



City of Greater Geraldton
Clubs Pack
The Mid West Club Management Guide



Department of
Sport and Recreation



Contents

Message to Clubs	1
Seasonal Checklist	2
Incorporation: Benefits, roles and responsibilities	3
What is a constitution?	4
Committees	5
Roles Within the Committee	6
President - 'The Leader'	7
Roles Within the Committee	8
Secretary - 'The Voice'	9
Roles Within the Committee	10
Treasurer - 'The Custodian'	11
The Clubhouse Booklets	12
Finding a Sponsor	13
Planning	14
Seven Essentials of a Good Business Plan	15
Planning	16
Succession Planning	17
Kidsport	18
Grants and Funding	19
Sports Grounds Bookings	20
The Clubhouse Booklets Starting a new club	21
Websites Quick Reference Guide	22



Message to Clubs

Dear Sporting and Recreation Clubs, The value of club involvement and activity cannot be underestimated. Clubs conducting sports, hobbies and other activities enhance physical and emotional wellbeing within all who participate whether it be physically, mentally or socially. Drawn together by common interests, our clubs can promote long lasting friendships and a fantastic social atmosphere for old and new members of any community. Once involved, clubs help us to improve life skills such as: cooperation, teamwork, communication, empathy, networking and motivation.

As a group, sport and recreational clubs represent the largest number of associations incorporated in Western Australia. Clubs vary in size and complexity, and offer a diverse range of competitive, recreational, professional and amateur activities.

The Club Development Officer scheme was developed in partnership with the Department of Sport and Recreation to support clubs in reaching their full potential. This program is about empowering clubs to become flourishing

environments with the goal to increase participation both on and off the field.

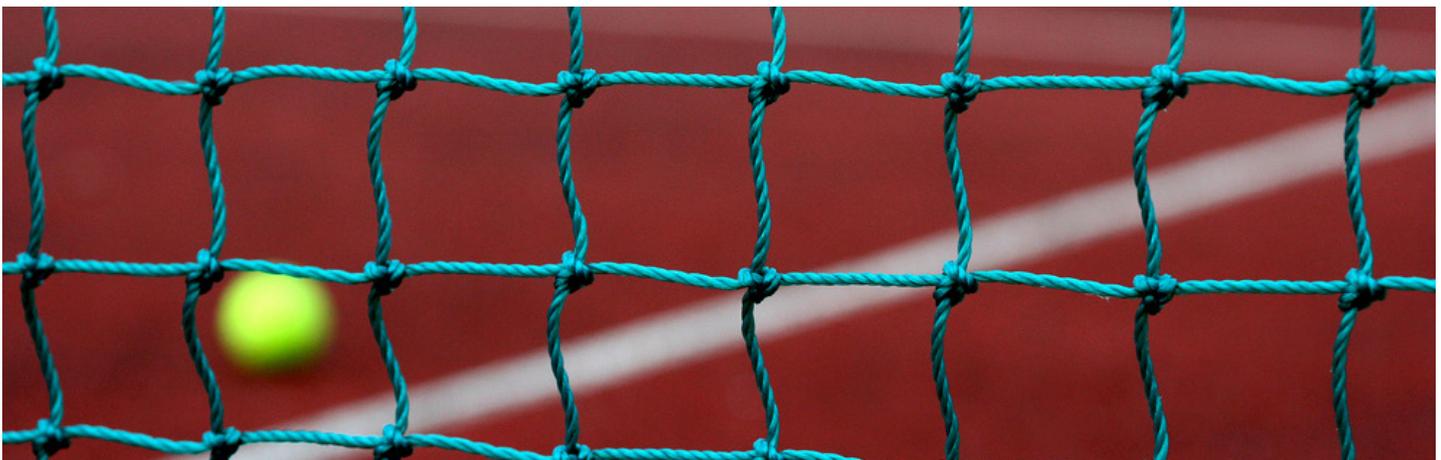
The City of Greater Geraldton's Sports ALIVE! Clubs Pack is a Club Management Guide which includes fundamental information necessary for running a club. This guide aims to address club management challenges relevant to all sporting clubs, drawn from "best practices" that other clubs have implemented and found to be successful. Also it includes valuable references to organisations who can directly assist you with the many and varied club issues that may arise throughout the year.

