

# CLUB DEVELOPMENT MANUAL

A complete manual of guidelines, reference and tips to assist club administrators in delivering and growing sport in the Peel Region



Supported by:



Department of  
**Sport and Recreation**



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# Club Development Manual

## OVERVIEW

The Shire of Waroona in conjunction with the Department of Sport and Recreation (DSR) through the State Wide Club Development Scheme are committed to developing sport and recreation clubs in the region.

The Club Development resource is designed to address broader club management issues, to assist sporting clubs to achieve sustainability and to ensure that clubs are given every opportunity to run effectively and efficiently. The Shire of Waroona aims to establish a partnership between the Shire and local sport and recreation groups to enhance the delivery of sport and recreation in our community.

To achieve these outcomes, the Shire of Waroona in conjunction with DSR will provide a variety of resources, including workshops and seminars to ensure your club is equipped to remain sustainable in tomorrow's economic climate.

The Shire of Waroona Club Development Program will consist of:

- A dedicated Club Development Staff member, available to assist clubs and groups.
- Club Development Workshops - A variety of workshops will be made available to members of local community sporting groups. If there are any specific workshop topics you think would benefit your sporting group please don't hesitate to contact your Club Development Officer and provide suggestions.
- Club Development Manual - to provide ease of access for club administrators for references and tips to assist in growing sport in the Peel Region
- Club Development Calendar

The Shire of Waroona is currently experiencing high levels of growth. In order to prepare the community for the exciting times ahead, the Shire aims to assist your club with information and guidance on sponsorship, fundraising, grants, event management, planning, marketing and promotions, membership and volunteer training.

We look forward to working with you and assisting your club in all areas going forward. For further information or assistance on any of the topics covered in this resource manual, please contact the Shire's Community Development Team on 9733 7800.



## ADMINISTRATION

### INCORPORATION

Incorporation provides your club with its own legal identity, separate from its members. Although there is no legal requirement for your club to be incorporated, incorporation provides your club with the following benefits:

- Protecting your members from being sued, or being individually liable, for the actions of the club;
- Increasing your club's eligibility for grants;
- Allowing your club to enter into leases, open bank accounts and borrow money in the club's name;
- Allowing your club to apply for a liquor licence.

In order to become incorporated, a club must lodge its constitution with the Department of Commerce. If you require any assistance please contact the Shire's Community Development Team on 9733 7800. Or for further information about incorporation contact the Department of Commerce on 1300 136 237 or visit their [website](#)

### CONSTITUTION

The Constitution is the system of fundamental laws and principles that prescribe the nature, functions, and limits of your club as laid down by the registering body.

All clubs, except the most informal, should set out their basic structure and methods of operating in writing. The product of this process is called a constitution. A club's constitution should:

- Outline the club's purpose;
- List all of the rules of operation; and
- Set out the members' rights and responsibilities

It is recommended that a club reviews its constitution every 3 – 5 years and updates as necessary.

#### Why do we need a constitution?

Constitutions:

- Explain to members and non-members what your group is about;
- Provide guidelines for the daily running of your group;
- Help to sort out internal problems; and
- Is a legal responsibility if your club wishes to become incorporated.

#### What detail should you include?



A constitution can be extremely simple, containing only the basic outline to explain who you are, what you are set up for and important management matters. The extent to which you add detail in the rules depends on the needs or formality at the time of setting up the group, and on your group's thoughts about the projected needs of the group as it grows. Many details relating to minor management matters are best included within by-laws, regulations or policies thus keeping your constitution flexible and easy to operate within.

## What to avoid

A constitution can be made up of two parts; the rules which include the basic principles of the group and can be changed only by a general meeting; and the regulations or by-laws which can be changed by the committee.

You can place almost anything within a constitution, however many aspects of your club's operation are more easily handled outside the formality of the rules. For instance, you would not include the membership charges or club colours in the rules. The rules in your constitution should relate to the administration of the club. They should not relate to the conduct of the activities of the club. Additional non-administrative rules should appear in regulations and by-laws. A clause in the rules empowering the committee to make, alter or delete regulations or by-laws should appear in the constitution.

If you require any assistance please contact the Shire's Community Development Team on 9733 7800. Or for further information and examples of constitutions contact the Department of Commerce on 1300 136 237 or visit their [website](#).

## COMMITTEES

Depending on the size of your club, your committee may consist of the following positions:

- President;
- Vice President;
- Secretary;
- Treasurer;
- Registrar;
- Volunteer Coordinator;
- Sponsorship Coordinator;
- Social Committee Coordinator; and
- General Committee Members.

The constitution will dictate the size of the committee, how often it should meet and how the committee is elected. Generally, committee members will be elected at your Annual General Meeting for a period of 12 months.

The club management is left to the committee to handle on the members behalf. As part of committee day to day activities, the committee should:



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- Coordinate the finances of the club, including financial planning and budgeting;
- Undertake strategic planning to assist the club in achieving its aims and objectives;
- Develop policies and procedures to assist in the management of the club;
- Communicate with, and provide information to, members about the running of the club; and
- Oversee the management of all club operations.

## **Role of the Committee:**

Every position on the committee is important to the effective running of the club. The traditional committee structure includes a President, Treasurer and Secretary, each with defined and distinctive roles. As this structure does not suit all clubs, each club should be sufficiently flexible in its approach so that the committee can be structured around the plans of the organisation and the skills of its members.

