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# Club Development Club Survey Report



November 2023

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## **Executive Summary**

Between August and November 2023, a survey of sporting associations and clubs in Broome was conducted on behalf of the Shire of Broome and the Western Australian Department of Local Government, Sport and Cultural Industries (DLGSCI).

Overarching associations that operate with only social teams competing, as opposed to independent affiliated clubs, are referred to in this document as a club.

This survey was distributed with the specific intention of collating baseline information about Shire of Broome sporting clubs and associations.

The questions were linked to the key results schedule of the DLGSCI Every Club program. Every Club is an initiative of the DLGSCI, implemented in partnership with the Shire of Broome.

## Introduction

In September 2009, the inaugural Club Development Introductory Survey Report was released. The Shire of Broome had no relevant baseline information on which to measure its performance. The report was the first of its kind for sporting clubs in the region and provided key direction for the Club Development Officer (CDO) program.

The 2023 report is the sixth report into sport and recreation clubs in the Shire of Broome. After an extended break (due to COVID-19), a survey was sent to all clubs on the CDO database. The reports analyse the responses of each club and provide recommendations to assist club management.

The information gained provides a unique insight into how local grassroots sport has developed and/or changed since 2009. This allows for a more strategic level of assistance from the CDO.

Questions in the survey have been tailored over time to ensure alignment with key priorities within the Club Development Program.

However, it is important to note that this survey has been issued after a three-year hiatus. During this time, the sporting landscape has been significantly impacted by numerous environmental, economic and social factors.

## Participating Clubs

The information in this report is governed by the 25 clubs who chose to respond to the 2023 survey. Not all respondents completed the survey in its entirety. Furthermore, it should be noted that while all 45 clubs in the CDO database were sent the survey, impacts such as COVID-19 have reduced volunteer capacity and as a result not all clubs decided to or were able to respond to the survey.

Survey respondents are as follows:

- Broome Auskick
- Broome Basketball Association Inc
- Broome Boxing Club
- Broome Bowling Club
- Broome Horse Riders Club
- Broome Golf Club
- Broome Jets Rugby League
- Broome Motorcross Club
- Broome Little Athletics Centre
- Broome Pearlers Sports Club
- Broome Pistol Club
- Broome Saints Football Club
- Broome Soccer Association
- Broome Surf Life Saving Club
- Broome Tennis Club
- Broome Towns Sporting Club
- Broome Tri Club
- Cable Beach Football Club
- Djugun Flames Netball Club
- Floorball Broome
- Roebuck Bay Cricket Club
- Theatre Kimberley's Sandfly Circus
- West Kimberley Junior Football League
- Broome Squash Club
- Broome Netball Association

Three clubs have ceased operation and no new incorporated clubs have formed since the last survey in 2019.

## Abbreviations

<b>DLGSC</b>	Department of Local Government, Sport and Cultural Industries.
<b>CDO</b>	Club Development Officer
<b>WKFL</b>	West Kimberley Football League
<b>WKJFL</b>	West Kimberley Junior Football League
<b>AFL</b>	Australian Football League
<b>DMIRS</b>	Department of Mines, Industry and Regulation Safety
<b>WWC</b>	Working with Children
<b>SSO</b>	State Sporting Organisation

## Report Recommendation Summary

The results of the report and responses provided from participating clubs saw the development of the following recommendations:

1. Continue to work with DLGSC and Kidsport to create a pathway for more youth to participate in community sport.
2. Advocate for and promote regional grant funding and sponsorship schemes for sporting groups.
3. Promote the benefits of volunteering to the Shire of Broome community.
4. Continue to provide information and education opportunities to support club growth and development.
5. Provide information and support to clubs on succession planning and operational strategy development.
6. Liaise with DLGSC and relevant SSAs to seek support in assisting with development of local clubs.
7. Support clubs with the marketing and promotion of their organisation to encourage further membership growth and volunteer participation.
8. Provide opportunities for sporting club volunteer, coaches and committee members to become educated in concussion management.
9. Create an annual group sporting calendar for Shire of Broome.
10. Support clubs with financial planning and management.
11. Provide support and education opportunities to clubs to improve club culture and behaviour management.
12. Continue to provide current club development information to local clubs via email, meetings and Facebook.
13. Advocate for more regional sporting events and championships to be hosted in Broome.
14. Seek funding for regional sporting coaches to support club and player development.
15. Continue to support clubs to establish programming that encourages participation from females and CALD communities.
16. Advocate for programming and funding that actively engages female youth and juniors in sport.
17. Provide information on the legislative requirements of volunteers Working With Children.
18. Continue to educate clubs who stated they were “unsure” about the resources available to them to support with their governance management.

## Membership

Membership was divided into participation demographics, whilst volunteers were broken down by identified gender only.

Broome Boxing Club did not keep a broken down membership database but listed estimated participants as between 100- 120 members per annum.

West Kimberley Junior Football League (WKJFL) listed a total of 714 members. This total was inclusive of AFL clubs that did not complete the survey, so the junior participants from Cable Beach, Towns and Saints Football Clubs were subtracted from the total participation estimate.

As previously mentioned, not all clubs completed this survey and as a result, the membership statistics presented in this report represent only 59 per cent of the total participation.

There are many people who are members of multiple sporting clubs. Calculating a precise percentage would require significant research beyond the current scope. It can be assumed there is a sizeable proportion of the population involved in sport and recreation clubs.

