



# Community Sport & Recreation Clubs

## Committee Handbook



Government of **Western Australia**  
Department of **Sport and Recreation**



Shire of  
**Nannup**  
rest • connect • grow



# Contents

<b>Introduction</b>	<b>4</b>
<b>Principles of Good Governance</b>	<b>5</b>
<b>Your Committee</b>	<b>9</b>
<b>Succession Planning</b>	<b>12</b>
<b>Code of Conduct</b>	<b>14</b>
<b>Roles and Responsibilities of Committee</b>	<b>16</b>
<b>Dealing with Conflict</b>	<b>19</b>
<b>Volunteer Management</b>	<b>20</b>
<b>Creating Inclusive Clubs</b>	<b>21</b>
<b>Know Your Organisation</b>	<b>22</b>
<b>The Constitution</b>	<b>25</b>
<b>Duty of Care</b>	<b>28</b>
<b>Financial Management</b>	<b>30</b>
<b>Risk Management</b>	<b>34</b>
<b>Strategic Planning</b>	<b>40</b>
<b>Policies, Procedures and Documents</b>	<b>56</b>
<b>Insurance Checklist</b>	<b>59</b>
<b>The Working with Children Check</b>	<b>60</b>
<b>Safe Clubs 4 Kids</b>	<b>64</b>
<b>KidSport</b>	<b>66</b>
<b>Coaching and Officials</b>	<b>69</b>
<b>Fundraising</b>	<b>70</b>
<b>Emergency Procedures and First Aid</b>	<b>72</b>
<b>Department of Sport and Recreation</b>	<b>74</b>
<b>Good Sports</b>	<b>75</b>
<b>State Sporting Associations</b>	<b>76</b>
<b>Acknowledgements</b>	<b>79</b>

## Introduction

This Community Sport & Recreation Clubs Committee Handbook has been developed by the Warren Blackwood Region Club Development Officer to support committees with the running of your club.

The Department of Sport & Recreation, the Shire of Manjimup and the Shire of Nannup are funding the role of Club Development Officer (CDO) to support sporting and recreation clubs in the Warren Blackwood area.

We appreciate the time everyone in your club committee puts into running your organisation and we understand the increased need for accountability, responsibility and transparency within your organisation.

We hope this booklet can act as a check of how things should be done, and offer advice and guidance on a range of issues that are typically dealt with when running a club.

Please always refer to your club constitution to guide you, and go to your club committee for clarification.

If you would like an electronic copy of this handbook, or if you would like support with a topic covered in this handbook, please contact me on (08) 9771 7797.

Thank you

**Katie Drummond**

Warren Blackwood Region Club Development Officer



# Principles of Good Governance

## What is governance

Governance is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions, and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

Effective sports governance requires leadership, integrity and good judgement. Additionally, effective governance will ensure more effective decision making, with the organisation demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended.

It is commonly accepted that governance structures have a significant impact on the performance of sporting organisations. Poor governance has a variety of causes, including director or committee inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, or generally poor internal business systems and reporting. Ineffective governance practices not only impact on the sport where they are present, but also undermine confidence in the Australian sports industry as a whole.



## What are the benefits of good governance

The benefits of good governance include:

- better management
- improved communication
- sustainability and growth
- attractive to sponsors
- appealing to insurers
- increased membership
- enhanced reputation

## Key elements of good governance

Good governance is about three key issues:

- 1. Planning** - How an organisation develops strategic goals and direction.
- 2. Performance** - How the board or committee of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations.
- 3. Leadership**  
Ensuring that the board or committee acts in the best interests of the members and stakeholders.

## Principles that promote good governance

Good governance is made up of many different elements. Team work, communication, transparency, financial audits, a code of ethics and effective reporting all contribute towards an effective and productive board, and a productive board means a successful and profitable organisation

### Board composition

A board 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 board.

Points to consider:

- recruitment process
- getting the appropriate mix of skills, knowledge and experience
- skills matrix
- the size of the board
- terms of board appointment
- maintaining a board succession plan
- the role of the president and the chair.

### Roles and responsibilities

There should be clarity regarding individuals' responsibilities, organisational expectations of individuals and the role of the committee.

Points to consider:

- awareness of responsibilities and expectations
- clarity concerning the role of the board
- boards should not function like parliaments
- induction packs and orientations
- strategic plans, budgets and policies
- keeping committee members up to date with all relevant information.

### Follow the rules of the organisation – the constitution

Every member of the committee and organisation must follow the rules set out in the constitution.

Points to consider:

- all committee members to have a copy of the most up-to-date constitution
- all committee members to have copies of all club policies, procedures and protocols
- refer to rules in the constitution if in doubt regarding a decision.

### Purpose and strategy

The board plays an important role in setting the vision, purpose and strategies of the organisations, helping the organisations understand these and adapting the direction or plans as appropriate. To be the most productive it can be the organisation should have a long-term and a short-term strategic plan, vision, mission and priorities.

Points to consider:

- Why do you exist?
- What do you do and for whom?
- How do you aim to do those things?
- How will you review and measure your success?
- How will you manage the clubs assets effectively?

## **Recognition and management of Risk**

*“The biggest risk is not having a risk management plan”*

By putting in place an appropriate system of risk oversight and internal controls, committees can help increase the likelihood that their organisation will deliver on its purpose.

Points to consider:

- identify the risk, manage the risk and insure against the risk
- it is the committee’s responsibility - no matter how big or small the risk
- think about risk in a strategic and cultural context
- consider the legal, financial and operational risk compliance that may be linked to your club being allowed to operate
- helpful to categorise risk – compliance, financial, governance, member service, operational, environmental, event, brand, reputation or strategic.

## **Committee effectiveness**

A committee’s effectiveness may be greatly enhanced through:

- careful forward planning of committee related activities
- committee meetings being run in an effective manner
- regular assessment of committee performance
- having a committee succession plan
- effective use of sub-committees where appropriate.

A vital component of organisational effectiveness is ensuring compliance with legislation.

Points to consider:

- committee structures
- forward planning of committee related activities
- effective committee meetings
- assessments of committee performance
- conflict resolution strategies
- evaluation and review of committee and sub-committees
- compliance with essential policies such as data protection or health and safety
- team work.

## **Organisational performance**

The degree to which an organisation is delivering on its purpose can be difficult to assess, but this can be aided by the committee determining and assessing appropriate performance categories and indicators for the organisation.

Points to consider:

- financial performance indicators
- non-financial performance indicators
- what you are measuring against
- qualitative and quantitative outcomes
- use of SMART objectives.

## **Integrity and accountability**

It’s important that the committee have in place a system whereby:

- there is a flow of information to the committee that aids decision making
- there is transparency and accountability to external stakeholders
- the integrity of financial statements and other key information is safeguarded.

Points to consider:

- appropriate and timely information
- communicating performance against purpose
- external financial reporting
- committee conflict of interest register
- ensuring transparency.

### **Organisation building**

The committee has a role to play in enhancing the capacity and capabilities of the organisation they serve.

Points to consider:

- appointing the president
- upskilling committee members
- retaining volunteers
- good understanding of skills and knowledge within the club
- being open about the issues the committee is struggling with
- ensuring sufficient resources are allocated to achieving goals and outcomes.

### **Culture and ethics**

The committee sets the tone for ethical and responsible decision-making throughout the organisation.

Points to consider:

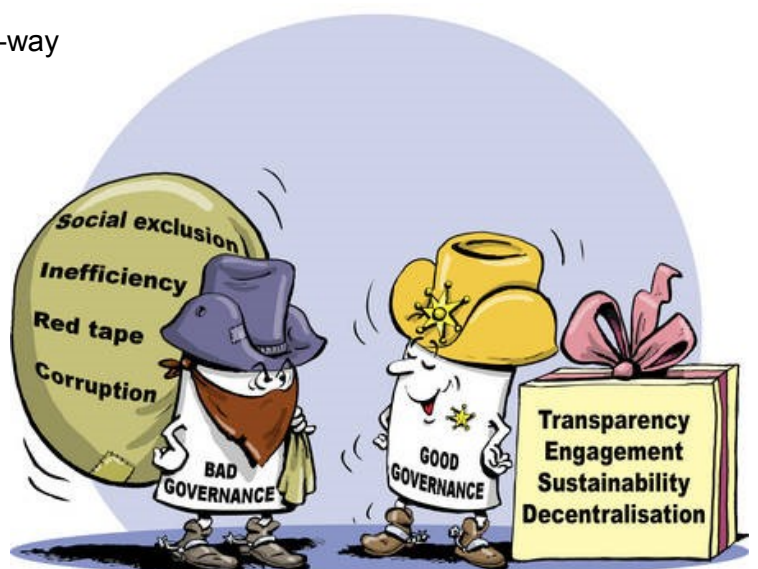
- board culture
- organisation-wide focus
- code of conduct
- committee leading by example
- set values and behavioural standards
- conflict of interest policy
- ethical standards.

### **Engagement**

The board helps an organisation to engage effectively with stakeholders.

Points to consider:

- identify stakeholders – past, current and potential
- review how are you engaging with them
- communicate – regular, consistent and 2-way
- review communication methods
- retaining stakeholders.





# Your Committee

## What is a committee

Every organisation must have a group of people who are responsible for the running of your club, this is called a committee or a board. The committee is the governing body for the organisation and they act on behalf of the members to ensure your club remains viable and effective.

The committee is made up of volunteers and they are generally appointed or elected by the members at the club's annual general meeting (AGM). Each member of the committee must follow the rules of the club constitution and only act in the best interests of the club.

Your committee may from time to time appoint a paid member to staff to carry out some duties, such as the secretary or treasurer role, or if applicable, to manage your sports centre. The rules regarding the employment of staff will be set out in your club constitution.

## Board composition

The board should comprise of people with an appropriate range of skills. Generally they should:

- have the ability to think laterally
- have good communication skills
- be financially literate
- be able to understand and relate to stakeholders
- be ethical, honest and trustworthy
- be a team player.

## Board size

There are no hard and fast rules regarding board size. It should be appropriate for the size of the organisation. Five is a good rule of thumb for small to medium sized organisations.

## Appointment and selection of board members

For small clubs, term limits of three years is preferred to ensure the board maintains a level of consistency in decision making and stability and is held accountable for policy and strategy.

## Code of Conduct

Your club should consider developing a code of conduct that defines acceptable standards of personal behaviour. A code of conduct can be described as a set of statements that sets out what your club considers to be an acceptable standard of behaviour and conduct. These code of conduct explains how your club expects its members and their guests to behave. Ideally the code of conduct must apply to all involved in the club and its activities. Different groups of people that should be covered by the code of conduct include:

- players
- coaches and team officials
- club committee and office holders
- players
- parents
- spectators
- users of social media

Having a well documented code of conduct is very positive. The next step is to ensure everybody has not only read and understands the code of conduct but they support and act within the code.

A good code of conduct will be written in a very positive manner, clearly defining the acceptable and desired standards of behaviour. The code of conduct should also detail the consequences of behaviour unacceptable under the code of conduct. More details on the code of conduct can be found on page 14.

## Why are you on the committee

Committee members are reminded to ask themselves why they are on the committee: in short it should be to enrich people's lives with sporting activities. If you feel you have a committee member who is not fulfilling their role, or is on the committee for the wrong reasons, you must voice this concern to your president.

## Legal obligations

Make sure you know your legal obligations as written in:

### 1. The Associations Incorporation Act 2015 (WA)

One of the pre-requisites for incorporation is a constitution complying with the *Associations Incorporation Act 2015*.

### 2. The club constitution (aka Rules of Association)

The club constitution sets the rules you operate under and provides a framework for decision making, policy and procedures and it also:

- outline's the association's purpose
- lists all of the rules of operation
- sets out the members' rights and responsibilities
- explains to members and non-members what your organisation is about
- helps to sort out internal problems
- can help in seeking resources or funding from other organisations, such as a government agency as it shows your authenticity and legal standing.

## Annual General Meeting (AGM)

An annual general meeting is a meeting that official bodies and associations involving the general public (including companies with shareholders), are required by law to hold.

An AGM is held every year to elect the board of directors and inform their members of previous and future activities. It is an opportunity for the shareholders and partners to receive copies of the company's accounts as well as reviewing fiscal information for the past year and asking any questions regarding the direction the club will take in the future.

### Responsibilities and duties

- collecting reports from club officers
- advising members of the meeting within a specified time
- calling for and receiving nominations for club positions
- arranging for printing of the completed annual report
- arranging for guest speakers
- arranging hospitality, venue, date and times.

The AGM is normally conducted by the chair of the club. Minutes of the meeting should be taken by the secretary. A typical AGM agenda will cover the following items:

- opening remarks and welcome
- apologies
- minutes of the previous AGM
- matters arising from the minutes
- presentation of annual report (chair or secretary)
- adoption of annual report
- presentation of accounts (treasurer)
- adoption of accounts
- appointment of auditors or independent examiner
- election of management committee and office bearers
- motions to be put to the AGM
- any other competent business
- closing remarks.

## Follow up from AGM:

After each AGM please make sure you update your club details with the Shire office, to make it easy just photocopy this form, complete the information and hand it in.

**Club name:** \_\_\_\_\_

**AGM date:** \_\_\_\_\_

**President:** \_\_\_\_\_

Phone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Postal address: \_\_\_\_\_

**Vice President:** \_\_\_\_\_

Phone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Postal address: \_\_\_\_\_

**Secretary:** \_\_\_\_\_

Phone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Postal address: \_\_\_\_\_

**Treasurer:** \_\_\_\_\_

Phone number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Postal Address: \_\_\_\_\_

**Other - Name:** \_\_\_\_\_

Position: \_\_\_\_\_

Phone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Postal address: \_\_\_\_\_

**Current number of members: Senior:** \_\_\_\_\_ **Junior:** \_\_\_\_\_

**Club training and game days:** \_\_\_\_\_

**Club training needs for forthcoming year:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Succession planning: Nothing succeeds like succession

Not-for-profits and community groups rely on unusual reserves of passion and commitment, and this makes them particularly vulnerable to the sudden departure of key people. Your club needs to think about this issue in advance and have plans, procedures and understandings in place to manage this. Points to consider are:

### **The board - turnover**

Board members should turn over; if they don't, and if your board has been much the same for several years, there are questions to be asked. Are the members staying because you can't get new members, or because you can't muster the courage to ask the others to leave? Longstanding boards tend to stagnate, or at least to call to mind too readily the reasons not to do something new. Times and contexts and environments change, and the personnel needs to change with them. Many boards have recognised these facts by inserting in the constitution a requirement that a person can only serve on the board (or, in some cases, serve as office bearers) for a limited number of terms. If you haven't got such a provision, it's worth considering whether you ought to.

If you have a term limit, people move off because they have to. If you don't, people can still move off when they want to. In either case, you have to be ready to deal with the changes. Leaving it all to the last minute can give you a board that lacks the necessary skills, motivation and knowledge to lead the organisation effectively. Members should discuss well ahead of time the particular capabilities the board needs.

### **The process**

Whether you're dealing with your board or your volunteers, you need to ensure that valuable corporate and organisational information is passed on to newer members. You need a systematic method of recruitment for new people and you need to manage the induction of those new people.

### **Documentation**

One of the biggest problems facing community groups is ensuring that the loss of one key board or committee or staff member doesn't mean the loss of all the organisational and operational knowledge they held.

The best way to ensure that doesn't happen is to document as much information as possible. Filing systems should be useable and complete. Many groups have extensively documented rules and guidelines about the filing of documents and no rules whatsoever on what computer files are kept where; this is wrong. Computer networks should be indexed, and any passwords should be centrally listed.

### **Procedures**

Only very large organisations will need a standing succession committee; for most of us it will be sufficient to set up an ad hoc group to review, revise and document succession procedures and to look a few years ahead at likely occasions. The committee can:

- Review the current board, assessing what if anything is missing.
- Ensure there is an orientation and screening process in place for new members.
- Prepare the board member information pack detailing the organisation's vital statistics, goals, values, mission, etc. for incoming members.
- Identify the qualities required in the next round of appointments.
- Monitor any changes in the organisation that might need changes in the board.
- Search widely and constantly.
- Identify potential candidates.

After the first year it may only be necessary to meet every year to check that all is in order and in readiness and to update the list of potential candidates. The ad hoc committee can then be called together when an upcoming vacancy is flagged, and can:

- Make candidates aware of exactly what their role will entail and how much commitment will be required if they become a board member.

- Seek individuals with the skills or qualities needed to achieve your mission.
- Invite potential Board members to meetings.
- Keep existing board members updated on any developments.

## Know your core values

Clubs can increase their memberships and their social standing in the community by creating inclusive and safe environments through the following strategies:

- Finding out which people in their community needs them - targeting women, juniors, people with disabilities and people of varying cultures and ethnicities.
- Developing specific programs that encourage participation.
- Utilising their clubrooms and facilities as a place for people to meet socially after games or on specific days; many people meet members of the local community by participating in the social events put on by their sporting club.
- Scheduling games and events so the whole family can attend on the same day and then enjoy refreshments together at the end.
- Involving more juniors in the club - more juniors means more parents, which results in a vibrant community atmosphere and increases the pool of potential volunteers for the club.
- Getting involved with local schools to recruit new junior members.
- Welcoming new mums back to the sport by providing informal child care, and scheduling events at family-friendly times, for example, on Sundays.

