



The A-Z Hints on Running Your Club

Club Administration Ideas

A-Z Manual

This manual contains snippets of advice and suggestions with regards to your sporting club within the City of Armadale, particularly in relation to management issues.

Please accept this advice in the best interests of assisting your club develop and thrive. For an expansion on any of this information please view the Fact Sheets referred to throughout this document, access the Active Clubs web page on the City of Armadale website, or contact the Club Development Officer.

Accreditation

Coaches, trainers and umpires all have the opportunity to undertake training and gain accreditation to certain levels. It is highly advisable for insurance purposes and piece of mind that your club members who fill these positions are accredited.

It is extremely important for junior sports coaches and referees to be accredited as this is where life long attitudes towards sport are formed. This is where our highest quality coaches and officials are required.

The National Coaching Accreditation Scheme (NCAS) is an Australian wide scheme whereby coaches can gain accreditation at a level suited to their needs.

www.ausport.gov.au/participating/coaches/education

Fact Sheet No. 30

Active Clubs

This is the City of Armadale's Club development program. A part-time Club Development Officer is available to support your club with advice on club management issues and processes. Should you require support in aspects of such things as how to manage volunteers, how to gain sponsorship, the roles of committee members, construction of budgets or strategic plans and so on.

A web page is available with a variety of support resources such as fact sheets, templates and links to other information sources. You can also access hard copies of these resources.

Administration

Sporting Clubs are being required to fulfil many administrative duties these days. The key is to have committed and informed people to run your club and to spread the workload.

Active Clubs resources can provide generic information regarding the roles of your President, Vice-President, Secretary, Treasurer, Registrar and Committee Members.

The most important aspects of administering your club are financial management, health and safety of your members, and adhering to legal requirements.

It is vital that your Club is Incorporated – see Incorporation.

AGM

The Annual General Meeting (AGM) is an open club meeting where the general membership have an opportunity to have input into the club. The AGM is firstly to elect the Committee and Office bearers for the following season. This must be done via nomination and seconding followed by a general vote.

The second task of an AGM is to make any modifications to the Constitution or By-laws. However these proposed changes must have been made available to the membership well prior to the AGM for them to be considered and any opposing or supporting arguments to be put.

Reports are also delivered by the Office bearers and tabled as a record of the previous season's activities, most commonly a President's and Treasurer's report.

General business is usually limited at these meetings; however it can be tabled for discussion and action at a later Committee Meeting.

Some Clubs choose, according to their constitution, to hold their AGM at the completion of one season giving the new administration an off season to become familiar with their role. However some clubs conduct their AGM immediately prior to their active season. The choice of when you conduct your AGM is up to your club.

Alcohol

This is an aspect of a sports Club which needs to be well managed. There are many legal requirements aside from the obvious like not serving or providing alcohol to minors, there are many other requirements to having alcohol in your club.

Firstly a liquor licence is required. Licences are varied and require certain standards to be met. Training of those who are to serve is required and appropriate facilities in place.

There are also the health and moral obligations to be considered by sporting clubs. It is suggested that debate is undertaken about the pros and cons of acquiring alcohol based sponsorship, providing alcohol as a reward or payment, and providing a balance and alternatives to alcohol in your club.

Clubs are advised to construct an Alcohol policy, particularly where juniors and seniors are involved in the same club.

Department of Racing, Gaming and Liquor www.rgl.wa.gov.au

Ambulance

Some time in years past, it was obligatory to have an ambulance on site at a sporting event. However costs and availability prevent this in this age. Your club needs to have an action plan should a serious injury occur.

Speedy contact with an ambulance service, easy access onto the field or court must be available and knowledgeable people able to care for the injured person.

It is worth investigating the insurance coverage of members regarding ambulance cover.

Audit

It is highly recommended that each year your club's financial records are audited by a qualified and registered auditor. Auditing will provide comfort to your club that all financial aspects are appropriated. Should your club wish to apply for funding from any source it can verify its financial status confidently.

Budgeting

Whilst some clubs may battle for finances and others be extremely comfortable, formal budgeting is highly advisable.

A budget gives direction to the managing committee, justifies fees and charges to the membership and is a tool of accountability for the treasurer and committee.

A yearly budget needs be compiled. However, it is also advisable to have a 3-5 year financial plan particularly where long term projects are proposed. This does not need to be complex. A simple list of potential income and expenditure taking into consideration the carry over each year and any long term investments is appropriate.

It is advisable that a majority of the Club's finances, for a given season, be spent on the current members. Remember, a sporting club is not a profit making organisation.

Buses

It is advisable to hire a bus from a reputable transport company. You need to ensure that the driver has the appropriate license; that the number of passengers does not exceed the registered number, and that passengers adhere to bus regulations such as consumption of food and drink and remaining seated etc...

Consider your club's liability should an accident occur. N.B. The City of Armadale does not provide a bus hire service.

Business Plans

It is very good practise for a Club to have a business plan. This does not have to be complicated. It simply needs to give a brief outline of the goals of the club, how these might be achieved, resources required, and by when.

As with a budget this makes a Club management group accountable for their decisions and actions are transparent to the membership.

A template of a club business plan which you may wish to use can be found on the City of Armadale 'Active Clubs' web page.

Canteen

Most sporting clubs will have a canteen which sells food and drinks. Your club needs to decide between the canteen being solely about making money for the club or balancing this with providing healthy eating options as a part of a healthy eating education.