## Membership numbers across all categories

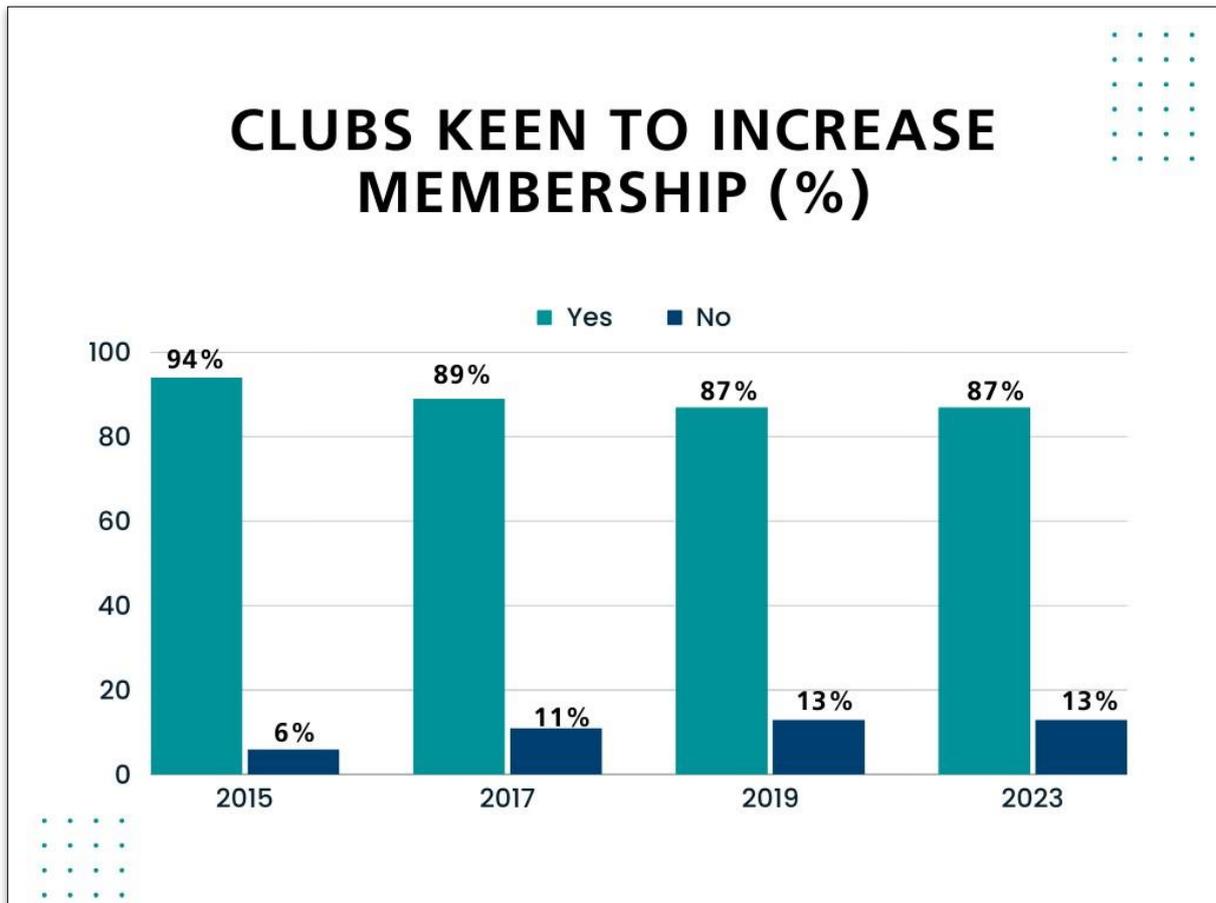
YEAR	SENIOR MALE	SENIOR FEMALE	YOUTH MALE	YOUTH FEMALE	JUNIOR MALE	JUNIOR FEMALE	TOTAL MEMBERS	FEMALE VOL	MALE VOL
2019	960	820	488	403	938	642	3506	365	340
2023	1436	1217	821	379	1281	790	6580	330	326

*\*Figures may appear inconsistent due to some sports not specifying categories or other membership categories being included. This only reflects membership from clubs who responded to survey.*

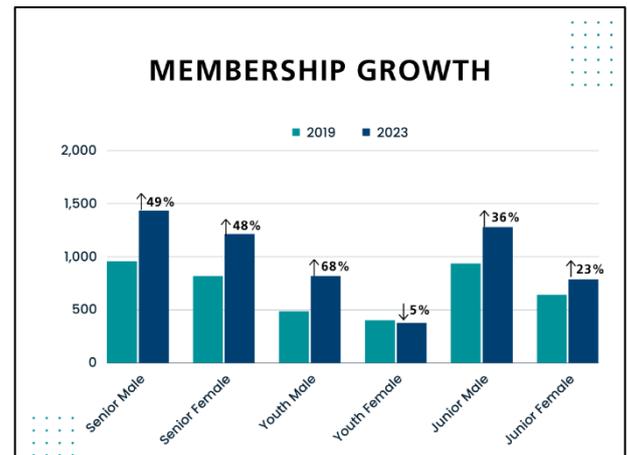
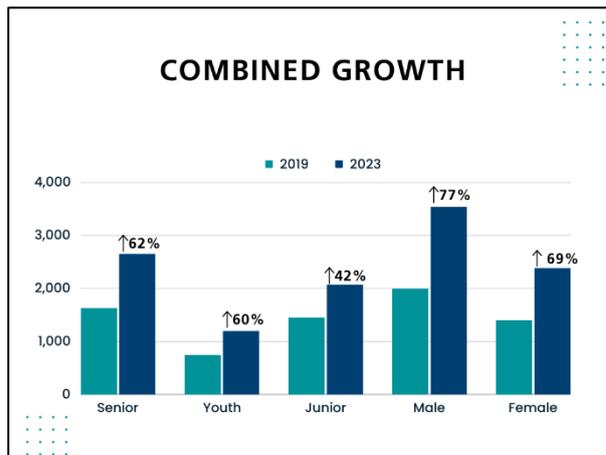
In almost all categories there has been a significant increase in participation since 2019, particularly in the adult male and female demographics. Unfortunately, there has been a decline in female youth participation by 5 per cent since 2019. Noticeably, volunteering levels have decreased, this is consistent with the data reflected in Volunteering Australia's 2023 report [Ongoing trends in volunteering in Australia](#).

