

# CLUB TOOLKIT



*Tools and information to help clubs succeed*



**Somerset**  
REGIONAL COUNCIL



## Finding good tools and information for clubs and associations can be a minefield.

As part of Somerset Regional Council's commitment to an active and healthy Somerset, we have done the work for you. Here is a list of some of the best web pages and information for clubs and associations to use from starting a club to fine tuning what you do, including information like policies and procedures.



## CONTENTS

- 2 Starting your club  
A guide to starting and operating  
an incorporated association

---

- 2 Club health check

---

- 2 Club constitutions

---

- 3 Club governance

---

- 3 Cloud document storage

---

- 4 Club meetings

---

- 4-5 AGM/meeting guide

---

- 6 Club roles (position descriptions)

---

- 6 Blue Cards

---

- 7 Insurance

---

- 7 Club planning

---

- 8 Financial management

---

- 8 Succession planning

---

- 9 Grants

---

- 9 Fundraising and sponsorship

---

- 10 Volunteer management

---

- 10 Risk management

---

- 11 Event management

---

- 11 Facilities

---

- 12 Policies and procedures

---

- 13 Equipment and assets

---

## STARTING YOUR CLUB

If you are just starting your club or association, the Incorporated Associations Smart Business Guide will help you along.

Visit [qld.gov.au/law](http://qld.gov.au/law)

## CLUB HEALTH CHECK

The Club Health Check is a worthwhile tool clubs can use to assess how they are going and where they could improve. The online self-assessment takes no more than 30 minutes, with a detailed report to be emailed to the respondent upon completion.

Visit [qlbs.com.au/law](http://qlbs.com.au/law)

## CONSTITUTIONS

You can choose the Model Rules or your own but they must be approved by the Office of Fair Trading.

Remember your Constitution sets out how your club should operate and you are legally bound to comply by its rules. If you wish to change the rules, you can if it doesn't contravene the Associations Incorporation Act. The resolution stating the change has to go to a general meeting and be adopted by at least 75% of the voters present. A Rule Amendment form needs to be completed and sent to the Office of Fair Trading to be approved before you can abide by the new rules.

Visit [qld.gov.au/ASCHealthCheck](http://qld.gov.au/ASCHealthCheck)

## CLUB GOVERNANCE

A Committee Manual is a must have document for clubs. It can be used as an induction tool for new committee members and ensuring information is not lost when committees change.

### **YOUR MANUAL SHOULD CONTAIN**

- 1 Constitution and By Laws
- 2 Policies and Codes of Conduct
- 3 Position descriptions and contact numbers
- 4 Authorities and delegations
- 5 Minutes of past 12 months
- 6 Contracts, agreements and funding
- 7 Strategic and recruitment plans
- 8 Ongoing sponsorship or other obligations

## CLOUD DOCUMENT STORAGE

Cloud storage sites offer the ability to store essential documents online.

This offers better security for club information as it can't be stolen, lost or damaged.

### **CLOUD STORAGE PROVIDERS INCLUDE**

- [onedrive.live.com](https://onedrive.live.com)
- [google.com/drive](https://google.com/drive)
- [dropbox.com](https://dropbox.com)



## CLUB MEETINGS

Your club committee should hold general committee meetings as often as you need, to enable you to fulfil the responsibilities of the committee (check your constitution for any mandatory requirements for general meetings).

Your club must hold an Annual General Meeting (AGM) each year within six months of the end of your financial year.

Visit [qld.gov.au/law](http://qld.gov.au/law)

## AGM/MEETING GUIDE

### 10 DAYS BEFORE MEETING

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- Ask for brief written reports from committee
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### 7 DAYS BEFORE MEETING

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- Send out agenda, previous minutes and reports for everyone to read prior to the meeting
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### 1 DAY BEFORE MEETING

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- Text to remind committee of meeting
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### DURING THE MEETING

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- Pass the minutes as everyone has read them before the meeting (no need to re-read)
  - Brief of the reports as everyone has read them
  - Raise topics of discussion as motions
  - Prepare a task list from the minutes and set completion dates
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### 1 DAY AFTER MEETING

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- Send out minutes and/or action list

### IN MEETINGS, YOU SHOULD

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- Report on last month's accomplishments and this month's goals
- Participate in debate
- Suggest new things
- Take part in strategic planning
- Use manners

### 6 VITALS OF AN AGM INCLUDE

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- An attendance register
- Reports (may be President, Committee or other)
- Financial reports or audit
- Level of insurance; committee nominees and all prospective members must be advised of club's level of insurance cover
- Appointing or endorsing an auditor
- An election

### TO BE A MEMBER OF A COMMITTEE THE INDIVIDUAL MUST BE

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- A member
- Living
- Aged 18 years or older
- A resident of Queensland if Secretary (or within 65km of border)
- Not be insolvent or bankrupt
- Not be convicted of an indictable offence (in past 10 years)
- Not be a mental patient within the legal meaning (Mental Health Act)

Include a statement on your nomination form, signed by the nominee as complying.

