

Club Management Guide





This Club Management Guide is designed to provide your club with an overarching resource to ensure your volunteers are aware of key aspects of running a club or association.

Please bring this guide to your committee meetings and provide a copy to your new and existing committee members so they better understand the industry.

There is plenty of information out there to assist with running your club. You should be able to access everything you need if you:

- register with Associations Online through the Department of Mines, Industry Regulation and Safety (DMIRS) and submit your information statement annually. commerce.wa.gov.au/consumer-protection/associations-online.
- affiliate with State Sporting Association (SSA) and
- communicate regularly with the Shire's Community Engagement Officers.

You should be able to access all the information you need to run your club.

Volunteering requires hard work and dedication. There is plenty of support available for club volunteers. It makes sense to use the resources available.

Be sensible.



The Shire of Broome Every Club Program is implemented in partnership with the Department of Local Government, Sport and Cultural Industries.



Running an incorporated club

All incorporated organisations must comply with the Department of Mines, Industry Regulation and Safety's (DMIRS) Incorporation Act 2015.

Requirements under the act include:

- AGM held within six months of the end of the financial year.
- Committee members to declare any material personal interest.
- Each new member of the association is provided with their own copy of the club constitution (also known as the rules) when they join the association.
- The association keeps a Register of Members, made available to members upon request
- Amendments to the rules lodged with the Department within one month.
- Know what financial reporting tier the association belongs to and maintain true and correct records of all financial transactions (see page 7).

Associations Online

Your club should be registered with Associations Online on the DMIRS website. The website provides a Self Checklist that breaks down what you need to be aware of.

You are required to keep contact details current. If there is any change to these details your club must provide Consumer Protection with the updated information within **28 days** of the change.

Clubs are also required to submit an information statement to Consumer Protection annually. This confirms your club is still active, is eligible to be incorporated and has held its AGM.

Statements must be lodged within **six months** after the end of your financial year.



Your constitution

Each incorporated association must follow a constitution.

The constitution outlines the objectives of the association, how it operates, is managed by its members, and how internal disputes are resolved.

All changes to the constitution must be lodged with DMIRS.

For a comprehensive guide on the Incorporations Act and to register for the DMIRS newsletter visit commerce.wa.gov.au/books/inc-guide-incorporated-associations-western-australia.

The Department also has an information line that can answer any questions you may have: 6552 9300.

Your by-laws

By-laws generally cover non-administrative matters that do not need to be included in your constitution.

If kept separately from your constitution they can be amended easily at a general committee meeting.

By-laws can include direction on:

- Competition rules and fixtures, player eligibility, awards, tribunals, coaching regulations, and club colours.
- Your constitution should include a simple by-law clause. Examples of the clause can be found in the DMIRS Inc guide and in the draft model rules: commerce.wa.gov.au/publications/model-rules-associations-2016.



Committee

Each year a committee should be nominated to continue the work of the one before and to make it as easy as possible for future volunteers to manage. No committee member should be bigger than the club.

Each committee member is required by law to have a copy of the constitution.

Your committee is responsible for overseeing all club activities, and keeping your club sustainable by:

- Acknowledging its volunteers.
- Planning its future.
- Managing its finances.
- Keeping its members safe by reviewing and developing policies and procedures.
- Promoting your club to members and external organisations.
- Communicating with key stakeholders including the Shire of Broome, DSR and your SSA.

Does your committee know their role?

The roles and responsibilities of your committee are outlined in your constitution. If they are not an accurate reflection of your committee, change them.

Your club should have consistent meetings. The meeting process is outlined in your constitution.

- Book them early.
- Create and follow an agenda.
- Keep them succinct by discussing topics in the lead up to the meeting.
- Take minutes of each meeting.
- Work from your club plan.

A full list of club booklets with detail on the topics above are available at dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/club-booklets.

If in doubt, contact your local club development officer.



Policies and procedures

Code of Conduct

Every club should have a code of conduct that outlines how you want your members to behave, including committee, players, spectators, coaches and officials.

Each state sporting association has a code of conduct you can apply to your own club if you don't already have one.

Policies

What are they and how are they promoted?

Your club has a legal obligation to protect your members from harm. Policies assist in protecting the health and safety of your members.

Policies outline how your club operates and provides clear direction as to how to undertake the regular procedures at your club.

Policies can include cash handling, volunteer management, social media, protective equipment and concussion.

They should be easily accessible so your committee and members are aware of them, be easy to understand, written in simple language and as succinct as possible.

Reviewing policies at the beginning and end of each year will help make sure they are relevant to your club.

Your state sporting association will have a range of policies suitable for your club.

Other resources for easy policy development include:

www.clubswa.com.au

goodsports.com.au/resources/

dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides/volunteer-tips-and-support

communitydirectors.com.au/icda/policybank/

playbytherules.net.au/toolkits/club-toolkit



Financial management

Changes to the Incorporation Act means financial reporting at your association now depends on what financial tier your association qualifies for.

