

Club start-up kit

Published by the Australian Football League.

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Printed by: Condor Printing

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The AFL acknowledges the contribution of all involved in the compilation of the AFL club administration resources.

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INTRODUCTION

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Foreword

Community club football is the heart of the AFL game. Club football at a junior and senior level continues to thrive through the dedication and effort of the many volunteers who are involved in the day-to-day organisation of football clubs. Without these volunteers and administrators, the AFL game would not be in the great shape it is today.

Australian Football is one of the largest sectors in the sport and recreation industry, attracting more than 416,000 participants and a live and viewing audience of more than 14 million people at all levels of the game across many communities. One of the objectives of the AFL is to promote high levels of player participation in well-managed programs right down to the grassroots level.

The AFL Commission, in recognising the importance of the development of the game, established the AFL Game Development Department, to be responsible for the development, administration and implementation of a coordinated and integrated quality national program.

The AFL is focused on expanding the game, particularly in NSW and Queensland, where clubs are smaller in number despite a large population. By doing this, people in every corner of Australia will have the opportunity to participate in Australian Football, and the long-term future of the game will be enhanced.

Establishing a new football club provides many opportunities that meet the social needs of a local community. A new football club also facilitates the involvement in other types of competition, whether it is at the regional, state or national level. However, developing a new football club is an involved process, one that needs to be carefully planned in order to survive and succeed in the long term.

It gives me great pleasure to introduce a new resource to assist the community with establishing a new football club. The AFL club start-up kit has been developed as a practical resource for administrators and other volunteers to assist with the administration of football clubs throughout Australia at the grassroots level. The kit contains many useful sections ranging from how to form a committee to how to develop club policies and practices. I am sure you will find this kit helpful, informative and an essential resource for your club.

Good luck with the development of your new football club. Your contribution and involvement in community football is valued and is integral to the ongoing success of the AFL game.

Wayne Jackson
Chief Executive Officer
Australian Football League

How to use the AFL club start-up kit

The AFL club start-up kit has been developed to assist new clubs with the requirements of starting up a new Australian Football club. It consists of a series of simple steps designed to guide and support the growth of Australian Football clubs as well as providing information on the facets of club management for all club administrators and volunteers.

The kit has been divided into three colour coded sections. The blue section is designed to provide you with some background information on the AFL – its structure, programs and guidelines, and the objectives and activities supported by the AFL Game Development Department. Information on your state/territory football organisation and local league/association guidelines are also provided in this section. A list of important contact numbers and addresses of state/territory football organisations, sports and recreation organisations, sports federations, state/territory consumer affairs/fair trading agencies and volunteer agencies has also been included at the end of the kit. These organisations will be able to provide you with valuable information as you progress through the steps of developing your club.

A checklist has also been provided for you in this section. Use this checklist as a step-by-step guide when starting up your club. As you may want to refer to a particular section for more detailed information, reference to relevant page numbers is given. Once you have completed each step in the checklist, move on to the next point. It is important to remember that because each club will differ in their stage of development, you may not need to start at the very beginning, but rather at the point where your club is at. You should also keep in mind that some components of the kit will be more important than others, depending on the size, nature and stage of development of your club.

The red section provides you with seven steps that will need to be followed in order to get your club up and running – from holding your first general meeting to getting the team out on to the ground for the first match of the season. Step 7 in this section is particularly important as it outlines the procedures that should be in place for the first match, although keep in mind that there may be additional requirements set out by your league/association.

The green section (steps 8 – 10) contains information that is more ongoing in nature and relates to the operational management of the club once it is firmly established. This information should be considered on a frequent basis and will help your club to grow and develop well into the future.

All sections contained within the club start-up kit can be removed so that information can be photocopied and widely distributed, therefore ensuring that all club members are fully aware of the processes involved in starting up the club. New information can also be added to the kit as it comes to hand so that all club members are kept up to date with the most current management and club development practices. While attempts have been made to provide you with a complete overview of the club start-up process, the kit may not provide you with answers to every question that you may have about starting your club and you should use the contact list provided to obtain any further information.

AFL STRUCTURE, PROGRAMS & GUIDELINES

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State/territory structure and programs

State/territory specific information to be included by the relevant football organisation