## Increasing Membership

An overwhelming majority of clubs, 87 per cent, wanted to increase membership. Of the 13 per cent of clubs that did not want to, two indicated their current numbers were sufficient to provide the necessary quality of service and one indicated it was limited by lack of playing space.



## Membership and Participation



### Since 2019

COVID-19 has had a significant impact on the Broome sporting landscape and its effects can still be felt now in 2023. However, 75 percent of clubs surveyed revealed that they experienced membership growth in one or more demographics.

Male participation continues to be the fastest growing demographic with a 77 per cent increase in 2023 compared with 69 percent in the female demographic.

Noticeably, there has been a 5 per cent decrease in female youth participation in sport. Furthermore, junior female sport participation is the slowest growing demographic, increasing by 23 per cent in 2023.

When referring to the combined growth statistics, senior sport recorded a 62 per cent participation increase since 2019. Youth sport grew by 60 per cent and junior sport by 42 per cent.

Broome Saints Football Club was the only club who noted a decrease in membership across all demographics. Broome Basketball Association reported a 62% increase in membership from 368 members in 2019 to now 970 in 2023. It is important to note however, that they did not provide a detailed breakdown of casual competition or seasonal memberships. Broome Surf Life Saving Club noted a 68% increase in membership but also did not differentiate between social or active membership.

## Clubs

In 2019, there were seven clubs with more than 300 members and two with over 500. These figures have changed significantly in 2023, with two additional clubs growing to over 500 members and four clubs reducing their membership to less than 300 in 2023. Two operate as overarching Associations for a mix of incorporated clubs or social teams.

Broome Soccer Association, Broome Jets Rugby League, Roebuck Bay Cricket Club and Broome Squash Club recorded a lower membership than in 2019.

Clubs with more than 500 members		Clubs with more than 150 members	
West Kimberley Junior Football League	714	Broome Auskick	200
Broome Basketball Association	970	Broome Bowling Club	198
Broome Surf Life Saving Club	1029	Broome Golf Club	260
Broome Netball Association	564	Broome Little Athletics	185
		Broome Saints Football Club	100 -150 approx.
		Broome Soccer	230
		Broome Towns	240 approx.
		Cable Beach Football Club	175
		Floorball Broome	204

## Juniors

There are five junior programs with more than 150 members. West Kimberley Junior Football League has the highest membership with a combined 530 participants. This is a 22 per cent increase from 2019's membership numbers.

Largest participating clubs in 2019		Largest participating clubs in 2023	
Broome Soccer Association**	300	Broome Netball Association	564
West Kimberley Junior Football League	254	West Kimberley Junior Football League	530
Pearl Coast Gymnastics Club*	250	Broome Soccer Association**	230

\*Pearl Coast Gymnastics Club did not complete survey in 2023

\*\* Broome Soccer Association did not provide a membership breakdown in 2023

The three largest participating junior clubs comprise 62 per cent of the total junior membership compared to 39 percent in 2019.

Largest participating clubs			
Female Junior 2019		Female Junior 2023	
Broome Soccer Association**	200	Broome Netball Association	239
Pearl Coast Gymnastics*	200	Broome Surf Life Saving Club	113
Broome Netball Association	250	Broome Basketball Association	90
Male Junior 2019		Male Junior 2023	
West Kimberley Junior Football Club	245	West Kimberley Junior Football League	500
Auskick	161	Broome Auskick	180
Broome Junior Cricket Association*	121	Broome Basketball Association	170

\*Club did not complete survey in 2023

\*\* Broome Soccer Association did not provide a membership breakdown in 2023

Four clubs recorded 100 or more junior members in 2023. Gymnastics one of the most popular female sports in 2017, did not complete the survey in 2023. Broome Netball experienced a slight decrease in membership but remains one of the most popular clubs. Broome Surf Life Saving and Broome Basketball both experienced growth in female membership since 2019.

AFL continues to remain the most popular junior male sport in 2023, with West Kimberley Junior Football's , membership increasing by 104% since 2019. Combined with Auskick, AFL membership makes up 88% of the total junior male demographic.

## Youth

The three largest clubs comprise 67 per cent of the total youth membership. In 2019 this was 37 per cent. Basketball comprises 41 per cent of the total youth membership, however it should be noted that Broome Basketball Association did not differentiate between casual competition and seasonal members.

Largest participating clubs in 2019		Largest participating clubs in 2023	
West Kimberley Junior Football League	197	Broome Basketball Association	500
Broome Netball Association	175	West Kimberley Junior Football League	175
Broome Soccer Association**	120	Broome Netball Association	140

*\*Club did not complete survey in 2023*

*\*\* Broome Soccer Association did not provide a membership breakdown in 2023*

The three largest participating female youth sports comprise 62 percent of total youth female membership compared to 43 per cent in 2019. Female youth participation has significantly decreased since 2019.

Female Youth in 2019		Female Youth in 2023	
Broome Netball Association	175	Broome Netball Association	140
Broome Soccer Association**	40	Cable Beach Football Club	50
West Kimberley Football League*	30	Broome Towns Sporting Club	46

*\*Club did not complete survey in 2023*

*\*\* Broome Soccer Association did not provide a membership breakdown in 2023*

The three largest participating male youth sports comprise 82 per cent total membership in 2023. Broome Basketball Association's male youth membership increased from 104 members in 2019 to 480 in 2023.

Male Youth in 2019		Male Youth in 2023	
West Kimberley Junior Football League	188	Broome Basketball Association	480
Broome Soccer Association**	70	West Kimberley Junior Football League	150
Cable Beach Football Club	60	Floorball Broome	46

*\*\* Broome Soccer Association did not provide a membership breakdown in 2023*

## Seniors

The three largest participating senior clubs comprise 57 per cent of the total membership compared to 23 per cent in 2019. Broome Surf Life Saving Club did not specify whether their membership figure was inclusive of active and/or social members.