It is advisable to retain a canteen manager who can oversee the consistency and correct food preparation, money management and ordering. It is worthwhile considering paying an honorarium to a canteen manager, or allowing them a percentage of the profit, if it is difficult to retain a volunteer in the role due to the work load and value the canteen presents to a club.

Ensure that food preparation areas are kept clean, that those preparing and serving are aware of appropriate food handling practises and that the canteen front is always presentable to the public. This is another chance to enhance your club's image.

You might like to encourage your Canteen Manager to attend a safe food handling course.

www.pscwa.org.au/getdoc

Fact Sheet No 32

City of Armadale

Your Club is located within the City of Armadale municipality. The facilities your club utilises are provided and maintained by the City of Armadale.

The City of Armadale provides management support to your club through the Club Development Officer.

Your Club needs to appreciate that often facilities and grounds are shared with other users and thus understanding and co-operation between clubs is essential for the best outcomes for all. Bookings need to be made with the Bookings Officer to avoid clashes with other groups and for maintenance procedures.

Cleaning

Your Club is responsible for cleaning a facility after use. You need also to keep the immediate surrounds of the facility clean and tidy. Again this is an opportunity to enhance your club's reputation within your local community.

Please examine your management agreement, should you have one with the City of Armadale, to ensure that you are clear on the conditions of hire in regards to the cleaning and maintenance obligations.

Clubs

There are as many as 100 Clubs of some form within the City of Armadale. Approximately 40 of these are traditional sports clubs, (both junior and senior). As a result, the grounds and facilities within the City of Armadale are frequently utilised. A directory of Clubs within the City of Armadale can be found on the City of Armadale's web site under Community Directory.

Any Clubs who cannot be found on this directory need to contact the Club Development Officer to register their details. It is the responsibility of each club to ensure that its information is updated regularly and is reliable.

Coaches

Aside from your players the coach is arguably the most important member of your club.

You need to ensure that when selecting your coach that you ensure that s/he matches your club's values. A clear Job Description and what is expected of your Coach including his/her extent of authority is highly desirable.

A good coach generally has strong interpersonal skills, is highly organised, has a strong knowledge of the sport and athlete physiological and psychological requirements and has passion for the sport or your club.

An accredited coach does not guarantee that they are of a high calibre but does indicate their commitment to their sport and desire for self improvement. Clubs may decide to recruit a coach from outside of their club in order to seek out revitalisation and fresh ideas or may select from within the club hoping to maintain a sense of tradition and familiarity. The Club simply needs to be aware of what type of coach it requires and maintain that knowledge throughout the selection process.

It is suggested that a coach be spared involvement in management issues of the club and simply left to coach. Only when concerns are raised formally might the Management group involve themselves in discussions with the coach.

Conflict Management

All organisations experience conflict to varying degrees. This may be between individuals, groups or even clubs. The best way to manage conflict or resolve issues is firstly to have clear rules and policies and then to act upon your club's principles and rules to avoid personalising an issue.

Clubs and their members need to appreciate their purpose is in providing a social and sporting service, and that they are amateur, community based clubs, largely run by volunteers. Therefore a great deal of goodwill and reciprocation is often required.

No individual is bigger than the club and team work occurs off field as much as on.

A Club President with strong interpersonal skills, who is able to take a bipartisan approach and who can negotiate compromise amongst conflicting parties can be a very highly valuable commodity to a club.

Communication

This is the essence of successful clubs. Clear, consistent and regular communication on all fronts is vital to a club's success. Communication is a two way process where listening is as important as telling.

Just some of the vital Communication Avenues;

- Committee and members
- Coach and players
- Committee and coach
- Committee and supporters
- Committee and sponsors
- Committee and City of Armadale

As a suggestion, you can use noticeboards, forums, newsletters, signs, web site, and face to face modes of communication. Be careful relying upon word of mouth – you know how Chinese whispers do not work!

Competition

Sport is based upon competition. Sporting Clubs and individuals like to win. Junior sport makes an effort through its rules and competition structure to de-emphasise competition in the context of winning and losing however most kids keep the score and competition still occurs.

How your club, its coaches and supporters promote competition is important. Competing with oneself, to achieve a personal or team best, to win games within the confines of the rules are great but to accept defeat graciously, respect the opposition and umpires/referees should be mandatory aspects of a club's philosophies and should be encouraged.

Your club needs to determine and articulate its views on competition and how it wants its members to behave both on and off the field. This is usually done through a Code of Conduct which is displayed prominently at your club and could be provided to each player upon registration. Your local or State Sporting Association may have a Code of Conduct that your club is required to sign or which can be made available to your club members.

Constitution

A Club cannot be Incorporated without a Constitution. The Constitution is the rules of how your club should run. It will outline the roles of office bearers, procedures which need to be followed and the rules of operation. Operating outside of the Constitution will place your Club, or more importantly its committee members, at risk of legal action.

Any modifications to the Constitution, more specifically its bylaws and regulations, need to follow a strict procedure and must involve club members in the changes, usually at an AGM.

Fact Sheet No. 2

Property/Facilities

Seasonal and occasional bookings need to be made in regards to facility use due to the fact that many clubs and organisations may also wish to use the facilities or grounds.

Bookings will avoid clashes with other groups or with routine maintenance by the City of Armadale.

All goal posts, Nets, Pitches, goal rings and so on are to be maintained by the City of Armadale. Clubs are asked not to make any modifications or repairs but to report to the City of Armadale on **9399 0111** or after hours on **1300 886 885**.