League/association guidelines

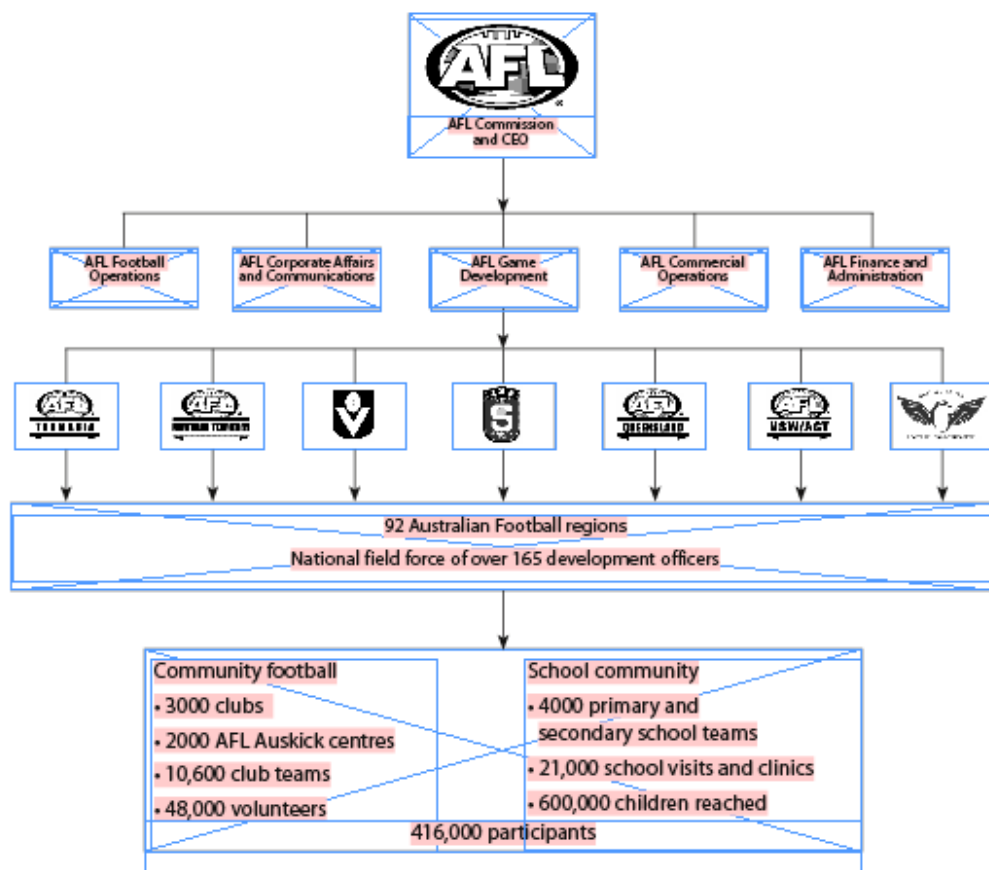
League/association specific information to be included by the relevant football

league/association

AFL structure, programs and guidelines

AFL Game Development

The structure and relationship between AFL Game Development and affiliated state/territory football organisations is shown below. The interaction between national and state/territory football organisations ensures that national programs are developed in consultation with the states and territories, but are delivered locally to meet the needs of individual states and territories.



Mission statement

The AFL Game Development Department's mission is to administer, coordinate and promote the development of the AFL game nationally and internationally through quality programs that promote fun and enjoyment. Additionally, AFL Game Development aims to achieve maximum participation and support in the community through schools and clubs at all levels and provide opportunities for the more talented to achieve their potential.

Key objectives

The key objectives of the AFL Game Development Department are:

1.
To establish a coordinated national structure for the administration and implementation of AFL programs.
2.
To develop and implement an integrated range of programs, which promote fun, enjoyment, skill development, social skills and the benefits of living a healthy lifestyle and are facilitated by accredited coaches, umpires, trainers and managers.
3.
To recruit, educate, retain and recognise the myriad of volunteers at all levels who provide the community club infrastructure.
4.
To market and promote the AFL brand and its range of programs to all levels of the community to increase interest in and support for the game and broaden the customer base.

Supporting community football

The AFL and AFL clubs invest significantly in game development in order to realise important opportunities that are beyond the funding capacity of local football. Each year, the AFL contributes a substantial level of funding to game development, where money is directed toward school and AFL Auskick programs, general development, talent, growth and development of the AFL code and finally, club development. The AFL regards club development within local communities as particularly important and as a result, funding is directed towards football specific education and training programs for community club volunteers and administrators, so that local clubs can operate in the most effective and efficient manner. Below is a summary of the activities that are funded through AFL Game Development expenditure.

AFL AUSKICK

- Benefits and programs for more than 115,000 AFL Auskick participants plus their friends and families.
- Resources for volunteers at more than 2000 centres.

SCHOOLS

- More than 21,000 visits and clinics for schools and community groups, reaching more than 600,000 children.
- Competitions for more than 4000 school teams.

GENERAL DEVELOPMENT

- National field force of more than 165 development officers who manage AFL Auskick, coach accreditations, school clinics and talent programs across 92 football regions.
- Accreditation for more than 4000 coaches and umpires each year.
-

KickStart program for indigenous Australians in northern Australia.

TALENT

- State and regional talent programs around the country.
-

Draft camp, national under-16 and under-18 championships,
AIS/AFL Academy squad and under-18 All-Australian team and tour.

-
- Support for state league competitions.
- Rewards for community clubs for developing AFL players.

GROWTH

-
- \$8 million spent on code development and code promotion in NSW and Queensland.