Largest participating clubs in 2019		Largest participating clubs in 2023	
West Kimberley Football League*	188	Broome Surf Life Saving	976
Broome Fishing Club	386	Broome Golf Club	260
Broome Golf Club	205	Broome Bowling Club	195

*\*Club did not complete survey in 2023*

Three sports comprise 61 per cent of the total senior female membership compared to 37 per cent in 2019.

Female Seniors in 2019		Female Seniors in 2023	
West Kimberley Football League*	235	Broome Surf Life Saving	478
Broome Netball Association	186	Broome Netball Association	185
Broome Surf Life Saving Club	118	Broome Basketball Association	80

*\*Club did not complete survey in 2023*

Three sports comprise 47 per cent of the total senior male membership compared to 32 per cent in 2019. Broome Basketball and Broome Golf Club both increased their membership by 22 per cent in 2023.

Male Seniors in 2019		Male Seniors in 2023	
West Kimberley Football League*	411	Broome Surf Life Saving	498
Broome Golf Club*	180	Broome Basketball Association	130
Broome Basketball Association	106	Broome Golf Club	220

## Events

All clubs who responded to the survey reported hosting at least one major event in 2023. This is quite significant given the impact that COVID-19 had on sporting and community events. These events attracted 13,837 attendees across 59 sporting events in 2023.

The majority of data was focused on events held as part of regular, ongoing weekly programs.

Highest Attended Broome Sports Event in 2023		
Club	Event	Attendance
Broome Motocross Club	Broome Motocross Championship	1,600
Theatre Kimberley Sandfly Circus	Sandfly Performance Troupe street shows	1,500
West Kimberley Junior Football League	Grand Final	1,500

**Recommendation**

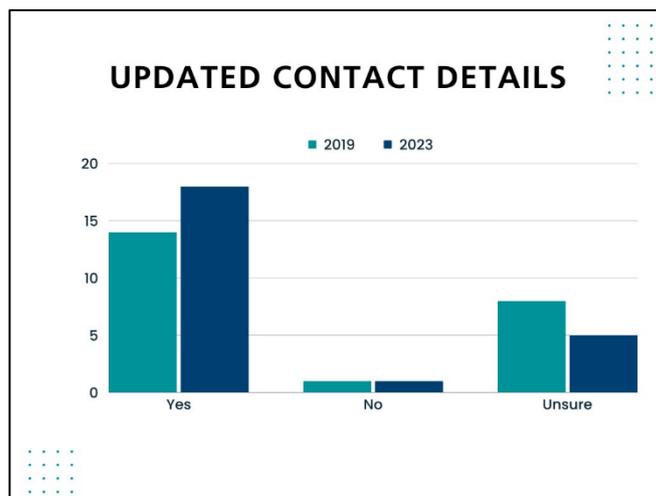
13. Advocate for more regional sporting events and championships to be hosted in Broome.
15. Continue to support clubs to establish programming that encourages participation from females and CALD communities.
16. Advocate for programming and funding that actively engages female youth and juniors in sport.

## Governance

### Constitution

The Department of Mines, Industry and Regulation Safety (DMIRS) made changes to the Incorporation Act in 2015. As part of this change, club committees are required to ensure that all members have an updated copy of the club constitution.

This has dropped slightly with 79 per cent of clubs providing a copy compared to 83 per cent in 2019.



There was no increase in clubs signing up to the Associations Online website. However, 25 per cent were unsure whether their club had signed up.

There was a 21 per cent increase in clubs updating their details with the Department, 70 per cent have done so compared to 63 per cent in 2019. While, 20% per cent remain unsure.

## Recommendation

4. Continue to provide information and education opportunities to support club growth and development.
5. Continue to educate clubs who stated they were “unsure” about the resources available to them to support with their governance management.

## Committee

Attracting and retaining volunteers is a major challenge facing local clubs with volunteer numbers decreasing by 6% between 2019 and 2023. Only 40 per cent of clubs have a strategy in place, this is an area that 48 per cent of clubs identified as needing improvement.



Furthermore, Committees have demonstrated a clear understanding of the importance of reviewing each season. Just two clubs don't review and one has experienced a recent committee turnover.

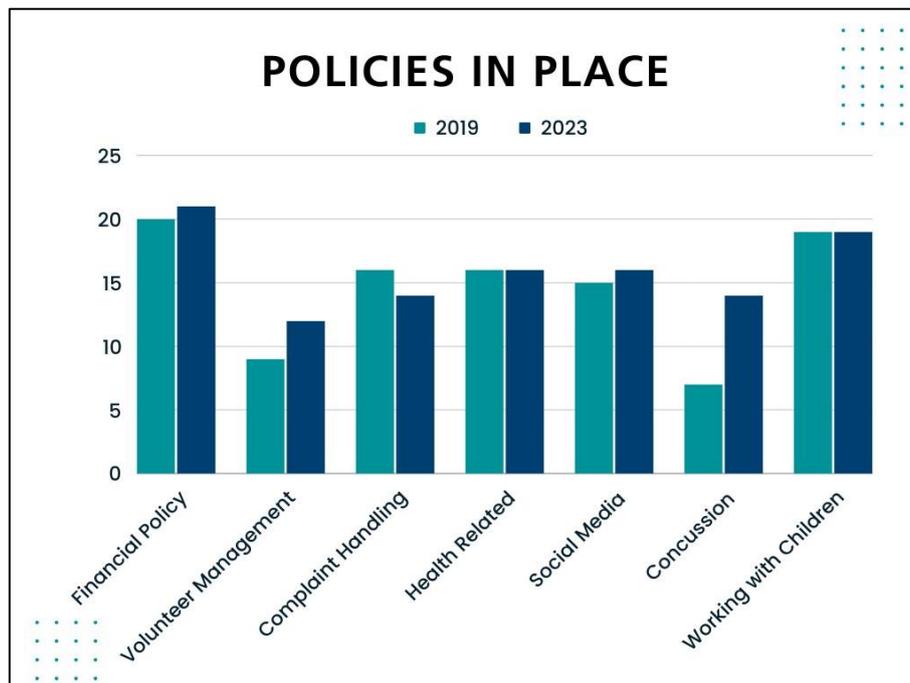
## Policies

Five of the seven listed policies recorded an increase from 2019. Clubs have demonstrated their understanding and capacity by creating and implementing a wider range of policies than they previously had in place in 2019. The decreases were minimal. Complaint handling recorded the only reduction by 6 per cent

However, the DMIRS incorporated complaint handling as part of the Schedule 1 requirements included in the updated constitution, so all clubs who updated their constitution in 2019 will have access to this.