An ideal Committee/Board:

- Displays Leadership, Integrity & Good Judgement;
- Use these three attributes to ensure more effective decision making; and
- Ensure the club demonstrates transparency, accountability and responsibility.

More information on Position descriptions and Duties can be found on the Australian Sports Commission [Website](#).

## **Keeping Records:**

All records should be accurate, current and readily accessible. It is recommended that organisations retain records for 10 years, as some legislation requires that records be kept for a minimum period.

A wide range of computer packages are available to help keep records. However, if the organisation does not have access to a computer or the appropriate programs, the following will be required:

- A book or a set of cards for the register of members;
- A minute book and notebook or pad for taking notes at meetings;
- A filing system suitable for keeping records;
- Stationery;
- A book to record assets and liabilities;
- Membership application forms and other standard forms (e.g. committee nominations);
- A calendar for recording dates of meetings, activities and deadlines;
- Accounting records – the Treasurer takes charge of these; and
- A manual of procedures – this can be the organisation's most valuable asset. Many tasks have to be completed at the same time each year and should be recorded in standard form.

All clubs are required by their constitution to hold an Annual General Meeting (AGM) of all members.

Items that must be included on the agenda of the AGM include:



- Minutes of the previous AGM are circulated and read;
- The President presents the Annual Report (possibly via Secretary if chairing the meeting);
- The Treasurer presents a bank statement and balance sheet;
- Elections for incoming office bearers; and
- Motions related to changes to the Constitution.

## **Meetings:**

Effective & Efficient meetings are an essential part of running your club.

To ensure your meetings are both productive and effective, there are a few simple steps to follow:

- Prior to the meeting, distribute an agenda to all meeting participants;
- Prepare any required information for your specific agenda items;
- Ensure the meeting starts on time;
- Ensure the agenda is strictly followed, unless directed otherwise by the meeting; and
- Keep all discussions on topic, to ensure the meeting finishes on time.

The regularity of meetings should be outlined in the Club's Constitution and Regulations. Each Club will be different depending on size, upcoming projects and time of the season.

There are three main types of meetings:

- **General Committee Meetings:** are usually well publicised with a written agenda. Minutes are taken during the meeting and the information is circulated at a later date to relevant parties, while a copy is kept for records. These meetings are only attended by committee members or invited guests.
- **Annual General Meetings (AGM):** are held in the offseason and as the name suggests, once per year and Special or Extraordinary General Meetings may be held to deal with specific issues, such as a vital matter arising that requires urgent discussion by the whole group. These meetings may be held as and when needed and are open to all members. These meetings are an opportunity for members to review the previous season and initiate their views for the coming season. Clubs may vary the timing allocated for the meeting, persons eligible to vote, the election of officers and changes to the constitution, at these meetings. These specifics should be outlined in the Club Constitution. At the AGM, the Annual Report is presented for adoption. All members should be given a copy of the Report in advance, with enough time to review it before the meeting.
- **Subcommittee Meetings:** depending on the size and nature of your club, you may have subcommittees that deal with specific areas, for example fundraising or social activities. These committees will need to meet to coordinate its specific activities and will often be required to report on its progress to the general committee. These meetings should be held as often as determined necessary by the subcommittee.

## **Quorum:**



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A quorum is the minimum number of people necessary to make a valid decision and is usually outlined in the Constitution. A meeting can be declared invalid if a quorum is not present or insufficient or incorrect notice of the meeting is given.

## Further Information:

[Starting a New Club](#)

[A guide to Incorporated Associations](#)

[Establishing your Constitution](#)

[Club President Guide](#)

[Club Secretary Guide](#)

[Club Treasurer Guide](#)

[Effective Committee Management](#)

[Effective Committee Meetings](#)

[Conducting Meetings](#)



## PLANNING

Planning is crucial to the success of your club and is one of the key responsibilities of the committee. It provides a direction for where your club wants to be and how it will get there.

The committee should identify the following when planning:

- Goals - statements that explain the broad directions
- Objectives – states more specifically a series of achievements that contribute to achieving the goal. Make sure they are specific, measurable, achievable, and realistic and have a timeframe.
- Actions – what needs to be done to achieve these objectives?
- Responsibilities – who is responsible for completing the actions?
- Timeframes – when do actions need to be completed?
- Resources – what financial and human resources are required?

Planning is integral to the successful operation of all clubs.

## BUSINESS & OPERATIONAL PLANNING

A business plan is a formal statement of a clubs' goals, stating the plans for reaching those goals and the reasons why they are believed to be attainable. Simply, it may be the strategy utilised to attain the Clubs' objectives.

The business plan should clearly identify all the important facts about the club, such as its history, its current financial position, its objectives and the 'business' activities to be undertaken.

Benefits of Business Planning:

- To ensure Clubs remain financially stable over a specified period of time;
- To raise funds toward a capital investment, e.g. a facility; and
- To prevent financial distress by over-spending, e.g. day-to-day running of club, or when hosting a Special Event.

### The Business Planning Process

Engage:

To Plan effectively, it is important to involve as many people as possible. E.g. club members, Committee members, coaches and other interested parties in the planning process.

Development:

It is important to research the current market in which your club operates – who your club appeals to, who its competitors are, and what factors may influence the clubs future, are important issues to be considered.



Allow ample time for the 'brainstorming' of ideas and development of the framework. The amount of time allocated will vary depending on the size of the club.