CLUB

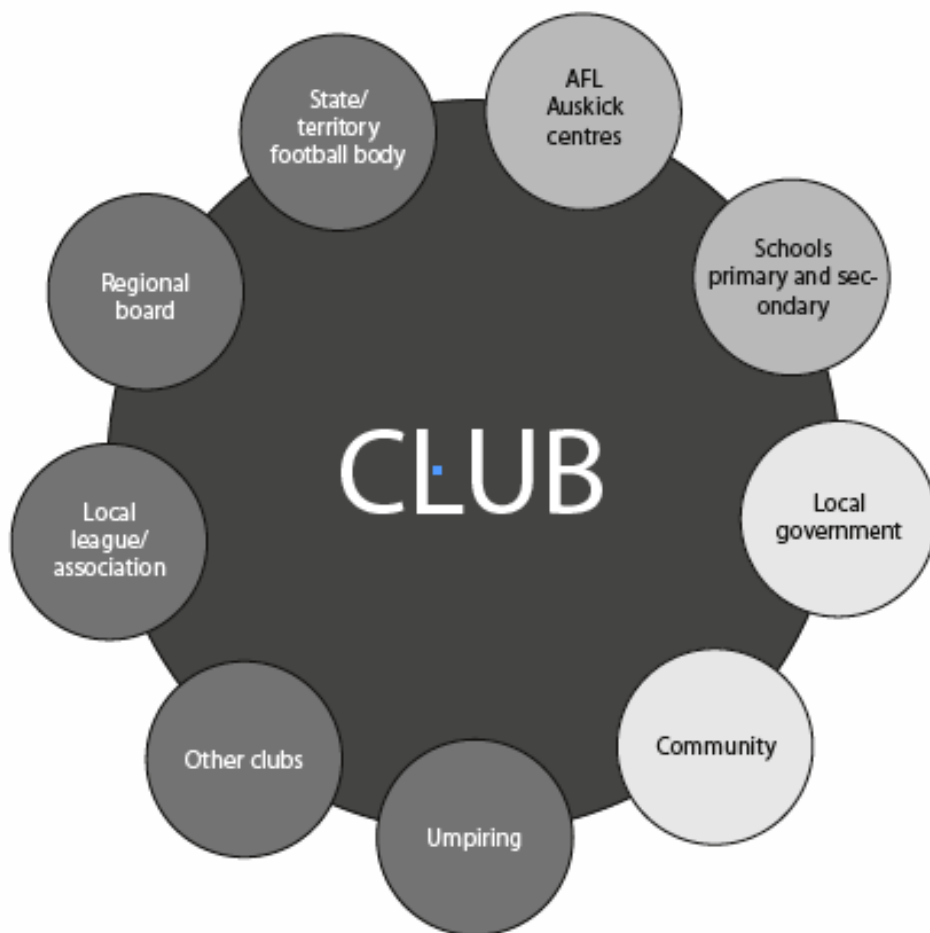
DEVELOPMENT

-
- Administration capacity for the massive football network of 416,000 participants, more than 48,000 volunteers and 10,600 club teams.
-
- Football-specific education and training programs for community club volunteers and administrators.

(Figures current as of 2003)

Community club relationships

Community clubs form the foundation on which the AFL game is built. At the grassroots level, clubs have a direct relationship with many stakeholders. The clubs' ability to grow and foster these relationships is vital.



KEY



STATE/TERRITORY STRUCTURE & PROGRAMS

State/territory specific information regarding the following key areas:

- Overview of state/territory operational structure.
 - Key staff and reporting structure.
- Roles of development staff.
 - Development areas and responsibilities.

– Contact details.

•

Participation programs.

– Participation pathway.

•

Talented player programs.

– Talented player pathway.

•

State/territory specific policies and programs:

– Coach education.

– Umpire education.

– Volunteer screening.

– Affiliation agreements.

– AFL Auskick rules.

– Smoke free policy.

– Risk management policy.

– Responsible alcohol practices/policy.

•

Other relevant information as per specific state/territory football organisation.

LEAGUE/ASSOCIATION GUIDELINES

League/association specific information regarding the following areas:

- Registration process.

–

Meetings with league/association board and/or committee.

– Timelines.

– Paperwork.

–

Availability of club colours, uniform and logos.

•

Minimum standards/requirements.

– Ground and facility requirements (size and quality).

– Minimum sizes and numbers of teams.

– Financial reporting.

– First aid/injury management.

•

Meetings and information sessions.

–

Required meetings throughout the year.

- League/association handbook.

- Team sheets and other paperwork.

•
Other relevant information as per specific league/association.

CHECKLIST

Step-by-step checklist

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Step-by-step checklist

The following checklist provides a step-by-step guide to the various phases that you will need to consider when starting up your club, from initially identifying the need for the club to promoting and marketing the club once it has been established.

The checklist has been divided into 10 easy to follow steps and within each step, there are a number of points that you should follow. Depending on where you are at in terms of developing your club, you may not need to start at the very beginning, as all the items in step 1 may have already been completed. If this is the case, tick all the boxes in step 1 and then proceed to step 2.

The checklist also contains references to page numbers within the kit so that you can obtain further information on a particular topic area. If you are unable to tick the box at a particular point, or require further information, refer to the relevant section and page numbers within the kit.