In 2023, there was a 5 per cent increase in financial policies, 33 per cent increase in volunteer management, 5 per cent increase in social media policies and most notably an 100 per cent increase in concussion management policies.

Working with Children remained the same.



## Recommendation

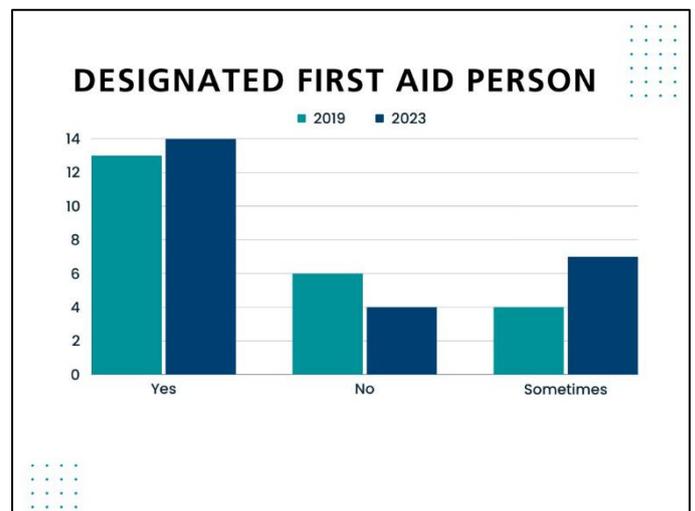
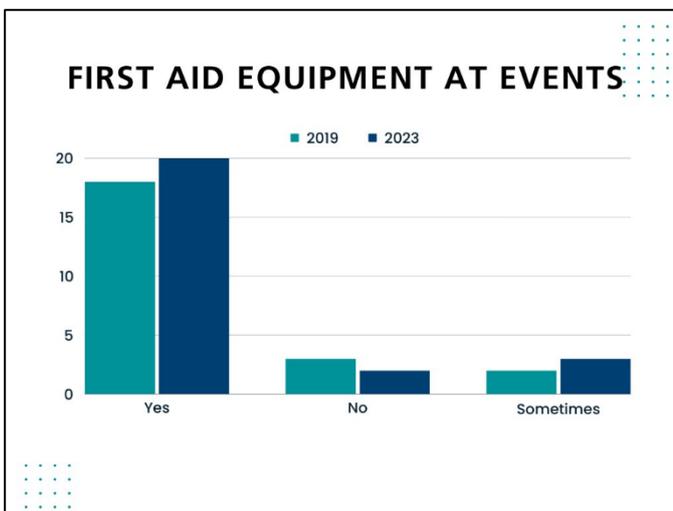
3. Promote the benefits of volunteering to the Shire of Broome community.
5. Provide information and support to clubs on succession planning and strategy development.
11. Support clubs with financial planning and management.

**First Aid**

Clubs continue to increase their awareness of first aid responsibilities, with 92 per cent having first aid equipment at events. There were two clubs who did not respond to this question in the survey.

In 2019, 56 per cent of respondents indicated they had a designated first aid person, this figure has increased to 60 per cent in 2023. Meanwhile 17 per cent indicated that there was one designated sometimes in 2019 and in 2023 this increased to 28 per cent .

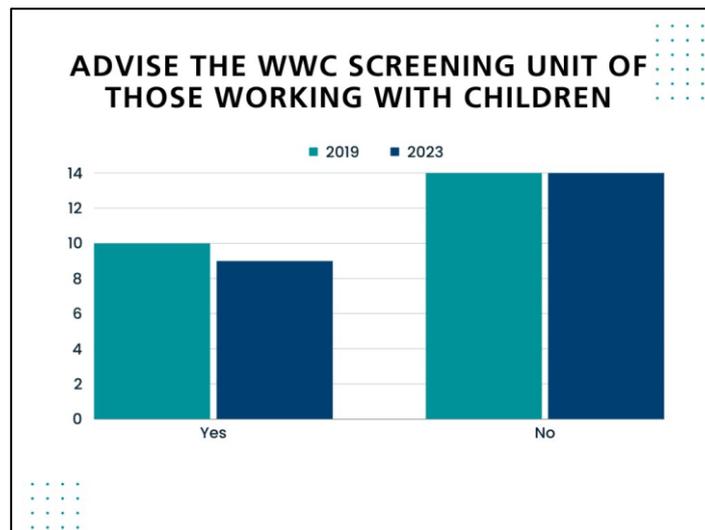
Broome Golf Club indicated they did not have a designated person due to the nature of the sport.



### Working with Children (WWC)

There has been a 10 per cent decrease in the level of Broome junior clubs advising the WWC Unit of those working with children at their club.

Clubs with junior programs account for 85 per cent of the total club development database.