Your club should facilitate this behaviour through the application of various policies and procedures including.

- training in the service of alcohol
- establishing and promoting codes of conduct and conflict resolution policies
- communicating the clubs values to its members and community
- ensuring transparency and fairness when dealing with conflict resolution.



## Code of Conduct

A code of conduct can be described as a set of statements that sets out what your club considers to be an acceptable standard of behaviour and conduct. The code of conduct explains 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 the principles on which a club is based.

Examples of items to be included in a code of conduct are:

### All members

- Act within the rules and spirit of your sport.
- Promote fair play over winning at any cost.
- 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.
- Show respect and courtesy to all involved with the sport.
- Respect the rights and worth of every person, regardless of their age, race, gender, ability, cultural background, sexuality or religion.
- Respect the decisions of officials, coaches and administrators.
- 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 environment.
- Ensure your decisions and actions contribute to a harassment-free environment.
- Do not tolerate abusive, bullying or threatening behaviour.

### Athletes

- Give your best at all times.
- Participate for your own enjoyment and benefit.
- Play by the rules and show respect for other players, coaches and officials.

### Coaches

- Place the safety and welfare of the athletes above all else.
- Help each person (athlete, official, etc.) to reach their potential. Respect the talent, developmental stage and goals of each person and encourage them with positive and constructive feedback.
- Obtain appropriate qualifications and keep up-to-date with the latest coaching practices and the principles of growth and development of young players.
- Ensure that any physical contact with another person is appropriate to the situation and necessary for the person's skill development.

### 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 clubs 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, whether by other spectators, coaches, officials or athletes.

## Strategies to support your Code of Conduct should include:

- Requiring all members to acknowledge and sign your code of conduct.
- Ensuring your code of conduct is published, made widely available and communicated to all members.
- Ensuring your code of conduct it is supported by clear organisational reporting and response strategies to address breaches.



# Roles and Responsibilities of a Committee

## Committee responsibilities

### The committee is responsible for EVERYTHING

What are your powers?

- The board or committee is the head of the organisation's structure of governance.
- The board or committee has total authority under the law.
- Some of the authority can be delegated to others - for example, paid secretary or club manager.
- Final decisions on important issues must always pass by the board.
- It is up to the board or committee to create organisational structures that will make it possible to carry out the mission.

Collectively, the committee must:

- work as a team and treat people respectfully
- promote membership to the club
- set the strategic vision for the club
- develop policies and procedures
- develop, monitor and finalise all financial budgets
- evaluate performance - both sporting and organisational
- take responsibility for all legal matters and comply with all regulations set in the *Associations Incorporations Act 2015* and the club constitution
- identify and manage risk
- succession plan for the committee
- maintain and build a positive public image of the club
- act in the best interests of the organisation
- report to the members and other stakeholders at the AGM.

## Individual committee members responsibilities

You have the ultimate responsibility for stewardship of the organisation's assets, resources and activities. You act in a position of trust whilst you represent the organisation for the period of time that you hold this position. As a committee member you must:

- act with reasonable care and diligence
- act honestly and fairly in the best interests of the organisation
- do not misuse your position or information you gain
- disclose conflicts of interest
- manage the financial affairs of the organisation responsibly.

## Inductions

The intention of completing a committee induction helps new committee members feel supported and ensures they are given the information they need to perform their role. Ideas for items to be included in an induction pack are:

- contact details for all committee members
- committee code of conduct and copy of the club constitution
- club By-laws and club adopted policies and procedures
- strategic plan and any current business plans
- annual report and current financial year budget
- committee minutes (previous two meetings)
- committee calendar of activities
- role descriptions for their position and other committee positions.



## Roles descriptions

The usual designated roles within the committee are:

- president
- vice president
- secretary
- treasurer
- general committee member.

### President

- provide leadership and direction to the committee
- chair all meetings, including the AGM
- work with the secretary to organise meetings and activities
- represent the club at local, regional, state and national levels
- ensure the planning and budgeting is carried out in accordance with the wishes of the members
- lead the culture and purpose of the club
- focus the committee to achieve the club's vision and plans.

### Vice President

- Supports the president and fills in for president if they are unavailable.

### Secretary

- receive all correspondence for the club
- organise all meetings including agendas and minutes
- maintain all records for the club
- arranging club functions / events / activities
- prepare all paperwork for the AGM
- ensure adequate club insurances are in place.

The position of secretary is critical to the successful management of any club or organisation.

### Treasurer

- issue receipts and promptly deposit all monies received into the club's bank account
- make all approved payments and invoice groups or members promptly
- manage the organisation's cash flow and be accountable for the organisation's petty cash
- ensure all club income and expenditure is recorded accurately
- produce regular financial reports and statements to the committee and
- complete all bank reconciliations and maintain an asset register for the club
- act as the signatory to the organisation's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member)
- ensure books are audited (as per terms in constitution) after each AGM.



## Committee meetings

Your committee meetings are an essential part of running your club; they make sure everything is operating as it should be and they play an important role in developing team spirit among committee members. Committees meetings determine the future of your club and are a source of motivation for members.

A well conducted committee meeting should run smoothly and accomplish actions, they should be enjoyable, well planned and productive.

Generally the business of a committee meeting is to:

- develop, monitor and review the strategic plans, policies and procedures
- review information (correspondence, reports etc.)
- provide an opportunity for a members to consult with the committee on specific issues
- keep an eye on the progress of the club.

### **Before the meeting:**

- The secretary should consult with key committee members to set the agenda for the meeting - there may be items passed on from the previous meeting but there should be communication between the committee members to determine the items of the next meeting.
- Don't cram too much onto the agenda and make sure only things requiring a committee decision are included.
- The agenda and any supporting documents should be circulated a week before the committee meeting along with the minutes of the previous meeting.

### **During the meeting:**

- Make sure the meeting starts on time and you stick to the agenda.
- Minutes must be taken throughout the meeting recording what was said and agreed and who is to do what and by when. Minutes are a legal record and must be accurate and correct. It is the responsibility of the whole committee present, not just the minute taker, to ensure the minutes are correct.
- The person in the role of chair ensures the meeting is effective and that everyone is included in the decision making.
- Make sure everyone is fully informed, has an opportunity to raise questions and state their views and is ready to make a decision.
- Everyone should be clear about the decision that has been made and that the decision will be recorded in the minutes. There should be formal show of hands and the vote should also be recorded in the minutes.
- Make sure people can speak without being talked over and that insulting or harassing language is not allowed.

### **After the meeting:**

- The minutes should be signed as a true and correct record by the chair of the meeting and one other committee member who was present at the meeting.
- Minutes should be circulated to all committee members within a week of the meeting along with any supporting documents to allow for actions to be undertaken.
- All actions from the meeting should be actioned and reported back to the committee as and when they are completed.

## Dealing with conflict

Sometimes things can go wrong in your club resulting in a conflict that undermines the operation of your club. When people are in conflict, they disagree, quarrel or clash about ideas or how to do things. When things get too heated and unproductive, and people become antagonistic towards each other, you have a conflict that needs to be resolved.

To limit unhealthy conflicts arising, your clubs should have:

- a clear vision and sense of purpose
- an up-to-date constitution that sets out your club's objectives and rules
- comprehensive policies and procedures about how you operate
- a strategic plan with clearly defined goals, objectives and actions
- a conflict resolution and grievance procedure.

Conflicts and grievances can arise from a very minor issue or a more complex, serious matter which may lead to disruption within your club.

To resolve a conflicting situation:

- allow each person a fair hearing and listen to all points of view
- treat everyone respectfully
- recognise and acknowledge that people's emotions and feelings can be involved
- focus discussion on facts and events, etc.
- avoid personal attacks
- identify common ground and common interests
- encourage identification of a solution that is in your club's interests
- explore ways to resolve the conflict.

Open and honest communication is essential for the resolution of conflicts and grievances within your club. Everyone should be encouraged to raise concerns with all people involved as soon as an issue arises.

In some cases it is not possible to resolve the conflict within the clubs and it is necessary to involve a mediator to help resolve the issue. This can be a representative from your state sporting association, your club development officer or someone from another sporting club.

**Remember, even with the best will in the world, conflict will arise from time to time.**



## Volunteer management

*“Volunteering is doing more than you have to, because you want to, in a cause you consider good”*

### Key principles of volunteer management:

#### Pre-recruitment

Policies, Planning, Position descriptions

##### Ask yourself:

- Why would people want to volunteer in our organisation?
- What motivates people to volunteer?
- What been your experience?

#### Recruitment

Advertise, Recruit, Screen, Select

##### Answer these questions before you start recruiting:

- What will you do?
- How will you do it?
- Where will you do it?
- Why are you doing it?

##### Also think about how you can make your recruitment message stand out

- Be enthusiastic
- Make it manageable.

#### Retention

Orient, Train, Manage

##### The keys to retention:

- Address motivational needs
- Address sense of belonging
- Treat volunteers as equals
- Seek and promote opportunities for interaction
- Respect and utilise accomplishment
- Don't waste volunteer time
- Thank volunteers for their efforts.

#### Recognition

Reward ,Recognise

##### Guidelines for recognition:

- Be immediate
- Be specific
- Be consistent
- Be sincere

**By practicing good sound volunteer management practices you will motivate volunteers to stay.**

### Ask yourselves:

- Do we have clear volunteer job descriptions?
- Have our volunteers been properly inducted?
- Is there a system of reviewing and follow up?
- Are volunteers taking their role seriously and are they committed to the organisation?
- Are we meeting volunteer needs?
- Are we missing any skill sets from our volunteers?
- Are we thanking them regularly?
- Are we reminding them how important their work is?
- What kind of volunteer recognition activities have we been engaging in over the last year?

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## Creating Inclusive Clubs

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### **A safe, fair, inclusive environment in sport and recreation.**

Being welcoming and inclusive is one feature of healthy and successful clubs. However, this can be challenging to achieve, particularly if traditional values and stereotypes prevail (such as, “winning at all costs”, “what happens on the field stays on the field”, “those people won’t fit in”).

Creating an inclusive club may require changing the club’s culture – a task that calls for strong leadership, appropriate policies and procedures and a commitment to change.

There are a number of steps you can take to create a welcoming and inclusive club including:

- Promoting the club to the broader community (for example, through local community centres, radio, newspapers, schools).
- Developing specific programs that meet your community’s needs and recognise its diversity (for example, targeting women, older people, people with disabilities, newly arrived migrants).
- Sharing club rooms and facilities with other community groups.
- Encouraging people from all demographics to get involved at the committee level (for example, juniors, women, gays and lesbians).
- Scheduling meetings and events at family friendly times.
- Encouraging members to undertake non traditional roles (e.g. women as coaches).
- Supporting staff by providing appropriate training (for example, cultural or disability awareness training for coaches).
- Offering both competitive and social opportunities for participation.
- Having flexible practices (for example, modifying games or uniform requirements).
- Making participation affordable (for example, pooling transport, second hand uniforms, minimising fees).
- Displaying messages about expected standards of behaviour in prominent locations (for example, in club rooms and change rooms, through newsletters and on the club website).
- Acting promptly to address any inappropriate behaviour (for example, racist, or sexist jokes, making fun of religious practices).

*Play by the Rules* is supported by the Australian, state and territory governments.

The information on *Play by the Rules* is not intended as a substitute for legal or other professional advice.

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Updated May 2011

## Know your organisation

The following is information that should always be on hand to your club committee:

### Organisation details:

<b>Registered organisation name:</b>	
<b>Also known as:</b>	
<b>Year established:</b>	
<b>ABN:</b>	
<b>Tax status (ITEC, PBI, DGR)*:</b>	
<b>Registered for GST:</b>	
<b>Incorporated Association Number / ACN:</b>	
<b>Where can annual reports be accessed?</b>	
<b>Background / history:</b>	
<b>Mission statement:</b>	

\* Income Tax Exempt Charity Status (ITECS) / Public Benevolent Institution (PBI) / Deductible Gift Recipient (DGR)

### Contact details:

<b>Physical address (include map &amp; GPS):</b>	
<b>Postal address:</b>	
<b>Club / contact phone number:</b>	
<b>Club / contact email address:</b>	
<b>Website:</b>	
<b>Twitter/Facebook/Instagram:</b>	
<b>Contact person and details (general):</b>	
<b>Contact person and details (media):</b>	
<b>Where can photos be accessed?</b>	

**Governance:**

**Board / Committee / Key staff**

<b>Name</b>	<b>Position</b>	<b>Years in Organisation</b>	<b>Background</b>

<b>How many volunteers do we have (not members or associates)?</b>	
<b>What area do we cover?</b>	
<b>What services do we provide?</b>	
<b>Where is our constitution located?</b>	
<b>Where are our policies and strategic plans located?</b>	
<b>Insurance details and Certificates of Currency (attach copies):</b>	
<b>List of achievements and awards:</b>	

**Membership:**

**Membership numbers**

	<b>15/16</b>	<b>14/15</b>	<b>13/14</b>	<b>12/13</b>
<b>Juniors:</b>				
<b>Seniors:</b>				
<b>Males / females:</b>				
<b>Indigenous:</b>				
<b>Disability:</b>				
<b>Culturally &amp; linguistically diverse:</b>				
<b>Registered supporter / associate numbers:</b>				
<b>Patrons (include past patrons):</b>				

**Grant tracker:**

<b>Funder</b>	<b>Project</b>	<b>Amount</b>	<b>Status</b>

<b>*Status Key:</b>	
<i>Decision pending</i>	<i>Not successful</i>
<i>Successful</i>	<i>Acquitted</i>

**Testimonials:**

	<b>Who</b>	<b>Date of submission</b>
<b>From community partners:</b>		
<b>From corporate/business partners:</b>		
<b>From government partners:</b>		
<b>From participants / members:</b>		

**Community data:**

<b>Relevant demographics:</b>	
<b>Industry data:</b>	
<b>Relevant external reports:</b>	
<b>Key industry partners:</b>	



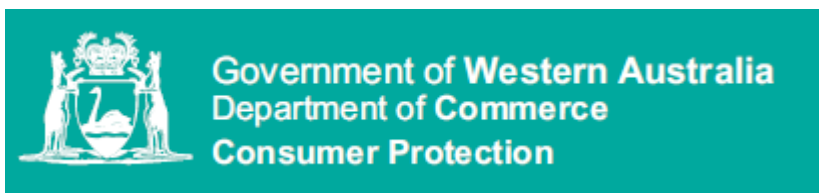
## Constitution

Every incorporated organisation has a constitution that includes the following key sections:

- interpretation — objects and powers
- members — membership and meetings of members (general meetings)
- the board — powers (including delegations), election and appointment of directors, other roles (secretary / manager) and meetings of the board
- reporting, recording and execution of company documents
- accounts and auditing
- indemnity and insurance of directors
- winding up.

### Commentary and guidance

The constitution should be written in a clear, concise and understandable manner. It should not be overburdened with items that would be better served to be detailed in the organisation's by-laws or policies. These are usually items that can be expected to be changed and updated from time to time. In these circumstances the board should, through by-law and policy development, be empowered to oversee and manage these issues. The constitution should set out that the members' powers are to elect or dismiss the board, approve or amend the constitution, and accept the financial accounts.



## Associations Incorporation Act 2015 (WA)

On the 1st July 2016 the *Associations Incorporations Act 2015 (WA)* will supersede the 1987 Act. It will be necessary for each association to update its rules to include all of the matters set out in schedule 1 of the new law, (detailed on page 26) and ensure that their rules comply with the requirements of the new law. These changes to the rules will need to be completed between 1 July 2016 and 1 July 2019.

Associations will have the ability to develop their own rules should they wish to do so or they may adopt the Model Rules prescribed in the Regulations. By adopting the Model Rules an association can ensure that their rules will comply with the requirements of the Act and they will only be required to provide information about the association's name, objects, quorums and financial year. Any changes that are made to the Model Rules will automatically apply to those associations that adopt them. A copy of the model rules can be viewed at [www.commerce.wa.gov.au](http://www.commerce.wa.gov.au).

During this three-year transition period the committee of the Association will have the power to make any necessary alterations to the rules so that they comply with the new law without requiring the members to pass the changes by special resolution at a general meeting. The alterations to the rules will still need to be lodged with the Commissioner for Consumer Protection within 28 days of the changes being passed by the committee in order for the changes to take effect. If the alterations are approved by the Commissioner, the association must then include notice of the alterations with the notice sent to members for the next annual general meeting.

Please note that once the rules have been updated to comply with the new law, any subsequent changes will need to be passed by a special resolution of the members at a general meeting as is usual practice. The Department of Commerce encourages all associations to use AssociationsOnline where you can submit and review all documents.

