

CITY OF SOUTH PERTH

# CLUB MANAGEMENT GUIDE

2020



City of  
South Perth

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# INTRODUCTION

The City of South Perth Club Management Guide is a comprehensive guide for sport and recreation clubs to approach enquiries and issues regarding club management.

Designed to complement the City’s club development workshops and bi-monthly newsletter, the Club Management Guide is intended as a ‘first port of call’ for club volunteers to seek further information, answers and referrals to the hot topics within club management. The Guide aims to assist and inform clubs of available information and support which may help in developing and implementing the required actions.

Before reading the manual, your club may find it beneficial to complete the Sports Australia Club Health Check at [www.sportaus.gov.au](http://www.sportaus.gov.au) to gain a better understanding of the areas in which your club may need further assistance.

For more information on club management, please contact the City of South Perth’s Club Development Officer on 9474 0854 or email [clubspirit@southperth.wa.gov.au](mailto:clubspirit@southperth.wa.gov.au).



This document is available in alternative formats on request including Braille, large print, electronically by email and in audio format on CD. National Relay Service (NRS): 13 36 77; Translating and Interpreting Service (TIS): 131 450.



# ADMINISTRATION

## INCORPORATION

Incorporating your club gives it legal identity, separate from that of the members, which relieves the members of the committee and the club from liability for authorised acts of the club. This is one of the foremost protection devices available to clubs. However, incorporation does not prevent actions for negligence against individual members in all circumstances.

Although there is no legal requirement for your club to become incorporated, it does provide your club with a number of advantages:

- Protects your club members from being sued, or being individually liable for the actions of the club
- Many grants and funding opportunities are open only for incorporated clubs
- Allows your club to enter into leases, open bank accounts and borrow money in its own name
- Registers your club name so that no one else can use it
- Allows your club to apply for a liquor licence.

As part of the incorporation process, a club must lodge its constitution with the Department of Mines, Industry Regulation and Safety. On 1 July 2016 the *Associations Incorporation Act 2015* came into effect, replacing the previous *Associations Incorporation Act 1987*.

## CONSTITUTION

A constitution is a basic set of rules that are used to run your club or group. It should outline the club's purpose, conditions of operation and details of member rights and responsibilities.

Why do clubs need a constitution?

- Explain to members and non-members what your group is about
- Provide guidelines for the daily running of your group
- Help sort out internal problems
- Are a legal necessity if your group wishes to become incorporated
- Can help in seeking resources from other organisations, such as government agencies
- Allow you to apply for a liquor licence. If your group intends to apply for a liquor licence under section 49 of the *WA liquor licensing Act 1988*, it will generally need to be incorporated.

If changes are made to the constitution, they will need to be approved by your members and resubmitted to the Department of Mines, Industry Regulation and Safety.

## GOVERNANCE CHECKLIST

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Have incorporation?			
Have affiliations with a state sporting body?			
Have an up to date constitution?			
Hold an AGM in line with your club's constitution?			
• Have policies for the following:			
• Financial management			
• Complaints handling			
• Member protection			
• Codes of conduct			
• Have the following policies where required:			
• Alcohol management policy			
• Communication policy			
• Anti-discrimination policy			
Have a clearly defined risk management plan or actively consider risks?			
Maintain a 'working with children register'?			
Have adequate Public Liability insurance cover for its volunteers and employees?			

## ONLINE RESOURCES

[www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/club-booklets](http://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/club-booklets)





# COMMITTEES

The committee is responsible for managing the club on behalf of the members. As part of this responsibility, the committee should:

- Manage the finances of the club, including financial planning and budgeting
- Undertake strategic planning to assist the club in achieving its aims and objectives
- Develop policies and procedures to assist in the management of the club
- Liaise with external organisations
- Communicate with and provide information to members about the running of the club
- Ensure delivery of general club activities
- Oversee the management of all club operations.

A club wouldn't be a club without a president, but you will also need a secretary to deal with administration and a treasurer. The roles and responsibilities of each committee member should be outlined in your club constitution.

## PRESIDENT/CHAIRPERSON

The president is the principal leader of the organisation and has overall responsibility for the organisation's administration. The president should set the overall annual committee agenda, help the committee prioritise its goals and try to keep the committee on track by working within that overall framework.

## SECRETARY

A good club secretary is just as important as the president and treasurer. As the secretary you are a key officer of your organisation. The smooth running of the organisation depends on the efficiency with which you handle the records, correspondence and other communications.

## TREASURER

Being club treasurer is one of the most important roles that anyone can take on in a club. While the thought of handling large amounts of money can be a little frightening, small club or group accounts are in reality not complicated, so don't think you have to be an accountant to be an effective treasurer.