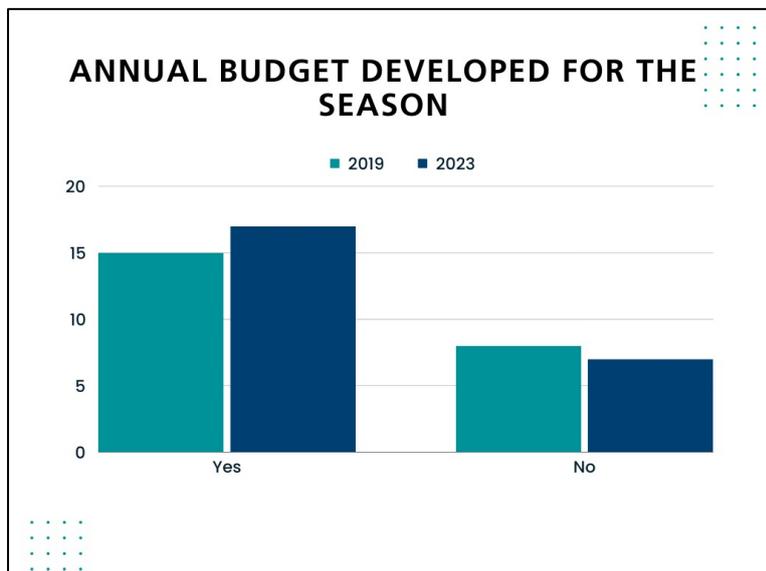


### Recommendation

18. Provide information on the legislative requirements of volunteers Working With Children.

## Funding

Of the clubs that responded to the survey 17 clubs indicated that they developed an annual budget for the season. This is a 15 per cent increase from the figures in 2019.



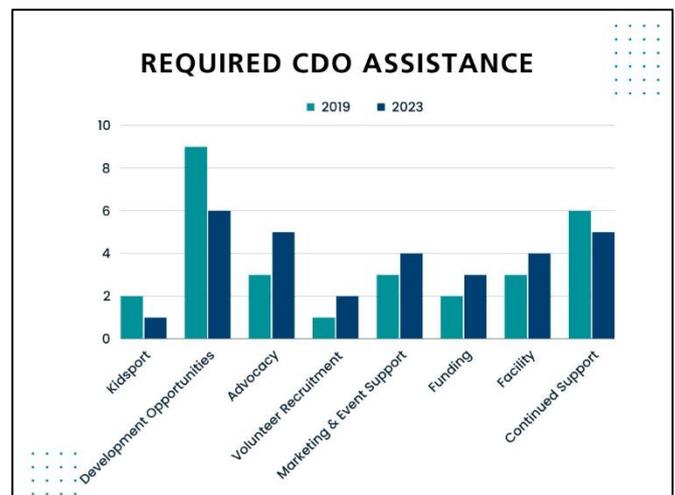
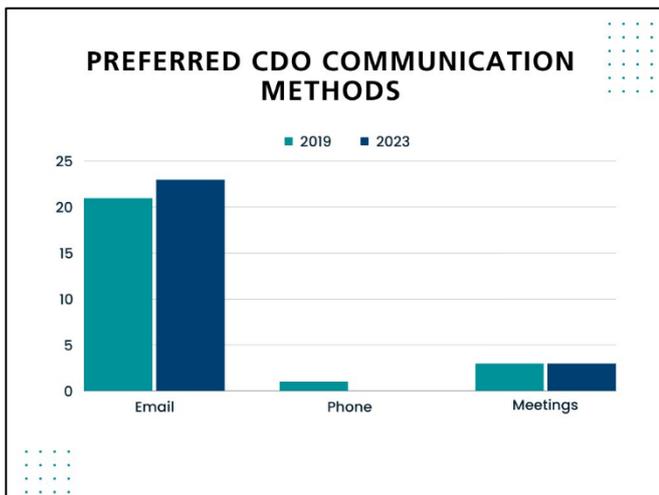
## Communication

Email is the preferred mode of communication, with 92 per cent of clubs indicating this option when liaising with the Broome CDO, an increase of 15 per cent.

A preference for meetings remained the same while communication through Facebook and phone decrease to 0 per cent in 2023.

16 clubs provided feedback on how the Broome CDO could best assist them, a decrease from the 36 clubs that responded with feedback in 2019.

While there were slight variations in the examples of services clubs expect from the CDO they can be grouped into 8 general categories.

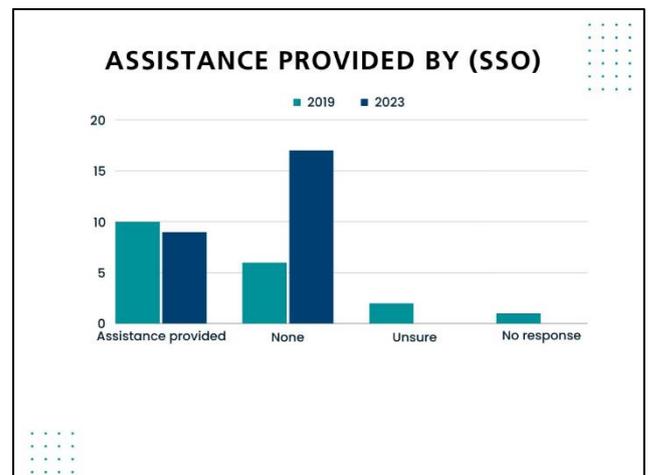
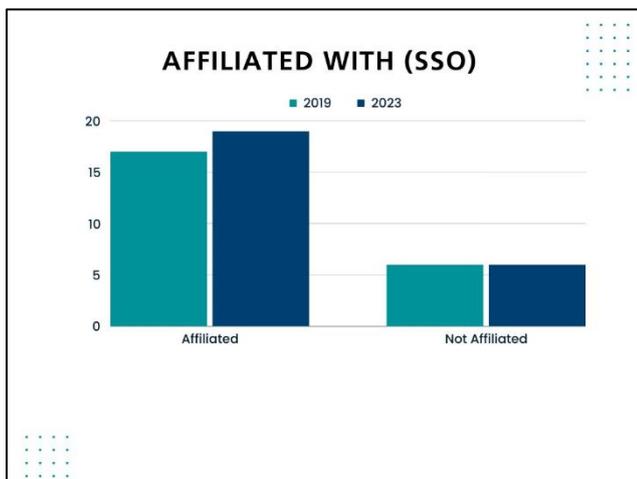


## Partnerships

### Affiliation with State Sporting Organisations (SSOs)

There was an 11 per cent increase in clubs affiliating with their State Sporting Organisation (SSO).