Courts

The City of Armadale has a variety of outdoor courts for tennis, basketball and netball.

Courts need to be booked on an occasional or seasonal basis and must be utilised for the purpose for which they are designed.

Indoor courts can also be found at the Armadale Arena, Townley Street. These courts can cater for basketball, netball, badminton and a host of other indoor activities. Once again these courts can be hired for occasional or seasonal use. Book directly with the Armadale Arena on **9399 5065**.

All tennis courts are to be booked directly through the specific clubs connected to those courts.

Cultural Diversity

The City of Armadale has a considerably diverse cultural makeup. Your club could benefit from involving a diverse range of people in your activities. Consideration for the alternative beliefs and values of these groups of people will benefit all parties. This is an excellent opportunity for social education and demonstration of tolerance and understanding to be modelled to the wider community.

Delegation

A handful of individuals cannot manage a sporting club on their own. It can burn out people over a short period of time. It is vital that leaders within a Club learn to delegate tasks to others.

Delegation still requires some direction and support to be given. However, whoever you delegate tasks to needs to be given some responsibility and authority. Do not only delegate menial tasks.

Delegated tasks are a means by which a club can assess who might make good future office bearers.

Fact Sheet No. 6

Department of Sport and Recreation

The Department of Sport and Recreation (DSR) is the peak state body for Sport and Recreation. DSR is an excellent resource for advice and information regarding a whole range of Club issues. On their web site are two very convenient resources under the titles Clubhouse and SmartClubs. www.dsr.wa.gov.au

Disabilities

It is the right of every person who wishes to participate in your club to be given the opportunity. It is of great social value to your members to welcome people with disabilities. There are avenues to explore for funding and to access support or advice on how to cater for and involve these people.

Contacts: Disabilities Services Commission www.disability.wa.gov.au
Western Australian Disabled Sports Association www.wadsa.org.au

Dogs

Whilst the City of Armadale grounds are public open space, some grounds are 'dog free' zones. For those grounds which do allow dogs, their owners must adhere to any guidelines which require cleaning up after their pets and restraining them on leads.

Common sense would suggest keeping pets away from sports events. However it is often noted that owners do not recognise this. This can be discouraged via a firm request to your members and opposition teams to refrain from bringing pets to training and games on the basis of safety and hygiene.

Fees

Fees need to be charged to the members in order to cover affiliation, equipment, maintenance, stock and a host of other expenses. Fees need not be set based upon tradition but determined once the club is aware of its seasonal operating costs via its budget.

Consideration needs to be given to junior and senior players; discounting for families, pensioners, students, early payment, part time players. Whilst payment can not be made to office bearers and club officials, a reduction or wavering of membership fees is a suggestion for acknowledging their service to the club.

Value adding to fee paying is attractive to your members. For example, you may provide a team shirt, water bottle, discount vouchers or something of this nature once fees are paid (this is a good use of sponsorship).

Fee Structure for Clubs – City of Armadale

Club Seasonal fees are charged on a per player basis for seniors, whilst juniors are free.

These fees cover ground use and toilet and change room use for training and games, and canteen use for home fixtures. Additional training, meetings and social functions are charged at the standard rate for that facility.

All floodlighting charges are based upon the number of and power output of the lights at each facility and on an hourly rate.

There are also half and full day rates for casual hire of facilities. These rates differ between community and commercial/private use.

Filing

The secretary needs to be extremely organized, and filing is an obvious method of arranging and locating paperwork.

An organised Club will make transition smoother and will allow valuable information to be easily located. Club records and archives become extremely important as a club grows older and a history is developed.

Finances

Sporting Clubs cannot manage without money. How it is managed can make or break a club. The Treasurer need not be an accountant but be both organised and able to demonstrate to the committee the flow of money. Decisions about finances must be made by the committee and not left to individuals.

It is important to demonstrate to the members the financial details of the club. It will be of great benefit if members can see where their money goes.

There are many avenues other than membership fees that can be revenue sources for your club, including grants, scholarships, sponsorship, donations, fundraising, sales.

Fact Sheet No. 10

First Aid

Injury is likely in most sporting activities. Your club needs to have sound practises in being able to render first aid. Whether this be through designated 'medical officers', rostered on for training and game days, or a register of medical persons within the club who can be called upon on a needs basis.

Your club should provide its teams with basic medical kit, and have a medical emergency plan in place should a serious injury occur i.e. speed dial for ambulance or local doctor, clear access to the ground or court, and easy access to a sturdy and reliable stretcher.

Fixturing

Whilst your Association will generally construct fixtures you will need to provide them with any special requests and requirements. You may have a special date which you want to request a home game, or a few dates in a row you want fixtured away whilst maintenance is being undertaken at your ground as an example.

You need to ensure that if you share your ground and facilities with other sporting clubs that you communicate and compromise.

You need to forward a copy of your fixtures to the City of Armadale so that bookings can be made in order to avoid clashes with maintenance or other fixtures. This is stated on the seasonal application form.

If you are doing your own fixturing (e.g. for a local tennis tournament) there are useful fixturing formats online at www.geocities.com/Colosseum/Stadium or www.sportsfixturelists.com

Fundraising

Many clubs assume that they need to fundraise. However, if a detailed financial plan is constructed and finances are on track you may not need to undertake fundraising which can certainly be a burden off your club's workers.