Evaluate:

An important aspect of planning is its evaluation, as a means of monitoring progress and implementing amendments identified. This evaluation process should be a permanent feature on the club calendar, occurring at a minimum, once a year.

## STRATEGIC PLANNING

Strategic planning is the process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy. This process is vital to the viability of all clubs, as a means of further growth.

Benefits of Strategic Planning:

- To identify the club's past, present and future direction;
- Establish objectives;
- Encourage member contribution to future club development;
- Evaluate the club; and
- Create order to club operation.

### The Strategic Planning Process

Engage:

If club members are allowed input into its design, it is likely to be comprehensive and more easily implemented. Ideally, this will create a sense of ownership by members, resulting in greater support and enthusiasm to make improvements when needed.

Development:

The planning process may coincide with other events on the club calendar, such as the Annual General Meeting (AGM), club conferences or workshops. Distribution of the Strategic Plan framework will offer the plan to be reviewed prior to its adoption by the club. At this time, amendments may be made prior to implementation.

Evaluate:

An important aspect of planning is its evaluation, as a means of monitoring progress and implementing amendments identified. This evaluation process should be a permanent feature on the club calendar, occurring at a minimum, once a year.



## SUCCESSION PLANNING

Succession planning is the process of identifying and preparing suitable people through mentoring, training and position rotation, to replace key players within the Club as they chose to resign their position or their term expires.

Most importantly succession plans are used to ensure your club will continue to operate if a person/s resign their position in the club, and that the outcomes of their work continues well beyond their involvement with the club.

A succession plan is necessary to provide opportunities for potential leaders within clubs to be identified and developed in readiness to move into leadership positions. Clubs that plan for smooth transitions of leadership are less likely to experience disruptions to their operations and are in a better position to replace volunteers who vacate their current positions.

### Benefits of Succession Planning:

- So the same people don't feel obliged to help;
- To encourage more people to attend meetings and workshops;
- To ensure your club will function efficiently if a key person or people left suddenly;
- To allow temporary filling of positions, in the case of illness or absence;
- To support and therefore better assist the club

## FINANCIAL PLANNING

Is critical to ensuring the financial health of your club. It should be undertaken with both a short-term and long-term focus. The plan allows the committee to understand the club's financial position going forward.

The following plans may be used also;

**SWOT Analysis** – an analysis of the strengths, weaknesses, opportunities and threats of your club and is generally conducted as part of a Strategic Business Plan. Examining the internal factors (strengths and weaknesses) and external factors (opportunities and threats) impacting on your club's activities will enable you to implement plans to deal with, or take advantage of each factor.

**Needs Assessment** – can be undertaken to help identify the needs of your members, so you can introduce programs or services that will benefit them. Your members should be consulted during needs analysis, to ensure you understand the impact a specific project, event or idea may have on them.

**Feasibility Study** – Used to determine whether an idea or project is achievable, sustainable and financially viable. If your club is considering any major projects (e.g. Capital works, relocation, mergers), it will be useful to first undertake a feasibility study. Depending on the size of the project it may be necessary to engage an external consultant to undertake the feasibility study.

As a minimum, it is recommended that your club completes a club plan and a budget each year. Undertaking a planning process each year will further assist your club to remain sustainable and financially viable moving



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forward.

If you require any assistance please contact the Shire's Community Development Team on 9733 7800.

### Further Information:

[Planning for your Club](#)

[Club Planning](#)

[Pre Planning Guide](#)

[Planning](#)

[SWOT Analysis guide](#)

[Needs Assessment Guide](#)

[Feasibility Study Guide](#)

[Strategic Planning Guide](#)



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## MARKETING & PROMOTION

The area of communications, marketing, promotions, sponsorship and media is vitally important to the success of a club, its member servicing and the event's clubs run. It is often overlooked in today's ever evolving social media society.

Effective marketing and communication can attract members, sponsors, volunteers and funders. The more people know about your club, the more opportunities that might come your club's way. Marketing and communication initiatives are also a good way to promote (and thank) your sponsors, funders and other community partners.

Effective marketing and communication means both doing more with less, but also ensuring your messages are being seen and heard by the appropriate audiences.

Promoting your club can include events, activities and advertising, however proactively sharing stories of success and highlights can be just as effective. The club should also ensure information is made available for people wanting to get involved as participants, coaches, officials, volunteers or supporters.

There are a number of ways to deliver these messages, including:

- Club Website
- Newspaper advertising
- Club Functions
- Competitions
- Sponsorships
- Club Open Days
- Promoting through Schools
- Social Media
- Word of Mouth

The key is for communication to be regular, in order to retain interaction with your members and stakeholders, but also ensure your community is aware of your club and activities. The simple task of ensuring the club's contact details are listed in the phone book and local directories is also important but can often be overlooked.

Another important consideration is for the club to meet the needs of their members, by understanding WHAT people want to know about, and the WHEN and HOW they want to receive that information. This is particularly important when needing to deliver messages to members about events, competitions, facilities or club announcements.

For more information on effective marketing and communication visit the Australian Sports Commission website.

### Further Information:

- [Marketing & promotion your club](#)
- [Guide to sports club marketing](#)
- [Sample Marketing Plan](#)
- [Guide to writing media release](#)



## FINANCIAL MANAGEMENT

### FINANCIAL REPORTING

The treasurer is responsible for financial reporting. This role involves reporting the financial status of the club to the committee on a regular basis, and comparing the financial performance with the budgeted performance. The financial performance of the club should be reported monthly and at the AGM.