### Activities of incorporated associations

Associations are still required to be "not-for-profit", but it will be acceptable for an association to engage in trading activities provided that all of the profits from these activities are used to promote the objects and purposes of the association and individual members do not profit or receive distributions from the activities.

## Schedule 1 requirements

The rules of your Association must address all of the following matters set out in Schedule 1 of the Act.

**Note: Any changes to the previous schedule 1 requirements are highlighted in bold red.**

1. The name of the incorporated association.
2. The objects or purposes of the incorporated association.
3. The qualifications (if any) for membership of the incorporated association and provision for when membership commences and when it ceases.
4. The register of members of the incorporated association.
5. The entrance fees, subscriptions and other amounts (if any) to be paid by members of the incorporated association.
6. The name, constitution, membership and powers of the management committee or other body having the management of the incorporated association (in this clause referred to as the committee) and provision for the following:
  - the election or appointment of members of the committee;
  - the terms of office of members of the committee;
  - the grounds on which, or reasons for which, the office of a member of the committee shall become vacant;
  - the filling of casual vacancies occurring on the committee;
  - the quorum and procedure at meetings of the committee;
  - the making and keeping of records of the proceedings at meetings of the committee;
  - **the circumstances (if any) in which payment may be made to a member of the committee out of the funds of the association.**

Note: Any rules that provide for payment to a committee member from the Association's funds must state that this can only occur if the payment is authorised by a resolution of the association.

7. The quorum and procedure at general meetings of members of the incorporated association.
8. The notification of members or classes of members of general meetings of the incorporated association and their rights to attend and vote at those meetings.

**Note: The rules made must provide for all members of the incorporated association to be entitled to receive notice of and to attend any general meeting of the association.**
9. The time within which, and manner in which, notices of general meetings and notices of motion are to be given, published or circulated.
10. **The number of members, expressed as a percentage of membership, who may at any time require that a general meeting of the incorporated association can be convened.**
11. The manner in which the funds of the association are controlled.
12. **The day in each year on which the financial year of the incorporated association commences.**
13. The intervals between general meetings of members of the incorporated association and the manner of calling general meetings.
14. The manner of altering and rescinding the rules and of making additional rules of the incorporated association.
15. Provisions for the custody and use of the common seal of the incorporated associations, if it has one.
16. The custody of books and securities of the incorporated association.
17. The inspection by members of the incorporated association of records and documents of the incorporated association.
18. **A procedure for dealing with any dispute under or relating to the rules:**
  - **between members; or**
  - **between members and the incorporated association.**
19. **The manner in which surplus property of the incorporated association must be distributed or dealt with if the association is wound up or its incorporation cancelled.**

Note: An association's surplus property can only be distributed to:

- an incorporated association
- a company limited by guarantee registered under the *Corporations Act 2001*;

- an organisation that holds a current license under the *Charitable Collections Act 1946*
- an organisation that is a member or former member of the association and whose rules prevent the distribution of property to its members
- a non-distributing co-operative registered under the *Co-operatives Act 2009*.

### Others matters to review

When updating your rules, keep in mind that there have also been law changes regarding the issues below. Your rules should not say anything that is inconsistent with the new laws.

### Register of members

- Under the new laws an incorporated association will have the option to keep the names and either residential, postal or email address of its members.
- It allows members to provide a statutory declaration setting out the purpose for which the copy of the register of members is required.
- If a members requests that the association provides them with a copy of the register, the rules may permit the association to charge the member a reasonable amount.

### Rules of association

- A copy of the rules must be given to each person who becomes a member of the association.

### Committee and officer duties

- Committee member and officer duties are now codified in the Act. If your rules say something about committee duties you should check that the provisions are consistent with the requirements in the Act, in particular, around managing conflicts of interest.
- Under the new law a person is excluded from being on the committee (without special approval by the Commissioner for Consumer Protection) if they:
  - are bankrupt or their affairs are under insolvency laws;
  - have been convicted of an indictable offence in relation to the formation or management of a body corporate in the last five years
  - have been convicted of an offence involving fraud or dishonesty punishable by at least three months imprisonment in the last five years
  - have been convicted of an offence under the Act, where a person has allowed an association to operate while insolvent in the last five years.

### More Information

A copy of the draft model rules, containing all of the schedule 1 requirements, can be downloaded from [www.commerce.wa.gov.au/modelrules](http://www.commerce.wa.gov.au/modelrules).

Detailed information about the new associations law is available from [www.commerce.wa.gov.au/consumer-protection/new-laws-associations](http://www.commerce.wa.gov.au/consumer-protection/new-laws-associations).

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**ASSOCIATIONS BRANCH** Consumer Protection Department of Commerce

 [associations@commerce.wa.gov.au](mailto:associations@commerce.wa.gov.au)

 [www.commerce.wa.gov.au/associations](http://www.commerce.wa.gov.au/associations)

 1300 30 40 74

# Duty of Care

## The Duty of Care

Anyone who has an official capacity to organise and manage sport programs and events has a duty to make such activities as safe as possible for anyone who participates. This duty is referred to, in the eyes of the law, as the "Duty of Care".

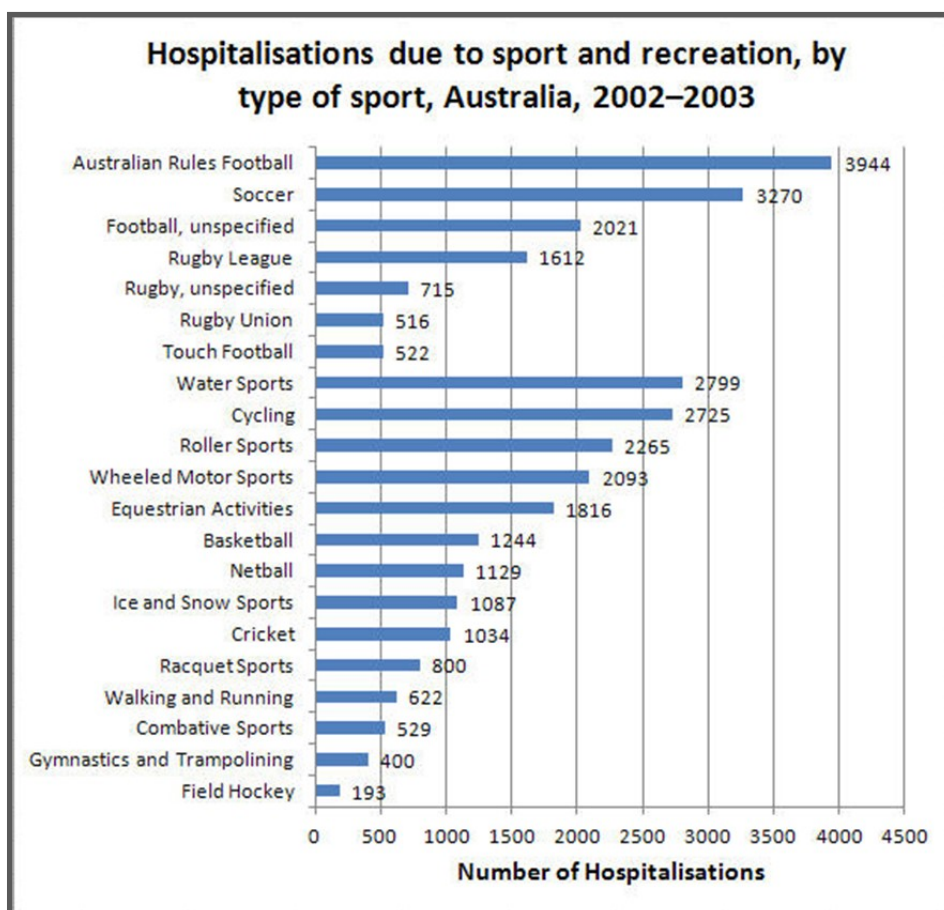
**Persons in an official capacity** include coaches, referees, coordinators, club administrators, grounds caretakers and owners of the sport facility.

**Persons who participate** include players, player supporters, spectators, coaches, referees and other officials such as time keepers and helpers.

**Safe as possible** means that efforts are made to:

- Make checks prior to the sport activity to identify and remove hazards from the environment in which the activity takes place
- Educate participants to undertake the activity safely as possible (this includes ensuring that participants know and understand the rules of the game and wearing protective clothing or equipment)
- Supervise participants as they undertake sport activities particularly if they are children or have an infirmity.
- Ensure that there are persons on hand who can respond appropriately to emergencies - this usually involves the provision training and the development of procedure.

The actions that sport managers and supervisors must take to make participation as safe as possible will depend to some extent on the participants themselves. The law tends to view that some people in society are owed a higher standard of Duty of Care as they are less able to look after themselves. This group includes children, persons with a disability, mentally ill, elderly and in some instances those who are pregnant.



## Performing the Duty of Care

Participation in sport is an inherently risky business and many injuries and even deaths do occur. Provided that sport committees have carried out their duty of care, then there is no redress for participants if they are injured in the pursuit of a normal sport activity. They can insure for this if they wish. It is only possible to take action in court if there is a breach of the duty of care and it is often the case that such a breach occurs when something has been missed or overlooked. For this reason, it is important for all sports clubs to undertake **risk management**.

The following actions are typical of what needs to be undertaken by sports committees to fulfil their duty of care:

- Sport officials and coaches must be properly accredited.
- Sport facilities must be checked for safety and hazards removed prior to sport activity.
- Children and other vulnerable segments of the population should be supervised when they participate in sport activities.
- Implements used in the pursuit of sport are in good working order.
- Sport participants are appropriately prepared for the sport activities they undertake - this includes health checks, fitness training, coaching and knowledge of rules.
- Injured persons are withdrawn from participation as soon as the injury comes to light.
- Behaviour that may increase the possibility of injury is discouraged and action taken against persistent perpetrators of inappropriate behaviour.

## Establishing that a Duty of Care exists

If a person is injured through participation in a sport or recreation and wishes to seek some form of compensation, then whether or not they succeed will depend on establishing three things:

- that the person was owed a duty of care
- that there was a breach of this duty of care
- as a result an injury occurred.

Establishing that the injured party was owed a duty of care is generally not the difficult aspect of any case in negligence. It depends on proving that a relationship exists between the injured person and the person(s) held responsible.

## Breach of the Duty of Care

Establishing, in a court of law, that a breach of duty of care has occurred is a much more difficult proposition. The court will apply what might be termed as a “test of reasonableness”. This involves a careful consideration of what is reasonable to expect a person (or organisation) to have done or not done in the circumstances.

In a case whether a sport participant is suing the sport organisation for negligence, the court might consider, for example, whether the sport organisation had:

- a system for checking the accreditations and qualifications of coaches and referees
- conducted risk audits
- implemented risk management policy and procedure to minimise risks
- employed or appointed competent persons to maintain supervision
- maintained facilities at expected standards.

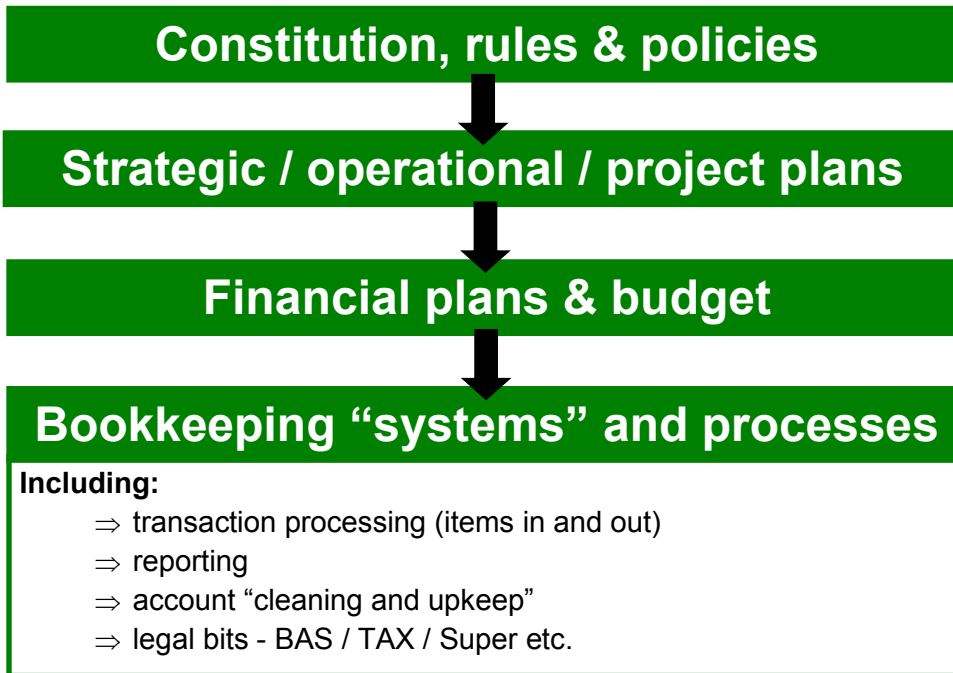




# Financial Management

As committee members you are responsible to your stakeholders (members, funders, participants etc.) and have a legal responsibility to manage the finances of the club.

## How financial management fits into the club's "family portrait"



## Your legal obligations

The committee of your club has a responsibility to ensure that the club works within the laws at all times and meets its legal obligations. All members of the committee need to be aware of the laws and ensure they are taken into account when decisions are being made.

As well as non financial laws (liquor licensing, community gaming etc.) the financial rules your club needs to follow are:

### 1. Club constitution

Remember to look to your constitution - what does it require you to do.

### 2. Are you an incorporated association?

The *Associations Incorporations Act 2015* requires that an incorporated association:

- *Must keep financial records that correctly record and explain its transactions and financial position and performance.*
- *Must within six months after the end of each financial year you must prepare financial statements that give a true and fair view of the financial position and performance of the association*
- *Must retain its financial records for at least seven years after the transaction covered by the records are complete.*

There are a number of requirements within the *Associations Incorporations Act 2015* you need to follow, please ensure you always have a copy to hand at committee meetings.

### 3. GST reporting

If your club is registered for GST you need to ensure you are reporting on time.



## Tips and hints

### Financial statements

Financial statements are “compilations” of financial reports, and include the:

- Statement of Financial Position (Balance Sheet)
- Statement of Comprehensive Income (Income and Expenditure Report)
- Statement of Cash Flows
- Notes to the Accounts

### Transaction processing

No matter your size you need a solid approach to transaction processing - a few tips...

- a “double-entry” bookkeeping system, computer-based (e.g. MYOB) or manual accounts ledger book
- a simple chart of accounts (a list of account names and numbers), properly categorised
- good record keeping (source documents etc.)
- regular bank reconciliations (at least monthly)
- regular back-up of data (can be an email to another committee member)
- strong discipline to “keep on top of the books”
- know when, how and who to ask for help.

### But how do I start?

- know your clubs accounting system – whether online, computer based or manual
- Know your starting point – who did the last transaction, do we have reports, were they audited?
- Treat each transaction “personally” – check the source and authority
- Accounting is glorified “tagging” – stuff in and stuff out – it’s not rocket science
- Process from source documents – invoices, receipt books, cash summaries – don’t process from the bank statement! (Try hard to have a source document for every payment).

### A little bit of theory...

- accounting is the tracking of exchanges between entities, not just the movement of cash
- accounts are numbers used to “tag” and collate the monetary value of these exchanges
- two sides to every exchange (“give” and “get”) mean two accounts to every entry
- two basic types of accounts: balance sheet accounts and income and expenditure accounts. They work in tandem, allowing us to know what we’re worth and how it’s changing

### Debit and credit...

Defining each side of the exchange, helps us identify the “debit” and “credit” (plus / minus):

Generally, the **get** = the **debit**      the **give** = the **credit**

Regularly we exchange a “promise to pay” instead of the cash itself, these items need to be recorded so the cash promised is allocated.

### A little bit of practical...

- in the beginning we only had “cash” and “members funds”
- after the first transaction that created the organisation we track every exchange by referring to our source documents, bank statements etc.
- the type of transaction will determine the accounts we use for both sides of the exchange, most are common sense and simply reflect real life, for example, I sold raffle tickets for cash
- bookkeeping keeps track of the exchanges by allocating an amount into the relevant accounts
- at any point we can stop the world to get a “snapshot” of our finances.

### How much cash reserves should our club have?

Clubs would have more confidence if they held 2 years worth of “overheads” (i.e. non-discretionary expenditure) in cash reserves.

### What we really need to know is:

- What is our net worth - our financial 'value'?
- Is our net worth going up or down, changing in the way we predicted?
- Can we pay our bills as and when they fall due?
- Can I trust the treasurer - do we all "own" the evidence?

### What's the outcome of "tagging" the exchanges?

- **The trial balance** is a list of the balances in all our accounts at any one time – it always balances to nil ("gets" = "gives").
- **The balance sheet** tells us our net worth (what we own and are owed less what we owe) at any point in time, and includes the net of all income and expenditure accounts.
- **The income and expenditure** accounts provide the detail of how our net-worth changes over a defined period.