Despite the increase in affiliation, the level of service decreased by 183 per cent. Of those clubs affiliated, 47 per cent received assistance, a 23 per cent decrease since 2019. Two clubs did not answer the question in 2023.



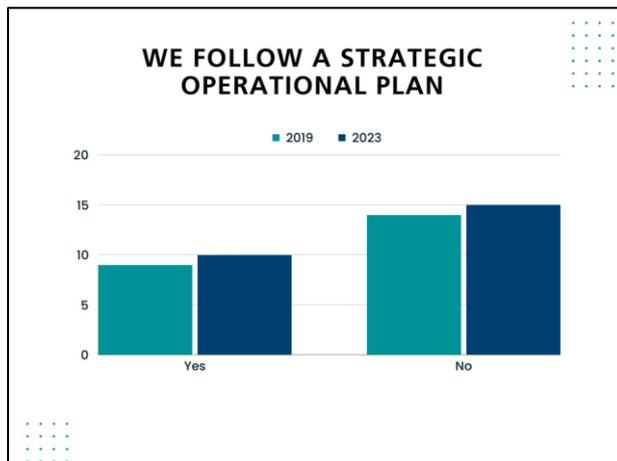
**Recommendation**

6. Liaise with DLGSC and relevant SSAs to seek support in assisting with development of local clubs.

## Planning

### Strategic Operational Plans

Clubs increased their use of strategic or operational plans by 11 per cent in 2023. However, only 40 per cent of the clubs that responded reported that they followed a strategic operational plan in 2023.



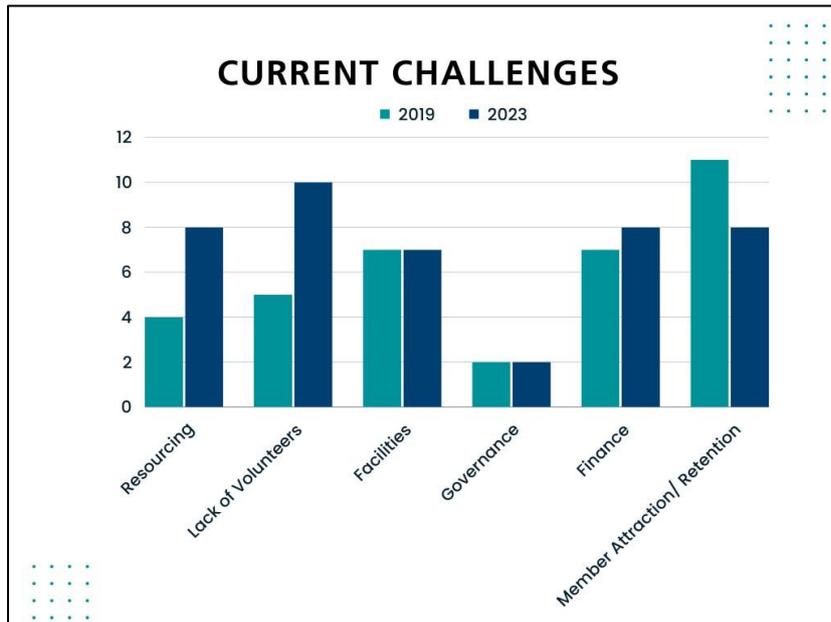
**Recommendation**

5. Provide information and support to clubs on succession planning and operational strategy development.

## Challenges

In 2023, survey respondents reported that a lack of volunteers and access to resources such as coaches were the major challenges facing clubs in Broome. The lack of volunteers was listed as the largest challenge 10 clubs a 50 per cent increase on 2019's figures. These are consistent with the findings in previous years of the survey.

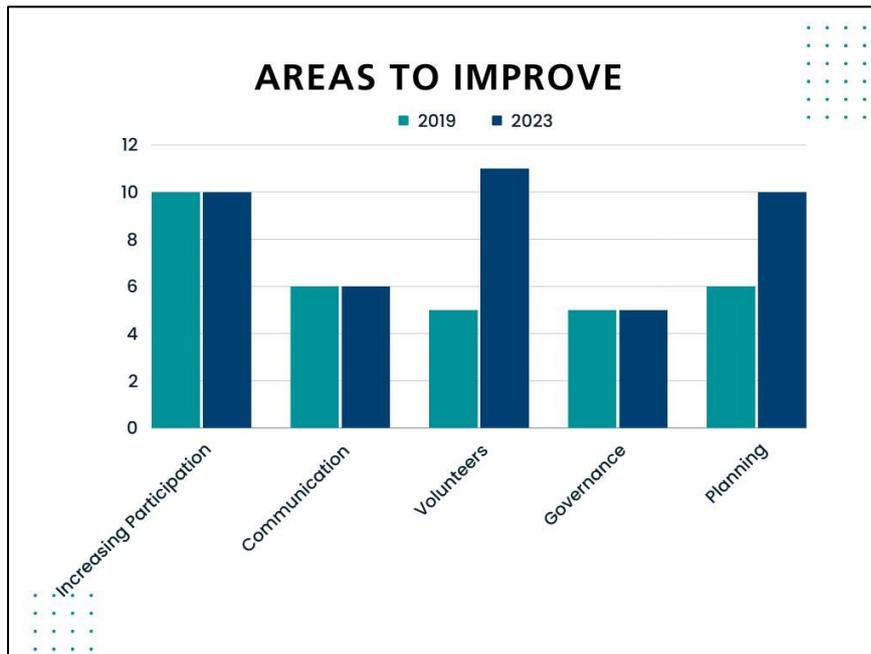
There was no change in the level of clubs referencing access to facilities as a challenge and member attraction and retention decreased by 27 per cent. Gaining access to resourcing such as coaches increased by 50 per cent.