It is advisable to fundraise with a purpose. If you earmark a specific fundraiser for a particular purpose club members will make an informed choice about contributing.

A focus on the actual event, raising club spirit, promoting your club, or rewarding your members may often reap more money as people enjoying themselves will put their hand in their pocket more willingly.

Here are a couple of sources which might assist you with some ideas;
www.dsr.wa.gov.au – Clubs – Filing Cabinet – Fundraising Ideas, Fundraising Presentation

www.dsr.nsw.gov.au/sportsclubs/ryc_fund_ideas.asp

Stier, W.F (1994) *Fundraising for Sport and Recreation*, Human Kinetics Publishers, Champaign, Illinois

Fact Sheet No. 12

Graffiti

This is an issue facing many clubs. By maintaining a positive appearance and presence at your club you may reduce the likelihood of graffiti and vandalism.

However, if it occurs please report it to the City of Armadale during business hours on **9399 0111** or out of office hours on **1300 886 885**. You might also contact the Graffiti Hotline on **1800 442 255** or goodbye graffiti.wa.gov.au
Crimestoppers **1800 333 000**.

Grants

There are several avenues from which a club can source grants. Most are sports based, however, you can also look at community or clubs based grants. Many grants require the endorsement from the City of Armadale, particularly if they are capital based. For assistance or clarification you might like to contact the Club Development Officer.

Try some of these sites for starters;

www.dsr.wa.gov.au

www.grantslink.gov.au

www.freshfoodkids.com.au/community/community-grants

www.healthway.wa.gov.au

Often competitions and promotional activities are conducted by commercial organisations which provide grants to clubs.

Grounds

Most Clubs would not exist without a sporting ground. These grounds require sound management on your part. Turf surfaces are a living organism. They need to be maintained to a high level for sporting activities. It is extremely important that your club considers how it uses its ground; rotating areas of use, refraining from overuse of goal mouths, examining training alternatives occasionally and staggering teams' use of the area. Report any repair requirements to the City of Armadale on **9399 0111**.

It is vital that appropriate line marking is undertaken. If in doubt about the appropriateness of line marking materials contact the City of Armadale or refer to Line Marking in this manual.

Keep all unauthorised vehicles off the playing surfaces. Do not make modifications to grounds without prior permission from the City of Armadale and consultation with other users of the facility.

It is highly advisable to undertake a pre-game ground inspection in order to remove itinerate rubbish.

Halls

The City of Armadale has several halls available for seasonal and occasional use. Several of these halls are accommodated at sports grounds and are utilised by sporting clubs. In addition there are several other halls available for indoor functions. These facilities and the fee structure can be viewed on the City of Armadale's web site.

Bookings need to be made to the City of Armadale Booking Office on **9399 0148**.

Healthway

Healthway is a branch of the WA Government with the chief role of promoting messages of Health and wellbeing to the Western Australian community. Most obviously they promote anti – drugs, anti-smoking and responsible drinking messages. These messages are reinforced with signage and educational material which are available to your club. Your promotion of this material, and your club members living and breathing the health messages, could benefit your club financially, as Healthway offer grants and sponsorship as an incentive to clubs to promote their material.

www.healthway.wa.gov.au

Honour Boards

A great honour for many past and present members is to see their names displayed prominently acknowledging their role or achievements. Honour Boards are a great way to record and display such things as; Club Executive, Club Champion, Club Person of the year, any team or individual successes (premierships or titles) and Life Members.

It presents as an historical snapshot of your club and is just one tool which promotes tradition and club pride to your members. Again it is important to liaise with the City of Armadale before erecting any structures, and may only be permissible in facilities governed by a Management Agreement.

Inclusion

It is a very worthwhile social exercise to involve people from Culturally and Linguistically Diverse (CaLD) backgrounds or with disabilities into your club as your current members may appreciate and learn from each others' diverse backgrounds and experience.

Inclusion is a commitment to building communities that are welcoming, inclusive and encourage health and wellbeing for all members and to assist our members to appreciate difference as an integral part of our society and value the unique contribution of individuals and communities.

It is important that all members of the sport and recreation community develop practices, attitudes and skills that can effectively incorporate this rich diversity at the local community level.

Sports CONNECT can assist you to evaluate your readiness and develop strategies, and understanding, on how to include people with a disability in your sport.

www.dsr.wa.gov.au

Incorporation

Incorporation of your club allows the individual members of your management committee protection from any legal action against them as an individual. It also allows the Club as an entity to continue on no matter how much the management personnel changes.

Incorporation requires that the Club construct and adopt a constitution (rules of operation), and then put this to the Department of Commerce for approval. Your club must then operate according to its constitution.

Fact Sheet No. 1

Injuries

Injuries are inevitable in any sporting activity. As a club you need to adhere to your code's rules in regards to the wearing and use of correct equipment, playing age appropriate games, and taking every precaution to educate players about and address issues of injury.

Your club should have on hand people with basic first aid qualifications at games and training. An action plan is also necessary should your club face an issue of a major injury which requires high level medical intervention.

Fact Sheet No. 18

Insurance

There are many types of insurance available and many of these may be available through your affiliation with your State association or governing body or by taking out insurance of your own. Some of the more relevant insurances are:

Public liability. This is essential for all clubs as it protects the club from legal action from anybody who suffers in some way from something the club did or didn't do and they are found to be negligent in some way e.g. someone trips over a goal post left on the ground and suffers an injury;

Products liability. This is relevant where a kiosk is being operated as it protects the club from legal action by any person who may suffer effects from the products that are sold such as food poisoning; and

Player insurance. This provides cover for players for such things as medical expenses as a result of injury.