## COMMITTEE CHECKLIST

	YES	NO	IN PROGRESS
Do your committee members know to send agenda items to the secretary at least one week before the meeting?			
Are reports (for the upcoming meeting) sent to the secretary at least one week before the meeting?			
Is the agenda compiled (including any written reports) and sent out to the committee members at least a few days before the meeting?			
Do you know what your quorum is?			
Does your treasurer provide proof that the actual bank balance reconciles with the balance sheet?			
Are these reports motioned for acceptance and then passed?			
Are copies of the previous meetings minutes made available prior to, or at the meeting			
Are these then formally accepted, with amendments/adjustments as they arise?			
Are important items (that involve policy, process or finance) resolved with a motion and vote?			

## ONLINE RESOURCES

Every Club Hub How to Guides (link <https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides>)

Delegation - Help for the overworked committee member

Show me the money - a guide for the club treasurer

Taking the lead - a guide for club presidents

The club secretary - the key to efficiency





# MEETINGS

A successful sport and recreation organisation will thrive if meetings are well run. Meetings are a time to get reports, discuss ideas and get things done. Running a meeting well isn't hard, but it does take some preparation. Meeting frequency may be dependent upon your constitution, the size of your club, the amount of work involved and the time of season.

There are a number of different meetings that your club may need to hold:

## GENERAL MEETINGS

General meetings include your Annual General Meeting and special or extraordinary meetings called by members. General meetings are open to all members of your club and deal with specific issues that require discussion by all members.

## COMMITTEE MEETINGS

Committee meetings are the most frequently held meetings and are generally only attended by committee members, or people specifically invited by the committee. They are held to discuss the management and running of the club.

## ONLINE RESOURCES

Every Club Hub How to Guides

Effective Club Meetings - Guide for the Chairperson

<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides>





# PLANNING

Planning is one of the key responsibilities of the committee. Good planning practices help your club to achieve its objectives, by providing a guide for where your club wants to be and how it will get there.

Planning can help your club by:

- preparing for the future
- identifying problems and defining solutions
- establishing priorities
- coordinating different activities
- providing information and advice
- allocating resources.

PLANNING CHECKLIST			
DOES YOUR CLUB:	YES	NO	IN PROGRESS
Have a mission statement?			
Have clear goals supported by timeframes and resources?			
Allow stakeholders the opportunity to contribute into the planning?			
Have a strategic plan?			
Have a business plan?			
Have a succession plan?			
Regularly review all planning documents?			
Refer to the planning documents in meetings?			
Resolve important items (that involve policy, process or finance) with a motion and vote?			

GOAL	What do you want to achieve?
STRATEGIES/ACTIONS	How are you going to achieve it?
KPI	Measuring your success
RESPONSIBILITIES	Who is tasked with achieving this goal?
TIMELINE	When do you want to achieve this by?
RESOURCES	What is required to achieve this goal? Is there a cost involved?

## ONLINE RESOURCES

Every Club Hub - Club Booklets

Planning for the Future - the future is in your hands

<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/club-booklets>





## FINANCIAL MANAGEMENT

### FINANCIAL REPORTS

Developing financial reports is an important process in the financial management of your club. Financial statements detail the financial position and financial performance of your club over a specific period of time and should be presented to your members at each Annual General Meeting.

At minimum, it is recommended that your club completes three financial reports each year:

- Balance sheet
- Profit and loss statement
- Cash flow statement

#### FINANCE CHECKLIST

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Develop and adopt a budget annually?			
Provide financial reports at committee meetings?			
Have multiple people with the ability to review bank accounts?			
Ensure payments require two signatures?			
Have a finance policy?			
Have its reports reviewed or audited?			
Regularly compare its actual financial position to its budget and cashflow projections?			

## CODE OF CONDUCT

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

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

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

### ONLINE RESOURCES

For a sample Code of Conduct, visit [Play by the Rules](#)



# MARKETING AND PROMOTION

You don't have to be a genius to market your sport and recreation club. All sport and recreation organisations undertake some form of marketing, although they are often unaware that they are actually doing it.

There are a number of marketing and promotion strategies that can be used, depending on the size of your marketing budget. These include:

- Electronic, including electronic newsletters and digital channels such as a club website and Facebook page
- Social media platforms such as Facebook, Snapchat and Twitter are evolving into very powerful marketing and promotional tools. Clubs need to understand these social media platforms, so they can be used to their full potential
- Newsletters
- Competitions
- Advertising
- Functions
- Sponsorships.

Developing a marketing plan will assist in implementing your marketing strategies and can help your club to prioritise its marketing objectives.

## MARKETING AND PROMOTION CHECKLIST

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Have a clearly defined communications strategy?			
Have one person assigned to communicating all club information to members?			
Have a brand/clear message you'd like to portray to the community?			
Have more than one form of communications channel?			
Have generic club email addresses for committee members?			
Have a good relationship with your sponsors?			
Keep in regular contact with your sponsors?			
Set fundraising goals for the season?			