By following all points on the checklist and ensuring that you can tick each box, your club and teams will be ready to run on to the ground at the start of the season. Keep in mind that some of items on the checklist may be more important than others, depending on the size, nature and stage of development of your club.

Your state/territory football organisation will also be able to help you by making sure that you cover all the necessary steps as well as suggesting any other points that will need to be considered along the way. There are many other organisations that can also assist you with the development of your club.

For contact details for your state/territory football organisation as well as other organisations, refer to the last section: Further information/contacts on page xiv.

Step 1 – Before you start

Yes

Have you:

- Established that there is a need for the football club?
Refer to Step 1 – page 1-1
- Researched the community where the football club is to be established?
Refer to Step 1 – page 1-1
- Met with your state/territory football organisation?
Refer to Step 1 – page 1-2
- Met with your local junior/senior football league/association?
Refer to Step 1 – page 1-2
- Organised the initial public meeting?
Refer to Step 1 – page 1-3

Step 2 – In the beginning

Have you:

- Established the role of the interim committee?
Refer to Step 2 – page 2-1
- Developed a draft constitution for the club?
Refer to Step 2 – page 2-2
- Affiliated with your local junior/senior football league/association?
Refer to Step 2 – page 2-3
- Decided on whether to incorporate your club?
Refer to Step 2 – page 2-4
- Developed a draft budget (start-up costs)?
Refer to Step 2 – page 2-5
- Developed a database of prospective members?
Refer to Step 2 – page 2-6
- Secured a football ground and facilities?
Refer to Step 2 – page 2-6
- Prepared for the inaugural general meeting?
Refer to Step 2 – page 2-8

Step 3 – Your first general meeting

Have you:

- Given an introduction and background on the formation of the club?
- Discussed the proposed constitution?
- Voted on the adoption of the proposed constitution?
- Discussed the structure of the new committee/sub-committee?
Refer to Step 3 – page 3-2
- Elected the office bearers of the club and the committee?
Refer to Step 3 – page 3-3
- Established the club's mission statement and core values?
Refer to Step 5 – page 5-3
- Set an appropriate date and time for the club planning workshop?
Refer to Step 5 – page 5-2
- Established the types of membership offered to members together with the associated fees?
Refer to Step 3 – page 3-4
- Voted on the club name, logo, colours and uniform?
Refer to Step 3 – page 3-4
- Discussed the option of a PO Box for all inward club correspondence?
- Provided adequate time to discuss any general business?

Step 4 – Recruiting

Yes

Have you:

–
Advertising in schools, community centres, shopping centres, local paper(s) and the general community via a letterbox drop for player, parent and volunteer recruitment?

–
Approaching local AFL Auskick centres and senior clubs, informing them about the new club?

–
Contacting other local sporting groups – cricket clubs and netball clubs for example, advertising playing opportunities for players during the winter time?

- Identifying ways of involving children with disabilities in your club?
Refer to Step 4 – page 4-2
- Identified ways of getting parents actively involved in all club activities?
Refer to Step 4 – page 4-4

- Developed ways of recruiting volunteers other than parents?
Refer to Step 4 – page 4-5
- Identified ways of forming relationships with new members so that they feel welcome?
Refer to Step 4 – page 4-6

Step 5 – Planning

Have you:

- Identified the need to plan for the club’s future?
Refer to Step 5 – page 5-1
- Developed a plan for the club that includes:
 - A purpose/mission statement?
 - Core values and guiding principles?
 - Goals and strategies?
 - How you will measure the goals and strategies?
 -

How you will implement the plan?

Refer to Step 5 – page 5-2

Step 6 – Managing your volunteers

Club volunteers

Have you:

- Recognised the importance of volunteers at your club?
- Become aware of the rights and responsibilities of volunteers?
Refer to Step 6 – page 6-2
- Identified the need for a volunteer coordinator at your club?
Refer to Step 6 – page 6-3
- Provided orientation to all volunteers within the club?
Refer to Step 6 – page 6-5
- Developed ways of recognising and rewarding volunteers?
Refer to Step 6 – page 6-6

Job descriptions

Have you:

- Identified the jobs that are needed within the club?
Refer to Step 6 – page 6-4
- Written job descriptions for all roles around the club?
Refer to Step 6 – page 6-8
- Distributed job descriptions to all volunteers?

Step 7 – Are you ready to start the season?

Yes

Have you:

- Designed a player registration form?
Refer to Step 7 – page 7-1
- Organised a sign-up/registration day for new members?
Refer to Step 7 – page 7-1
- Received the completed registration forms from players and other new members?
- Organised the team uniform – club colours, ordered jumpers and shorts?
-

Organised the equipment that will be required throughout the season – goal posts, scoreboards, goal post padding, footballs, first aid kits etc?

•
Organised and secured coaching staff – ensure that they are accredited or if not, make sure that you have booked them into an appropriate coaching course?

Refer to Step 7 – page 7-2

- Organised medical support for all match-days?