Wishing you a stronger, happier and healthier club.

Kind Regards,

Ryan Thompson

Sport & Recreation Club Development Officer
t (08) 9956 6968 / f (08) 9956 6674 / m 0409 002 354
e ryant@cgg.wa.gov.au / w www.cgg.wa.gov.au





Seasonal Checklist

Name of Club/Association: _____

Incorporation Date: _____

- Conduct AGM
- Distribute job descriptions for committee members
- List committee meeting dates for the year/season
- Create / Review goals for the year
- Formulate a plan to achieve club goals
- Finalise budget for the year
- Complete and return Annual Club Health Check*
- Book a venue for the year (include current P/L Insurance)
- Submit club membership list to the City

* For more in-depth information about your club's current position, please see the Australian Sports Commission's Healthy Club Checklist at <http://www.dsr.wa.gov.au/clubs/healthy-clubs/checklists>



Incorporation: Benefits, roles and responsibilities

Effect of Incorporation

Once an association becomes incorporated, it becomes a legal entity in its own right, separate from the individual members.

In general, it has the following characteristics:

- the association becomes a body that may exist forever in its own right, even as
- the members of the association change;
- the name of the association must end with the word 'Incorporated' or 'Inc.' for example, Great Northern Football League Inc;
- all rights and liabilities that were held by members or officers in their personal capacity, in relation to the running of the activity, now become the rights and liabilities of, and against, the incorporated association. (This, however, does not relieve any person from liabilities incurred by or on behalf of the association prior to incorporation);
- the association may sue or be sued in its own corporate name.

Association records and documents

The Incorporated Associations Act 1987 specifically requires that an incorporated association must keep and maintain in an up-to-date condition;

- A register of all members and their postal or residential addresses.
- The rules of the association (constitution).
- A record of the names and addresses (postal or residential) of Persons who hold
- the offices of the association under the rules, including all offices held by the
- persons who constitute the committee

These records must be made available to any member on request and members may copy or take an extract from the records, but shall have no right to remove the records from the identified club premises.

Liability of officers, trustees and members

Your involvement on a committee protects you from liability for the actions of the club providing you have acted with the best interests of the club under the Incorporated Associations Act 1987.

However, officers, trustees or members of incorporated associations are not protected from liability for their own negligence or other illegal acts committed by them.



What is a constitution?

If you are an informal group of a few people sitting around a table, you do not have to have any formal rules at all. You can negotiate around each situation as it occurs. Most groups that last longer than a few meetings do find it useful to lay down some rules, just so that everybody knows what the boundaries are, and if the rules cause problems, you can change them at any time.

If you want to go a stage beyond that and make the process more formal, you can make some of the rules harder to change such as making so changes have to be supported by a two-thirds majority, or have to be adopted after polling all the members, this means that people who join up can have some kind of certainty that the boundaries will stay where they are. You're deliberately restricting your flexibility. That's a constitution. All incorporated not-for-profit organisations must by law have a constitution (also sometimes known as their Rules, or Articles of Incorporation, or Articles of Association).

The complete step by step process to incorporate can be found on the Department of Commerce website.

Or you can contact the local Dept. of Commerce officer:

Danni Bloomfield
Senior Regional Officer, Consumer Protection, Midwest Murchison Region
Department of Commerce, Western Australia
A Shop 3, 40-52 Durlacher Street, GERALDTON 6530 P PO Box 1447,
GERALDTON 6531
T: (08) 9920 9800 F (08) 9964 5678
E: danni.bloomfield@commerce.wa.gov.au W www.commerce.wa.gov.au





Committees

The committee and members of an incorporated association must comply with the rules of the association, unless these are inconsistent with the law. An incorporated association can amend its rules, provided the amendments are made according to the processes set out in the Incorporated Association Act, and the rules as amended are not inconsistent with the Act.