## ONLINE RESOURCES

Check out Sports Community for a Marketing Checklist (<https://sportscommunity.com.au/>)  
Every Club Hub - How to Guides  
Seeking and Servicing a Sponsor  
Promoting your Club  
<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides>





# VOLUNTEER MANAGEMENT

## RECRUITING VOLUNTEERS

Recruiting volunteers is one of the biggest challenges faced by sport and recreation clubs. To successfully recruit volunteers, it helps to first understand what motivates people to volunteer. You can then use this information to highlight the benefits of volunteering in your club.

### Why do people volunteer?

- To learn new skills
- To share skills, experience and expertise
- To give something back to the community
- To be part of a club
- To make friends and build social relationships
- To gain work experience in a particular area
- They have an interest in the sport or activity that your club engages in
- For the benefit of their children at the club.

### How can you recruit volunteers?

- Personal contacts/networks
- Word of mouth
- Work experience placement (e.g. students)
- Local advertising
- Club requirements of players and/or parents
- State Sporting Associations
- Volunteering WA

It is important to match each volunteer to a role that suits their knowledge, skill level, availability and personality.

## POSITION DESCRIPTION

Clear position descriptions assist volunteers to understand exactly what is expected when they volunteer at your club. A position description should set out the areas the volunteer is responsible for, rather than detail the day to day tasks they are required to perform.

Position descriptions should be developed for each volunteer position at your club, from committee members to coaches, officials and support staff and should cover the following areas:

- Name of the position
- General description of the position
- Description of the responsibilities
- Knowledge and skills required; and
- Estimated time commitment required per week/month

Position descriptions should be reviewed at the end of the season and updated, where necessary.

## RETAINING VOLUNTEERS

Recruiting volunteers is only half the challenge – you must also convince your volunteers to stay at your club. Volunteers want to feel like they are part of the team and know that their efforts are making a positive contribution to your club. Having volunteers sitting around doing nothing will reduce the chances of them volunteering again in the future.

There are a number of ways in which you can retain your volunteers:

- Provide recognition of your volunteers
- Provide opportunities for your volunteers to attend training
- Ensure a positive culture at the club that is welcoming to your volunteers
- Ensure your volunteers are matched to a role that suits their knowledge and skill level.

## VOLUNTEERS CHECKLIST

### DOES YOUR CLUB:

Provide role descriptions and responsibilities?

Provide a time estimate for each role?

Have a clear organisational structure?

Provide a succession map for volunteer positions?

Provide development opportunities to allow volunteers to upskill and fulfil their obligations?

### YES

### YES

### NO

### NO

### IN PROGRESS

### IN PROGRESS

## TRAINING AND DEVELOPMENT

It is important that your club's committee members have the necessary skills to perform their duties effectively. Learning and development is a vital part of a good volunteer management program. Volunteers who are offered some form of training are more confident, comfortable and efficient in their roles.

Sport and Recreation WA offers regular opportunities for your club's volunteers to attend training and development sessions.

For regular officials and coaches, it is recommended that they become accredited through the relevant bodies.

## ONLINE RESOURCES

Every Club Hub - How to Guide

Volunteer Tips & Support

<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/how-to-guides>



# RISK MANAGEMENT

Your club has a duty of care to your members, players and spectators and a legal obligation to protect them from harm. The objective of risk management is to minimise the risk of damage or loss to people, property and finances at your club.

## INSURANCE

Insurance protects your club against paying out large sums of money due to an injury or accident involving your members. It is often part of the risk management process, as it allows your club to transfer some of your identified risks to a third party (the insurance company).

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

There are a number of different insurance policies available for clubs:

### Public liability

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

### Asset protection

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

**ONLINE RESOURCES**  
Every Club Hub - Club Booklets  
Risky Business - A club's guide to risk management  
<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/club-booklets>

# HEALTH AND SAFETY

## HEALTHY CLUB POLICIES

It is recommended that your club develop and implement a range of policies to ensure the health and safety of your members. Each state sporting association will have a member protection policy, which may incorporate some of the policies below. These policies document the health and safety principles and procedures your club will follow.

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Display your code of conduct to all members, volunteers and parents?			
Have a clear member protection policy?			
Do you know who your club’s MPP officer is?			
Have a communications policy?			
Have an inclusion policy?			
Have a healthy club policy to address: smoking, injury prevention, alcohol, healthy eating etc?			

