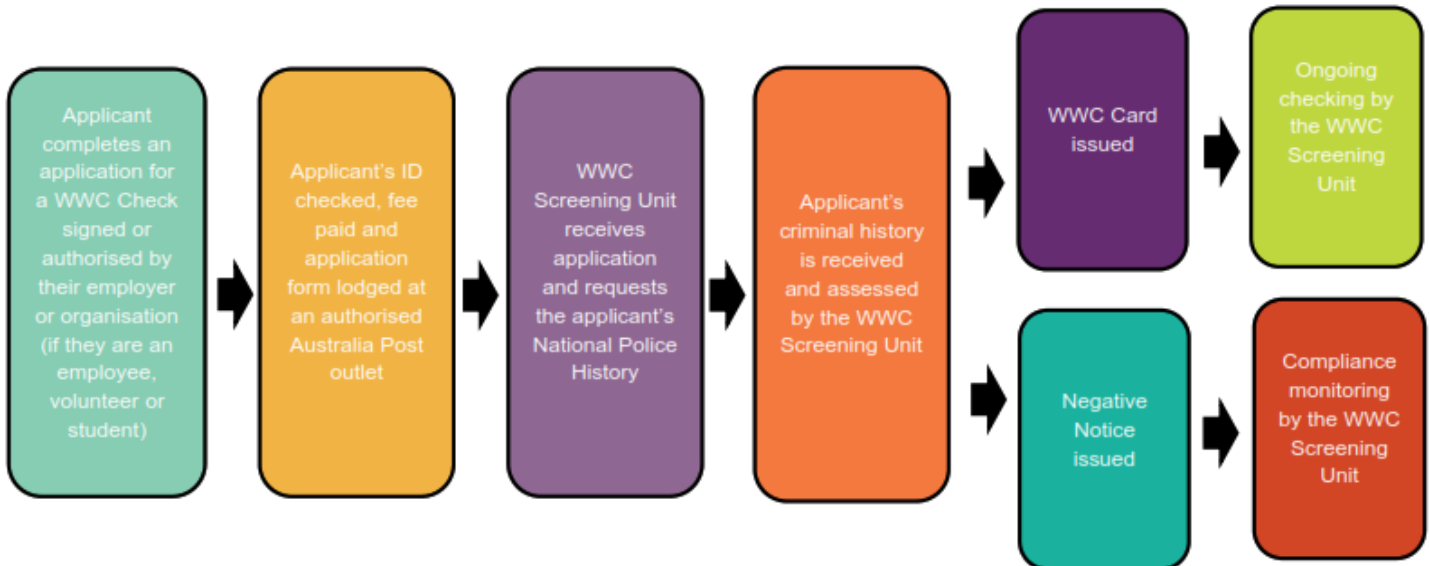
1. A child care service; (means a child care service as defined in the Child Care Services Act 2007 s4 or an education and care service as defined in the Education and Care Services National Law (Western Australia) s5(1).
2. A community kindergarten registered under Part 5 of the School Education Act 1999.
3. An educational institution for children - includes any school as defined in

- the School Education Act 1999 but does not include universities recognised or established under a written law or educational institutions prescribed by the WWC regulations.
4. A coaching or private tuition service of any kind, but not including an informal arrangement entered into for private or domestic purposes.
 5. An arrangement for the accommodation or care of children, whether in a residential facility or private residence, but not including an informal arrangement made by a parent of the child concerned or accommodation or care provided by a relative of the child.
 6. A placement arrangement or secure care arrangement under the Children and Community Services Act 2004.
 7. The performance by an officer, as defined in the Children and Community Services Act 2004, of a function given to the officer under that Act. Officer means a person employed or engaged by the Department for Child Protection and Family Support, whether as a public service officer under the Public Sector Management Act 1994, under a contract for services, or otherwise.
 8. A detention centre, as defined in the Young Offenders Act 1994 section 3.
 9. A community child health service.
 10. A counselling or other support service.
 11. A religious organisation.
 12. A club, association or movement (including of a cultural, recreational or sporting nature and whether incorporated or not) with a significant membership or involvement of children, but not including an informal arrangement entered into for private or domestic purposes.
 13. A ward of a public or private hospital in which children are ordinarily patients.
 14. A babysitting or child-minding service, but not including an informal arrangement entered into for private or domestic purposes.
 15. An overnight camp, regardless of the type of accommodation or how many children are involved.
 16. A transport service specifically for children.
 17. A school crossing service, being a service provided to assist children to cross roads on their way to or from school.
 18. A children's entertainment or party service.