### What is a reconciliation?

- A reconciliation is a verification (preferably from an external source) of the amount held in your balance sheet accounts – that is, what you own, are owed and owe by individual account
- Reconciling monthly makes you hip and groovy and ensures your balance sheet and therefore your income and expenditure accounts are accurate

### Do I need to budget?

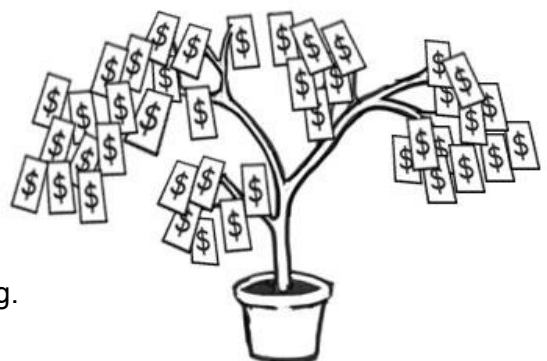
- Budgeting is not bookkeeping – you do not need to do it by law, however, it is highly recommended and a critical element in financial management.
- A budget is not an "allocation" to spend, it's a reasonable estimate of outcomes, based on the same structure as the accounts - it's our first bellwether of concern in reports.
- Budget annually by account, by month, on a "cash" basis then adjust for non-cash items or timing of funding (for example, memberships received in one year and allocated to the next).
- There is no need to budget a balance sheet, as the budget generally does not have "two-sides" to each transaction.
- Aim for committee approval at the start of the financial year and provide the budget in the same structure as your accounts, preferably with a comparative of "actual" for the previous year - try for a one-pager, with some comments.
- Once approved – don't change it! If life has changed drastically, call it a "forecast", and provide a comparison to original budget as info to the board.

### What about our longer term future...

- Financial sustainability is an important element in financial management, we need to look further than just next year.
- Use your "books" to plan, predict and allocate future resources - have a go at a five-year big-picture budget.
- Match you plans with your available resources directly - discuss and debate your priorities.
- Don't be conservative – have cautious aspiration.
- Don't just "do what we did last year".

### How do I regularly predict the future of our cash...

- Use the past, and focus on the exceptions.
- Use the same structure as your accounts and budget.
- Ensure your cash opening balances are accurate.
- Get the big numbers right – check and ask.
- Keep track of your assumptions and challenge them.
- Look for changes in your organisation's environment.
- Be prepared to "have a stab" when appropriate.
- Keep a track of actual versus forecast – fine tune.
- Don't spend more than an hour per month on accounting.





### In a nutshell, the committee should:

- Have a reporting structure the committee members understand.
- Ensure the balance sheet is reconciled (ask!).
- Review monthly reports:
  - balance sheet
  - income and expenditure report (month & YTD v budget)
  - income and expenditure report by activity (if applicable).
- Aspire to a “rolling” twelve-month cash flow forecast.
- Ensure members of the committee understand the basics of what the reports are telling them, or get regular access to someone who can advise and assist.
- Consider a professional bookkeeper if the above cannot be driven by volunteers - peace of mind is cost effective.
- The priority for committee members should be to request clear and simple financial information, and if they don't understand it – ask for help!
- If information, people or time were scarce – I would request the following updated for each meeting:
  - a fully reconciled balance sheet
  - a basic year-to-date income and expenditure report
  - a twelve month ‘rolling’ cash flow forecast.

[www.accountscoach.org.au](http://www.accountscoach.org.au)

**Accounts Coach** has been developed by the team at Western Australian Sports Federation as part of the Financial Management Support project.



Our aim at Accounts Coach is to provide support for community sport and recreation in getting about their financial management tasks. We aim to do this primarily in the following ways:

- Provision of a series of resources and reference materials designed for volunteers in sport that assist in understanding financial management issues and breaking down some of the jargon.
- An email helpline where anyone can ask a question or make a comment to the Coach.
- Personalised group workshops and presentations for clubs and community groups, generally under the auspices of a state sporting association or local government body.
- “The Coaches Box” – a regular blog about relevant issues.

We also have some big plans for the future, so drop by regularly. Financial management is a tough gig for anyone, but especially for volunteers, so by all means jump on the email helpline and let us know how the site might be able to help you and your sport in the future.

We're a new team, with a new coach, so any feedback is greatly appreciated.

To contact Accounts Coach visit [www.accountscoach.org.au](http://www.accountscoach.org.au) and select 'Email Helpline'



Department of  
Sport and Recreation



## Risk Management

While the club might be a not-for-profit organisation, it is as equally a not-for-loss organisation, and the only sustainable way to accumulate and maintain sufficient reserves is for the club to avoid operating at a loss. 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.

The management of risk is an integral part of good management practice. There is a direct relationship between risk and opportunity in all organisation's activities, and as such, an organisation needs to be able to identify, measure and manage its risks in order to be able to capitalise on those opportunities and achieve its goals and objectives.

Risk management is simply the practice of systematically identifying and understanding risks and the processes in place to manage them. Ultimately, the process gets you to a point of deciding whether, in the context of a particular activity, a risk is acceptable or requires further action. It allows an organisation to be proactive rather than reactive – creating a safer environment and “legally safer” operational procedures.



To be most effective, risk management should become part of an organisation's culture and should be integrated into its philosophy, practices and business plans rather than being done in isolation. Like all good management practices it should be driven from the top down and be recognised as the responsibility of everyone.

By having a structured approach to risk management, the following outcomes are likely:

- more effective decisions and transparency in decision making
- effective delivery of sporting services
- high standards of service and safety for participants, coaches, officials, spectators and volunteers
- effective allocation and use of resources – lower costs and increased budget certainty
- high standards of accountability
- creativity and innovation in management practice
- improve morale within the organisation
- consideration of legal issues and improved compliance with the law, regulations and other formal requirements.

The importance of addressing risk management within your organisation is identified in the Australian Sports Commission's “Governance Principles: A Good Practice Guide” Principle 3.4, which states:

*That the board/committee should have in place an effective risk management strategy and process. This will require the board/committee to take actions to identify key risks facing the organisation and ensure that risk management strategies are developed and actioned.*

The risk management system should comply with the Australian Risk Management Standard AS/NZS 4360:2004.

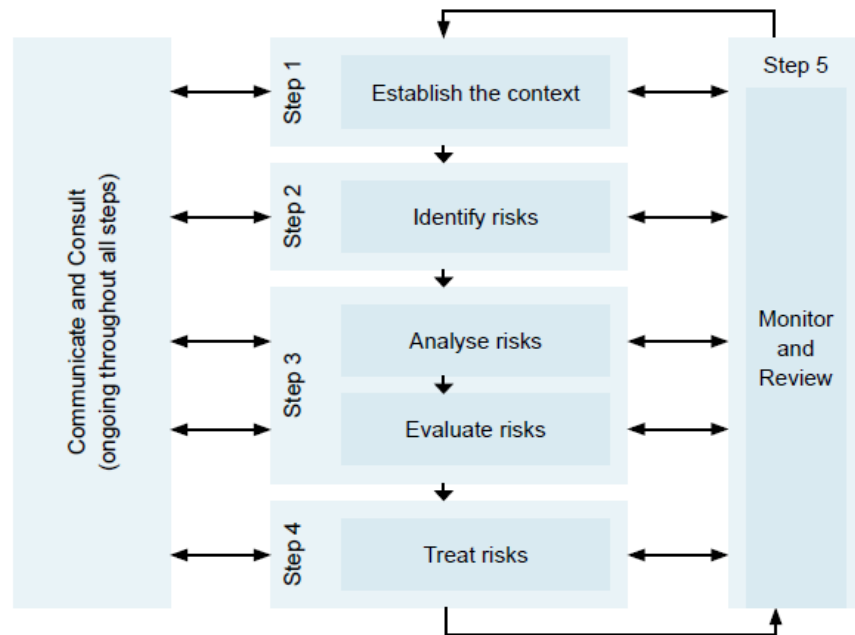
## Risk management process

Risk management is a five step process:

- Step 1** – Establish the context
- Step 2** – Identify the risks
- Step 3** – Analyse the risks
- Step 4** – Evaluate the risks
- Step 5** – Treat the risks

Throughout each step it is essential that there is consultation and communication with everyone in your organisation's functions, activities and events (refer to diagram).

### RISK MANAGEMENT PROCESS



### Step 1 – Establish the context

Before risk can be clearly understood and dealt with, it is important to understand the context in which it exists. You should define the relationship between your club and the environment that it operates in so that the boundaries for dealing with risk are clear.

Establish the content by considering:

- The strategic context – the environment within which the organisation operates
- The organisational context – the objectives, core activities and operations of the club.

### Step 2 – Identify the risks

The purpose of this step is to identify what could go wrong (likelihood) and what is the consequence (loss or damage) of it occurring.

Key questions to ask include:

- What can happen? List risks, incidents or accidents that might happen by systematically working through each competition, activity or stage of your event to identify what might happen in each.
- How and why it can happen? List the possible causes and scenarios or description of the risk, incident or accident.
- What is the likelihood of them happening?
- What will be the consequences if they do happen?

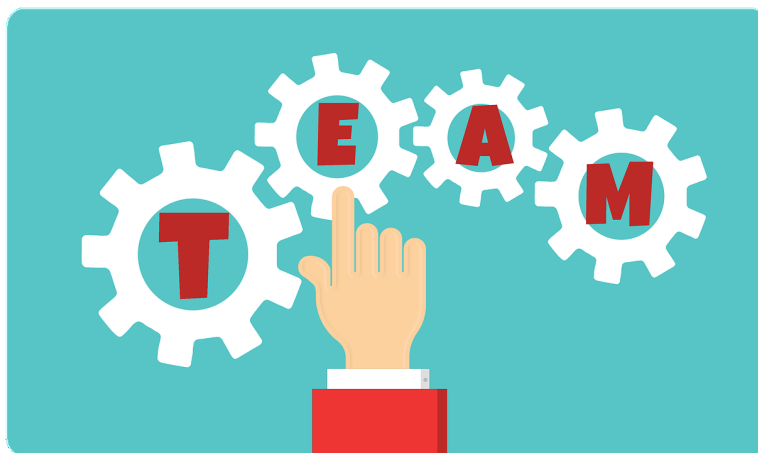
**Risks can be physical, financial, ethical or legal.**

**Physical risks** are those involving personal injuries, environmental and weather conditions and the physical assets of the organisation such as property, buildings, equipment, vehicles, stock and grounds.

**Financial risks** are those that involve the assets of the organisation and include theft, fraud, loans, license fees, attendances, membership fees, insurance costs, lease payments, pay-out of damages claims or penalties and fines by the government.

**Ethical risks** involve actual or potential harm to the reputation or beliefs of your club.

**Legal risks** consist of responsibilities imposed on providers, participants and consumers arising from laws made by federal, state and local government authorities.



### **Step 3 – Analyse the risks (and evaluate)**

This involves analysing the likelihood and consequences of each identified risk and deciding which risk factors will potentially have the greatest effect and should, therefore, receive priority with regard to how they will be managed. The level of risk is analysed by combining estimates of likelihood (table 1) and consequences (table 2), to determine the priority level of the risk (table 3).

It is important to consider the consequences and the likelihood of risk in the context of the activity, the nature of your club and any other factors that may alter the consequences of likelihood of risk.

Risk evaluation involves comparing the level of risk found during the analysis process with previously established risk criteria, and deciding whether risks can be accepted. If the risk falls into the low or acceptable categories, they may be accepted with minimal further treatment. These risks should be monitored and periodically reviewed to ensure they remain acceptable. If risks do not fall into the low or acceptable category, they should be treated using one or more of the treatment options in step 4.

The criteria for evaluating the risks at your club are shown below:

**Table 1: Likelihood scale - What is the likelihood of the risk occurring?**

<b>5</b>	<b>ALMOST CERTAIN:</b> will probably occur, could occur several times per year
<b>4</b>	<b>LIKELY:</b> high probability, likely to arise once per year
<b>3</b>	<b>POSSIBLE:</b> reasonable likelihood that it may arise over a five-year period
<b>2</b>	<b>UNLIKELY:</b> plausible, could occur over a five to ten year period
<b>1</b>	<b>RARE:</b> very unlikely but not impossible, unlikely over a ten year period

**Table2: Impact scale - What is the loss or damage impact if the risk occurred (severity)**

5	<b>CATASTROPHIC:</b> most objectives may not be achieved, or several severely affected
4	<b>MAJOR:</b> most objectives threatened, or one severely affected
3	<b>MODERATE:</b> some objectives affected, considerable effort to rectify, for example sport injury which requires medical attention and has some impact on participation
2	<b>MINOR:</b> easily remedied, with some effort the objectives can be achieved, for example, sport injury which requires first aid treatment and prevents immediate participation in sport
1	<b>NEGLIGIBLE:</b> very small impact, rectified by normal processes, for example, sport injury but does not prevent participation

**Table 3: Risk priority scale**

The risk priority scale determines the nature of the risk and the action required. They are indicators to assist in the decision making of what action is warranted for the risks.

		Impact				
		5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Negligible
Likelihood	5 Almost Certain	Extreme	Extreme	Major	Major	Medium
	4 Likely	Extreme	Extreme	Major	Medium	Minor
	3 Possible	Extreme	Major	Major	Medium	Minor
	2 Unlikely	Major	Major	Medium	Minor	Minor
	1 Rare	Medium	Medium	Minor	Minor	Minor

<b>Extreme</b>	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
<b>Major</b>	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
<b>Medium</b>	Medium risks that are likely to arise or have serious consequences requiring attention
<b>Minor</b>	Minor risks and low consequences that may be managed by routine procedures

## Step 4 – Treat the risks

Risk treatment involves identifying the range of options for treating the risk, evaluating those options, preparing the risk treatment plans and implementing those plans. It is about considering the options for treatment and selecting the most appropriate method to achieve the desired outcome. Options for treatment need to be proportionate to the significance of the risk, and the cost of treatment commensurate with the potential benefits of treatment.

**According to the Australian Risk Management Standard AS/NZS 4360:2004, treatment options include:**

- **Accepting the risk** is a common option, for example most people would consider minor injuries in participating in the sporting activity as being an inherent risk.
- **Avoiding the risk** is about your club deciding either not to proceed with an activity, or choosing an alternate activity with acceptable risk that meets the objects of your club. For example, a cricket club wishing to raise funds may decide that a rock climbing competition without a properly trained and accredited instructor, equipment etc. is too risky, and therefor may decide on a safer way of raising funds.
- **Reducing the risk** is a commonly practiced treatment of a risk within sport, for example, the use of mouth guards for players in some sports such as contact sports.
- **Transferring the risk**, in full or in part, will generally occur through contracts or notices, for example, your insurance contract is perhaps the most commonly used risk transfer form used. Other examples include lease agreements, waivers, disclaimers, tickets and warning signs.
- **Retaining the risk** is knowing that the risk treatment is not about risk elimination, rather it is about acknowledging the risk is an important part of the sport activity and some must be retained because of the inherent nature of the sport activity. It is important to consider the level of risk that is inherent and acceptable.
- **Financing the risk** means the club funding the consequences of risk, that is, providing funds to cover the costs of implementing the risk treatment. Most community non-for-profit sport clubs would not consider this option.

Whichever option you choose to treat a risk, if the risk has rated highly you will need to carefully consider necessary policies, procedures and strategies to treat the risk.

Considerations include:

- What is needed to treat the risk?
- Who has responsibility?
- What is the timeframe ?
- How will you know when the risk has been successfully managed?

Also, seek independent advice from your broker, insurer, solicitor, financial advisor or affiliated state body.





## Step 5 – Monitoring and review

As with communication and consultation, monitoring and review is an ongoing part of risk management that is integral to every step of the process. It is also the part of risk management that is most often not given adequate focus, and as a result the risk management programs of many organisations become irrelevant and ineffective over time. Monitoring and review ensure ensures that the important information generated by the risk management process is captured, used and maintained.

Few risks remain static. Factors that may affect the likelihood and consequences of an outcome may change, as may the factors that affect the suitability or cost of the various treatment options. Review is an integral part of the risk management treatment plan.

As discussed earlier, risk management is an integral part of all core business functions, and it should be seen and treated as such. Risk management should be fully incorporated into the operational and management processes at every level of the organisation and should be driven from the top down.

## Risk management implementation

Ideally, responsibility for treatment of risk should be borne by those best able to control the risk. The successful implementation of the risk treatment plan requires an effective management system that specifies the methods chosen, assigns responsibilities and individual accountabilities for actions and monitors them against specified criteria. If after treatment there is residual risk, a decision should be made as to whether to retain this risk or repeat the risk treatment process.