For example, if the total amount of money earned or received is less than \$250,000, an association will be eligible for Tier 1.

Your club must include:

- a statement of receipts and payments for each financial year.
- a reconciled statement of the association's bank account balances as at the end of the financial year.
- a statement of assets and liabilities of the association as at the end of the financial year.
- a statement of income and expenditure for the financial year.
- a balance sheet as at the end of the financial year.

Auditing

There is no requirement under the new law for associations to undertake a review or audit of their accounts if you are a Tier 1 club. It is however recommended that you follow this process. Check your constitution to see if you are required to do so.



Financial policies and procedures

It is important your club has updated policies around financial management.

A new club treasurer should know their starting point – if there are no reports available, other members of the club should assist in establishing 'what the club owes and owns'.

Some important financial procedures to have in place include:

- Cheque signatories should contain at least two independent committee members; i.e. not from the same family.
- Avoid pre signing cheques.
- Keep cash payments to a minimum.
- All cash receipts should be accompanied by a basic balancing system (e.g. till roll, ticket numbers).
- Make sure you account for any money spent before banking.

Budgeting

Budget before seeking funding.

Developing an annual budget assists in establishing how much you need to successfully run your club each season. This will help you understand exactly how much you need and for what purpose, and you can focus your time and effort more efficiently.

If possible, it is recommended you have two seasons' worth of cash banked. Two or three-year plans can assist with ensuring longer term sustainability for your club.

Resources for financial management include:

dlgsc.wa.gov.au/department/publications/publication/show-me-the-money-a-guide-for-the-club-treasurer

communitydirectors.com.au/icda/finance/



Funding

There are many funding options available from government and corporate organisations.

[LGSC](#) and Shire of Broome's [Community Sponsorship Program](#) should be your first port of call. Signing up to the [Our Community funding centre](#) will provide you with a list of available funding throughout the year.

Your State Sporting Association often provides funding opportunities for clubs.

Sport can provide many social and health benefits so there may be opportunities to access non-traditional sporting grants. It's just a matter of thinking outside the box.

Applying and acquitting

It takes time to apply and acquit any funding. Many funding bodies will ask for similar details on their application. It is a good idea to keep some wording about your club on file so you can cut and paste to suit when required.

Most grants require an acquittal to demonstrate how funding has been spent and what has been achieved as a result of the sponsorship.

A good acquittal can help if you intend to return to the same organisation for more funding. Take lots of pictures; they tell a thousand words.

If your club is serious about generating income and keeping your club financially Sustainable, they should create a funding and sponsorship committee position.



Corporate sponsorship

Know your members

Do you have club members with business links? Your next major sponsor might already be part of your club. Seek businesses relevant to your organisation who have similar values and can provide mutual benefits. Research potential sponsors so you know what they offer and what to ask for.

Be professional

When you are seeking sponsorship remember that your club is entering into an agreement. Make formal approaches using club email and letterhead. Ask yourself, what is in it for them?

Be sure to provide a profile of your club detailing all the good things you are doing and once they are on board keep them updated on club successes.

Sponsorship packages

Costed sponsorship categories provide options for potential sponsors and allows businesses a level of flexibility. If they cannot commit to a larger sum of money, they might be still able to contribute. Having a variety of corporate sponsors means you are not relying on one funding source and a range of branding looks good on your promotional material. Often this can encourage other businesses to get on board.

Some traditional sponsorship incentives include:

Naming rights: an opportunity to name a tournament or competition after a team.

Logo placement: include logo or business name on team merchandise, promotional material, website, Facebook, newsletter, scoreboards.

Increased business: encouraging members to use sponsor's services.

Promotional opportunities: to promote business at club events.

Employment partnerships: providing potential employees to businesses.



Planning

Planning helps to look at where your club wants to go and how it is going to get there.

A good plan should be easy to read, realistic in its aspirations and relevant to the objectives in your constitution.

It will keep your members focused and save you time at meetings.

Work smarter not harder, use your plan and know your rules.

Developing a plan is one of the key roles of your committee. Key questions your committee need to address annually include:

- What exactly do we want to do?
- Why do we want to do it?
- What tasks do we have to complete?
- What positions do we need?
- When do we need the tasks completed by?
- How do we know if we've succeeded?
- How much will it cost?

Once you have developed your plan make sure you work from it at your meetings.

A booklet on planning is available through LGSCI's dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides/managing-your-club

Events

If your sport is looking to host an event that includes food, alcohol or infrastructure like a bouncy castle, there are requirements under the Shire's Events policy that need to be adhered to.

It is recommended you contact events@broome.wa.gov.au well in advance of your event to ensure you meet the requirements. Approvals can take up to 60 days to approve.

broome.wa.gov.au/Facilities-Recreation/Events-Management



Supporting volunteers

Recruiting and retaining volunteers is one of the greatest challenges sporting clubs face annually. If your club is well organised and provides information to assist a new volunteer better understand their role, you will be more likely to have people sign up. Ask yourself:

Why would someone want to volunteer at our club? What can we do to welcome them?