Amendments must have been lodged with the Dept of Commerce to become effective.

It is not the function of the government department to interpret the rules of an association, to intervene in the internal disputes of an association, or to provide legal advice. These are matters for the committee and members to decide upon. The department can only intervene if there is a breach of the Act or Regulations.

Accounting records and annual general meetings every incorporated association must keep accounting records which correctly show the financial transactions and position of the association and must be submitted to members at each annual general meeting (AGM). The accounting records must be kept so that true and fair accounts can be prepared at any time and so that they can be conveniently and properly audited (although there is no legislative requirement that an association's accounts be audited).

Generally these accounts would consist of a statement of income and expenses and, if the association owns any assets, a balance sheet for the immediately preceding financial year.

An AGM must be held in every calendar year and within 4 months after the end of the association's first financial year (approved exemptions can apply)

However, an incorporated association may hold its first AGM at any time within 18 months after incorporation.

www.commerce.wa.gov.au/associationsguide/

Making the Most of Committee Meetings

If your committee meetings run overtime, are dominated by a few people and resolve little – then take action. Meetings should be a key vehicle for running the club, but all too often they waste time and achieve little.

The 'essentials' for effective meetings:

1. Planning is a must-do; make sure you have a clear agenda that is pre-set and adhered to.

2. The meeting should begin and end on time.

3. Minutes must be recorded. Keep it simple and concise; a who, what, when, where and how structure will ensure the important details are recorded, whilst minimising the 'waffle'.

4. The Chairperson is there to facilitate rather than dominate. They should leave the meeting as soon as possible after it is closed and if there is a break, should remove themselves from discussion so it remains unofficial.

5. Keep meetings short and simple (no more than 90 mins). This will encourage people to come back and stay interested. Less people will attend if it is too much of a time commitment.



Roles Within the Committee

President – ‘The Leader’

The president is the principal leader of the organisation with the overall responsibility for the organisation’s administration. The president should set the annual committee agenda (consistent with the views of the members), help the committee prioritise its goals and then try to keep the committee on track by working within that overall framework.

At the operations level, a major function of the president is to facilitate effective management of committee meetings. The president should:

- Be well informed of all organisation activities;
- Be aware of the future directions and plans of members;
- Have a good working knowledge of the constitution, rules and the duties of all office bearers and subcommittees;
- Manage committee and/or executive meetings;
- Manage the annual general meeting;
- Represent the organisational local, regional, state and national levels;
- Be a supportive leader for all members;
- Act as a facilitator for the organisation’s activities; and
- Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members.

More information about the President’s role can be found on the [Dept of Sport & Recreation’s website](#).

[View sample President’s job description here.](#)

Dept of Sport & Recreation - CLUBS ONLINE

Clubs Online is a place for clubs in WA to interact, share ideas and find help for anything club related.

Located at www.dsr.wa.gov.au/clubs.

This custom made website for clubs offers the following resources:

- Find a Club – list your club’s details
- Club events calendar
- Volunteer exchange – linking volunteers to clubs
- Club resources and templates
- Grant information
- Forum discussions



Roles Within the Committee

Secretary – ‘The Voice’ of the members to the committee and vice versa

The secretary facilitates the smooth running of the organisation through efficiently handling of the records, correspondence and other communications.

Characteristics of an effective secretary are:
Methodical, Persistent, Impartial and
Constitutionally Alert

Reports

Write the annual report and other reports as required. Encourage subcommittees to present brief, written reports at meetings and file these. Written reports save time at meetings and make your job easier.