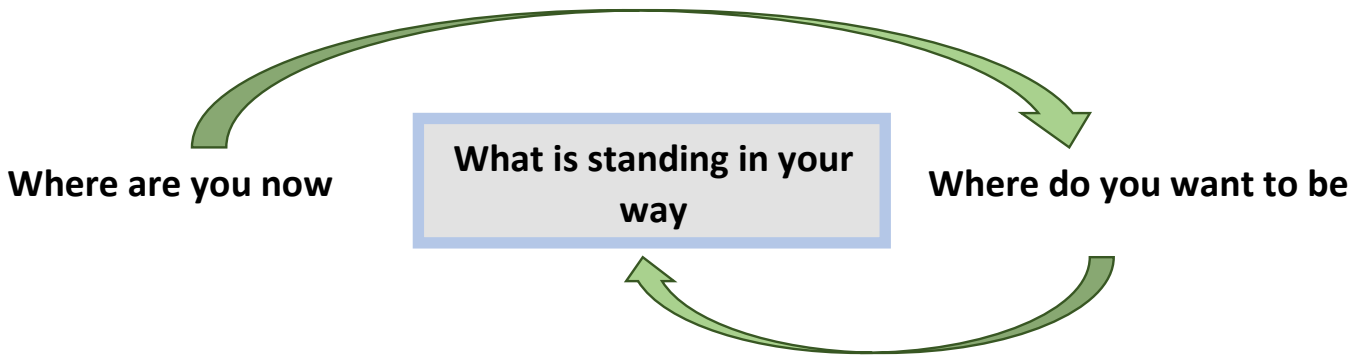
The key steps in implementing a risk management process within an organisation are:

- 1. Support of the board or committee** – this involves developing an organisational risk management philosophy and awareness of risk at the highest level and includes nominating a person to act as a champion of the process.
- 2. Development of the risk management framework** – this helps to define the context for managing risk within an organisation and includes developing a risk management policy, use of the risk priority table and identifying ways to capture and record risk information.
- 3. Communication and Education** – a program of education and communication needs to be developed that includes dissemination of the policy and procedure, awareness raising about managing risks and education sessions on specific identified risks.
- 4. Monitor and review** – establish a process for different areas of your organisation to report on their risks and progress of treatments. Review this risk management process to ensure it is efficient and effective in meeting the objectives set out in the policy and that key organisational risks are being managed.

**To download the template of a “Risk Management Checklist for Sport & Recreation” visit [www.ourcommunity.com.au](http://www.ourcommunity.com.au)**

# Strategic Planning

## Planning Framework



Using this framework will help you to identify the issues that are standing in your way of being the club you want to be. You will then plan the actions you are going to take to reach your goals.

<b>Identify</b>	<b>Why we exist</b>	<i>Mission</i>
	<b>What we want to be</b>	<i>Vision</i>
	<b>What we will do</b>	<i>Goals &amp; Objectives to get to where you want to be - what you intend to achieve</i>
<b>Plan</b>	<b>Actions and operations</b>	<i>Actions to show how you will achieve objectives</i>
	<b>How, what, when</b>	<i>Targets &amp; milestones</i>
	<b>People and resources</b>	<i>Who is going to do what and how</i>
	<b>Prioritise</b>	<i>Which goals and objectives are the most important</i>



## Identify

### Why we exist: Mission

A mission statement is an opportunity to define your club at the most basic level. It should tell your club's story in a brief and concise statement. Essentially it contains key phrases that express who you are, what you do, what you stand for, what you are trying to achieve and why you do it. In simple terms a mission statement communicates the essence of the organisation to its stakeholders, members and the public.

#### **When developing a mission statement, think about:**

- What do you do?
- What is the purpose of your club (outcomes and results you want to achieve)?
- Who are your internal and external stakeholders?
- What are your shared core values and beliefs (or guiding principles) that you practice?
- How do you differ from other clubs?
- What level of service do you provide?

#### **A good mission statement will:**

- describe a purpose for the organisation
- capture the culture of the organisation
- describe the strategic positioning of the organisation
- will be easy to read, but powerful
- provide options for growth and development.

#### **Here are some examples:**

"We will grow Surfing's position and profile through successful working relationships with stakeholders; innovative thinking; the performance of Australian athletes; and a dynamic management team delivering world's best surfing programs."

"We are an all inclusive club that provides a range of sporting activities to its members. We are committed to fostering the growth of its junior programs, and therefore ensuring the longevity of the club. We provide a warm and welcoming social environment to both members and guests from all areas of the community."

"Our club creates opportunities for boys and girls to play team sports together where they can learn essential skills and life lessons in ways that are consistent with best practices in youth athletics. We teach the fundamentals of the game and promote good sportsmanship and respect for all participants; emphasizing on fun, fundamental individual and team based skills, sportsmanship, teamwork and leadership."

### What we want to be: Vision

A vision statement defines what your club wants to become, articulating your dreams and hopes for the club. Your vision statement is your inspiration, the framework for all your planning. It answers the question, "Where do we want to go and what do we want to be?"

#### **When writing your vision statement, think about:**

- what you want your club to become
- what you want your club to be famous for
- what you want people to remember your club as being.

#### **A good vision statement...**

- sets a standard of excellence and clarifies direction and purpose
- inspires enthusiasm and commitment
- bridges the present and future
- is clear and easy to understand
- is ambitious (not limited by current circumstances – what is perceived possible).

**Here are some example vision statements:**

“To be recognised in the community as the best junior sporting club.”

“To be the most inclusive and social club in the community.”

“To become a community sport club for the region promoting fun, inclusion and fair play within a friendly and healthily competitive environment.”

“Be self sustaining and offering a range of programs to develop players social and playing skills.”

"To be recognised as a vibrant and respected sailing club encouraging participation in sailing through all age groups."

"The Blackwood Community Recreation Centre is committed to promoting healthy lifestyles through the provision of a diverse range of financially viable sport, recreation and leisure activities in concert with the changing needs of the community."

**What we will do: Goals and objectives to get to where you want to be**

**Goals:** Your goals should be easy to understand, concise and achievable within three years - about four to six goals is all you need.

**Objectives:** Your objectives should be **SMART**

<b>Specific</b>	Objectives should be specific, straightforward and clearly state what you want to
<b>Measurable</b>	Objectives should have appropriate units to be observed and measured - quality,
<b>Achievable</b>	You should be able to complete your objective to help reach your goal
<b>Realistic</b>	Objectives should be realistic so they can be accomplished
<b>Timely</b>	Objectives should have a timeframe so you can monitor progress and ensure they can

**Example goals and objectives:**

<b>Goals</b>	<b>Objectives</b>
<b>Engage the broader community to encourage participation in the club</b>	Engage corporate support and interested parties in key club events by end of 2015/16
	Develop a calendar of activities to distribute to members by December 2015
	Highlight a charity event in 2016 that the club will support and make a donation. Repeat again in 2017 and 2018
	Develop a supporters membership for non-players for start of 2016/17 season
<b>Club to reach 200 members by 2018</b>	Increase membership by 40% by June 2016
	To increase membership in over 35 category by 20% by June 2016
	To reduce member loss between ages of 18 and 25 by 15% by December 2016
	To retain new membership numbers until December 2018
<b>Club to build new toilet and shower block</b>	Build new toilet and shower block for home team
	Update current toilet and shower block to become public toilets
	Ensure disabled access is catered for in both home team and public blocks

## Plan

### Actions and operations: Actions to show how you will achieve objectives

You need to have actions for each objective so you can see how you are going to achieve your goals

#### Example Goal: Engage the broader community to encourage participation in the Club

Objective	Actions
<b>Engage corporate support and interested parties in key club events by end of 2015/16 season</b>	<ul style="list-style-type: none"> <li>• All committee members to engage with two local companies and invite them to home game days and events</li> <li>• Invite stakeholders to club events and AGM</li> <li>• Invite local companies to events – look at offering staff package deals</li> <li>• Develop supports database and keep them informed of events</li> <li>• Run adverts in local paper for free entry events the club is hosting</li> </ul>
<b>Develop a calendar of activities to distribute to members by December 2015</b>	<ul style="list-style-type: none"> <li>• Confirm dates for all event for forthcoming season</li> <li>• Have flyer calendar of all club games and social activities</li> <li>• Distribute flyer to all members with membership forms, at training nights and at games</li> <li>• Distribute to members email list</li> <li>• Promote activities on club social media pages</li> </ul>
<b>Highlight a charity event in 2016 that the club will support and make a donation. Repeat again in 2017 and 2018</b>	<ul style="list-style-type: none"> <li>• Conduct a club survey to see which event the members would like to support: share the survey on social media and ensure we receive nomination from over 60% of members</li> <li>• Choose event and promote it through our networks</li> <li>• Talk with organisers to see how we can best support the event</li> <li>• Ensure 80% of committee members and 50% of club members attend the event as either visitors or volunteers</li> <li>• Give the donation presentation at club AGM</li> </ul>
<b>Develop a supporters membership for non-players for start of 2016/17 season</b>	<ul style="list-style-type: none"> <li>• Decide on terms of membership at committee meeting</li> <li>• Invite all past players, parents and supporters to join</li> <li>• Produce a welcome newsletter for signed up members</li> <li>• Develop working group to organise annual event for supporters</li> </ul>

## How, what, when: Targets and milestones

Against each objective for the goal, put a timeframe for the actions and a person responsible

**Example Timeframe: Highlight a charity event in 2016 that the club will support and make a donation. Repeat again in 2017 and 2018**

Action	Timeframe
<b>Conduct a club survey to see which event the members would like to support: share the survey on social media and ensure we receive nomination from over 60% of members</b>	<ul style="list-style-type: none"> <li>Secretary to make survey monkey in December 2015 and post on club Facebook and twitter.</li> <li>All committee to encourage members to participate throughout December and January.</li> </ul>
<b>Choose event and promote it through our networks</b>	<ul style="list-style-type: none"> <li>President to review survey monkey results and announce at February 2016 committee meeting the charity event we're supporting.</li> <li>Whole club to promote event for 3 months leading up to it - lead by President and Secretary</li> </ul>
<b>Talk with organisers to see how we can best support the event</b>	<ul style="list-style-type: none"> <li>President to meet with charity committee to see how we can best support event - February / March 2016</li> </ul>
<b>Ensure 80% of committee members and 50% of club members attend the event as either visitors or volunteers</b>	<ul style="list-style-type: none"> <li>President to speak to whole club at March home game to explain event and their roles - attending event or volunteering.</li> <li>All committee to ensure we get people from club at event - lead by Treasurer who will keep list of who is doing what</li> </ul>
<b>Give the donation presentation at club AGM</b>	<ul style="list-style-type: none"> <li>Secretary to invite Charity event committee to AGM in August 2016 to give donation</li> <li>August / Sept 2016 Secretary to organise an article in paper to showcase clubs charitable work and promote charity</li> <li>October 2016 at committee meeting - review the above process and make any amendments for 2017 charity event - lead by President</li> </ul>

## People and resources: Who is going to do what and how

With the people responsible for an action, make sure they have the appropriate resources they need to complete the task.

**Example People and Resources: Conduct a club survey to see which event the members would like to support: share the survey on social media and ensure we receive nomination from over 60% of members**

Timeframe	People and resources
<b>Secretary to make survey monkey in December 2015 and post on club Facebook and twitter. All committee to encourage members to participate throughout December and January.</b>	<ul style="list-style-type: none"> <li>Secretary needs access to club laptop and internet to make survey monkey questionnaire</li> <li>Secretary to have access to club emails to receive nominations and use club laptop to make spreadsheet showing results</li> <li>All committee to have access to survey monkey link so they can circulate it to contacts</li> </ul>

## Prioritise: Which goals are the most important

For your original list of club goals, prioritise the goals and the actions for each goal.

Priority	Goals and objective priorities	
1	<b>Engage the broader community to encourage participation in the Club</b>	
	1	Engage corporate support and interested parties in key club events by end of 2015/16 season
	3	Develop a calendar of activities to distribute to members by December 2015
	2	Highlight a charity event in 2016 that the club will support and make a donation. Repeat again in 2017 and 2018
	4	Develop a supporters membership for non-players for start of 2016/17 season
3	<b>Club reach 200 members</b>	
	2	Increase membership by 40% by June 2016
	1	To increase membership in over 35 category by 20% by June 2016
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2	<b>Club to build new toilet and shower block</b>	
	1	Build new toilet and shower block for home team
	3	Update current toilet and shower block to become public toilets
	2	Ensure disabled access is catered for in both home team and public blocks

## SWOT Analysis

Within your strategic plan you should always complete a **SWOT** analysis:

**S**trengths

**W**eaknesses

**O**pportunities

**T**hreats

By using the **SWOT** analysis you can identify where you stand in the market and from that point go ahead and make future plans based on the strength of your knowledge. Working through this process will give you a clearer idea of:

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

### Strengths

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

- strong financial base
- growth area for your product
- group of skilled volunteers
- support from local businesses
- support from local politicians
- support from local service organisations
- well equipped clubhouse
- well structured committee
- enthusiastic and capable committee.

### Weaknesses

Weaknesses often appear as the direct opposite of the strengths listed above and 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
- lack of interest in your sport.

## Opportunities

Opportunities refer to the possibilities of new growth because of the changes in the external environment 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, housing estates with children
- grants by local authorities to encourage sport
- grants by state authorities to encourage sport
- grants by 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
- promotion of sport to different gender, for example, football – all codes – to girls.

## Threats

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

- organisations giving up sponsorship of sports to concentrate on other areas
- seasonal interest in particular sports that are in direct competition with your own sport, for example, competing codes of football
- promotion of sport to different genders that competes with your sports interest, for example, netball and soccer for girls
- 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
- lack of knowledge and interest in your product.

	Strengths	Weaknesses
Internal		
	Opportunities	Threats
External		

## Key Elements to a Strategic Plan:

There are seven key elements of a good Strategic Plan for a not-for-profit sporting and recreation organisation. These elements are:

### **Vision:**

A vision is essential for your organisation. Without it, your organisation has nothing to strive towards.

### **Commitment:**

Every organisation needs to be committed to its vision, otherwise it is unlikely to succeed. Commitment is required from both the organisation and its members.

### **Timelines**

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

### **Objectives**

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

### **Reporting**

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

### **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.

### **Change**

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

## Reviewing:

It is the responsibility of the committee to review the strategic plan; table 1 details an example of when you should review certain areas of your strategic plan:

**Table 1: reviewing the strategic plan**

Strategic Planning	Update	Total Review
Values, Vision, Mission	Six-monthly, but only if required	Annually
Environmental Analysis	Six-monthly	Annually
Strategy Formulation	Six-monthly, but only if required	Annually
Targets	Monthly	Quarterly and Annually
Resource Requirements and Action Planning	Weekly, daily	Monthly
Entire Strategic Plan	Annually	Annually



# Richmond Rugby Club

## Strategic Plan

### 2016 - 2020

#### CLUB DETAILS

**Name:** Richmond Rugby Club  
**Address:** PO Box 123, Richmond , WA, 1234  
**Club location:** 4 Sports Road, Richmond , WA 1234  
**Web address:** [www.richmondrugby.com.au](http://www.richmondrugby.com.au)

#### HISTORY AND PROFILE

Richmond Rugby club was formed in 1963 by Richard Goals as a community sporting group. We became incorporated the following year and over the past 52 years we have grown from 13 members to 236 members. We are a family rugby club in the heart of our community, we are one of the longest running rugby clubs in WA and we pride ourselves in involving all members of the community in our club.

Our membership age ranges from 4 years to 45 years and we currently have four senior men's sides and a senior ladies team regularly playing each weekend along with a thriving Colts and Girls rugby squad. We also have a strong and popular Minis/Junior rugby setup with teams ranging from U6 to U16 trained and coached by qualified members of staff.

#### ABOUT THIS PLAN

This strategic plan has been developed by a forum representing members of the Richmond rugby Club. It recognises that whilst there are and always will be individual needs within the Club there is the need to share common goals. It is these common goals that are documented. The plan begins by documenting the following:

- **Environment** – an overview of external factors that directly or indirectly affects the club.
- **Targets** – the people and organisations we need to communicate with, both now and in the future.
- **Positioning** – how we are generally perceived in the community
- **Competitors** – those who take human resources, time and money that could be utilised in achieving our goals
- **Resources** – what we have to work with.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the club. The plan then identifies X (number) major goals of the club and what objectives and actions have to be achieved to attain these goals.

## BACKGROUND TO PLAN FORMULATION

We completed the Australian Sports Commission Club Health Check in May 2016.

**The identified clubs strengths are:**

### HR / Volunteers

- structured development courses are offered by Rugby WA for coaching, officiating and scoring
- volunteers and new members rostered on for weekly officiating duties.

### Administration, policies and procedures

- new 'Rules of Association' (constitution) was finalised in 2010
- management committee meets regularly to discuss and manage the risks of ongoing club activities
- our club's policy and procedures are fully aligned to state organisation for Member Protection, Code of Conduct and Dispute Resolution.

### Governance

- In the past four years, the club has been managed in a professional manner with strong leadership.

### Finance and fundraising

- club finances in a good position due to experience and financial acumen of past committee
- budget prepared and monitored over the past three financial years
- financial accounts audited with financial report presented at AGM.

### Facilities

- club successfully completed a major redevelopment of facilities in 2010 including new perimeter fence, upgrade of pitch and new light towers. This resulted in a twenty-year lease with the Shire.

### Operations

- club encourages all members to play to the best of their ability in a fun and fair local competition
- encourage members to try out for regional and state teams.