Visit [committee.com.au](http://committee.com.au)



## CLUB ROLES

If you are looking for examples of position descriptions that can be applied to any club to give you a head start, check out the Swimming Queensland website.

### POSITIONS INCLUDE

- President
- Vice President
- Treasurer
- Secretary
- Registrar
- Welcoming Officer
- Sponsorship/Fundraising Coordinator
- Publicity/Media/Website Officer
- Volunteer Coordinator

Visit [qld.swimming.org.au/committees](http://qld.swimming.org.au/committees)

## BLUE CARDS

Blue Cards are compulsory for committee members and anyone working with children (some exemptions apply, see website for details).

Organisations that fall within the Blue Card system are required to implement Child and Youth Risk Management Strategies (some further resources including a Member Protection Policy Template are listed under Policies and Procedures).

Visit [bluecard.qld.gov.au](http://bluecard.qld.gov.au)



## INSURANCE

Your organisation will need to ensure you have the appropriate insurance cover in place to protect volunteer staff and committee members.

### TYPES OF INSURANCE INCLUDE

- Public Liability Insurance
- Professional Indemnity Insurance
- Property and Contents Insurance
- Volunteer Workers Personal Accident Insurance

Find out more about insurance through the Volunteering Queensland website.

**Visit [volunteeringqld.org.au/resources](http://volunteeringqld.org.au/resources)**

If you are affiliated with a State Sporting Organisation (SSO) you will likely be covered for Public Liability Insurance, Professional Indemnity Insurance and some other forms of insurance. If you are unsure of your insurance cover through your SSO, you should contact them and clarify.

## CLUB PLANNING

Planning does not have to be difficult.

### THERE ARE SIX EASY STEPS TO STRATEGIC PLANNING FOR COMMUNITY ORGANISATIONS

- 1 SWOT Analysis  
Strengths, Weaknesses, Opportunities and Threats
- 2 Wish list
- 3 Prioritise your wish list, these become your club goals
- 4 Write out plan
- 5 Develop actions, who is going to do what by when to achieve your goals
- 6 Update and report

**Visit [committee.com.au](http://committee.com.au)**

Sport Australia (formerly Australian Sports Commission) has a range of resources to support the club planning process.

**Visit [sportaus.gov.au/club\\_development](http://sportaus.gov.au/club_development)**

## FINANCIAL MANAGEMENT

Good financial management is the responsibility of the whole committee and not just the Treasurer. All community members should be familiar with the basics of financial management.

**Visit [ourcommunity.com.au/management](http://ourcommunity.com.au/management)**

Monthly financial reports are a good measure of a club's financial health. At minimum, an original bank statement and cash book report should be presented at each meeting to verify accounts. The documents listed below will truly give the committee an accurate picture of where they are at financially.

### DOCUMENTS SHOULD INCLUDE

- Profit and loss year to date Vs budget
- Balance sheet
- Outstanding debtors
- Outstanding creditors
- Bank reconciliation
- Cash flow

## SUCCESSION PLANNING

Succession planning is a key area that is often overlooked, but essential to a club's long-term survival and success. One or two people can't look after everything, they'll become burnt out and the next generation of club leaders will be left unprepared to manage the organisation. Knowledge and experience are transferable assets that must be passed on to leaders of the future to continue club growth.

By planning for the future you will open the club and current leaders up to new opportunities. For example, a president/secretary that is currently performing the duties of the three roles can now focus on improving sponsorship or securing partnerships with local organisations.

The Community Club Toolkit link below is a useful resource for stepping a club through succession planning.

**Visit [communityclubtoolkit.com/successionplanning](http://communityclubtoolkit.com/successionplanning)**

## GRANTS

There are a range of different community grants available to clubs. These grants can assist in upskilling and accrediting coaches and volunteers, infrastructure upgrades, cultural inclusiveness, committee upskilling, equipment and other. Check out **[fundingcentre.com.au](http://fundingcentre.com.au)** for top 10 tips for getting a grant, plus the grants and fundraising hub.

### ANNUAL GRANTS INCLUDE

- Gambling Community Benefit Fund (available five times per year up to \$35,000) **[justice.qld.gov.au/corporate](http://justice.qld.gov.au/corporate)**
- Department of National Parks, Recreation, Sport and Racing grants **[qld.gov.au/recreation](http://qld.gov.au/recreation)**
- Department of Social Services grants **[qld.gov.au/recreation](http://qld.gov.au/recreation)**
- Aim for the Stars grants for young females **[aimforthestars.com.au](http://aimforthestars.com.au)**
- Somerset Regional Council Community Assistance Grants; **[somerset.qld.gov.au/cag](http://somerset.qld.gov.au/cag)**

The Swimming Queensland website also lists further grant programs that Queensland clubs may access **[qld.swimming.org.au](http://qld.swimming.org.au)**

## FUNDRAISING AND SPONSORSHIP

Fundraising is a great way to make money for your club, as your greatest supporters are your members, their families, friends and the local community. Swimming Queensland has some great ideas to get you started and important information to be aware of.