Refer to Step 7 – page 7-2

- Ensured that if necessary, an ambulance can adequately gain access to the playing field?
- Ensured that all club first aid officers know where the equipment is stored?
- Organised managers for all teams?

Refer to Step 7 – page 7-3

- Notified your league/association of the number of teams that belong to your club?

•
Developed an understanding of your league/association’s match-day paperwork requirements?

Refer to Step 7 – page 7-3

- Read and understood the by-laws of your league/association?

•
Developed an understanding of the requirements of umpires according to the league/association rules?

•
Informed all children/players and parents of the details of the first game – the time, the venue and the things that they need to bring?

Step 8 – Linking with the community

Have you:

- Understood the need to develop links with your local community?

Refer to Step 8 – page 8-1

- Understood the involvement of your local council with the club?

Refer to Step 8 – page 8-2

- Identified ways of developing favourable relationships with your local council?

Refer to Step 8 - page 8-2

- Familiarised yourself with the council policies affecting your club?

Refer to Step 8 – page 8-4

- Developed relationships with other sporting clubs?

Refer to Step 8 – page 8-5

- Considered the option of sharing facilities with other sporting bodies?

Refer to Step 8 – page 8-6

- Built partnerships with other community groups?

Refer to Step 8 – page 8-6

Step 9 – Your club’s operations

Yes

Conducting club meetings

Have you:

- Decided upon the type of meeting that will be conducted?

Refer to Step 9 – page 9-3

- Developed an agenda for the meeting?

Refer to Step Step 9 – page 9-4

- Elected a chairperson who will be in charge of conducting the meeting?

Refer to Step 9 – page 9-5

- Recorded the minutes from the meeting?

Refer to Step 9 – page 9-5

- Voted upon various issues raised at each meeting?
Refer to Step 9 – page 9-6

Managing club finances

Have you:

- Elected a treasurer who will be responsible for managing the club’s finances?
Refer to Step 9 – page 9-11
-

Ensured the treasurer has all the necessary accounting stationery to operate the club’s finances?

- Decided on the type of accounts that the club will operate?
Refer to Step 9 – page 9-12
- Developed a 12-month budget for the club?
Refer to Step 2 – page 2-5 and Step 9 – page 9-16
- Prepared a set of basic financial reports that will be presented at each monthly meeting?
Refer to Step 9 – page 9-19
- Registered for an ABN?
Refer to Step 9 – page 9-20

Managing risks around your club

Have you:

- Developed a comprehensive risk management plan for the club?
Refer to Step 9 – page 9-21
- Provided a safe environment for all club members?
Refer to Step 9 – page 9-22
- Developed a safety checklist to use before each game?
Refer to Step 9 – page 9-23
-

Become aware of legislation that is applicable to various sporting organisations such as football clubs – discrimination legislation, harassment legislation and child protection legislation?

- Developed a screening process for volunteers within the club?
Refer to Step 9 – page 9-27

Understanding insurance

Yes

Have you:

- Explored the different types of insurance cover available to the club?
Refer to Step 9 – page 9-29
- Organised and secured adequate insurance cover for the club?

Developing policies and procedures

Have you:

- Developed a set of policies and procedures for the club?
Refer to Step 9 – page 9-32
- Developed a code of conduct for parents, coaches, umpires, players and administrators?
Refer to Step 9 – page 9-33
-

Developed policies that will contribute to the adoption of a healthy club environment, including smoke free, responsible serving of alcohol, healthy eating

and sun protection policies?

Refer to Step 9 – page 9-37

Step 10 – Looking forward

Marketing your club

Have you:

•

Developed a marketing campaign for the club, which incorporates a detailed marketing plan?

Refer to Step 10 – page 10-3

Promoting your club

Have you:

- Promoted your club through the media?

Refer to Step 10 - page 10-7

- Developed a club newsletter?

Refer to Step 10 – page 10-8

- Considered other ways of promoting your club?

Refer to Step 10 – page 10-9

Developing a sponsorship proposal

Have you:

- Considered the sponsorship requirements for the club?

Refer to Step 10 – page 10-10

•

Developed a sponsorship proposal together with ways of selling your club to potential sponsors?

Refer to Step 10 – page 10-11

Raising funds for your club

Have you:

- Identified ways of raising funds for your club?

Refer to Step 10 – page 10-13

- Developed a fundraising strategy?

Refer to Step 10 – page 10-14

Conducting club events

Yes

Have you:

- Investigated the different types of events that your club can hold?

Refer to Step 10 – page 10-15

•

Elected an events coordinator who will be responsible for organising club events/functions?

Refer to Step 10 – page 10-16

- Adequately planned for the event that the club is organising?

Refer to Step 10 – page 10-16

- Developed a budget for the event?

Refer to Step 9 – page 9-16 and Step 10 – page 10-17

- Identified the roles and responsibilities required to run the event?

Refer to Step 10 – page 10-18

- Considered the tasks that need to be completed during and after the event?

Refer to Step 10 – page 10-19



Promoting umpires

Have you:

- Considered ways of supporting and promoting umpires?