### Marketing

- Come & Try Days held in February and September in the past two years has resulted in a 62% increase in membership over the two-year period
- hosted rounds 5 & 6 of the regional rugby competition
- club has increased use of social media with an active Facebook site and Instagram page
- weekly communication to members through email and Facebook
- participate in the annual Shire Christmas Parade

**The identified club weaknesses are:**

**HR / Volunteers**

- lack of defined and documented volunteer and organisational roles and position descriptions
- minimal information about attributes and abilities of members
- lack of procedure to find out why members leave - the questions are not being asked.

**Administration, policies and procedures**

- no training and development policy for coaching, player pathway, management committee or volunteer development
- lack of social events and interaction for members and supporters.

**Governance**

- no formal Volunteer Management Plan
- most recent strategic plan was established in 2012 and needs to be reviewed and updated
- club struggles to fill committee positions, with no formal succession plan in place to attract volunteers.

**Finance and fundraising**

- no formal policy to develop sponsorship partners - in the past the sponsors were aligned to the club's major redevelopment of facilities in 2009/2010
- opportunity to source grant funding to assist with long-term goals.

**Facilities**

- Lack of volunteers to support management committee to manage and priorities further developments and continual maintenance of club facilities – including pitch, changing facilities and canteen.

**Operations**

- potential to develop a "New Member Welcome Pack" to assist committee with introducing new members to the club.

**Marketing**

- club website is out of date and lacks information for new and existing members
- the club needs to investigate ways to promote the sport through media resources in the region
- options to expand communication to existing members.

## MISSION STATEMENT

To promote and develop the game of rugby football within the community in order to encourage maximum participation and enjoyment at all levels.

*Your mission statement should encapsulate your:*

- *the overall objective of our organisation*
- *your unanimity of purpose*
- *attitudes and outlook*
- *Reasons why the organisation exists*
- *your philosophy and purpose.*

## VISION

To create a positive environment that is the best rugby experience for the whole community in our region.

*The vision is your determination of “where we want to be”. The vision is a statement of your future, it sets the objectives to motivate your focused efforts.*

## GOALS

The goals of the club are to:

1. engage the broader community to encourage participation in the club
2. reach 300 members
3. build new toilet and shower block
4. develop a financially sustainable income stream
5. redevelop the club website.

*You should have four to six goals, which you detail later in the plan.*

## FUTURE DEVELOPMENT AREAS

These areas have been identified by the club as being key areas for future development:

- membership retention
- financial sustainability
- player development
- volunteer management

*You should identify the areas your club has acknowledged that improvement is required.*

## ENVIRONMENTAL SNAPSHOT

A strategic plan is prepared with consideration of the environment your club operates in as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that your club operates in and the relevant targets, resources, competitors and finally the positioning of the club in the community.

### Example of these factors

#### General environment

- various sporting clubs exist in the region
- situated in a growing area of the region
- increasing external commitments for participants, including work
- not a strong rugby culture in the region
- other codes are dominant in media, sponsorship and recruitment
- a lot of clubs are competing for the same sponsorship dollars.

#### Targets

- potential and current players
- past players
- supporters
- parents
- junior rugby clubs
- schools
- universities
- potential sponsors
- business community.

#### Positioning

- oldest club in the competition
- seen as a traditional club
- not a wealthy club
- friendly club with great history.

#### Competitors

- others football codes draw from same player base
- other rugby clubs
- work commitments
- professional incentives from others sports

#### Our Resources

- club maintained website
- access to ARU and state / territory union resources
- quality coaches
- active committee

## SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"><li>• secure training venue</li><li>• number of players interested in Club</li><li>• excellent stable coaching staff</li><li>• a good reputation in rugby community</li><li>• club provides an enjoyable environment for players and supporters</li></ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"><li>• volunteers – are mainly players</li><li>• lack of ex-players and supporters being involved in the club</li><li>• limited clubhouse facility</li><li>• difficulty collecting fees</li><li>• outstanding debt to local union</li><li>• no junior club for transition of players</li></ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"><li>• create strategic relationships with local junior clubs, schools and university</li><li>• improved transition from juniors to seniors with better coaching networks and focus on player development</li><li>• sponsorship and local business community</li><li>• coordinate approach by better committee structure</li></ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• other rugby clubs</li><li>• other football codes</li><li>• financial instability</li><li>• cost to play rugby (insurance and affiliation)</li><li>• recruitment to other clubs via schools</li><li>• transition within rugby – juniors to seniors</li><li>• professional incentives from other sports (Rugby League)</li></ul>

## GOAL 1 - Engage the broader community to encourage participation in the Club

Objective	Actions
<p><b>Engage corporate support and interested parties in key club events by end of 2015/16 season</b></p>	<ul style="list-style-type: none"> <li>• All committee members to engage with 2 local companies and invite them to home game days and events</li> <li>• Invite stakeholders to club events and AGM</li> <li>• Invite local companies to events – look at offering staff package deals</li> <li>• Develop supports database and keep them informed of events</li> <li>• Run adverts in local paper for free entry events the club is hosting</li> </ul>
<p><b>Develop a calendar of activities to distribute to members by December 2016</b></p>	<ul style="list-style-type: none"> <li>• Confirm dates for all event for forthcoming season</li> <li>• Have flyer calendar of all club games and social activities</li> <li>• Distribute flyer to all members with membership forms, at training nights and at games</li> <li>• Distribute to members email list</li> <li>• Promote activities on club social media pages</li> </ul>
<p><b>Highlight a charity event in 2017 that the club will support and make a donation. Repeat again in 2018 and 2019</b></p>	<ul style="list-style-type: none"> <li>• Conduct a club survey to see which event the members would like to support - share the survey on social media and ensure we receive nomination from over 60% of members</li> <li>• Choose event and promote it through our networks</li> <li>• Talk with organisers to see how we can best support the event</li> <li>• Ensure 80% of committee members and 50% of club members attend the event as either visitors or volunteers</li> <li>• Give the donation presentation at club AGM</li> </ul>
<p><b>Develop a supporters membership for non-players for start of 2016/17 season</b></p>	<ul style="list-style-type: none"> <li>• Decide on terms of membership at committee meeting</li> <li>• Invite all past players, parents and supporters to join</li> <li>• Produce a welcome newsletter for signed up members</li> <li>• Develop working group to organise annual event for supporters</li> </ul>

*Repeat this current page for each of your goals*



## Policies, Procedures & Documents

Detailed below are suggested policies, procedures and related documents for not-for-profit organisations engaging volunteers under the National Standards for Volunteering. It should be noted that these are suggestions only, and each organisation should determine their need based on:

- size and complexity of the organisation
- number of volunteers engaged in the organisation
- funding or other regulatory or legislative requirements

**Club:**

**Contact person:**

**Email address :**

**Phone number:**

Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 1. Organisational policy and procedure development</b>					
Constitution					
Members' register					
Policy & procedure manual					
Code of Conduct					
Policy development & review policy					
Branding, Intellectual Property & Copyright policy					
Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 2. Management responsibilities</b>					
General policy of volunteer engagement, including: <ul style="list-style-type: none"> <li>• Rights &amp; responsibilities</li> <li>• Supervision &amp; support</li> <li>• Recognition</li> <li>• Conditions (hours)</li> <li>• Reporting, review &amp; evaluation of volunteer program</li> </ul>					
Member protection policy					
Risk management policy					
Certificates of Insurances					
Insurances for volunteers policy					
Credit card usage policy					
Document management policy					
Decision making policy					
Conflict of interest policy					
Budgets & financial records					
Budget planning & preparation policy					
Asset register					

Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 3. Recruitment</b>					
Induction/orientation policy & procedure					
Role profiles, including criteria					
WWC Check					
Orientation pack/handbook					
Volunteer agreement (including conflict of interest declaration)					
Confidentiality agreement					
Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 4. Work and its environment</b>					
Health & Safety policy, including procedures on: • General working conditions • Injury reporting • Evacuation					
Privacy/Confidentiality policy					
Representation of organisation policy					
Expense reimbursement policy					
Conflict resolution & grievance procedure					
Attendance sheet					
Expense claim form					
Code of conduct, including: • Dress code • Appropriate language • Duty of care • Discrimination • Harassment • Access to premises • Equipment usage					
Accident/Incident report					
Equipment usage procedures					
Policy name or related documents	Have it?	Need it?	Last Reviewed?	Needs reworking?	Other comments
<b>National Standard 5. Training and development</b>					
Education & training policy					
Supervision & support policy					
Board performance reviews					
Recognition events plan/calendar					

Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 6. Service delivery</b>					
Handling complaints policy					
Surveys/feedback forms					
Complaint form					
Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 7. Documentation and records</b>					
Document/record control policy, including procedures on: • Creating & updating documents • Filing & storage of documents					
Data collection policy (personal information)					
Document Master List					
Policy name or related documents	Have it?	Need it?	Last reviewed?	Needs reworking?	Other comments
<b>National Standard 8. Continuous improvement</b>					
Volunteer program evaluation policy & procedure					
Copy of National Standards for Involving Volunteers					

## Member Protection Policy

The Member Protection Policy outlines how your club meets its obligations to provide a safe environment and to maintain responsible behaviour and fair decision making.

Clubs should have a Member Protection Policy to maintain responsible behaviour and the making of informed decisions by participants in your club. It should outline your commitment to a person's right to be treated with respect and dignity, and to be safe and protected from abuse. Your policy will inform everyone involved in the club of their legal and ethical rights and responsibilities and the standards of behaviour that are required. It also covers the care and protection of children participating in your club's activities. The policy applies to everyone involved in the club including committee members, administrators, coaches, officials (umpires/referees/judges), players, parents and spectators.

The policy covers unfair decisions (for example team selection) and actions, breaches of our code of behaviour and behaviour that occurs at practice, in the club rooms, at social events organised or sanctioned by the club (or your sport), and on away and overnight trips. It also covers private behaviour where that behaviour brings your club or sport into disrepute or if there is suspicion of harm towards a child or young person.

For an example Member Protection Policy visit [www.playbytherules.net.au](http://www.playbytherules.net.au) or call your Club Development Officer on 9771 7797.

## Insurance Checklist

**Club:**

**Contact person:**

**Email address :**

**Phone number:**

Insurance	Yes	No	Action
<b>Risk management</b>			
Have we identified the risk that can be transferred to an insurer?			
Bodily injury as a result of negligence			
Third party property damage as a result of negligence			
Negligence by individuals in carrying out their professional duties (for example coaches)			
Personal injury to officials, coaches etc.			
Theft or damage to the organisation's property, etc.			
<b>Types of insurance</b>			
<b>Have we taken out appropriate and relevant insurance?</b>			
Public liability			
Professional indemnity			
Directors and officers liability			
Associations liability			
Personal injury / accident			
Occupational health and safety			
Workers compensation			
Property content/building			
Other:			
Other:			

Insurance	Yes	No	Action
<b>Knowledge of your insurance policy</b>			
<b>Do we understand our insurance policy? For example, do we know:</b>			
What is covered?			
What is excluded?			
Who is covered under the policy?			
When are they covered?			
Where are they covered?			
What is the level of cover?			
What is the excess if a claim is made?			
If the policy a claims made or an occurrence policy?			
If we have shopped around for a competitive premium price?			
Have we made all relevant disclosures to our broker/insurer?			
Have we consulted with all relevant people in our organisation in relation to potential claims?			

## The Working with Children Check

The Working with Children Check (WWC Check) is a compulsory and rigorous criminal record check for certain people who carry out “child-related work” in WA. A person is in ‘child-related work’ if the usual duties of their work involves, or is likely to involve contact with a child in connection with specified categories of work (see the website below for further details) It includes child-related work carried out by paid employees, volunteers, unpaid people and the self-employed. Parents volunteering in connection with their child’s activity are exempt (although this does not apply to overnight camps); however they should still be required to complete the non-WWC Check screening process. There are other exemptions, for example volunteers under 18 years old. Further details about exemptions can be found on the website below. Only those in child-related work under the Act may apply.

Applicants will be issued with one of the following:

- An Assessment Notice in the form of a WWC Card enabling them to be in all types of child-related work for three years unless there are new offences of concern.
- An Interim Negative Notice, which prohibits them from child-related work until a final decision is made on their application.
- A Negative Notice, which prohibits them from child-related work.

There are set obligations and strong penalties for non-compliance including for both employers and volunteer co-coordinators.

For more information visit [www.checkwwc.wa.gov.au](http://www.checkwwc.wa.gov.au) or call 1800 883 979 (toll free)

## GUIDELINES FOR WORKING WITH CHILDREN

These guidelines are for coaches and other personnel to protect them from risk and to keep children safe. It is recommended that sporting organisations develop guidelines tailored to the needs and context of their sport.

### Maintain appropriate boundaries

Coaches and other personnel in positions of authority should maintain clear:

#### Physical boundaries

- Use drills to develop fitness, not as a punishment.
- Only use physical contact that is appropriate for the development of a particular skill.
- Work within sight of others at all times.

#### Emotional/verbal boundaries

- Use positive feedback on performance, not negative feedback about the person.
- Be encouraging and avoid put-downs.

#### Social boundaries

- Attend sport-related events such as sponsorship and fundraising events, celebrations and annual meetings but do not socialise with athletes outside sporting functions.

#### Sexual boundaries

- Do not have sexual relationships with athletes you are coaching.
- Do not touch athletes in ways likely to make them feel uncomfortable.

### Minimise physical contact

Generally physical contact with players/ participants should be to:

- develop sport skills
- give sports massage
- treat an injury
- prevent or respond to an injury
- meet the specific requirements of the sport.

All physical contact by personnel should fulfil the following criteria:

- Physical contact should be appropriate for the development of a sport skill/s.
- Permission from the player/participant should always be sought.
- Player/participants should be congratulated or comforted in public not in an isolated setting.

### Avoid being alone with a child

To protect both yourself and a child from risk:

- Do not isolate yourself and a child and avoid being alone with any particular child.
- If a child approaches you and wants to talk to you privately about a matter, do so in an open area and in the sight of other adults (e.g., other coaches, officials or parents/guardians).
- Before going into change rooms knock or announce that you will be coming in. Try to have at least one adult with you in a change room with children.

## Working with Children register

Every club must keep a Working with Children register of every adult in your club and their current WWC card status, here is an example register:

Person and Position								WWC Card				
Position	Volunteer or Paid	Name of person	Date of birth	Start date	Category of CRW (see opposite page)	Exemptions apply? Why?	Status & action	Receipt no.	WWC no.	Expiry date	Date position reviewed	Validation dates
Canteen Person	Volunteer	Mary Forkington	1/08/1980	04/03/2013	12	Yes - parent of child					1/02/2014	
Under 15s Coach	Volunteer	John Smith	25/10/1972	08/01/2010	4.12.15	No - overnight stays	1. Holds current WWC card		859632	22/07/2017		
Umpire	Paid	Bruce Field	2/02/2003	17/02/2016	12	No	2. Application lodged					
Umpire	Paid	Lucy Marker	20/10/1986	12/02/2015	12	No	1. Holds current WWC card	C142586985	458628	11/04/2018	1/08/2015	1/08/2015
Under 10s Coach	Volunteer	George Walker	18/07/1968	3/04/2014	4.15	No	4. Negative notice 04/04/2014 - George suspended from junior club coaching. Now only seniors.	C1489562354 1			29/05/2016	
President	Volunteer	Peter Batty	4/03/1980	10/11/2000	12	Yes - parent of child					26/04/2016	

### Five options for status are:

1. Holds Current WWC Card
2. Application lodged
3. Interim negative notice
4. Negative notice
5. Application Withdrawn



## Categories of child-related work

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.



## 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.

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.



### It's important to have policies and procedures in place

#### 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
- outline what to do if any issues arise.

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

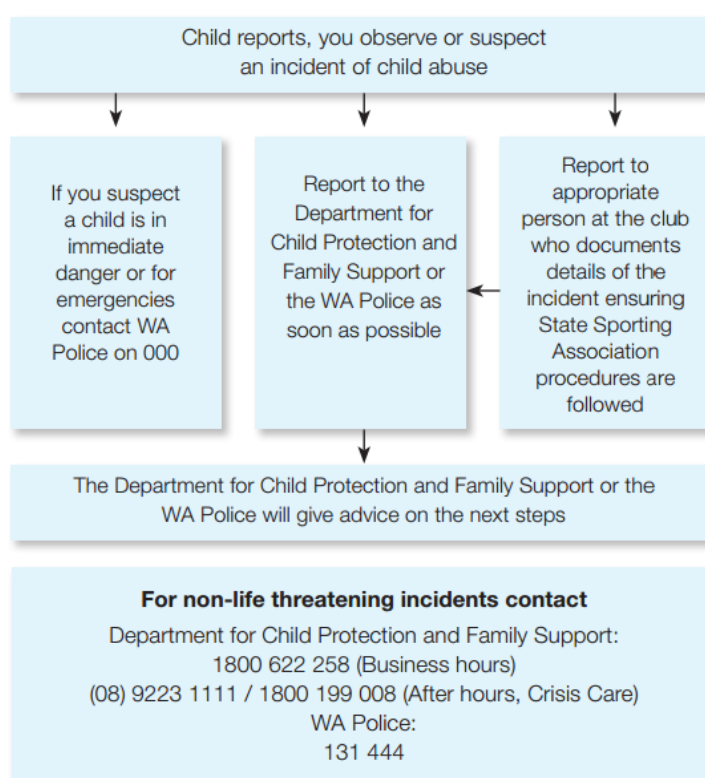
It's important to provide ongoing development and training opportunities for everyone who has contact with children and young people to:

- 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.