What can we do to make them better understand their role?

How do we know if they are enjoying themselves? What will make them return next season?

Play the Broome Way

We want the Shire of Broome to be known for its sporting culture. If your committee can create a positive environment for all, you are more likely to attract and retain members.

#PlaytheBroomeWay is used to encourage clubs to promote positive behaviour at our local sport. Broome Sport is family sport. Link your social media posts. Join the family.

Acknowledgement

Thanking your volunteers publicly, online, in newsletters and at the venue is a simple, effective strategy to make sure they feel appreciated.

The annual Broome Sports Awards is a terrific opportunity to acknowledge volunteers at your club. The event brings the Broome sporting community together to acknowledge and celebrate the year's achievements at the end of each season.

Volunteer assistance, aside from sports related organisations, include:

Locally: [Broome Circle](#) provides a volunteer referral service for not-for-profit organisations.

State wide: [Volunteering WA](#) has a number of resources available, as does [DLGSCI](#).



Training and development

Providing opportunities to learn new skills will help volunteers feel more comfortable in their role. It is also a good strategy for rewarding them.

The CDO program's Club Workshop Series involves a range of practical presentations and information sessions during February, March and April aimed at assisting volunteers.

State sporting associations have the capacity to conduct coaching and official workshops each year.

The [Australian Sports Commission](#) provide online official and coaches general principles courses.

First Aid training

Having designated first aid trainers at your sporting events assists in providing a safe environment for your members.

The [St John's Ambulance](#) runs regular First Aid courses for the community. Paying for members to complete the course is a great way to provide lifesaving skills that can be valuable not only for your club, but for the entire community.

[Sports Medicine Australia](#) runs courses for sport club volunteers including injury management, concussion and Level 1 Sports Trainer.

Concussion is a major issue for community sport. The Australian Institute of Sport and the Australian Medical Association have developed a website to raise awareness of the issues. It provides policy templates and guides on how to detect and manage concussion, and advice on when juniors should return to school/sport.

All clubs should visit concussioninsport.gov.au.



Junior sport

Code of Conduct

A code of conduct outlines the behaviour and policies members are expected to follow as part of the association. All clubs should strive toward creating and communicating what is acceptable behaviour.

Your SSA will have all the information you need to assist you and there are a number of valuable resources available to make sure our children are safe to enjoy their sport.

Working With Children checks

Your organisation has responsibilities under the Working With Children (WWC) Act.

A WWC Check is required by a person if they engage in certain paid or unpaid work with children, described as '[child-related work](#)' under the WWC Act. This includes junior sport.

It is important to know your responsibilities as some offences carry penalties of up to \$60,000 and up to five years imprisonment.

Some of your responsibilities include ensuring:

- all employees, volunteers, students and self-employed people who engage in child-related work have applied for a WWC Check or hold a current WWC Card.
- you validate all WWC Cards through the Working With Children Screening Unit.
- you keep records to demonstrate your compliance.

Notify the WWC Screening Unit if you reasonably suspect someone at your club has

- been charged with or convicted of an offence that makes it inappropriate for them to engage in child-related work. Do not engage that person in child-related activities.

For more information please visit workingwithchildren.wa.gov.au.



Safe Clubs 4 kids

This education project encourages and supports clubs to create and maintain safe environments for junior sport.

For a range of valuable information visit [Safe Clubs 4 Kids](#).

Play by the rules

Provides information and free online courses about how to prevent and deal with discrimination, harassment and child abuse. There are some terrific interactive scenarios to give you practical advice on how to deal with challenging situations. It is a good place to access policy templates for junior sport.

If you're involved in junior sport, it is well worth visiting [playbytherules.net.au](#).

KidSport

[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 a maximum of \$150 per child to contribute towards club fees annually. The fees will go directly to the registered KidSport clubs through the Shire of Broome.

Individual Eligibility Criteria:

- Applicants must be aged between 5 and 18 years.
- Applicants must have a Health Care Card or a Pension Concession Card.
- Applicant's primary place of residence must be in the local government to which they are applying.

For more information and to apply online, visit the [KidSport](#) page on the LGSCI website.

KidSport is a partnership between the Department of Local Government, Sport and Cultural Industries and the Shire of Broome.



Club checklist

Pre Season

- AGM held and Associations Online details updated Constitution and Club management guide distributed to committee
- Contact details updated and sent to key stakeholders including Shire of Broome
- Plan created for season
- Annual budget developed
- Review club policies
- Book program venues and lodge event applications
- Book regular committee meetings
- Record and validate Working With Children Checks for junior sport volunteers

In Season

- Provide training for volunteers as required and share key information
- Thank volunteers and committee and share your success
- Consider nominations early for the Broome Sports Awards held in November
- Review season – book a time to discuss what worked/what needs improving

For Assistance

Contact: Mike.Doyle@broome.wa.gov.au or 9191 3439.