19. Any other work of a kind prescribed by the regulations

20. Work that is the exercise or performance by a person of a power or duty delegated to the person by the CEO under section 45 of the Working with Children (Criminal Record Checking) Act 2004.

The Application Process



Record keeping

Keeping records is essential to demonstrate that your club is complying with the WWC Act.

Your record keeping should include:

- A list of all employees, volunteers and students identifying those engaged in child-related work with your club;
- WWC Check application numbers (where applicable), WWC Card numbers and expiry dates for all your employees, volunteers and students in child-related work;
- Copies of WWC Cards for your all employees, volunteers and students who engage in child-related work;
- All notifications received from the WWC Screening Unit;
- Copies of any WWC Card validations from the WWC Check website; and
- Any Interim Negative Notice(s) or Negative Notice(s) issued and the action taken by your club.

This information should be stored securely, remain confidential and be updated regularly. The WWC Screening Unit recommends, where possible, to keep records in a centralised reportable list, an example spreadsheet can be downloaded from their website.



Good Sports work together with local sporting clubs to build a healthier sporting nation. Good Sports work with clubs to ensure long-term success as the Good Sports programs give clubs a winning platform for:

- Recruiting new members;
- Making your club more visible;
- Increased revenue streams;
- A more sustainable business model;
- Healthier and more engaged members; and
- Greater respect in the community.

Preventable health through Good Sports

- Good Sports has been proven to reduce harm and positively influence health behaviours, as well as strengthen club membership and boost participation.
- They work together with clubs to prevent and minimise the harm caused by alcohol and other drugs. The Good Sports programs are implemented voluntarily through community sporting clubs to help clubs promote healthier, safer and more family-friendly environments.
- The core Good Sports programs have been helping community sporting clubs to control the use of alcohol and to promote healthy behaviours, such as healthy eating and smoke free environments, for nearly two decades.
- Implemented in almost 9,000 community sporting clubs, Good Sports is supported by the latest evidence and has the scope and experience to deliver positive outcomes, improve the health of communities and strengthen the sustainability of grass roots clubs.

Good Sports Programs

Good Sports Level 1

This is the basic training to build the foundations for success. It covers:

- Liquor licensing legal obligations.
- Bar management strategies.
- Responsible Service of Alcohol (RSA) training for bar staff.
- Smoke-free environment benefits.

Benefits:

- Knowing when to ask someone to leave the bar or grounds.
- Ensuring there is at least one RSA-trained member around when alcohol is served.
- Understanding how to keep a bar incident register to track any issues.
- Methods to ensure smoke free areas are maintained.

Good Sports Level 2

At level 2, Good Sports step it up a notch and put their structures into action.

While incorporating the steps taken in level 1, this level covers:

- Providing low alcohol and non-alcoholic drink options.
- Implementing a safe transport strategy.
- Providing food options when alcohol is served.

Benefits:

- Ensuring the club meets all legal compliance needs.
- Increasing revenue streams outside of alcohol sales.

Good Sports Level 3

The final step is to ensure ongoing success by creating a healthy club culture.

Including the steps taken in levels 1 and 2, it also means:

- Development of an alcohol management policy.
- Clear plans to reduce and prevent underage and problem drinking.

Benefits:

- Improved club culture.
- Greater sponsorship opportunities.
- Increased memberships.