Minutes

One important job is to take notes in all committee meetings and the AGM to form the official minutes for your club. [Sample meeting minutes here.](#)

Correspondence

You should read and reply to correspondence promptly even if only to acknowledge receiving the letter and pass it onto the relevant person in your organisation. File carefully, preferably in categories to which you can refer easily.

Records

Maintain a register of members, life members, sponsors (if required); maintain all legal documents such as constitutions, leases and titles. This means recording changes and alerting the committee when renewals fall due or when a legal deadline must be met.

Record keeping extends to recording all relevant Working With Children Check details as required by legislation. More information about the requirements can be found on the Working With Children Check website <http://www.checkwwc.wa.gov.au/checkwwc>

External liaison

Represent your club at functions of other agencies and project a favourable image. When dealing with associations, duties include: process transfer applications; enter teams in competitions; represent your organisation at association meetings; obtain association sanction for club or group events; communicate information between association and club or group members, such as event deadlines.

More information about the Secretary's role can be found on the Dept of Sport & Recreation's website <http://www.dsr.wa.gov.au/clubs/club-roles/secretary>

[View sample of Secretary's job description here.](#)



Roles Within the Committee

Treasurer – ‘The Custodian’ for the club’s resources

The treasurer’s role is to oversee the financial operations of the organisation and report back to the committee on a regular basis the club’s financial performance and position.

The Treasurer is required to:

- Ensure that adequate accounts and records exist regarding the organisation’s financial transactions including accurate and up-to-date member’s register;
- Coordinate the preparation of a budget and monitor it carefully;
- Issue receipts and promptly deposit all monies received in the organisations bank account;
- Make all approved payments and invoice groups/members promptly;
- Act as the signatory to the organisation’s bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member);
- Manage the organisation’s cash flow and be accountable for the organisation’s petty cash;
- Prepare and present regular financial statements to the committee and meetings;
- Regularly file business activity statements (including GST) with the relevant authorities, where applicable;
- Prepare financial accounts for an annual audit, and provide the auditor with information as required; and
- Prepare an annual financial report.

More information about the Treasurer’s role can be found on the Dept of Sport & Recreation’s website - <http://www.dsr.wa.gov.au/clubs/club-roles/treasurer>

[View the sample Treasurer’s Job description here.](#)

[Sample club financial statements can be found here.](#)

Setting the Standards

Having policies and procedures regarding behaviour is important to ensure a high level of behaviour standards within your club environment. Furthermore having set ground rules can be useful as they give the team leader a point of reference when evaluating and dealing with conflict.

Your club should have a Code of Conduct for administrators, coaches, officials, players and parents. They outline the agreed standard of behaviour for everyone. Check with your national and/or state sporting body first. If they don’t have codes for you to adopt, establish your own.

While having a Code of Conduct is great, it will become almost useless if it sits on the shelf gathering dust. You can’t enforce rules that people don’t know exist. So get it out there! Attach the relevant Code of Conduct to membership / registration forms and require members to sign the code as part of the registration process. Include the Codes of Conduct on your club website. Write an article in your newsletter about appropriate behaviour, focusing attention on the Codes of Conduct.

For more information please visit <http://www.playbytherules.net.au/features-mainmenu/club-toolkit>



The Clubhouse Booklets

Finding a Sponsor

In the competing market for finances, finding sponsorship has become a difficult task! Below are a number of hints that may help your club when seeking sponsorship.

Finding a sponsor:

1. Pick a company that has some relevance to your club.
2. Do your research: Find out about your sponsor, what they do and who runs them.
3. Create a link: Find something in common between the business and your club, whether it be the family focus or community focus. Shared values can be an attraction for the sponsor.
4. Don't be afraid to use your contacts.
5. Be professional: Even if you know the sponsor, make sure you still compose a formal letter and proposal for each sponsor to ensure they see what they are going to get out of the sponsorship relationship.
6. Sell, sell, sell! Be creative: Your club isn't just a 'sports club' but your club is 'encouraging social and physical wellbeing within the community'. Don't be afraid to oversell.
7. Keep the sponsor updated: Send photos with their logo, update them on numbers at games and let them know the success of your team. This will encourage continued support and they can use the pictures in their marketing.