Local Government Insurance Service at www.lgiswa.com.au or 1300 853 800.

Fact Sheet No. 33

Juniors

Junior sporting clubs are geared to cater for the younger player. Equipment, ground size, modification of rules, length of game and so on, are all designed to maximise participation, develop skills, reduce physical strain and to cater for the children's developmental level.

Parents and supporters need to be reminded of and educated about the focus of junior sports. Most children will monitor their own game and determine whether they win or lose, however, the emphasis by parents and coaches needs to be on achieving personal best, developing team work, and demonstrating appropriate sporting behaviours.

Juniors, that is, under 18s, involved in senior clubs or senior competition need also to be considered by your club. Their formative years in a senior club will make a lasting impression. It is extremely vital to educate and involve them in various aspects of running a club. The club also needs to be aware of its obligations to these members in regards to their exposure to adult behaviours; particularly alcohol consumption.

Lighting

Many grounds have floodlighting which is generally utilised by winter sports clubs. The hourly hire fee is determined by the number and output of lights at each venue.

Remembering that most sports grounds are in the vicinity of homes and therefore floodlights need to be switched off at the completion of training. You also need to check the lux (level of lighting) to determine if it is appropriate for match play or simply for training use.

If there are any malfunctions with floodlighting please contact the City of Armadale on **9399 0111** or after hours on **1300 886 885**.

Lighting can be installed or upgraded in partnership between the club, the City of Armadale and the State Government. There is an application process required. Contact the Club Development Officer for clarification on this process.

Life Membership

This is usually an honour bestowed upon long standing club members who have contributed in an outstanding manner to the club. Often it is recognition of tireless efforts behind the scenes, or repeated success as a player, coach or umpire. Some clubs have made the decision to award Life Membership to players who achieve a games milestone, often in the vicinity of 150 games.

It is each club's prerogative to decide how it will award Life Membership. However, it must be kept in mind that this is no small honour and must remain a prestigious award.

Line Marking

Ground markings, layout and dimensions of playing areas on grounds are the responsibility of your club. Line markings on grass are to be in water based paint and used in accordance with the manufacturer's recommendations and appropriate safety measures. No injurious lime powder/dust, creosote or glyphosate (Roundup) are to be used.

Lotterywest

Grants and funding can be accessed by Clubs through Lotterywest. Examine the website for information on the process and eligibility requirements.

www.lotterywest.wa.gov.au

Mail

It is advisable that all club mail is received at the same place and by the same person. A Post Office Box is strongly recommended so that the club's mailing address remains the same despite officer turnover. Frequent emptying of Post Boxes, particularly during the on season, is necessary to remain in touch with events and activities. The secretary should collect mail as they are the person who presents correspondence to a committee meeting.

Mail out from the club should generally be endorsed by the club. Records should be kept in relation to Postage so that costs can be paid by the club.

Meetings/Minutes

If your club is an incorporated body you will be required to keep an accurate recording of your committee meetings. There is a set format to follow which provides good direction for the meeting. The secretary will record the minutes in a form which they can accurately interpret and expand upon when presented as a true reflection of the meeting.

Every opinion and discussion point does not need to be recorded but a summary of discussions does. The most important thing is to record word for word any motion that is put and voted upon.

Meetings need to follow a process, including each person abiding by simple courtesies, and discussions to be structured and an outcome determined. Meetings must be regular i.e. on a monthly basis. The meeting must have agenda and all committee members given plenty of information relating to potential discussions prior to the meeting.

Membership

The people who make up your club are your members. Generally they will pay some form of membership fee, whether it is to play or socialise. You might have a scale of fees to allow for different types of membership.

You need to make it clear to new members what your club provides and what its purpose and values are so that people join with a clear understanding. You need to occasionally canvass your members as to their needs and views on the club.

After all, your club is there to service its members.

Fact Sheet No. 25

Mouthguards

All contact sports and some medium contact sports advocate the wearing of mouthguards.

For junior competitions mouthguards are often compulsory. Mouthguards can protect teeth and jaws and prevent extremely uncomfortable and expensive medical work.

Mouthguards need to be appropriately fitted. If you choose the self fitting type instructions need to be followed carefully to ensure it can serve its purpose. Dental fitted mouthguards are of course of a high quality. Some clubs bring a dentist to their club to undertake a mass fitting at a discounted price and for club members' convenience.

Children who are still growing and developing need to have mouthguards refitted regularly to maintain comfort and safety.

Neighbours

Your sporting club may have direct neighbours bordering the ground or facility which your club utilises or you may simply be within the general neighbourhood of domestic or commercial residence. Your members need to be aware that their behaviour can impact upon the neighbours and therefore affect the club's image locally.

Ensure that you develop a clear direction and behaviour guidelines for your members in relation to your neighbours. Be aware of language, lighting, general noise, littering and equipment retrieval. Should your club conduct a function which may generate more noise (music and amplifiers for example) it would be helpful to contact the City of Armadale's Health Department for advice on noise limitations.

As with all relationships, communication will enhance your club's partnership with its neighbours.

Fact Sheet No. 27

Newsletters

Whatever form you may use, newsletters are a key way to communicate with your club members. It may be two pages, once per fortnight and might be made up mostly of game results. However, by including some key information and reminders it becomes a very useful tool.