Refer to Step 10 – page 10-21



STEP 1: BEFORE YOU START

Establishing the need for a football club	1-1
Meeting with your state/territory football organisation	1-2
Meeting with your league/association	1-2
Organising the initial public meeting	1-3
Template: Database of prospective members	1-5

Step 1: Before you start

Establishing the need for a football club

The very first step involved in starting up a football club is to identify the need for the club. There should be an ongoing need for the club and you should also consider what kind of club you want to establish.

Some ideas to consider include:

-

Will the club offer junior, senior or both teams?

-

Will there be opportunities for girls and boys to play?

-

Do you want to involve children of all abilities?

- Do you want the focus to be on a family environment?

-

Will you offer flexible training and playing opportunities?

You will also need to establish whether or not a football club already exists in the area, and if so, is it an active club that adequately caters for its members? You should also identify whether or not there are suitable facilities and sufficient interest in the area that you want to start up the club.

At this point, you should also begin to research the community where you wish to establish the football club. The best way to do this is by obtaining information from the Australian Bureau of Statistics, local councils in the area, government departments of sport and recreation, state/territory and national sporting associations/leagues, and other football clubs in the area. Identify what the sporting patterns of the community are, sport and recreation participation trends, current facilities in the area, the demographics (age, gender, occupation and income) and local council plans for any new football clubs. Also consider identifying the current population and growth rate in the area and the distance that

people will need to travel to get to the proposed club.

Understanding the community where the new club will be established is a critical step to go through before you develop any further plans.

Meeting with your state/territory football organisation

Once the research phase has been completed, it is time to present this information to your state/territory football organisation. Each state/territory football organisation will be able to provide you with background information regarding how to establish a new club and whether a new club fits in with their strategic plans for the development of Australian Football.

The state/territory football organisation will also be able to provide you with any further information you may require about the area as well as put you in contact with various people who should be able to help you with your plans to start a football club.

For contact details for all state/territory football organisations refer to the last section: Further information/contacts on page xiv.

Meeting with your league/association

After meeting with the state/territory football organisation, it is then important to organise a meeting with the executive of the local junior/senior football league/association. The state/territory football organisation will be able to identify the most appropriate league/association for you to meet with and will usually be involved in this meeting as well.

At this meeting, you will need to go through the process involved in joining the league/association, together with the requirements and responsibilities that your club will have as an affiliated member of the league/association.

Organising the initial public meeting

You now need to think about planning for an initial public meeting. The purpose of this meeting is to create awareness and generate interest within the community about the new club. The planning stage involves establishing a suitable date, time and venue for the meeting.

When organising the initial public meeting, try and set a date and time that is optimal for a large proportion of the community, together with a venue that will comfortably hold the number of people that you estimate will come to the meeting.

The initial public meeting also needs to be advertised to the community at large. Since the purpose of the initial public meeting is to generate awareness of the proposed club, you should advertise to all different groups within the community. This can be done in a number of ways through a variety of sources including local papers, community centres, council notice boards, schools, supermarket bulletin boards and

letter box drops.

You may also wish to personally invite specific members of the community, such as relevant football association and local government representatives, politicians and other high profile members of the community. It may be an ideal opportunity for these people to say a few words to the rest of the community about the role and benefits of the proposed football club so that everyone is fully informed on all aspects of the club.

The structure or format of the initial public meeting also needs to be developed during this stage. You will need to identify the most appropriate person to lead the public meeting. This person needs to be good public speaker, have a loud and strong voice and be fully knowledgeable on all aspects relating to the proposed club.

A public meeting should include:

- A welcome and brief explanation of the purpose of the meeting.
- A summary of the key findings of the research that was initially conducted.
 - Guest speakers.
- General discussion and opportunity for questions.
 - A re-evaluation process as to whether to form a new football club.
- Voting on whether to form the new football club.
- Election of an interim committee, consisting of a president (chairperson), secretary and treasurer.
- Election of a public officer who will be responsible for incorporating the club and adopting a model constitution.
- Determining a timeline for the establishment process.

It is advisable to record the names, addresses, telephone numbers and any special skills of people attending the public meeting, together with those unable to attend but are extremely interested in the club. Those unable to attend can be followed up with later when it comes time to identify people who can take on responsibilities or become involved in the club.

A template for recording the details of prospective club members can be found on page 1-5.

At the initial public meeting, an interim committee should be formed. The interim committee is responsible for coordinating the development of the football club in the lead-up to the inaugural general meeting. Ideally, the interim committee should consist of members from different groups of the community and not just the immediate founders of the club. It is an advantage if members of this committee have some knowledge about issues such as meeting procedures, public relations and marketing.