Remember, a sponsorship relationship is mutually beneficial. Be creative with the sponsorship proposal and clearly state everything that you can offer them

- Advertising space on signage, t-shirts, website etc.
- Invitation to events and/or priority seating.
- Opening an event, presenting uniforms or awards.
- Display their logo on programs, newsletters, invitations or uniforms (be creative).
- The right to set up a stall or information at games.
- Public acknowledgment at all games and events.

Sponsorship

While it may be the task of others to arrange sponsorship, some clubs or groups will make it the treasurer's duty to maintain a sponsorship register containing all relevant details of sponsorship. This keeps the club or group on track regarding the sponsor's entitlements and the club's or group's delivery of what has been agreed on.

Sponsorship Prospectus – Guidelines for Clubs can be found [here](#).



Planning

So your club is up and running but you want to do some planning so you can exercise more control over the future of your club? Below are some hints to help with your planning.

Seven Essentials of a Good Business Plan

Vision - Without a vision, your club or association will have no focus.

Commitment - Be committed to the vision, otherwise your club or association is unlikely to succeed. This should be the entire club, not just the committee.

Timelines - Create timelines showing when particular targets or milestones will be achieved.

Objectives - Avoid a long list of objectives as it is probably not realistic and will make it difficult for you to achieve.

Reporting - Focus on performance and trends that help determine change. Reports on membership numbers over the past few years, volunteer commitment, methods of fundraising provide an overview of past and present club or association operations.

Contingencies - Account for the risks your club or association might face and work out contingency plans. A SWOT analysis will determine a club or association's threats and weaknesses.

Change - Any major changes affecting your club or association should be indicated in the business plan. A local school closing could impact on membership numbers at a netball club or association. A good plan will incorporate measures to prepare for this change so that member numbers remain stable or increase.

***Member "buy in" to the planning process is vital to ensuring their opinions and values are included in any document and that they understand and commit to the club's planned outcomes.**

Strategic Planning tools:

- 1) For a guide to strategic planning, please [click here](#)
- 2) For a business planning template, please [click here](#)
- 3) For an event planning checklist template, please [click here](#)
- 4) For a sample members survey, please [click here](#)



Planning

Succession Planning

Succession planning is vital to the continuity of your club. If the workload falls to only one or two people, the quality and fortunes of the club can quickly decline when those people leave. A Succession Plan will ensure that if someone steps down, another person can step into their shoes and pick up where they left off. Organisations that plan for smooth transitions of leadership positions are less likely to experience disruptions to their business. This ensures that when the time for a changeover comes, it can be managed with minimum disruption.

Keys to a good Succession Plan:

- Having job descriptions so that current volunteers know what they should be doing, and what might be expected of new volunteers.
- Having a business or strategic plan so that anyone who is new to a committee can find out exactly what the future priorities are.
- Having a policies and procedures manual so that volunteers know how everything should be done.

Remember!

Before conducting any type of plan for your club, it is important to know where you are now and how you got there. A useful way to assess where your club is, is through a SWOT analysis. This means looking at your clubs Strengths, Weaknesses, Opportunities and Threats.

SWOT Matrix

Strengths e.g. Good location	Weaknesses e.g. Poor marketing
Opportunities e.g. New schools being built nearby	Threats e.g. New competition

Club Best Practice - Example

South Fremantle Women's Football Club makes sure that each committee member is given a file with a job description of their portfolio and a USB. From there, they are responsible for compiling a 'how to' guide for the various tasks that they have to undertake in their roles and any relevant documents to be saved to the USB. The President of the club, Sally Allomes explains that "each year the file is passed on to the next person who undertakes that role and they can add to it. This way, new committee members have some info on how things were done and are not left floundering".