Good Sports Healthy Eating Program

Good Sports Healthy Eating is a program designed to give your club a head start.

Helping people access healthy food isn't just a huge win for the community and individuals, it can be a huge boost on game day. The Good Sports Healthy Eating Program focuses on:

- Increasing the range of healthy food and drink options available.
- Safe food handling.
- Promoting water as the drink of choice.
- Promoting healthy food and drink options.
- Promoting healthy eating.
- Encouraging healthy fundraising activities and prizes.
- Creating a healthy food and drink policy.

Your local Good Sports team will help tailor the program to the needs of your club. There's something in it for everyone, regardless of whether you have a full

canteen, cook a BBQ once a week, provide half-time snacks or don't serve food at all.

Benefits:

- Improved physical health of your members.
- Improved knowledge to help with healthy food and drink choices.
- Increased respect from sponsors and members for encouraging a healthy lifestyle.
- Increased revenue streams.
- Access to free resources including recipes, fact sheets, posters, articles and merchandise.

Good Sports Healthy Minds

One in five Australians experiences mental ill-health every year. Your club could play a pivotal role in enhancing and supporting the positive mental health of your members, players and their families. Good Sports works with sporting clubs to build stronger and safer support networks that encourage open and inclusive conversations around mental health. Your local Good Sports team will connect your club with local mental health services and tailor the program to the needs of your club.

Benefits:

- Improved knowledge within your club
Coaches, senior club members and leaders will be better equipped to understand the mental health environment in their club and respond accordingly.
- Make a difference
Your players, members and their families may feel more supported by their club and may be more likely to seek help if they know it's readily available.
- More respect for your club
Healthy Minds clubs are stronger, more respected and more connected in their local communities, making them more attractive and inclusive to their broader communities.
- Better outcomes
Clubs that support player resilience by having a strong understanding of mental health may see better player performance.
- Plenty of support
The Good Sports team supports your club to complete the program at your own pace and with tailored information and strategies.

Good Sports Junior program

In sports, a good pre-season sets you up for success. When it comes to attitudes towards alcohol it's equally important to lay the right foundations. Young members of your club are learning the ropes and are influenced by everything they see and hear around the ground. Good Sports Junior helps you set the

standard early and supports clubs to make changes that promote healthy behaviours.

Good Sports Junior is available to all Good Sports clubs and expands on the core program to normalise practices that promote health in sporting clubs. This includes creating the right attitudes and influencing behaviours towards:

- Alcohol.
- Tobacco.
- Healthy eating.
- Spectator behaviour.

The Good Sports Junior program encourages clubs to trial strategies and make changes at their own pace – think of us like a support car that is simply there to guide you.

Some key focus areas of the Good Sports Junior program are:

- Influencing role model behaviours within the club environment.
- Decreasing the visibility of alcohol at junior sport.
- Encouraging clubs to be completely smoke free.
- Assisting clubs to implement healthier canteen and BBQ options.
- Creating enjoyable playing experiences for juniors through positive sidelines.

Benefits:

- Participation in the Good Sports Junior program shows your community that you're leading the pack when it comes to club culture.
- Your club will be more appealing to parents and lead to: increased membership and player retention creating larger sponsorship networks, stronger community ties, and greater opportunities for revenue.
- Being involved in sporting clubs can help juniors develop many life skills while also providing significant physical, emotional and social health benefits.
- By taking part in Good Sports Junior, clubs are doing their bit to create more enjoyable experiences for juniors which will encourage kids to stay in sport longer – everybody wins!

Tackling Illegal Drugs program

Funded by the Australian government and coordinated by Good Sports, the Tackling Illegal Drugs program aims to help Australian sports clubs become better prepared to address drug-related issues. Good Sports will work with your club to develop and implement an illegal drugs policy.

The policy is more than just a piece of paper; it's a chance to educate your members and talk about how your club will deal with any future issues. An illegal drugs policy will:

- set clear standards for expected behaviour.
- act as a positive influence on members.
- help to prepare your club if there is an incident.