As a rule of thumb, most clubs should complete the following three financial reports each year:

- Balance Sheet
- Profit and Loss Statement
- Cash Flow statement

These financial statements will assist your club in developing financial reports each year.

### BUDGETING

A budget is a way of thinking ahead financially. Accounting looks backward, at what income you have received and the amount you have actually spent. Budgeting looks forward. It predicts the expenses you expect to incur and the income you hope to bring in. It is intended to minimise the risk of being faced with nasty surprises and to provide a base to begin planning.

In designing your budget framework you need to ask:

1. What are the things you spend your money on? (Expenditure)

The standard major expenditure items are:

- Salaries
- Equipment
- Rent
- Utilities
- Stationery
- Advertising / Travel/ Insurance
- Sundries (anything that doesn't fit under the other headings)

2. How do you bring money into the organisation? (Income)

The standard major income items are:

- Grants
- Donations



- Charges for services
- Sales & Memberships
- Add your own special categories to these. Put in subheadings where they represent significant sums (and check your formulas to make sure you're not double counting them).

Now you have to estimate what the figures will be in each category. Remember, you're not costing what you did last year, or even what you're doing now; you want to know what it will cost to deliver objectives the following year.

In your committee meetings it may be beneficial to include a month-by-month comparison with the budget. This is only an indication, as month-to-month variation can be just random fluctuation. In particular, look at the pattern of income and expenditure in previous years. Don't necessarily just divide the year's budget into twelve equal parts. Does money go in or out at any particular times every year? For example, do memberships fees come especially at the beginning of the year, or do donations come in before the end of the financial year?

## TAXATION

There are specific taxation laws that apply to not-for-profit organisations, including sport and recreation clubs. Depending on the specifics of your club, you may be eligible for certain tax exemptions or concessions.

For further information about your club's taxation obligations, contact the Australian Taxation Office on 13 72 26, or visit their [website](#).

## INSURANCE

Insurance is a critical component of any club's operation. There are occasions where accidents do happen, regardless of the safety procedures that are in place. Insurance transfers the financial risk of the club to the insurance company.

Although a necessary component, insurance should be regarded as a last resort safety net as clubs should take every step to ensure that the playing environment is as safe as possible, through minimising any potential risks.

Your club's insurance requirements will depend on the size of your club, its assets and the nature of its activities. However, as a minimum, it is recommended that every sporting club be covered by Public Liability Insurance.

There are a number of insurance policies available for clubs:

Public Liability – provides indemnity against liability to pay damages resulting from injuries and accidental damage to property.

Directors' Liability – provides indemnity against liability to third parties for the committee and office bearers



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of your club who are performing their duties as part of the committee.

Professional Indemnity – provides protection for members or employees of your club giving professional advice, for example coaches or trainers advising their players.

Workers' Compensation – provides protection for employees of your club that are injured during their employment. Generally does not cover volunteers, as they are not deemed to be employees.

Volunteer Workers' – provides protection for volunteers that are injured while volunteering for your club.

Asset Protection – provides protection for your club's assets from fire, theft and damage, depending on the type of policy purchased.

For further information contact your State Sporting Association or speak with an Insurance Broker.



## SPONSORSHIP & FUNDRAISING

### FUNDRAISING

Fundraising is a process designed to secure funds additional to a sport and recreation organisation's operating budget.

Fundraising is usually required in order to fund special activities such as:

- Buildings / Facilities
- Innovative events/projects
- New programs.

Sport and recreation organisation generate funds from four main sources:

- Internally
- Grants from government
- Sponsorship from business
- Donations from trusts, foundations, businesses or individuals

It is essential that sport and recreation organisations carefully consider each of these sources and develop fundraising strategies aimed at achieving maximum benefits from each (where appropriate to the organisation). There are established fundraising principles which all sport and recreation organisations should follow are as set out below.

The organisation should:

- Determine why the funds are required – there must be a clearly defined purpose that drives the rest of the process.
- Set objectives – these should be SMART (specific, measurable, achievable, realistic, time bound) objectives which detail what needs to be done and by when (see the *Club Planning* module).
- Assess the resources available (people, equipment, facilities, money, commitment) and develop a budget – this establishes the limits that the organisation can go to secure more assistance and helps identify the real costs to the organisation.
- Develop strategies – these detail how the required funds will be raised.
- Establish priorities, implement and monitor strategies.

### Fundraising ideas

Here are some ideas to get you started. Be as creative as you can within your limits. Decide on an idea or combine a number of ideas into a one-day event.



Bike ride	Organise a sponsored bike ride around your local area. Map out a safe and appealing route. Get a local sponsor to provide drinking water and other refreshments at the end.
Themed ball	Dress up a local hall with a theme for an evening of dinner and music. Check your local costume hire place for ideas or base it on a movie such as Moulin Rouge. Requires time to plan and a budget.
Football/netball/cricket match	Organise a match with local businesses or schools. Perhaps invite a celebrity or two. Each team member can be sponsored and charge admission to the field.
Quiz/trivia evening	Hold one-off events or a regular series with a prize for the winners. If you have the budget, there are trivia kits available or professionals that will run the night for you. Ask at the local hotel or check the internet for suggestions.
Training or coaching sessions	Provide training classes, clinics or coaching sessions to members and non-members for a fee.
Fetes and market stalls	Sell donated items and local produce. Hire space at the local markets as a one-off event or on a regular basis if you have willing volunteers.
Barbeques and refreshment stalls at matches	While people love a sausage sizzle, do some research. You may find one or your members or their families can produce a tasty alternative. Or approach a local shop or two to donate in return for free advertising on the stall and in the newsletter.