## Improvement

Volunteer attraction, succession and strategy planning both featured as prominent areas for improvement in 2023. Volunteer attraction recorded a significant increase with 44 per cent clubs nominating this category as their highest priority.

Planning in terms of strategy development and succession planning featured second highest in the survey, with 40 percent of respondents listing this as an area of improvement.



**Recommendation**

1. Promote the benefits of volunteering to the Shire of Broome community.
2. Continue to provide information and education opportunities to support club growth and development.
3. Provide information and support to clubs on succession planning and operational strategy development.

## **Conclusion**

### **Membership**

The respondents in this survey demonstrated that Broome's sporting club membership continues to grow. Male participation has seen the most growth amongst all categories, increasing by 77 per cent since 2019. Female participation has also increased exponentially growing by 69 per cent since 2019.

While female participation has increased overall, there was a slight decline by 5 percent in female youth participation. Furthermore, female junior sport is the slowest growing category, increasing by 23 per cent since 2019.

Larger sports like Basketball, Football and Netball have all experience a rapid increase in membership whilst some clubs such as Soccer have found that their membership has decreased since 2019. These three larger populated sports make up 34 per cent of the total sporting population and as such have increased their share since 2019.

The majority of clubs want to increase their membership base, therefore focusing on engaging youth and junior females in sport should be a priority for most clubs.

### **Governance**

Governance was varied amongst respondents with the larger, more established clubs with a stable committee demonstrating a high awareness of their obligations. There was no increase in clubs signing up to the Associations Online website. However, 25 per cent were unsure whether their club had signed up which demonstrates a lack of internal communication perhaps due to high turnover of key personnel.

Five of the seven listed policies recorded an increase from 2019. The decreases were minimal. Complaint handling recorded the only reduction by 6 per cent. Almost all clubs continue to review their seasons and there was an increased attention to financial planning and budgeting. Most clubs are comfortable with their knowledge and application of governance and with only 2 clubs listing it as a challenge in 2023.

## Planning

There was a 7 per cent decrease in clubs producing a strategic operational plan in 2023, which indicates that there remains a large portion of the sporting community operating without any specific direction. Understandably, there have been many changes to committees since 2019 and this can change the focus of a club. Therefore, it is important that clubs keep an up to date records passed on as committee members change to ensure that the clubs progress can be measured against goals and objectives.

Planning also incorporated succession planning in this report with the rate of volunteers steadily declining, 40 per cent of clubs found this area to be a key challenge in 2023. Succession planning should be incorporated as a key item within club culture and clubs should focus on transitioning social members into active volunteers.

## Volunteers

Recruiting and retaining volunteers continues to be a key challenge for local clubs in 2023. Volunteering in the Broome sporting landscape has declined steadily, with volunteer levels dropping by 7 per cent since 2019. As the volunteer levels decline and membership grows, more clubs have recognised the importance of implementing volunteer management strategies. However, only 40 per cent of clubs implement a volunteer attraction and retention strategy, a slight decrease from 2019.

In addition, volunteer recruitment was one area that clubs reported needing assistance from the Shire CDO in future.

Reviewing how your club approaches volunteers is recommended. Attracting new volunteers could be as simple as asking the membership base for assistance.

Ensuring information is distributed to all members of a committee ensures greater knowledge of club operations and will also assist in retaining key information as committees change. Providing an induction booklet for committee volunteers can assist in helping new members settle into their roles. Lastly, social media is a great tool for clubs to utilise to promote their club and the benefits of volunteering to a wider audience.

## **Risk Management**

Reducing risk at your club is an important part of ongoing sustainability. There has been an increase in the level of clubs understanding their obligations regarding first aid with an 6 per cent increase in clubs having a designated first aid officer.

However, there has been a 10 per cent decrease in the level of Broome junior clubs advising the WWC Unit of those working with children at their club since 2019. This could be for a range of reasons including turnover of committee members or recent changes to WWC legislation.

Concussion management increased by 133 per cent since 2019, as clubs have begun to understand the importance of reducing the risk and adverse effects of concussion.

Clubs have also improved their focus on developing budgets which assists in reducing financial risk.

## **Partnerships**

There as a 33 per cent increase in the level of clubs reporting that they were affiliated with their SSO in 2023. However, there has been a significant decrease in the level of support provided to local clubs by SSOs. Although regional resourcing has been a challenge for SSOs, the turnover in local club committee members could contribute to low level awareness of SSO support options available to them.

Linking with an SSO does have advantages. Support can be provided with training of volunteers, particularly around developing coaches and officials, governance and assistance with promotion.

## Opportunities

The data collected from the survey respondents reveals that Broome sport remains a strong form of recreation and social connection within the community. Since 2019 there has been increased participation rates in almost all demographics.

The top three areas for improvement were increasing membership base/participation, increasing volunteers and planning. All these categories were focused on growth and development of the club. This means that the majority of Broome's sporting clubs have a strong administrative foundation and sound knowledge of governance and operational requirements, they just lack the key personnel to administer it.

Effective marketing, events and activations are focus areas that can assist clubs to attract new members and volunteers to their clubs. Through hosting major events such as North West Championships or interclub competitions, clubs can promote their organisation to potential sponsors, new members and entice volunteers.

Linking local clubs to key SSO contacts can provide clubs with a wealth of opportunity and resources. SSOs can provide support with succession planning, secure funding for training and development of coaches and committee members and support with major events and activations.

There is a growing need for inclusive sport within the Shire of Broome. Through adapting existing programming, with support from the Broome Shire CDO and SSOs, clubs have an opportunity to grow their membership and volunteer base whilst contributing to create a stronger community fabric.

Broome has had a long history of passionate sporting volunteers. As membership continues to grow, clubs need to focus on promoting the benefits of joining their club through inclusive programs, marketing and events. Attracting new members and volunteers will ensure that they have the human resources they need to support their growth, avoid burnout and remain sustainable.