- provide you with clear guidelines on how to respond to the issue of illegal drugs in a fair and appropriate manner, that benefits all members and the wider community.

How does it work?

- Your club will complete a Tackling Illegal Drugs questionnaire which includes questions around your club environment and any current policies in place.
- Once you've completed the questionnaire, your club will receive a tailored action plan to support you to develop an illegal drugs policy.
- The action plan will highlight the practical steps that should be taken to create a policy that is right for your club.
- At Good Sports, they know clubs are busy and often volunteer-led. That's why they provide all the resources and support your club needs to make the process as simple as possible.
- Good Sports will explain the value of having a policy, give you access to tools and resources, and provide you with advice during the development of your policy.
- The Tackling Illegal Drugs program is a chance for you to collaborate, ask questions and receive support to help develop, implement and continue your policy.

Benefits:

When it comes to Tackling Illegal Drugs, it pays to be prepared. By investing the time to have a conversation about illegal drugs now, your club can help to prevent drug-related issues in the future.

For more information on any of the Good Sports programs, visit www.goodsports.com.au



Liquor Licencing

In Western Australia, the Department of Racing, Gaming and Liquor (RGL) regulates liquor licence and permit applications.

A liquor licence states where and when you are allowed to serve alcohol. There are 11 different types of liquor licence available in Western Australia, each licence category varies in permitted trading hours and the manner in which liquor can be sold and supplied to the community. The categories are:

1. Casino liquor licence
2. Club and club restricted
3. Hotel, hotel restricted, tavern, tavern restricted
4. Liquor store
5. Nightclub
6. Occasional
7. Producer
8. Restaurant
9. Small bar
10. Special Facility
11. Wholesaler

Sports and community clubs general have a 'club and club restricted' licence. Once your club has its liquor licence it is vitally important that you comply with the conditions of the licence at all times.

Club and Club Restricted Licence

You will be required to apply for a club or club restricted licence if you operate a club and intend to sell liquor to members of the club and to bona fide guests of members.

What is a club licence?

A club consists of a body or clubs of persons who join together to further some sporting, social, political, literary or other legitimate aim.

A club licence under section 48 of the Act, authorises the sale and supply of liquor to members of the club. In essence, the supply of liquor is secondary to the primary objects of the club.

What is the difference between a club licence and a club restricted licence?

There are two types of club licences under section 48 of the Act. Each licence authorises the sale and supply of liquor to members of the club, their bona fide invited guests and visitors.

A club restricted licence is a club licence that has the following restrictions:

- It may not sell packaged liquor; and
- The trading hours are specified in the conditions of the licence.

What are the eligibility requirements for this licence?

To be eligible for a club or club restricted licence you must:

- Be a society, club, institution or other body comprised of people associated by a common interest;
- Demonstrate the club has been well managed for a period of at least 12 months;
- Have an up to date membership list available for inspection;
- Submit the required forms; and
- Pay any required fees.

Conditional that apply

In respect to the sale and supply of liquor, liquor may only be sold and supplied to:

- A member of the licensee club and to the guests of that member in the company of that member, for consumption of the licensed premises. A member cannot be accompanied by more than five guests (or other number imposed on the licence) at any one time;
- A member holding a private function at the club with an unlimited number of guests, if the sale of liquor is at the expense of the member (i.e. guests cannot purchase their own drinks). This is only authorised if the club constitution provides for it; and
- A member and the guests of that member (without limitation to number) can be served liquor ancillary to a meal supplied by the licensee club (in accordance with the constitution).

Visitors

Visitor means a person, other than a member, who:

- Is at least 40km from their usual place of residence; and
- Is visiting the club while travelling in the course of a holiday, leisure or business; and
- Is required to pay a fee to the club.

One-off events requiring a temporary licence

If your club does not normally sell alcohol or have a liquor license but decides to sell alcohol at a one-off event, then it will need a temporary limited licence.