## GRANTS

Grants are a valuable source of finance for activities, events and facilities. There are a number of organisations that offer grants to clubs.

### Applying for a grant

Grant funding is generally for specific projects. Be clear about what type of project you want to undertake. Then find an appropriate grant to apply for.

To help you successfully apply for a grant, follow these steps:

- **Guidelines and forms**

Carefully read all the guidelines and application forms before you start to fill them out. Make sure your project fits the guidelines.

- **Discuss requirements**

Talk to the funding body about the requirements. Check the program target group and whether there are any new or expanded services available.



- **Canvas support**

Get support from other organisations and explore local political support if necessary.

- **Pictures**

Pictures speak a thousand words – be sure to include pictures of your proposal.

- **Deadlines**

Be aware of, and adhere to the application deadline. Double check your application – have you attached all relevant supporting material?

- **Confirmation**

Get confirmation from the funding agency that your submission has been received.

- **Successful applicants**

If you are successful, keep the funding up to date with the progress of the project. Acknowledge the funding agency on signage or promotional material.

- **Acquittal**

Note your acquittal requirements from the funding body prior to starting the project. Be sure to keep all records in separate file before, during and after the project.

For more information on grants that may be suitable for your projects and events please visit the grant directory [website](#).

## SPONSORSHIP

Entering into a sponsorship agreement is an excellent source of funding for your club; however most sponsors will expect some kind of return on their sponsorship investment. Having one person on your committee responsible for sourcing sponsorship (either a dedicated sponsorship coordinator or another committee member) is an effective way to coordinate the sponsorship process.

A detailed sponsorship proposal will increase your club's chances of securing sponsorship. It should be tailored to the intended sponsor and highlight the benefits your club can provide in exchange for their sponsorship investment.

These benefits may include:

- Sponsor's logo appearing on your club website or newsletter



- Advertising signage displayed at your clubrooms, or at club events
- Members encouraged to use sponsor's products and services
- Sponsor's logo appearing on your club uniform
- Sponsor's products sold at the club (e.g. food and drinks)
- Allowing the sponsor access to club members.

## Maintaining the Sponsorship/Grant Relationship:

The relationship that is established between your club and a sponsor or funder should not be neglected after receiving the assistance. You should maintain your efforts to ensure a positive relationship with the sponsor, with ongoing communication being a key component. There are a variety of ways to keep your sponsors informed and involved:

- **Thank-you Letters**

All funding should be acknowledged with a personal thankyou letter that appreciates the support and reiterates the need, intended use and sponsorship terms, signed by the management committee chairperson or executive director.

- **Press Clippings**

Copies of articles appearing in the press publicising any aspect of the project and that make reference to the sponsor should be forwarded to that organisation. A letter that indicates the general content of the article should be included.

- **Regular Written Progress Reports**

Reports documenting the progress of your club, project, or team should be sent regularly to the sponsor (include photographs where appropriate).

- **Personal Visits and Invitations**

Representatives of the sponsor should be invited to participate in your ceremonies and events (eg facility openings) and the sponsor should be kept informed of all milestones.

- **Telephone Calls**

Committee members should be available to respond to calls from sponsors, and to initiate calls. It is important that you are responsive to questions that show continued interest.

- **Take An Interest In Your Sponsors**

Acknowledge their success even if they are unrelated to the sponsorship agreement.

- **Newsletters**



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Sponsors should be placed on your club's mailing list, and be acknowledged in the newsletter where appropriate.

- **Recognition**

Sponsors like to be recognised for the contributions they make. Linking a corporate sponsor to well-publicised successes is highly prized by corporate marketing departments.

- **Request For Continuing Funds**

This is an important part of the sponsorship process. You should explicitly identify relevant progress and accomplishments and outline opportunities for continuance and expansion. The sponsor may decide to continue sponsoring the organisation in other areas. Always remember that sponsorship is a business deal and the company wants to get value for its investment. You should continually look for further avenues to promote sponsors.

## Further Information:

- [Financial Management for Non Profit Organisations](#)
- [Financial Management Reports](#)
- [Tax for Non Profit Organisations](#)
- [Insurance](#)
- [Budgets](#)
- [Sponsorship, fundraising and Grants](#)
- [Fundraising Ideas](#)
- [Sponsorship](#)
- [Club Sponsor Guide](#)



## TRAINING & DEVELOPMENT

### ADMINISTRATORS

It is important that your club's committee members have the necessary skills to perform their duties effectively. Providing opportunities for them to undertake professional development in skills relevant to their position will be beneficial to the management of your club and also assist you in retaining them as volunteers.

The Department of Sport and Recreation along with the Shire of Waroona offer regular opportunities for your club's volunteers to attend training and development sessions. For further information, visit the [Department of Sport and Recreation](#) or Shire website or contact your State Sporting Association.

### OFFICIALS

Officiating is one of the most challenging roles in sport; it requires solid decision making, concentration, communication and people management skills. It is recommended that anyone acting as an official at your club undertakes some form of officiating accreditation, to assist them in performing their duties.

New officials are encouraged to complete the Introductory and Advanced Officiating General Principles course online. The course will assist new officials in learning the basic skills required to officiate effectively.