You may produce your newsletter on a website or make hard copies available for all members. Whatever you do it needs to be attractive, concise and informative. Use of photographs, cartoons and white space makes a newsletter visually attractive. Templates can be found on various computer packages or found online.

Newsletters are also a tool for promoting your sponsors.

Noise

Most neighbours to clubs expect a little noise during training and games. However, they are less receptive to late night car noise, voices and music, especially if this noise is offensive. There are noise restrictions and conditions required by the City of Armadale, so your club needs to be aware of and enforce these. For any advice contact the City of Armadale Health Department.

Be aware that good relationships with your neighbours are important in terms of your club's image and the community's perception of your members.

Officials

Depending upon the membership numbers of your club and the requirements of your constitution your key people who manage the club can be referred to as 'officials'.

The key positions of most clubs will be President, Secretary and Treasurer. Official duties need to be undertaken by officials and any direction given to club members by Officials shall be in accordance with the club constitution and in the best interests of the club.

Parents

In junior clubs parents are an invaluable resource. Coaches, managers and officials are generally parents who wish to see their own children and their peers participate in well managed sporting activity.

Your club needs to embrace and encourage parents to become involved. By informing the parent body of the club's procedures and events parents will be better informed and more willing to volunteer their assistance.

Parents' sideline behaviour whilst spectating is vital to your club's reputation and image. Codes of Behaviour need to be set and enforced by your club officials. Officials particularly are advised that they are the most obvious role models within a club and therefore must uphold the principles of good sportsmanship.

Information about how to be a proactive, supportive parent in your club is very useful, particularly for new parents embarking on junior sport.

Photography

Action photographs on display around your club or on websites are a means of attracting your members to other important information, and they help to build camaraderie amongst players.

You may need to gain approval from parents as part of your club registration processes to photograph children and to display their images. It is extremely important to gain any subjects' approval to display an image publicly if names are to be put to this. It is important to respect the wishes of anyone who objects and it is legally required if they produce any court order to this effect.

Players

Players are what your club is all about. Serve them well and also ensure that they serve your club well.

It is with great pride that you can achieve a great club culture with your local community members. In this age even amateur clubs can lose sight of their core objective and pay significant amounts of hard earned club money to pay for the services of players. This sort of activity needs to be monitored fastidiously as it can create club divisions and can send a club into financial troubles.

Your local players will generally be there for the long haul. The satisfaction of achieving great things with your local players can be no greater.

Planning

The old saying 'if you fail to plan, then you're planning to fail' is relevant to sporting clubs.

As a club you cannot afford to roll along season by season without considering the future development of the club. You must consider maintenance and growth issues, large scale future costs and remain vigilant to any external pressures.

Plans do not need to be complicated or lengthy but include timelines and resource allocation requirements, along with the people who are responsible for the actions and managing the funds.

Plans in writing will always assist new committees to maintain some continuity from one season to the next.

President

The figurehead of the club can take many forms. Some Presidents may be doers, and undertake every second task required, whilst others are delegators and spokespeople.

Presidents vary according to their personalities and past experiences.

Ultimately the President needs to serve as a positive example to the members and the wider community. Strong interpersonal skills are required and a passion for your club is vital. The President needs to work very closely with the secretary and be well informed on the Club's constitution, policies and procedures.

Fact Sheet No. 4

Problem Solving

Sporting Clubs are made up of many passionate people who may wish to have input into many aspects of the club. Problems arise when a person's ideas and values do not match that of the club. It does not mean that that person is wrong; it is simply a conflict of beliefs.

The best way to avoid issues is to be upfront and clear with all members about the policies and operations of your club. Well informed people tend to be more co-operative.

Issues which do arise need to be dealt with through the appropriate forum and with the correct people. Members should be encouraged to seek clarification directly with the person concerned, and not go straight to the President or beyond. Addressing issues at the source will solve most problems without too much fuss.

Most Clubs will have a Code of Conduct for its, coaches, players, officials and supporters. Most issues can be addressed by members complying with the club's code of conduct.

Communication and good interpersonal skills will eliminate most potential issues. Try to look at each situation from the other person's point of view so that you have a varied perspective on the issue. Remember this is sport; and it is supposed to be fun.

Fact Sheet No. 19

Promoting Your Club

Your Club is advised to promote itself both internally and externally for reasons of maintaining a positive culture, and respect within the community.

The best promotional tool is the club's members and how they behave both on and off the field. With a strong culture of pride within a club each member will monitor others' behaviour.

If your Club considers itself a service to its community it should endeavour to be involved in community events, help support local business, and assist its junior clubs.

Big events and media coverage are great short term promotional tools which may attract Members. However, it is the little things and the internal culture which will strengthen its reputation. Word of mouth is a powerful tool.

Fact Sheet No. 24

Records

A Club's culture is generally built upon history. History can be recorded in scorebooks and newspaper articles for example. These need to be well preserved and stored in an organised manner. In recent years electronic storage has become common, however this too, needs to be organised.

Some records are maintained on Honour Boards.

It may enhance club spirit to provide access to records to its current and past members as they are great tools for reminiscence and creating passionate discussion.

Check with your state sporting association for advice and assistance in keeping records and data.

Recruitment

True recruitment is about tapping into your local community to involve those who have not been previously involved or whom had drifted away to other clubs or sports. You want players to be attracted to your club because of the positive culture you provide.