KIDSPORT™

Because every WA kid deserves a fair go



Department of
Sport and Recreation

SPORT4ALL
Project

KidSport is a component of the Department of Sport & Recreation's (DSR) Sport For All program and is designed to make it possible for all children aged 5 - 18 to participate in community sport and recreation regardless of their financial circumstances.

To overcome the barrier of financial incapacity of low socioeconomic families, DSR, through administration by the Sport & Recreation Club Development Officer and the City of Greater Geraldton, are providing financial assistance of up to \$200 to contribute towards the cost of club fees for all eligible participants. This program will increase sporting club membership, by increasing access for those who previously have not had the capacity to be involved.

If your club would like to be eligible for this program you will need to provide the following:

- 1) Complete the online KidSport registration form via Clubs Online;
- 2) Complete a City new creditor form;
- 3) Provide a copy of the Club's incorporation certificate;
- 4) Provide a current certificate of currency showing the club is covered for public liability insurance at a minimum of \$20 million;

Applications are available from the City offices on Cathedral Avenue or can be downloaded from the City's website at: <http://www.cgg.wa.gov.au/play/sports-recreation/kidsport.aspx>



City of
Greater Geraldton
a vibrant future





Grants and Funding

There are many grant options available for a variety of reasons and from a variety of sources. However sorting through these grants and funding options to find one which you do qualify for, submitting the application and then acquitting (finalising) the grant can be an arduous task for even the most organised and skilled club.

There is a fantastic resource available called the “Easy grants” newsletter via the ‘Our community’ website. There is a subscription fee (but it’s worth it!) so you can receive a monthly newsletter outlining all of the available grants throughout a range of departments and categories.

For a more comprehensive list, check out the ‘Grants directory of regional and metropolitan communities and for local governments’. This document lists all of the available grants for the entire year.

Further information as to what grants are available can be found through the City of Greater Geraldton, Department of Sport and Recreation, Healthway and Lotterywest.

The City of Greater Geraldton’s Grant Writing Guide can be found [here](#).

Refer to the quick reference guide for links.

Liquor Licencing Rights and Responsibilities

Alcohol has become a large part of sports culture, but it is also an area that needs to be well managed. There are a number of legal requirements to having alcohol in your club, including having a liquor licence. The Department of Racing, Gaming and Liquor (DRGL) has three types of licences that may be eligible to clubs:

Club (Full) Licences - This type of licence allows liquor to be supplied to a member, or guest in the company of a member, for consumption on and off the premises. For example a Yacht or Bowling Club.

Club Restricted Licence - These differ in that a club restricted licence does not permit the sale of packaged liquor, and the licensee only has access to the premises during certain hours of the day.

Occasional Licences - This type of licence is applicable for ‘occasional’ events where alcohol is to be sold or is included in ticket prices.

Did you know?

Recently the DRLG have stipulated that ‘Small Occasional Functions’ are exempt from requiring a liquor licence provided the serving of liquor is ancillary to the purpose of the function and:

- The total number of attendees does not exceed 100 and the service of liquor is limited to 2 hours; or
- The total number of attendees does not exceed 75 and the service of liquor is limited to 4 hours.
- The function must commence after 6am and finish by 10pm on the same day.

Visit www.rgl.wa.gov.au for more information.



Sports Grounds Bookings

There are a range of facilities within the City available for hire which can be viewed on the City's website. Stakeholder clubs are to complete the seasonal booking application form and submit with their club membership list to secure playing and training times at their chosen venue by a specified date and before any external bookings are approved.

For all other users, bookings can be made by completing a Function Permit which is available from the City's website or from Community Services Administration staff the City of Greater Geraldton.

t. 9956 6600

w. www.cgg.wa.gov.au

Booking Forms can be found by contacting the City on 9956 6600.