The course is offered free by the Australian Sports Commission and takes approximately four hours to complete online. For regular officials, it is recommended that they become accredited under the National Officiating Accreditation Scheme. The training course includes general officiating principles as well as sport-specific skills, rules and techniques.

### COACHES

Coaches play a key role in developing your player's skills and helping them reach their potential. It is recommended that your coaches, as a minimum, undertake a basic coaching accreditation.

New coaches are encouraged to complete the Beginning and Advanced Coaching General Principles course online. The course will assist new coaches in learning the basic skills of coaching, particularly in relation to working with children. The course is offered free by the Australian Sports Commission and takes approximately six hours to complete online.

For regular coaches, it is recommended that they become accredited under the National Coaching Accreditation Scheme. The training course includes general coaching principles as well as sport-specific skills and techniques.

#### Further Information:

[Coaching](#)

[Officiating](#)



## TECHNOLOGY

### Club Email Address:

An independent club email address will make it easier for your club to communicate. It allows more than one person to access and send emails on behalf of your club, increases the perception of the identity of the club and proves the club is run in a professional manner and assists to maintain continuity when your committee members move on.

There are a number of providers that offer free email addresses with minimal details required for sign up. Your email address should be recognisable and synonymous with your club.

### Club Website:

A website is an important marketing and promotional tool and allows you to publish specific information about your club. A professional looking website can assist you in attracting new members and may be beneficial in attracting potential sponsors.

The Department of Sport and Recreation offers free websites to clubs that register as a user of Clubs Online. Registering as a Clubs Online user also allows your club to be added to the Find a Club directory, enabling potential members to easily locate you.

### Social Media:

The use of social media has become an important marketing and communication tool for clubs. Effective use of social media will allow you to promote your club for free, to a large number of people. The three main social media platforms are as follows:

- Facebook
- Twitter
- Instagram

Every club is different and no one social media marketing strategy will work for all. Experiment with social media and get feedback from your members to work out which options are most effective and useful for your club. Here are just a few examples of the ways your club could use social media:

- Use Twitter to quickly advise members of a last-minute change of venue or cancellation due to rain.
- Let committee members know via Facebook when and where the next meeting will be. Use the RSVP option to find out who will attend.
- Get on Twitter and report live on matches, especially to fans, members and sponsors who can't be there. This is especially useful when a team or an athlete is touring overseas.
- Market club merchandise online via Facebook.
- Use a photo sharing application like Flickr to post a selection of good quality club photos that journalists and bloggers can access any time of the day or night (again, with permissions).



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- Promote come-and-try days and team trials dates to potential new members with a Facebook ad.
- Drive people to your website where they will find more information about the club.
- Use Facebook to start a discussion about a particular topic or issue at the club. Remember, social media offers two-way communication. Be prepared for positive and negative feedback and use it to improve your club.

## **Team App:**

Team App is a platform for your sporting club to create their own smartphone app that's great looking, easy-to-use, packed with features and FREE. Creating your own free customizable smartphone app is quick and easy.

Utilising the latest smartphone technology, TeamApp has addressed three main issues with sports clubs:

1. Managing the flow of information
2. Creating sponsorship opportunities
3. Professionalism

The app was developed in research with coaches, officials, athletes, supporters and parents to help and improve the communication lines in sporting clubs and adapt to changing times.

### Further Information:

[Social Media for Clubs](#)

[Social Media Tool Kit](#)



## VOLUNTEER MANAGEMENT

Volunteers are critical to the successful running of any club or group and the implementation of effective volunteer management practices will ensure a well organised, trained and happy volunteer workforce.

### RECRUITING VOLUNTEERS

Recruiting volunteers into your organisation is important for its sustainability.

Strategies for recruiting volunteers:

- Produce volunteer information kits, including job descriptions for volunteer roles.
- Check past and present membership lists for potential volunteers.
- Conduct a skills audit of your organisation to identify potential volunteers.
- Provide new members with information on ways they can get involved with your organisation as a volunteer (include in membership information).
- Use the local community newspaper – classified ads, letters to the editor, feature articles.
- Produce posters, pamphlets or flyers that promote the club and the roles that volunteers are required for – distribute where potential volunteers may visit.
- Advertise for volunteers on your organisation's website. Contact [\*\*Volunteering WA\*\*](#) – utilise their volunteer referral service. Advertise for volunteers on the [\*\*"Go Volunteer" website\*\*](#).

### MANAGING VOLUNTEERS

Once you have recruited your volunteers and the above strategies have worked its now very important to manage your volunteer workforce effectively.

Below are some strategies to do so:

- Appoint a Volunteer Coordinator to your organisation; someone who is responsible for recruiting managing and recognising your volunteers. Someone who is a point of contact for volunteers
- Develop a volunteer management plan. This plan should address:
  - Number of volunteers required and the roles they are required for
  - Roles and responsibilities of volunteers
  - Training that can be offered to volunteers
  - Ongoing day-to-day support that can be provided
  - Recognition strategies.
- Develop job descriptions outlining volunteers' duties.
  - Job descriptions enable potential volunteers to understand what is expected of them before taking on the position.