Prospective club members

NAME	ADDRESS	EMAIL ADDRESS	TELEPHONE NUMBER	SPECIAL SKILLS

STEP 2: IN THE BEGINNING

- ole of the interim committee 2-1
- Developing a constitution 2-2
- Affiliation process 2-3
- Incorporation 2-4

Developing a draft budget (start up costs)	2-5
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Step 2: In the beginning

Role of the interim committee

Once the initial research has been completed, you have met with your state/territory football association/league and the initial public meeting has been held, the interim committee should then start to think about a number of important issues that will affect the way the club is run in the future. The interim committee should consider the following issues:

-
- Developing a constitution
-
- Affiliation.
-
- Incorporation.
-
- Developing a start-up budget.
-
- Developing a list of prospective members.
-
- Securing grounds/facilities through local council.
-
- Notifying the community about the inaugural general meeting.
-
- Developing an agenda for the inaugural general meeting.

In the lead-up to the inaugural general meeting, the interim committee is responsible for:

-
- Developing a constitution to cover the aims, objectives and rules under which the club will operate (the public officer elected at the public meeting will coordinate this process).
-
- Developing the club's prospectus, which outlines the purpose and target audience of the club and the rights and obligations of club members (this is a useful document that can be used when marketing the club to potential members, sponsors or the media).
-
- Determining the best possible way of attracting new members.
-
- Developing a draft budget and identifying any potential sources of external funding.
-

Developing a database of prospective members.

-

Establishing links with football associations/leagues, other sport and recreation organisations, schools and community groups.

-

Setting a date for the first general meeting of the new club.

-

Investigating incorporation for the club.

-

Establishing a timeline at the initial public meeting of things that need to be done to start up the club – such as advertising the inaugural general meeting, developing a constitution and budget and the aims and objectives of the club.

Developing a constitution

Each prospective club should establish a constitution setting out the rules by which the club is governed and the purpose for which it has come together. This includes the election of office bearers and the committee, appointment of sub-committees and members' rights.

The aim of the constitution is to set out clearly:

-

The name and primary objectives of the club.

-

Membership eligibility, rights and obligations.

-

Finance.

-

Meetings of members.

-

Election of office-bearers and appointment of the committee and management functions.

-

Procedure in the event of dissolution including disbursement of any surplus property.

-

Provision for amendment of the constitution.

While no two organisations are the same in their aims and objectives, there are examples of generic constitutions that can be modified to suit most football clubs. The Association Incorporations Act in each state provides a model constitution for clubs and associations. Most clubs will be able to simply adopt the model rules or use the format with adjustments to suit your circumstances. In any constitution, there are certain matters that are common and which should always be included for the protection of members.

A constitution should specify:

-

Requirements for eligibility to apply for membership, that is, who is entitled to be a member, and who decides on applications for membership (usually the committee). Care must be taken to avoid discrimination issues.

- Steps on how to become a member and the types of membership (if different types). Where there are a number of different grades of membership, the eligibility for each classification must be clearly set out and entitlements and voting rights specified. Define whether applications for membership must be in writing and if referees are needed.

- The manner in which a membership can be cancelled other than by resignation (eg, overdue membership subscriptions) and the reasons a person can be expelled or suspended from the organisation.

- The manner in which a general meeting can be called to resolve an issue and the date of the annual general meeting (usually required to be within three months of the end of the organisation's financial year).

- Powers of the committee members to manage the day-to-day running of the organisation.

- Frequency of committee meetings, minute keeping and financial matters such as membership fees and due dates.

- The number of members of the committee, the number required for a quorum, the portfolios to be filled and the responsibilities associated with those portfolios.

- The manner and circumstances for committee members to be indemnified out of the organisation's funds in the event they incur any liability on behalf of the organisation.

- The manner of winding up the organisation and the distribution of assets.

The constitution should define the rights and duties of individual members and those of the members of the committee, who are elected to run the organisation on a day-to-day basis. It is important to recognise that the detail of the constitution will largely depend on the needs or formality at the time of starting the club. Changes to the constitution are usually required to be debated and voted upon at an annual general meeting or a special general meeting. The constitution should always be kept up to date (usually by the secretary), so there is no confusion about the rules at any time. It is good practice to send copies of all amendments to those who hold copies of the constitution.

Affiliation process

You should be aware of the need to affiliate with your local football league prior to incorporating your club. Although the process of affiliation differs slightly in each state/territory, clubs usually affiliate with their local league/association which in turn are affiliated with their state/territory football organisation and the state/territory football organisation then affiliates with the AFL.

You can contact your state/territory football organisation to obtain further information on affiliation. Details can be found in the last section:

Further information/contacts on page xiv.

Incorporation

Incorporation provides the club with a legal identity that is distinct from that of the members, relieving

the members of the committee and the club from liability for authorised acts of the club. It is a major protection device for clubs with regard to legal issues, however, it does not prevent actions for negligence against individuals in all circumstances.

While not mandatory, it is highly recommended that clubs incorporate as individual members of an unincorporated club may be held responsible for its liabilities. Associations incorporation, available in each state/territory, have been designed specifically to provide a simple format for community bodies.

Remaining unincorporated does leave the club in a difficult situation with regard to the law. The law does not recognise a club or association as having any legal existence in its own name unless it is incorporated. If an organisation is not incorporated, legal rights and obligations can fall on to individual members.