Attending a Safe Clubs 4 Kids workshop run by the Shire can assist volunteers and employees to learn the skills detailed above.

## Reporting a disclosure or suspicion

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



You are encouraged to read your State Sporting Association's Child Protection Policy or Member Protection Policy so that you understand what is considered to be appropriate and inappropriate behaviour. Additionally, ensure you regularly communicate and promote policies and procedures within your club. This can be done via your website, newsletter and posters as well as conversations at meetings.

For more detailed information, visit the following websites:

- The SC4K resources - [www.dsr.gov.au/safe-clubs-4-kids](http://www.dsr.gov.au/safe-clubs-4-kids)
- Working with Children Check legislation - [www.workingwithchildren.wa.gov.au](http://www.workingwithchildren.wa.gov.au)
- Templates, resources, online training - [www.playbytherules.net.au](http://www.playbytherules.net.au) and [www.ausport.gov.au](http://www.ausport.gov.au)
- Indicators of child abuse and how to report concerns - [www.dcp.wa.gov.au](http://www.dcp.wa.gov.au)
- Online safety in regards to bullying and harassment - [www.esafety.gov.au](http://www.esafety.gov.au)



## KidSport overview

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 go directly to the registered KidSport clubs through their participating local government. 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.

## What are the eligibility criteria?

- applicant must be aged 5 to 18 years
- applicant must have a Health Care Card or Pension Concession Card OR be referred by a recognised referral agent
- applicant's primary place of residence must be in the local government area where they are applying.



## What else?

- funding will cover the cost of fees to join the nominated sport or recreation club and this may include other related costs identified by the club)
- maximum of up to \$200 per child per calendar year
- fees are only for the nominated registered season
- no retrospective fees will be paid
- no limitation to applications per family as long as the criteria is met.

## Sport and recreation clubs

Sport and recreation clubs can get involved in KidSport by registering as a KidSport club with their participating local government or online at [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)

To be eligible clubs must be a:

- not-for-profit sport or recreation club and affiliated with a recognised State Sporting Association or have affiliation through a state organisation
- business/privately owned BUT individual members MUST be affiliated with a recognised State Sporting Association or have affiliation through a State organisation.

Once registered, KidSport clubs receive applications and then invoice the local government for the cost of the applicant's fees and other identified costs. All KidSport vouchers must be submitted by parents online then validated by the local government before being accepted by the club. Local governments can assist with this process.

## KidSport Online

As of 1 September 2016 the whole KidSport process will be running online, this includes parents applying for vouchers, the approval process and club invoicing. Please ensure all your club information is kept up to date on the online system; this includes club fees, contact details and bank details.

## “Club How to” guide for online system

### Accessing the Homepage (Sporting Clubs):

- Go to the DSR Homepage at [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)
- At the homepage at the top right hand side, click on the link for club login
- The username and password boxes will be visible
- Type in your provided username and password
- You are now on the main KidSport Club homepage

### How to update information:

- under the clubs header, the name of the registered club will be displayed in the box
- click on the pencil at the side of the named club, to open the generic details listed on the departments system for the club
- check all generic details - important to ensure the age groups, and have juniors marked yes (if juniors are not marked, the option to register or update KidSport details will not be available later)
- complete all fields and click save and register/edit KidSport - this will open the KidSport registration details provided
- under the KidSport club fees and costs section, you can click on any current fees provided, to amend or add new ones,
- click submit, this saves all relevant details and updates local government if required

### To redeem KidSport voucher:

Once a parent has provided the club with the kid's unique voucher code, the club can log in and select their approved KidSport club to process the voucher:

- click on the pencil next to the club name to redeem these vouchers
- a list of the approved kids is provided in the top box awaiting the code to be validated
- click on the pencil at the side of the selected child, for which you have the unique voucher code
- once the box opens, you type in the unique code provided by the local government
- click the button, redeem voucher
- the child whom has just been redeemed, has now moved to the box “validated vouchers”
- anything in the validated vouchers box, can now be invoiced to the relevant local government



### To create a club invoice:

- under the invoices section, click on the “add new”
- select KidSport club and local government
- the local government with vouchers that have codes redeemed will be listed
- click on “create invoice”
- after marking “create invoice” the invoice will be displayed under the invoice section
- click on the pencil on the side of the invoice, which will display the detail within the invoice
- if all is correct, click on “send invoice” which will email this direct to the nominated local government.

### KidSport referral agents - who they are, what they do:

- Referral agents identify those who would benefit from KidSport.
- They can include, but are not limited to school teachers, doctors, police, social workers, local area coordinators and other community organisations and agencies.
- Referral agents can assist with the completion and lodgement of KidSport application forms with participating local governments on behalf of parents or guardians.
- Referral agents are ideal to promote KidSport to their community, but if wanting to refer children to the program should contact local governments to register.
- Local governments can advise where KidSport application forms are available and supply further information.

### KidSport promotion

Clubs can promote KidSport to their members in club newsletters, on registration days, at training, during workshops and by directing parents or guardians to the KidSport website.

### Who to contact for help

If you are having problems with the KidSport online system or can't log in then contact the KidSport team at DSR on **(08) 9492 9726** or email **[kidsport@dsr.wa.gov.au](mailto:kidsport@dsr.wa.gov.au)**

If you have questions about eligibility, referral agents, KidSport in your Shire or would like a member of staff to attend your registration night then contact the KidSport team at:

**Shire of Manjimup**      9771 7777  
**Shire of Nannup**        9756 1018



# Coaches and Officials

The effective delivery of community sport programs relies upon the recruitment, engagement, and ongoing development of coaches and officials. They play a central role in organising sports participants, teaching sports skills and strategies, as well as improving athlete fitness and motivation to train and compete.

Overall, the coach - athlete relationship forms a key component in a participant's rationale for entering, and then continuing in a sport. The quality of coaching also contributes to a participant's satisfaction with their sporting experience and continued performance development.

## How can clubs recruit coaches and officials?

A good starting point is the people who are involved with your club whether as players, past players, parents or friends. This is the best pool of coaches and officials you have because they are associated with the club in some way and they will appreciate how important it is for the club to be able to recruit coaches and officials each new season.

Think about what it is that motivates get involved with a club, It helps to understand what motivates people to get involved as a coach or official as this will help in your recruitment strategy. Clubs need to work hard and be creative in the manner in which they recruit. It's not easy so don't sit back and think you will have new coaches and officials just rolling up. Your task is to go out and find them and then work hard to keep them.

## How clubs can protect and support coaches and officials

- Develop a risk management plan for coaches and officials.
- Provide opportunities for accreditation and registration.
- Don't expect coaches and officials to undertake too many roles.
- Build a positive club culture.
- Develop Rights and Responsibilities.
- Keep up to date with current trends and policies.

## Keep them up to date

Make sure your coaches and officials are kept up to date with their training and qualifications. You can speak to your state sporting association about courses they are running and how they can help your club stay ahead of the game. Ask your coaches and officials what ongoing development needs they have and look at accessing grants to support the cost of this.

### **A good practice example:**

A local rugby league club just finished a recruitment drive where they ask past players, current players parents and retired regional referees to promote to their networks that the club was looking for new officials. They received interest from six new potential volunteers who offered to do some refereeing for the club. After collating all the data provided by these volunteers the club committee convened two "orientation to refereeing" for all the new referees. The first was held on a Sunday afternoon and the second on a Wednesday evening allowing the new referees to attend the most suitable session.

At these sessions details were provided about what the club would be providing to support these new volunteers who had made a commitment to assist the club and to play a part towards the development of the juniors in the club. The club would be providing:

- a whistle and rule book
- opportunities to attend officiating accreditation course
- a 25% discount on club subscriptions
- voucher to cover any entry costs to matches they were refereeing



# Fundraising

## Community gaming

The *Gaming and Wagering Commission Act 1987* issues permits to charitable groups, sporting bodies and community based, not-for-profit organisations for the purpose of raising funds from gaming related activities. A permit may be issued to an organisation on the proviso that the purpose of raising funds is not for private gain or commercial benefit.

**When your organisation sells lottery tickets to the public for an extended period, it is called a standard lottery.**

## Do I need a permit?

Instances where a permit is not required:

### Scenario 1:

- Tickets are sold to persons who work or reside on the same premises, or to members or guests of a club
- The price of every ticket is the same
- The sale of tickets and the declaration of prizes takes place within eight days
- The maximum retail value of each prize does not exceed \$1000.

### Scenario 2:

- The price of every ticket is the same
- The lottery is conducted on the same day and on the same premises where tickets are sold
- The total retail value of the prizes does not exceed \$2000.

### Scenario 3:

The conduct of minor fundraising activities that constitute gaming, betting or a lottery, is lawful without a permit provided that the following conditions are met:

- The lottery is not conducted for private gain or for any commercial undertaking
- The total retail value of the prizes does not exceed \$200
- The activity is being conducted as a means of raising funds for community, cultural, ethnic or charitable purposes.

### The following activities are permitted:

- Guessing competitions;
- Number based games;
- Raffles;
- Chocolate wheels; or
- Any other minor fundraising activities, such as mouse race.

## Tickets and sales

- All tickets must be sold at the same price as authorised by the permit.
- No person under the age of 12 is permitted to sell or purchase lottery tickets.
- In addition, when liquor is offered as a prize, persons under 18 years of age are prohibited from selling or purchasing tickets;
- House to house sales may be made between the hours of 9am and 6pm.
- Records must be kept for twelve months.
- All prizes must be delivered to winners within 30 days.
- No approval will be given to increase the number of tickets for sale once tickets sales have commenced.



## Each ticket must have the following information:

- Ticket number;
- Price of ticket;
- Name and contact number or permit holder;
- Name of organisation on behalf of which the lottery is conducted;
- Permit number;
- Description and value of prizes;
- Date of drawing; and
- Name and date of issues of the publication in which the results appear.



## Eligibility for a permit

- Organisations must be an acceptable body and must provide evidence they are a bona fide group - this can be proven with a copy of your club constitution or set of rules etc.
- Organisations must nominate a permit holder on their behalf who is over 18 years of age, is responsible for conducting gaming, and will fulfil the administration requirements of the application and reporting.
- Organisations must use funds raised for an acceptable purpose and it can not be for private gain or any commercial undertaking.
- There is no limit to the number of permits issued to an organisation in an year, or the money that can be raised.
- Permits can run for three months.

## Financial records:

- Copies of invoices and receipts for tickets and other expenses incurred
- Details of any disbursement of funds (other than expenses) and evidence of such distributions, for example, copies of receipts and cheque stubs;

You must also keep:

- All ticket butts (sold and unsold)
- Details of ticket sellers
- Prize winners
- Banking details
- Any unclaimed prizes

These details must be reported to the Department of Gaming and Wagering; details of your reporting requirements will be detailed on your permit.

These details must be kept for twelve months after your activity.



# Emergency Procedures

## Emergency planning for sporting clubs

A comprehensive emergency plan should be in place to cover all types of emergency. As well as medical emergencies, they may also include incidents such as fire, violence and environmental threats. All sporting clubs and venues have a responsibility to provide a safe environment for those in their care. 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. Sports First Aid
4. Communication
5. Contacts
6. Reporting

Emergency plans should be documented and be communicated to all club members and participants. These plans should be updated and rehearsed regularly for reinforcement of actions.

## Sample Emergency Plan

### 1. Roles and Responsibilities

In the advent of a medical emergency or serious injury the assigned people will assume the following roles. (each role should be accompanied by a list of duties and multiple roles may be required to be filled by one person)

- Emergency Co-ordinator - **(insert name)**
- Sports First Aid - **(insert name/s)**
- Crowd Control - **(insert name/s)**
- Communication Co-ordinator - **(insert name)**

In instances where any of the assigned people are not available an alternative representative must fill their role.

### 2. Leadership

The Emergency Co-ordinator **(insert name)** 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. Sports First Aid

- A sports first aid kit is located at **(insert location)**
- A sign will be erected to identify the location of the Sports first aid area
- It is the responsibility of the Sports First-Aider to keep the first aid kit stocked. The Sports first aid kit will be checked **(insert frequency, for example, weekly)**. Missing supplies will be ordered **(insert frequency, for example, monthly)**.

### 4. Communication

- The Communication Co-ordinator is responsible for contacting emergency services **(for example, the ambulance)** if required
- The nearest telephone is located at **(insert location)**
- Mobile phone calls for emergency purposes should be made from **(insert location)**
- A list of relevant emergency numbers will be posted at **(insert the location where phone calls to emergency services are to be made)**
- A list of any special directions for emergency services personnel will be posted at the same location as the emergency numbers **(insert locations)**
- **(Insert name)** will be responsible for ensuring that access for emergency services is kept clear.

### 5. Contacts

- All players and participants must supply the name and contact details of two (2) guardians/next of kin at the commencement of each season
- Contact names of guardians/next of kin are to be kept on file and accessible during events and training
- It is the responsibility of **(insert name)** to contact guardians/next of kin in the advent of a serious injury to a player or participant
- The type of information conveyed to a guardian/next of kin should include
  - Description of the incident
  - Transport arrangements (if any) for the injured player
  - Current location and any immediate future location (for example, hospital) of the injured player
  - Condition of the injured player (where known)

### 6. Reporting

- A full injury report form should be completed immediately following treatment of the injured player
- The completed report form will be filed at **(insert location)** for **(insert number)** years (this period will usually be determined to satisfy insurance requirements)
- A copy of the injury report form will be provided to relevant parties (for example, insurance company, affiliated local council)

## First Aid



Always ensure your club has enough first aid providers. Keep a register of everyone in your club who has a certificate 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 please contact your local St Johns Ambulance sub centre to attend or organise a course.



# Government of Western Australia

## Department of Sport and Recreation

### Mission

To contribute to the healthy lifestyle of Western Australians by increasing physical activity in the community through sport and recreation.

The Department of Sport and Recreation (DSR) supports the development of a sustainable and diverse sport and recreation industry in WA. It supports an industry that encourages participation, develops talent and contributes to the health and wellbeing of all Western Australians. DSR's core function is to help local communities and organisations to be better at delivering sport and recreation services. They do this by providing support and advice on:

- developing community facilities and programs
- organisational development
- funding
- high performance.

### Funding, grants and scholarships

Funding is critical to the successful operation of organisations and it's an important part of the support that we provide. The Department, through grants, subsidies and scholarships, provides funding to organisations who facilitate sport and active recreation. Funding is important to support the industry and provide active opportunities for every Western Australian.

Funding which can be access by clubs and their members are:

- The Community Sporting and Recreation Facilities Fund (CSRFF)
- KidSport
- The Athlete Travel Subsidy Scheme
- Club \$500 Equipment Subsidy

### Club support

DSR has developed a series of well-researched, yet simple to follow resource booklets, including advice, how-tos, checklists and templates to give you guidance and help on everything from starting a new club and setting up a committee, right through to sponsorship and fundraising, and marketing and promoting your club. Have a look on their website to see all the resources available.

### Your details

Make sure your clubs details are up to date on the DSR website so the public can search for, and access, your club.

### Club Development Officers

DSR works in partnerships with local governments to fund Club Development Officers (CDO) across Western Australia. CDO's support sport and recreation clubs to be sustainable and to deliver diverse opportunities for people to participate in physical activity in their local community in a safe and welcoming environment. Contact the Warren Blackwood Region Club Development Officer via the Shire of Manjimup or the Shire of Nannup.



# goodSPORTS

Healthy clubs.  
Strong communities.

A community program of the Australian Drug Foundation

## We are Good Sports

**We love sport. We know that sporting clubs are the beating hearts of our communities.**

**We want to see more families enjoying sporting clubs and socialising together.**

**We want women and children to feel just as comfortable in the clubrooms as men.**

**We know that binge drinking drives families away from sports clubs, so we're all about supporting clubs to put sport – not booze – in the spotlight.**

Through the Australian Drug Foundation's (ADF) Good Sports program, sporting clubs are committed to managing alcohol responsibly and ensuring smoke free areas, which help to provide a healthy, safe and family friendly environment. The major focus of Good Sports is to support sporting club committees progressively change the way alcohol is managed in all activities within the club's grounds and associated functions.

Good Sports is a free program that provides guidance to meet state and territory laws, provides support to reduce alcohol related risks and change binge drinking culture. There are over 7000 clubs across Australia taking part in the Good Sports program, and over 350 currently working with the program in WA.