- Identify the training requirements of your volunteers
  - Include an allocation for volunteer training in the organisations budget
- Provide support for your volunteers
  - Provide volunteers with a central point of contact i.e. volunteer coordinator
  - Make sure that volunteers are not out of pocket, where possible cover their expenses
  - Keep volunteers regularly informed about what is happening in the organisation
  - Ensure that recognition of volunteers is ongoing

## RETAINING VOLUNTEERS

Volunteers are the backbone of sport and recreation. Recognising the work they do can make a big difference to how volunteers feel about the club/organization they are involved in as well as their volunteer experience.

Below are some tips on ways to show you appreciating your volunteers that will also contribute to a long term strategy for volunteer retention:

- Make a good first impression – make volunteer feel connected to your club
- Ask for feedback – talk to volunteers about any concerns/suggestions and take the feedback on board
- Be inclusive, invite volunteers to club functions, trainings etc.
- Keep them in the loop – keep volunteers up to date with what is happening at the club.
- Give them meaningful work – utilise your volunteers skill base
- Provide training and Professional development
- Provide feedback - point out what they are doing well and offer constructive help if needed.
- Celebrate the little things – point out how their work contributes to club goals and achievements.

## RECOGNISING VOLUNTEERS

Recognition is vital in the retention of club volunteers. There are some key considerations and approaches to recognising and rewarding volunteers in terms of equity.

It is important to keep records and to know why volunteers are being recognised or rewarded. Recognition stems from genuinely valuing your volunteers and their efforts within your club.

Ways to recognise volunteers:

- Smile, say hello and thank you to your volunteers regularly
- Include volunteers in organisational charts
- Write letters and post cards of thanks to volunteers
- Provide identification pins, badges, shirts or caps
- Provide discounted memberships to volunteers
- Provide complimentary tickets to volunteers for special events functions
- Send get well, birthday and Christmas cards to your volunteers
- Reimburse out-of pocket expenses for volunteers



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- Acknowledge the efforts of volunteers during committee meetings
- Present special awards for 1, 3, 5, 10, 15 and more years of service

### Further Information:

[Volunteer Management Guide](#)  
[Planning, Recruiting and Retaining  
Volunteers](#)  
[Retaining and Recognising Volunteers](#)  
[Recruiting Volunteers](#)



## KIDSPOUT

KidSport enables Western Australian children to participate in community sport and recreation, no matter their financial circumstances. Eligible youth aged 5–18 years can apply for financial assistance to contribute towards club fees. The fees will go directly to the registered KidSport clubs through the Shire of Waroona.

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 Clubs:

Sport and Recreation clubs wishing to be involved in the KidSport program should register as a KidSport Club with the Shire of Waroona.

### Club Eligibility:

To be eligible for KidSport, clubs can be a:

- Not-for-profit sport or recreation club, and if applicable, affiliated with a recognised state sporting association or have affiliation through a state organisation; or
- Business/privately owned but individual members must be affiliated with a recognised state sporting association or have affiliation through a state organisation.

### Registered Club:

Once registered, KidSport clubs can start to receive applications and invoice the local government for the cost of the child's fees and other related costs as identified.

### Promoting KidSport:

Clubs can help to promote KidSport to their members by linking with the Shire of Waroona to access application forms, or include information in their club newsletters.

For further information on KidSport, please contact our Community Development Team on (08) 9733 7800.

[Further Information:](#)

[DSR - Kidsport](#)



## USEFUL CLUB INFORMATION

### LIQUOR LICENSING & GAMING

Sport and recreation clubs wanting to sell alcohol on their premises must apply for a liquor license. The license controls the way alcohol is sold and distributed to your members and their guests. Licenses are generally dealt with under legislation known as Liquor Licensing Acts. Some legislation requires a club to be incorporated before it can gain a liquor license.

Similarly, a licence may be required for gambling activities, such as bingo and gaming that clubs may wish to conduct for fundraising and social purposes.

For further information contact the Department of Racing, Gaming and Liquor on (08) 9425 1888 or visit their [website](#).

### FOOD SAFETY

If your club plans to sell food, it is important that food safety guidelines are adhered to, ensuring that food is prepared and handled in a safe manner.

For further information contact the Shire's Environmental Health Officers on (08) 9733 7800, or visit the Food Standards Australia [website](#).

### CODES OF BEHAVIOUR OR CONDUCT

A code of conduct or behaviour can be described as a set of statements that set out what your club considers to be an acceptable standard of behaviour and conduct. These codes explain how your club expects its members and their guests to behave.

Codes of conduct or behaviour provide a guide and basis of expectations for a club. They encourage commitment to ethical and professional behaviour and outline principles on which a club is based.

### WORKING WITH CHILDREN CHECK

The Working with Children Check (WWC Check) is a comprehensive criminal record check for certain people in child related work in Western Australia.

The WWC Check aims to increase the safety of children in our community by helping to prevent people who have a criminal history that indicates they may harm children from working with children.

The fee for a WWC Check for paid employees and self-employed people is \$82.00 and for volunteers and unpaid students on placement is \$11.00. A WWC Card is valid for three years unless cancelled sooner.



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For further information contact the Working with Children Screening Unit on 6217 8100, or visit their [website](#).

### **Further Information:**

[Liquor Licensing Guidelines – Western Australia](#)  
[Liquor Licensing](#)  
[Food Standards Australia](#)  
[Making Sport Inclusive, Safe and Fair](#)  
[Working with Children fact sheet](#)



## SHIRE OF WAROONA

### COMMUNITY DEVELOPMENT GRANTS

The Community Development Grants aim to assist not-for-profit sport, recreation or community groups to build and strengthen their organisational capacity, develop skills, or to host an event in an endeavour to deliver services within the Shire of Waroona that effectively contribute to building vibrant, inclusive and healthy communities. Organisations can only receive financial assistance once per financial year.