Anecdotal evidence indicates that many players who join a club just to win, or who are recruited because they can help the club win, do not remain around long and have a limited commitment to club culture, especially if the teams are not winning regularly.

Good coaches often attract players, especially in juniors. Well managed clubs retain players. People with passion for their club receive the greatest joy when success comes from their own contributions.

Your club needs to decide what it stands for and recruit accordingly. A Senior Club's best form of recruitment is from the feeder junior clubs. If you have supported and nurtured your juniors then they will become your seniors.

Registration

For efficiency purposes and as a requirement by the parent association all players are required to register their current details. This ensures correct birthdates and contact details.

Most Associations have registration forms of their own, however if not, you may need to construct your own. Once again, most Associations have an online registration process.

This allows for quick efficient transfer of data including clearances and permits.

If in any doubt, check with your state sporting association.

Risk Management

All clubs owe their members and visitors a duty of care. An activated Risk Management policy may help demonstrate a more than reasonable effort to reduce risk to a club's members and visitors.

In a Risk Management Plan you simply need to establish the context and environment of your activities, identify the risks, assess the level and consequences of the risk and treat the risk. Continue to monitor and review the risk and the prevention strategy.

The importance of Risk Management cannot be overemphasised. Therefore your club needs to approach this issue proactively. A simple one page, pre-game checklist is a good starting point.

Fact Sheet No. 17

Secretary

The efficiency and promptness of a secretary will enhance the smooth running of your club. The sorts of things a secretary does relates to taking and passing on minutes, writing any correspondence on behalf of the committee, keeping club members informed of important dates, interacting with other clubs and associations and guiding the President.

Fact Sheet No. 8

Security

Security of City of Armadale facilities is shared by the City and the user. In some instances alarm systems are in place and need to be armed appropriately when the facility is vacated. In the same manner, equipment needs to be stored and buildings need to be locked appropriately.

For any security issues with regards to facilities, the City of Armadale needs to be contacted.

Event security is the responsibility of your club. Therefore you will need to ensure appropriate invitations are issued or it is clearly stated who is welcome and under what circumstances to club functions. For a significant event it may be useful to inform local Police so as they may drive by to monitor the event or be prepared if alerted to any incident. You may also choose to hire security personnel for large functions.

Sharing Facilities

Many clubs share facilities and grounds whether it is seasonal or during the same season and as a result, co-operation and communication is paramount. All clubs provide a service to their community, both sporting and social. Your clubs need to remember that you share the same objectives and are part of the same community therefore entering into a spirit of support and co-operation can only benefit all parties.

Clubs need to be mindful that all facilities are owned by the City of Armadale and that they must submit a seasonal booking application to the City of Armadale.

Bookings are necessary to alleviate conflict of use of the facility, so that scheduled maintenance can be undertaken and to avoid the over usage of grounds.

Smoking

Most Clubs promote health and well being. Some Clubs have an additional obligation through sponsorship to promote an anti smoking message.

All City of Armadale buildings are smoke free. Smoking is not permitted within 10 metres of doors and windows Smoking is not permitted in thoroughfares and access paths.

Smoking is not allowed in any indoor areas of the club, including the bar and change rooms. You might designate some areas outdoors as smoke free or more preferably smoking only – this can be roped off. Display appropriate 'no smoking' signage in your club.

Ensure that senior members of your club role model and promote positive anti smoking behaviour.

Spectators

Spectators are, in most respects, the responsibility of the teams they support.

Understandably clubs cannot control everyone's behaviour however a clearly articulated policy or code of conduct for spectators will demonstrate your club's expectations.

Simple strategies like keeping spectators a safe distance from boundaries, support and encouragement of umpires by opposition and your own players; and verbal acknowledgement of the positive spectator behaviour may help set a behaviour standard for your spectators.

Your club needs to develop a procedure for dealing with inappropriate spectator behaviour whether it be a one off, or on a repetitive basis. The process needs firstly to be educative; however, if this is not effective the club's committee may be required to initiate sanctions against offenders. However, to avoid unnecessary conflict it is advisable to seek advice from your sport's governing body before taking any action.

Sponsors

Sponsors are of strong financial assistance to sporting clubs. However, the market is competitive and tight economic conditions may limit the willingness of sponsors to volunteer funds readily. Sponsorship agreements will enhance your prospects of gaining additional funds. Sponsors are most likely to come on board when their sponsorship is linked to something tangible such as an event, an award, or a facility.

Once a sponsor has committed funds your club requires a clear plan as to how to service the sponsor in an ongoing manner such as advertising space; signage, t-shirts, website, etc..., invitations to events, free tickets or priority seating, opening an event, presenting uniforms or awards, their logo on programs, invitations and so on... or even the right to set up a stall or information centre at your club or at a club event.

Focus upon your local businesses but be mindful that they are not being served by other clubs. Ensure that you choose sponsors whose product or service matches the values of your club.

Sponsorship is not just about money. Some organisations may want to offer a service or equipment.

Fact Sheet No. 13

Succession

The ongoing success of your club can be enhanced by way of planning for the future. This sort of planning includes answering the question 'who will take the reins of current committee members and how will we ensure they move into those roles smoothly?'

Fact Sheet No. 16

Sun Smart

Protection of your members is paramount. Promote the Sun Safe message and help educate juniors and seniors about the dangers of sun exposure.

Sun awareness is not just a focus for Summer sports. Your club members are susceptible to sun exposure year round.

A part of this awareness is also to provide plenty of appropriate fluids for your members.