Good Sports utilises three levels of accreditation to facilitate the strengthening or improving club culture. These levels comprise of a set of standards for clubs where the aim is to:

- Eliminate risky drinking in clubs through the promotion of a responsible approach to the sale and consumption of alcohol in the club.
- Protect juniors and other young people from the misuse of alcohol in and around the club.
- Provide a responsible smoke-free club environment, through designated smoking areas.

The Good Sports program will provide your club with personal support from an ADF representative, along with resources to assist your club to implement simple, yet effective strategies, and all at no cost.

Good Sports is relevant for clubs with or without liquor licenses, as well as being highly beneficial to junior clubs.

For further information, please contact Greg Williams on 0409 299 509 or [greg.williams@adf.org.au](mailto:greg.williams@adf.org.au)



[www.goodsports.com.au](http://www.goodsports.com.au)



## State Sporting Associations

**Archery:** Archery Western Australia  
PO Box 1048, Morley WA 6943  
Telephone 08 9248 8585  
Email [development@archerywa.com.au](mailto:development@archerywa.com.au)  
Website [www.archerywa.com.au](http://www.archerywa.com.au)

**Athletics:** Athletics Western Australia  
PO Box 157, Floreat WA 6014  
Telephone 08 6272 0480  
Facsimile 08 9387 5697  
Email [info@waathletics.org.au](mailto:info@waathletics.org.au)  
Website [www.waathletics.org.au](http://www.waathletics.org.au)

**Athletics:** West Australian Marathon Club  
Burswood Water Sport Complex, Burswood  
WA 6100  
Telephone 08 9472 4833  
Facsimile 08 9472 4855  
Email [wamc@iinet.net.au](mailto:wamc@iinet.net.au)  
Website [www.wamc.org.au](http://www.wamc.org.au)

**Athletics:** Little Athletics WA  
15 Harrogate Street, Leederville WA 6007  
Telephone 08 9388 2339  
Facsimile 08 9388 2340  
Email [admin@walittleathletics.com.au](mailto:admin@walittleathletics.com.au)  
Website [www.littleathletics.com.au](http://www.littleathletics.com.au)

**Badminton:** Badminton Association of  
Western Australia Inc  
PO Box 39 Madeley, WA 6065  
Telephone 08 9409 4433  
Email [bawa@badmintonwa.org.au](mailto:bawa@badmintonwa.org.au)  
Website [www.badmintonwa.org.au](http://www.badmintonwa.org.au)

**Basketball:** Western Australian Basketball  
Federation  
PO Box 185 Floreat WA 6014  
Telephone 08 6272 0741  
Email [admin@basketballwa.asn.au](mailto:admin@basketballwa.asn.au)  
Website [www.basketballwa.asn.au](http://www.basketballwa.asn.au)

**Billiards and Snooker:** Billiards and Snook-  
er Association of WA Inc.  
PO Box 223 North Perth WA 6906  
Mobile 0412 387 469  
Email [executive@snookerwa.org.au](mailto:executive@snookerwa.org.au)  
Website [www.snookerwa.org.au](http://www.snookerwa.org.au)

**Bowls:** Bowls WA  
PO Box 123 Osbourne Park WA 6017  
Telephone 08 9340 0800  
Email [enquiries@bowlswa.com.au](mailto:enquiries@bowlswa.com.au)  
Website [www.bowlswa.com.au](http://www.bowlswa.com.au)

**Bowls:** WA Carpet Bowls Association  
Unit 6, 18–20 Majella Road, Westminster  
WA 6061  
Telephone 08 9344 3215  
Email [coxsey@bigpond.net.au](mailto:coxsey@bigpond.net.au)

**Boxing:** Boxing WA Inc  
5 Riggs Place Parmelia WA 6167  
Mobile 0412 404 674  
Email [elliejo@westnet.com.au](mailto:elliejo@westnet.com.au)

**Canoeing:** Canoeing Western Australia Inc  
PO Box 57, Claremont WA 6010  
Telephone 08 6364 3659  
Facsimile 08 9387 8018  
Email [rosalie.evans@canoe.org.au](mailto:rosalie.evans@canoe.org.au)  
Website [www.wa.canoe.org.au](http://www.wa.canoe.org.au)

**Combat sports:** Australian Karate Federation  
WA Inc  
5 Stirling Waters Avenue Stirling WA 6021  
Telephone 08 9446 4230  
Email [akfwa@bigpond.com](mailto:akfwa@bigpond.com)  
Website [www.akfwa.net](http://www.akfwa.net)

**Combat sports:** Judo Western Australia Inc  
C/- Harden East & Conti Pty Ltd PO Box 252  
West Perth WA 6005  
Email [info@judowa.org.au](mailto:info@judowa.org.au)  
Website [www.judowa.org.au](http://www.judowa.org.au)

**Combat sports:** Taekwondo Western  
Australia Inc  
Email [amvinnie1983@gmail.com](mailto:amvinnie1983@gmail.com)  
Website [www.tkdwa.org.au](http://www.tkdwa.org.au)

**Combat sports:** Kung Fu Wushu Western  
Australia  
PO Box 804, Willetton WA 6955  
Telephone 08 9185 6466  
Email [admin@kungfuwushuwa.org.au](mailto:admin@kungfuwushuwa.org.au)  
Website [www.kungfuwushuwa.org.au](http://www.kungfuwushuwa.org.au)

**Cricket:** Western Australian Cricket  
Association Inc  
Nelson Crescent East Perth WA 6892  
PO Box 6045 East Perth WA 6004  
Telephone 08 9265 7222  
Facsimile 08 9265 7395  
Email [ros.heal@waca.com.au](mailto:ros.heal@waca.com.au)  
Website [www.waca.com.au](http://www.waca.com.au)

**Croquet:** Croquet West  
PO Box 681 Mount Lawley WA 6929  
Telephone 08 9228 3610  
Email [croquetwestsec@live.com](mailto:croquetwestsec@live.com)  
Website [www.croquetwest.org.au](http://www.croquetwest.org.au)

**Cycling:** Westcycle Incorporated  
105 Cambridge Street West Leederville WA  
6007  
Telephone 08 6336 9688  
Email [info@westcycle.org.au](mailto:info@westcycle.org.au)  
Website [www.westcycle.org.au](http://www.westcycle.org.au)

**Cycling:** Bicycle Transport Alliance  
Mobile 0400 047 349  
Email [bta@multiline.com.au](mailto:bta@multiline.com.au)  
Website [www.btawa.org.au](http://www.btawa.org.au)

**Cycling:** Bicycling WA  
Telephone 08 6336 9696  
Email [info@bwa.org.au](mailto:info@bwa.org.au)  
Website [www.bwa.org.au](http://www.bwa.org.au)



**Cycling:** CycleSport WA  
105 Cambridge Street West Leederville 6007  
Telephone 08 6336 9688  
Email [info@westcycle.org.au](mailto:info@westcycle.org.au)  
Website [www.wa.cycling.org.au](http://www.wa.cycling.org.au)

**Cycling:** WA Mountain Bike Association  
Email [info@wamba.org.au](mailto:info@wamba.org.au)  
Website [www.wamba.org.au](http://www.wamba.org.au)

**Cycling:** BMX Sports Western Australia Inc  
Telephone 08 9336 9685  
Email [bmxBmxsports.com.au](mailto:bmxBmxsports.com.au)  
Website [www.bmxsports.com.au](http://www.bmxsports.com.au)

**Dance:** DanceSport Australia Ltd  
5 Trevallyn Gardens, South Lake WA 6164  
Mobile 0431 311 065  
Email [linda.potter@education.wa.edu.au](mailto:linda.potter@education.wa.edu.au)  
Website [www.dancesport.org.au](http://www.dancesport.org.au)

**Darts:** Darts Western Australia Inc.  
Mobile 0409 172 647  
Email [bettyh@iinet.net.au](mailto:bettyh@iinet.net.au)  
Website [www.dartswa.com.au](http://www.dartswa.com.au)

**Dividing:** Western Australian Diving Association  
Inc  
PO Box 205 Leederville WA 6903  
Telephone 08 6424 9090  
Email [info@wadiving.com.au](mailto:info@wadiving.com.au)  
Website [www.wadiving.com.au](http://www.wadiving.com.au)

**Equestrian:** Equestrian Western Australia  
Incorporated  
303 Cathedral Avenue Brigadoon WA 6069  
Telephone 08 9296 1200  
Email [angela@equestrianwa.org.au](mailto:angela@equestrianwa.org.au)  
Website [www.wa.equestrian.org.au](http://www.wa.equestrian.org.au)

**Equestrian:** Pony Club Association of Western  
Australia Inc  
**Emma Finney**  
Executive Officer  
303 Cathedral Avenue, Brigadoon WA 6069  
Telephone 08 9296 1500  
Email [office@pcawa.com](mailto:office@pcawa.com)  
Website [www.pcawa.com](http://www.pcawa.com)

**Fishing:** Recfishwest  
PO Box 34, North Beach WA 6020  
Telephone 08 9246 3366  
Email [recfish@recfishwest.org.au](mailto:recfish@recfishwest.org.au)  
Website [www.recfishwest.org.au](http://www.recfishwest.org.au)

**Football (AFL):** West Australian Country  
Football League  
Telephone 08 9287 5534  
Email [wacountry@wafc.com.au](mailto:wacountry@wafc.com.au)  
Website [www.wafootball.com.au](http://www.wafootball.com.au)

**Football (AFL):** Western Australian Amateur  
Football League Inc  
Gate 1, Subiaco Oval, Subiaco Road, West  
Leederville WA 6901  
Telephone 08 9381 5599  
Email [waaf1@wafc.com.au](mailto:waaf1@wafc.com.au)  
Website [www.waaf1.com.au](http://www.waaf1.com.au)

**Football (AFL):** WA Women's Football League  
Email [secretary@wawfl.com.au](mailto:secretary@wawfl.com.au)  
Website [www.foxsportspulse.com](http://www.foxsportspulse.com)

**Football (soccer):** Football West Limited  
PO Box 214 Maylands WA 6051  
Telephone 08 6181 0700  
Email [info@footballwest.com.au](mailto:info@footballwest.com.au)  
Website [www.footballwest.com.au](http://www.footballwest.com.au)

**Golf:** Golf Western Australia Inc  
PO BOX 486, South Perth WA 6951  
Telephone: 08 9367 2490  
Email [admin@golfwa.org.au](mailto:admin@golfwa.org.au)  
Website [www.golfwa.org.au](http://www.golfwa.org.au)

**Golf:** WA Golf League  
Email [secretary@wagolfeague.asn.au](mailto:secretary@wagolfeague.asn.au)  
Website [www.wagolfeague.asn.au](http://www.wagolfeague.asn.au)

**Gymnastics:** Gymnastics Western Australia  
State Gymnastics Centre, Loftus Recreation Centre  
Leederville WA 6007  
PO Box 1204 Leederville WA 6900  
Telephone 08 9228 9399  
Email [info@gymnasticswa.asn.au](mailto:info@gymnasticswa.asn.au)  
Website [www.gymnasticswa.asn.au](http://www.gymnasticswa.asn.au)

**Handball:** Handball West  
Address PO Box 555 Claremont WA 6910  
Mobile 0448 283 923  
Email [info@handballwest.org.au](mailto:info@handballwest.org.au)  
Website [www.handballwest.org.au](http://www.handballwest.org.au)

**Hockey:** Hockey WA  
PO Box 1090 Bentley DC WA 6983  
Telephone 08 9351 4300  
Email [admin@hockeywa.org.au](mailto:admin@hockeywa.org.au)  
Website [www.hockeywa.org.au](http://www.hockeywa.org.au)

**Motor Sport:** Confederation of Australian Motor  
Sport Ltd  
PO Box 265, Osborne Park WA 6917  
Telephone 08 9208 8500  
Email [fiona.roth@cams.com.au](mailto:fiona.roth@cams.com.au)  
Website [www.cams.com.au](http://www.cams.com.au)

**Motor Sport:** Western Australian Speedway  
Commission Inc  
Telephone 08 9472 9066  
Email [admin@speedwaywest.com](mailto:admin@speedwaywest.com)  
Website [www.speedwaywest.com](http://www.speedwaywest.com)

**Motorcycling:** Motorcycling Australia WA Inc

PO Box 475, Maylands WA 6931  
Telephone 08 9371 5333  
Email [mail@motorcyclingwa.org.au](mailto:mail@motorcyclingwa.org.au)  
Website [www.motorcyclingwa.org.au](http://www.motorcyclingwa.org.au)

**Netball:** Netball WA

PO Box 930 Subiaco WA 6904  
Telephone 08 9380 3700  
Email [info@netballwa.com.au](mailto:info@netballwa.com.au)  
Website [www.netballwa.com.au](http://www.netballwa.com.au)

**Shooting:** Western Australian Shooting Association

PO Box 768 Morley WA 6943  
Email [secretary@washooting.org.au](mailto:secretary@washooting.org.au)  
Website [www.washooting.org.au](http://www.washooting.org.au)

**Shooting:** Western Australian Field and Game Association Inc

Mobile 0437 701 911  
Email [colin.george@westrac.com.au](mailto:colin.george@westrac.com.au)  
Website [www.sportingclays.org.au](http://www.sportingclays.org.au)

**Shooting:** West Australian Rifle Association Inc

Telephone 08 9302 6255  
Email [accounts@wara.asn.au](mailto:accounts@wara.asn.au)  
Website [www.wara.asn.au](http://www.wara.asn.au)

**Shooting:** West Australian Pistol Association Inc

Mobile 0420 207 604  
Email [wapasecretary@iinet.net.au](mailto:wapasecretary@iinet.net.au)  
Website [www.wapa.asn.au](http://www.wapa.asn.au)

**Shooting:** Western Australian Clay Target Association Inc

Mobile 0488 777 175  
Email [denise@wacta.net](mailto:denise@wacta.net)  
Website [www.wacta.net](http://www.wacta.net)

**Softball:** Softball Western Australia Inc

27 Chesterfield Road Mirrabooka WA 6941  
PO Box 450 Mirrabooka WA 6061  
Telephone 08 9349 9911  
Email [admin@softballwa.org.au](mailto:admin@softballwa.org.au)  
Website [www.wa.softball.org.au](http://www.wa.softball.org.au)

**Squash:** WA Squash

Level 1, Plaza Level West, Hyatt Centre, Terrace Road  
East Perth WA 6892  
PO Box 6010 East Perth WA 6004  
Telephone 08 9225 7255  
Email [info@wasquash.asn.au](mailto:info@wasquash.asn.au)  
Website [www.wasquash.asn.au](http://www.wasquash.asn.au)

**Surf Life Saving:** Surf Life Saving Western Australia Inc

PO Box 700, Balcatta WA 6914  
Telephone 08 9207 6666  
Email [mail@sllswa.com.au](mailto:mail@sllswa.com.au)  
Website [surflifesavingwa.com.au](http://surflifesavingwa.com.au)

**Swimming:** Swimming WA

PO Box 205, Leederville WA 6903  
Telephone 08 9328 4599  
Email [waswim@wa.swimming.org.au](mailto:waswim@wa.swimming.org.au)  
Website [www.wa.swimming.org.au](http://www.wa.swimming.org.au)

**Swimming:** Synchro WA Inc

Email [info@synchrowa.com](mailto:info@synchrowa.com)  
Website [www.synchrowa.com](http://www.synchrowa.com)

**Table Tennis:** Western Australian Table Tennis Association Inc

PO Box 321, East Victoria Park WA 6101  
Telephone 08 9470 1830  
Email [ttawa@bigpond.com](mailto:ttawa@bigpond.com)  
Website [www.tabletenniswa.net](http://www.tabletenniswa.net)

**Tee-ball:** Tee-Ball Association of WA

PO Box 328, Wembley WA 6913  
Telephone 08 9446 4614  
Facimile 08 9204 2614  
Email [tbawa@bigpond.com](mailto:tbawa@bigpond.com)  
Website [www.tbawa.org.au](http://www.tbawa.org.au)

**Tennis:** Tennis West

State Tennis Centre, Victoria Park Drive  
Burswood WA 6100  
PO Box 116 Burswood WA 6100  
Telephone 08 6462 8300  
Email [wainfo@tennis.com.au](mailto:wainfo@tennis.com.au)  
Website [www.tennis.com.au/wa](http://www.tennis.com.au/wa)

**Triathlon:** Triathlon WA

Unit 12A 55 Howe Street, Osborne Park  
WA 6017  
Telephone 08 9443 9778  
Email [admin@triathlonwa.asn.au](mailto:admin@triathlonwa.asn.au)  
Website [www.triwa.org.au](http://www.triwa.org.au)

**Volleyball:** Volleyball WA

180 Charles Street Leederville WA 6903  
PO Box 133 West Perth WA 6005  
Telephone 08 9228 8522  
Email [info@volleyballwa.com.au](mailto:info@volleyballwa.com.au)  
Website [www.volleyballwa.com.au](http://www.volleyballwa.com.au)

**Yachting:** Yachting Western Australia Inc

PO Box 3073, Broadway, Nedlands  
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**Disclaimer:** Information contained in this publication is not intended to be legal advice and should not be relied upon as giving advice.

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