Visit **[qld.swimming.org.au/fundraising](http://qld.swimming.org.au/fundraising)**

Sponsorship cash is typically hard to secure. It pays to keep good documentation with regards to sponsorship. Developing relationships and integrating into your local community is key to attracting sponsor investment. Club Help has a useful online resource for acquiring and retaining sponsors.

Visit **[clubhelp.org.au/club-finances](http://clubhelp.org.au/club-finances)**

## VOLUNTEER MANAGEMENT

Volunteers are critical to sporting and recreational clubs. Almost all clubs are run entirely by volunteers. Volunteers are the most valuable asset a club can possess. Club Help has a range of terrific resources to aid you in finding, recruiting, developing, maintaining and acknowledging volunteers.

**Visit [clubhelp.org.au/club-people](http://clubhelp.org.au/club-people)**

Sport Australia also has useful resources available for download.

**Visit [sportaus.gov.au/club\\_development](http://sportaus.gov.au/club_development)**

## RISK MANAGEMENT

While sport and recreation clubs are not-for-profit, it is also important that they remain not-for-loss. Managing risk is critical to ensure a club does not fall into the red. It is the responsibility of the committee to lead in this area.

Identifying risk and appropriate measures can seem like an all-consuming and overwhelming task to complete. A committee should look to manage risks collaboratively (one person cannot foresee and manage every issue) and practically. A sound risk management policy is a must to protect your club. It's important to remember that something is better than nothing, when thinking of a risk management strategy. The process of drafting a strategy is always a rewarding process.

Sport Australia has drafted a useful framework and process to support clubs in establishing and monitoring their risk management strategy, see link below.

**Visit [sportaus.gov.au/club\\_development](http://sportaus.gov.au/club_development)**

## EVENT MANAGEMENT

As a club you may focus your energy into one or two dedicated large-scale fundraising events. When done well, events can be a good way of raising significant cash to support strategic projects.

A useful event management guide can be found on the Somerset Regional Council website.

**Visit [somerset.qld.gov.au](http://somerset.qld.gov.au)**

Another useful resource is the Our Community Event Management Checklist.

**Visit [ourcommunity.com.au](http://ourcommunity.com.au)**

## FACILITIES

Dependent on the type of land access agreement a club has it may be required to manage and maintain its own facilities. A club's responsibilities will be outlined in a lease agreement, memorandum of understanding or user agreement.

In the instance that a club is responsible for managing its own facilities it is important to manage facilities and plan for future growth and maintenance. The Western Australian Department of Local Government, Sport and Cultural Industries has created a useful resource to assist in managing a facility and planning for the future.

**Visit [dsr.wa.gov.au/support-and-advice](http://dsr.wa.gov.au/support-and-advice)**

Brisbane City Council has created a useful resource for maintaining a sports field.

**Visit [brisbane.qld.gov.au](http://brisbane.qld.gov.au)**

## POLICIES AND PROCEDURES

Clubs should consider putting formal policies and procedures in place to ensure good practice. A Member Protection Policy is one such policy that is important to assisting a club committee to set cultural standards. The Member Protection Policy outlines how your club will meet its obligation to provide a safe environment and maintain responsible behaviour and fair decision-making. A number of the following policy templates are reliant on the Member Protection Policy to enforce compliance.

### TEMPLATES INCLUDE

- Member Protection Policy
- Coach Code of Behaviour
- Social Media Policy
- Interacting with Children Guidelines
- Alcohol Policy
- Chaperone Policy
- Communication Policy
- Disability Inclusion Policy
- Picking up and Dropping off of Children
- Spectator Behaviour Policy
- Team Selection (Juniors) Policy
- Team Selection (Open Grades) Policy

Visit [playbytherules.net.au/resources](https://playbytherules.net.au/resources)

## EQUIPMENT AND ASSETS

It is important for a club to physically maintain and track the location of its equipment and assets.

An asset register will allow a club to monitor the lifecycle and location of its equipment.

The Western Australian Department of Local Government, Sport and Cultural Industries has created a resource to assist organisation in creating an asset management plan.

Visit [dsr.wa.gov.au/support-and-advice](https://dsr.wa.gov.au/support-and-advice)

## # KICKGOALS

Set your club up with the right foundations and everyone's a winner!

### NEED MORE INFORMATION

Sport and Recreation Officer  
Somerset Regional Council  
07 5424 4000  
[mail@somerset.qld.gov.au](mailto:mail@somerset.qld.gov.au)

### FOR HELPFUL LINKS AND UPCOMING WORKSHOPS

Visit [somerset.qld.gov.au](https://somerset.qld.gov.au) and follow us on Facebook.

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The information in this document is current as at August 2019.