Funding is limited to a maximum of \$800 per year. Applications will be invited once a year.

For further information about the Community Development Grants, please contact the Community Development Team on (08) 9733 7800

### BOOKING OF COMMUNITY FACILITIES AND RESERVES

Sport and recreation clubs must book Council facilities and reserves for club activities, community events and private functions. Various facilities and reserves are available that suit a range of different sporting activities and group sizes. Generally, bookings for sports clubs are taken on a seasonal basis (winter or summer) or on an annual basis for sports that play all year. Specific conditions apply to seasonal and annual bookings.

For further information about booking a community facility or reserve please contact the Administration team on (08) 9733 7800.

### COMMUNITY FACILITY AND RESERVE MAINTENANCE

If the facility or reserve your club uses has any maintenance issues please contact the Administration team on (08) 9733 7800. An Officer will lodge the request and the issues will be dealt with appropriately.



## RESOURCES

### Australian Sports Commission – Healthy Club Checklist

The ASC Healthy Club Checklist has been developed as a tool to assist State Sporting Organisations and their clubs with their overall management, governance and planning both at a strategic and operational level.

To this end, the questions within the ASC Healthy Club Checklist focus on the key areas that drive clubs; how clubs set and reach targets considered important to running a successful club.

The report provided at the completion of the survey gives clubs a clear picture of whether operations and activities are on target to achieve goals.

It would be beneficial for your club to complete this quick checklist to gain a better understanding of your clubs needs and identify areas that may require more focus and action. Honest feedback is an important communication tool which will allow your Club Development Officer to work in partnership with you.

Please contact your Club Development Officer once you have completed the ASC Healthy Club Checklist to discuss feedback or to raise any questions.

### WA Sports Federation – Top Club Planning Tool

The Top Club Planning Tool is a partnership between the WA Sports Federation and currently eight State Sport Associations (SSAs) Basketball WA, Football West, Hockey WA, Netball WA, Rugby WA, Surf Life Saving WA, WA Cricket Association and the WA Football Commission.

The SSAs have been consulted in guiding the direction of the project and continue to be engaged in its development and delivery. It is a project that has been developed by sport for sport.

The Top Club tool is an overall club development program that offers face-to-face education for club committees and their members using the Top Club software planning tool.

Top Club engages club members in developing club values and identifying appropriate and inappropriate behaviour as part of developing a club plan for the year. The club plan assists the president and committee in identifying key tasks to be undertaken. The output of the session will be a 2-3 page plan that clearly articulates the club's direction and actions for the forthcoming year.

The philosophy is that a plan underpinned by the club's values and articulated expected behaviours will make a better club overall. Top Club seeks to enhance club culture through strong and effective leadership, a consultative decision-making process to achieve buy-in, agreement of behaviour standards and consistent practice of the behaviours.

If you are interested in the Top Club Planning Tool please contact your Club Development Officer on (08) 9733 7800 to register your interest.



# Club Development Manual

## INFORMATION SHEET

<u>Organisation</u>	<u>Website</u>	<u>Phone</u>
Shire of Waroona	<a href="http://www.waroona.wa.gov.au/">http://www.waroona.wa.gov.au/</a>	9733 7800
Shire of Waroona – Club Development	<a href="http://www.waroona.wa.gov.au/">http://www.waroona.wa.gov.au/</a>	9733 7800
Shire of Waroona – Community Development	<a href="http://www.waroona.wa.gov.au/">http://www.waroona.wa.gov.au/</a>	9733 7800
Department of Sport & Recreation	<a href="http://www.dsr.wa.gov.au">www.dsr.wa.gov.au</a>	9550 3100
Western Australian Sports Federation	<a href="http://www.wasportsfed.asn.au">www.wasportsfed.asn.au</a>	9387 8100
Department of Commerce	<a href="http://www.commerce.wa.gov.au">www.commerce.wa.gov.au</a>	1300 136 237
Department of Racing, Gaming and Liquor	<a href="http://www.rgl.wa.gov.au">www.rgl.wa.gov.au</a>	9425 1888
Australian Tax Office	<a href="http://www.ato.gov.au">www.ato.gov.au</a>	13 72 26
Working with Children Screening Unit	<a href="http://www.checkwwc.wa.gov.au">www.checkwwc.wa.gov.au</a>	6217 8100
Peel Volunteer Resource Centre	<a href="http://www.peelvolunteer.org.au">www.peelvolunteer.org.au</a>	9581 1187
Lotterywest	<a href="http://www.lotterywest.wa.gov.au">www.lotterywest.wa.gov.au</a>	9340 5270
Healthway	<a href="http://www.healthway.wa.gov.au">www.healthway.wa.gov.au</a>	9476 7000
Australian Sport Commission	<a href="http://www.ausport.gov.au">www.ausport.gov.au</a>	02 6214 1111
Grants Directory	<a href="http://www.grantsdirectory.dlg.wa.gov.au">www.grantsdirectory.dlg.wa.gov.au</a>	6551 8700

### Contact Details:

#### Brad Vitale

Community Development Officer

Mobile: 0409 370 360

Phone: 9733 7800

Email: [cdo@waroona.wa.gov.au](mailto:cdo@waroona.wa.gov.au)

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### Supported by:



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