## INJURY PREVENTION AND MANAGEMENT

Clubs can reduce the impact and severity of injuries by following a few simple injury prevention and management steps:

- Provide opportunities for your members to undertake first aid training, to ensure there is someone available at all times to administer first aid
- Provide first aid kits to all teams and replenish as needed
- Complete a medical history questionnaire for all members to determine if there are any pre-existing risks of injury
- Document all injuries and record them in an injury log book
- Depending on the size of your club and the nature of activities, provide opportunities for your members to undertake sports trainer courses
- Implement healthy club policies outlining your club’s position on injury prevention and management

**ONLINE RESOURCES**  
Check out Sports Medicine Australia's [sma.org.au](http://sma.org.au)

## FOOD SAFETY

If your club plans to sell food, it must adhere to food safety guidelines and ensure that the food is prepared and handled in a safe manner. For further information, contact the City’s Environmental Health Officers on 9474 0777.

The City offers food safety training to assist your club’s members in attaining skills required for the safe preparation and handling of food. The ‘I’m Alert Food Safety Program’ is available free online via the City’s website.

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Understand its food handling requirements?			

## WORKING WITH CHILDREN

If any of your club’s members have contact with children while volunteering or working at the club, they may be required to obtain a Working with Children Check (WWCC). A WWCC is a criminal record check and is generally required for people deemed to be working (either paid or unpaid) in child-related work. However, exemptions may be available depending on the exact nature of the role.

**ONLINE RESOURCES**  
Check out the Every Club Hub Junior Sport page  
<https://www.dlgsc.wa.gov.au/sport-and-recreation/every-club-hub/junior-sport>

## LIQUOR LICENCING

If your club plans to serve alcohol at a City facility or venue, it will require a liquor licence issued by the Department of Racing, Gaming and Liquor, with prior approval from the City. The licence stipulates the requirements under which alcohol can be served. There are a number of requirements that must be met for your club to be eligible for a liquor licence, including mandatory training for those responsible for the service of alcohol.

DOES YOUR CLUB:	YES	NO	IN PROGRESS
Understand club liquor licensing requirements?			





## FUNDING

### CITY OF SOUTH PERTH FUNDING PROGRAMS

#### Individual Development Program

The Individual Development Program is open to residents of the City of South Perth, who have been selected to represent the state or country in interstate or international championships, competitions or significant cultural, academic or community service activities.

The maximum grant that may be awarded in this category is:

- \$200 for interstate travel/accommodation
- \$300 for international travel/accommodation

#### Community funding grants

Community funding grants provide grants of up to \$5,000 available throughout the year (until the pool of funds is exhausted) for both non-incorporated and incorporated community organisations.

Applications must be submitted at least eight weeks prior to the project start date.

### WA KIDSPORT

The Recreation to Sport and Recreation WA KidSport program enables eligible Western Australian children aged 5-18 years to participate in community sport and recreation by offering them financial assistance towards club fees. Applications can be completed online through the KidSport website. Applications for KidSport are due prior to attending your first game/session. Fees will NOT be paid retrospectively.

### EXTERNAL FUNDING OPPORTUNITIES

There are a number of external funding opportunities available to provide financial assistance to your club, depending on the nature of your club's activities.

## USEFUL CONTACTS

### RECREATION DEVELOPMENT CO-ORDINATOR

Tel: 9474 0777

Email: [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au)

Responsibilities:

- Strategic sport and recreation planning
- Project Management
- Community Sport Recreation and Facilities Funds Grant

### CLUB DEVELOPMENT OFFICER

Tel: 9474 0777

Email: [clubspirit@southperth.wa.gov.au](mailto:clubspirit@southperth.wa.gov.au)

Responsibilities:

- Primary contact for club enquiries
- Management of the Club Development Program
- Seasonal Sporting Ground Allocations
- Casual bookings of sporting grounds
- Maintenance Issues
- Kidsport

### BOOKINGS OFFICE

Tel: 9474 0777

Email: [bookings@southperth.wa.gov.au](mailto:bookings@southperth.wa.gov.au)

Responsibilities:

- Booking of community halls and pavilions
- Booking of passive reserves and parks.



**Civic Centre****9474 0777**

📍 Cnr Sandgate St and South Tce,  
South Perth WA 6151

Fax 9474 2425

[www.southperth.wa.gov.au](http://www.southperth.wa.gov.au)**Recycling Centre****9367 0970**

📍 Hayman Rd and Thelma St, Como

**Animal Care Facility****9474 0777**

📍 199 Thelma St, Como

**George Burnett Leisure Centre****9474 0855**

📍 Manning Rd, Karawara

**South Perth Library****9474 0800**

📍 Cnr Sandgate St and South Tce, South Perth

**Manning Library****9474 0822**

📍 2 Conochie Cres, Manning

**Old Mill****9367 5788**

📍 Melville Pl, South Perth

**South Perth Senior Citizens****9367 9880**

📍 53 Coode St, South Perth

**Manning Senior Citizens****9450 6273**

📍 3 Downey Dr (off Ley St), Manning

**Graffiti Hotline 1800 007 774****Collier Park Golf Course****9484 1666**

📍 Hayman Rd, Como

**Collier Park Village****9313 0200**

📍 16 Morrison St, Como