Fact Sheet No. 23

Training

Training is most effective and enjoyed when it is purposeful, fun, succinct; enhanced by game based activities and relevant to those concerned. Do not train juniors like seniors. Motivate your athletes by varying your training.

Ensure that your training facility is booked and that if any change in training schedule is also communicated to members and the City of Armadale.

Treasurer

The Treasurer does not need to be an accountant, just simply able to carefully monitor finances and record it in a clear manner. The Treasurer is the custodian of the club's resources and is intricately involved in constructing and managing the club's budget.

The Treasurer is not the sole committee member responsible for finances. There will always be joint signatories to club bank accounts, and any significant transactions will be approved by the club committee.

Fact Sheet No. 9

Trophies

There are many people who enjoy receiving a trophy as recognition for their achievements in their sport. Juniors enjoy receiving a trophy as a memento for participation. The traditional trophy is still appreciated, however many senior players may prefer receiving something of use.

The form of a trophy can be varied, limited only by imagination, budget and the time taken to prepare it.

Make sure that your trophies fit the values of the club, maintain some form of tradition and are valued by the recipient. It may be worthwhile to canvass your club members about the format of trophies or acknowledging achievement.

Umpires

Without our match officials, umpires, referees, marshals, there would be no game.

Unfortunately sporting culture has developed an occasional automatic response to people who officiate. Your club needs to firmly encourage its members to acknowledge an umpire's commitment to and effort in a game. Players must continually remind each other that respect is required and that no umpire is infallible, just as every player makes errors.

There are appropriate channels of feedback which can be provided to the umpire in an official, non emotive manner. The purpose of this feedback is to enhance their skills and your sport.

Player, coach and spectator abuse should not be tolerated and your club needs to have steps in place to prevent or overcome such behaviour.

Uniforms

Each administrative body will have a process by which uniforms are approved. You need to adhere to these guidelines to avoid clashes, to retain the principles and values of the competition and to ensure an appropriately safe outfit is being worn.

For any changes, including sponsorship on uniforms, the managing body of your competition needs to be at the very least informed, if not asked to approve such a change.

Vandalism

Report any damage to the City of Armadale on **9399 0111** or after hours on **1300 886 885** it needs to be dealt with immediately. It may also be of value to contact Crimestoppers **1800 333 000** and Cannington Police **131 444**.

Vice-President

The role of Vice-President may not be necessary or may be combined with another executive committee role, especially if you have a small club or a lack of willingness of people to go on to your committee.

The Vice-President is required to undertake all of the President's duties in their absence and conduct meetings, represent the club, host guests, deal with the media and other such activities that a President might undertake.

Fact Sheet No. 7

Volunteers

All that most people who serve your club require is a little acknowledgement to keep them going. By striving that little bit extra in recognising their efforts you will encourage them to continue their service and you may attract others to the roles.

There are many, many strategies, which will not cost the club a great deal which can attract and acknowledge volunteers. This might include; discounting their fees, presenting them with good service certificates, publicly acknowledging their efforts at an event or through club publications, providing them with vouchers or discounts at a sponsor's business, naming an event or award after them, providing them with club shirts or caps or any other Club marked paraphernalia. The possibilities are endless.

Fact Sheet No. 28

Websites

The key to any web site is that it remains current. Someone with the appropriate skills needs to be devoted to updating and maintaining your club's website. It is a prime opportunity to communicate with your members, promote the club in the public realm, recognise performances, advertise upcoming events and promote sponsors.

Wind Ups

Every season is full of highs and lows, team and individual success and a huge amount of effort from many people. A wind up is a fitting way to recognise all of this. Wind ups can be simple affairs or more elaborate. It is up to your club to decide which direction it wants to go. Canvassing the membership will help make this decision and it is a good idea to establish a separate committee to organise this.

In very large clubs it may be appropriate to have a general windup to acknowledge the really important achievements and then each team to conduct a smaller function, especially if every player is to receive something.

It is appropriate to spend a bit of the members' money on a wind up. You may subsidise tickets or put the event on free of charge. This is a great PR exercise with your members.

Working with Children

Legislation dictates that in the majority of cases where adults are working with children they need to have undergone the appropriate 'Working with Children' check. This mainly concerns coaches, assistants, managers, umpires/referees and medical personnel or trainers.

A Working with Children check for volunteers costs \$10, and you can pick up the appropriate application form at any Australian Post outlet. You will need 100 points of identifying information such as a combination of some of the following: passport, birth certificate, driver's license, bank statement with residential address.

If you witness, have reported to you or suspect child abuse or neglect it is important that you report this to the appropriate sources. It is not your club's role to investigate or publicise any such incident. You can report a disclosure or suspicion to the WA Police Child Protection Squad on **9492 5444**.

Other important numbers;

Kids Help Line **1800 551 800**

Police Assistance Centre **131 444**

Department of Child Protection **9222 2555**

The Safe Clubs 4 Kids program can assist your club in developing a child safe policy.

Fact Sheet No. 20

Contacts

City of Armadale	9399 0111 or after hours 1300 886 885
Club Development Officer	9399 0407
Recreation Officer	9399 0658
Bookings Office	9399 0148
Armadale Arena	9399 5065
Aquatic Centre	9399 6966

It is recommended that your club utilises one member of your committee to make and maintain contact with the City of Armadale; this will assist in establishing a personal working relationship between your club and the City of Armadale.

Active Clubs

 In the City of Armadale