[Membership list templates can be found here.](#)



The Clubhouse Booklets

1. Starting a new club - So you want to start a club? [Here is a step-by-step guide to help you through the process.](#)
2. Planning your club - [Planning is the key to the future for all clubs, no matter the activity or size.](#)
3. Taking the lead, a guide for club Presidents - [Everything you need to know on how to be a great president.](#)
4. The key to efficiency, a guide for club Secretaries - [Everything you ever wanted to know on how to be a great Secretary.](#)
5. Show me the money, a guide for the club Treasurer - [How to be a smart and efficient club Treasurer.](#)
6. Effective club meetings - [Successfully chair meetings from the club AGM to the simplest monthly meetings.](#)
7. Take the in out of ineffective at meetings - [Ten steps to running a successful meeting.](#)
8. Lighten the load and delegate - [Help for the overworked committee member.](#)
9. Marketing and promoting your club - [Simple tips to creating a marketing plan to promote your club.](#)
10. Seeking and servicing a sponsor - [How to get, look after and keep a sponsor.](#)
11. Constitution and incorporation - [Your club constitution and how to become incorporated.](#)
12. Clubs' guide to volunteer management - [How to effectively manage volunteers so that you keep the ones you've currently got while attracting new ones to your club.](#)
13. Guide to member protection - [A guide and simple steps towards member protection strategies.](#)
14. How to be an inclusive club- [How to welcome people of diverse backgrounds into your club.](#)
15. Youth sport - [Strategies to strengthen youth sports and recreation programs.](#)
16. Long term involvement - [Turning junior members into long term members.](#)
17. Getting young people involved - [Making your club attractive to youth.](#)
18. Sport pathways - [Pathways for the development of junior members.](#)
19. Forming links - [How to liaise with the relevant stakeholders.](#)
20. Volunteering - [Tips to get the best out of your helpers and members.](#)
21. Quality coaching - [Important tips for junior coaches.](#)
22. Making sport safe - [Making your club and activities safe for everyone.](#)



Websites Quick Reference Guide

'Inc: A guide for incorporated associations' covers, in detail, all aspects of managing an incorporated association. It's the one stop shop for associations. It can be found at:

<http://www.commerce.wa.gov.au/consumer-protection/associations-and-clubs>

Alcohol: Service and Training

<http://www.onlinersa.com.au/>

<http://www.clubswa.com.au/training/provide-responsible-service-of-alcohol-online/>

Australian Standards (of new facilities)

<http://www.dsr.wa.gov.au/facilities>

Australian Taxation Office

<http://www.ato.gov.au/>

Clubs Resources

<http://www.dsr.wa.gov.au/clubs>

<http://www.dsr.wa.gov.au/clubs/healthy-clubs/checklists>

<http://www.ausport.gov.au/supporting/clubs>

Funding and Grants

<http://grantsdirectory.dlg.wa.gov.au/>

<http://www.ourcommunity.com.au/>

<http://www.dsr.wa.gov.au/funding>

<http://www.healthway.wa.gov.au/>

<http://www.lotterywest.wa.gov.au/grants>

<http://www.business.gov.au/grants-and-assistance/grant-finder/Pages/default.aspx>

<http://www.cgg.wa.gov.au/live/my-community/community-grants.aspx>

Governance: Running a Committee

<http://www.ourcommunity.com.au/>

<http://www.ausport.gov.au/supporting/clubs>

<http://www.commerce.wa.gov.au/consumer-protection/associations-and-clubs>

<http://sportscommunity.com.au/club-admin/>

Incorporation

How to: <http://www.commerce.wa.gov.au/consumer-protection/how-incorporate-association>

Once incorporated: <http://www.commerce.wa.gov.au/consumer-protection/inc-guide-andassociationsonline>

Insurance with Clubs

<http://www.sportscover.com/>

<http://www.sportsunderwriting.com.au/sports.html>

<http://www.jltsport.com.au/>