Responsible Service of Alcohol (RSA)

Responsible service of alcohol is one of the most crucial tools in providing consumers with safe, responsible venues that are committed to practicing harm-minimisation techniques. RSA training is mandatory for licensees and staff selling, offering or serving liquor for general, on-premises, late night and packaged liquor licences.

Food Handling

In Western Australia, all food businesses and community clubs engaging in the sale or provision of food, are subject to the requirements of the WA Food Act 2008 and WA Food Regulations 2009.

The Act is the principle piece of legislation regulating the sale / provision of food in Western Australia and provides food safety regulation over the entire food supply chain; a paddock to plate approach. This represents a significant shift in the direction of food regulation and management within WA.

Local council requirements

Local councils are usually responsible for food business registration, monitoring compliance, providing education and advice, and taking enforcement action when needed.

If your club is selling or considering selling food, then it is important that you contact your local council to find out the specific requirements. While there are many reasons for such a strong focus on food handling, two of the most important things to ensure is:

- Food is stored at the correct temperature to prevent “food poisoning” bacteria from growing.
- Food is labelled correctly so people know exactly what they are eating.



The ramifications if these tasks are not done correctly can be significant and in rare cases even fatal.

A good place to start is to search the local council's website for food safety information and requirements. Your local council is likely to regularly run training courses to ensure those involved in food handling are meeting their obligations.

Food Inspectors

Local councils administer their responsibilities at the local level through Health Inspectors that they employ. Health Inspectors play an important role in monitoring food safety. They are authorised to:

- Enter a food business property at any time;
- Enter without permission;
- Request evidence that the correct food safety training has been performed;
- Go into any area of a food business;
- Take samples;
- Issue infringement notices and fines; and
- Close the business immediately if it's deemed to be a serious public health risk.

Events

Community clubs play an important role in our community, and fundraising events are a major contribution to the work of the community. But no one wants people to get sick from the food they eat at these events.

In Australia, the food law places many responsibilities on the proprietor of a food business. If you are the organiser of an event or an official of a community club that is selling food, you need to be aware of these responsibilities. If you understand your legal responsibilities and plan your events properly and in good time, complying with the law is straightforward.

The food safety standards include requirements for the handling, storage, transport and display of food. Food standards are adopted automatically into state and territory food Acts. A food business is identified as a business, enterprise or activity (other than primary food production) that involves:

- The handling of food for sale; or
- The sale of food.

This definition of a 'food business' includes all food activities involved in fundraising, including preparation of the food before it is sold. The definition of 'sale' covers fundraising activities. Food has been sold even if you just ask for a donation.



Contacts

Department of Local Government, Sport and Cultural Services

The department works collaboratively with government, community organisations, peak bodies and other stakeholders to achieve our vision of an enlivened Western Australia with successful communities and economy.

We are part of the Great Southern Region for the DLGSC along with:

- City of Albany
- Shire of Broomehill-Tambellup
- Shire of Cranbrook
- Shire of Plantagenet
- Shire of Gnowangerup
- Shire of Jerramungup
- Shire of Katanning
- Shire of Kent
- Shire of Kojonup
- Shire of Woodanilling



Great Southern office

Street Address: 22 Collie Street, Albany WA 6330

Phone: (08) 9892 0100

Email: greatsouthern@dlgsc.wa.gov.au

Shire of Denmark

The Community Development Officer at the Shire of Denmark is happy to help you with any club queries you may have. Please call us on (08) 9848 0300.

Shire of Denmark office

Phone: (08) 9848 0300

Email: enquiries@denmark.wa.gov.au

Postal Address: PO Box 183, Denmark, WA 6333

Alternatively, call in and speak to a staff member in our Administration Office, 953 South Coast Highway, Denmark. Office hours are 9.00am to 4.00pm Monday to Friday. It is recommended that you make an appointment if you wish to speak to a specific staff member.