Non-profit sporting organisations generally incorporate under state legislation known as the Associations Incorporations Act. Associations incorporation in each state and territory has been designed specifically for community organisations to provide an uncomplicated legal status. It is simple and inexpensive to enact for your club. As the legislation varies in each state, you should contact the relevant office.

Constitutional guidelines and model rules can also be obtained from each state office. Contact details can be found in the last section of this kit:
Further information/contacts on page xiv.

Why incorporate?

Incorporation creates a separate legal entity for a football club and protects individuals within the club, providing it operates within acceptable business and community standards. With the club having a legal existence, it:

- Exists as a separate legal entity, regardless of changes in membership.
- May enter into contracts.
 - May own land and other property.
- Can sue and be sued in its own right.
- Can accept gifts and bequests.
- May borrow money.

It is important for clubs to recognise that while incorporation will protect individual members with regard to their liability for the debts/responsibilities of the club, it provides no protection against those individual members should they be held personally liable as a result of their own actions or negligence.

Regardless of whether a football club wishes to incorporate, it usually abides by rules that stipulate the way in which it is governed. When members join a club, they generally subscribe to a constitution and a set of by-laws. Unincorporated clubs may also create difficulties in terms of the formulation of legal proceedings.

New club start-up costs (2003)

Club requirements:	Cost \$
Scoreboard & numbers (portable)	654
Timeclock x 2	45
Siren x 2	25
Goal posts (inc sleeves)	2100
Goal post pads	1100
Line marking equipment	525
Stretcher	325
Handball targets x 3	240
Administration resources/courses	100
Incorporation cost	60
Tackle bags x 3	690
Total	\$5864

Team requirements:	Per Team \$
Jumpers x 25	1000
Footballs (training) x 5	350
Level 1 coaching course	140
Level 1 trainers course	170
Match ball x 9	630
Witches hats x 25	20
First aid kit	80
Whistles x 2	40
Runners' shirts	30
Water boy/girl shirt	30
Umpire's escort jacket	40
Goal umpire coat & flags	79
Pump & needle	7
Coaching board	50
Total	\$2666

Developing a database of prospective members

Another important role of the interim committee is to develop a database of prospective club members. Include the contact details of everyone who attended the initial public meeting together with the names of people who are interested in the club but were unable to attend the initial public meeting.

It is also a good idea to include contact details for the various community groups, businesses and other organisations that you have been in contact with so that you can keep them up to date with club activities, events and special achievements.

A template for recording member details can be found
in Step 1: Before you start on page 1-5.

Securing grounds and facilities

Councils have an important role in the management of any club, given that grounds and facilities are generally on council property and are managed by the local council. Once you have identified the costs involved, the next step is to meet with your local council to discuss the availability of a ground and associated facilities.

Every local council will have different policies in relation to securing facilities and you will need to complete an application form in order to secure the facilities for the season. In order to complete the application form, you will need to identify the times that you will be using the ground and facilities for training and games (day and/or night). It may be necessary to be flexible with the times that you plan to conduct training as it is likely that you will need to share the ground and facilities with other sporting groups.

During this stage, you will also need to consider the size of the playing field that you will require. A junior club requires a smaller playing field than a senior club, however, if you have plans to extend to include youth/senior teams, you will need to consider a larger ground in the first instance.

Some basic guidelines for the size of a ground for Australian Football are listed on the next page. Please note these are only recommendations and should be used as a guide only.

Ground dimensions

Senior

- Maximum 185m long x 155m wide.

- Minimum 135m long x 110m wide.

- An ideal size is 165m long x 135m wide.

Junior

Modified football for junior players uses a smaller playing field. Each league/association will have specific requirements for the ground measurements but the following can be used as a guide.

U-8 – U-10 age groups

- 82.5m long x 65m wide (approximate).

U-12 – U-14 age groups

- 110m long x 80m wide (approximate).

Ground requirements

Space around playing field

- Recommended minimum 4m between boundary line and fence.

Therefore for the ideal sized ground (as above) an area of 173m long x 143m wide is required (including space between boundary line and fence).

Goal posts

- Goal posts should be 6m high.

- Behind posts should be 3m high.
- Distance between inside edge of posts is 6.4m.

Lighting

If your league/association plays in night competitions, you will also need to ensure that the ground has adequate lighting facilities. Lighting may also be needed for training purposes. There will be minimum lighting requirements for Australian Football games as specified by the league/association, however, 100 – 400 lux should be used as a guide. All lighting poles should be positioned outside the fencing and should be located at each end of the field (usually two light poles at each end).

Clubs should also include the use of adequate toilet facilities and changerooms in their application form to local council. It is ideal to have two separate changerooms for the home and away team as well as separate changeroom facilities for the umpires.

Some grounds will have more developed facilities and may also offer the following:

- Canteen/kiosk.
-

Interchange benches.

- Coaches' boxes.
-

Timekeeper's box.

- Scoreboard.

Clubs starting out may need to provide a portable scoreboard and temporary canteen facilities until the ground and its facilities are further developed.

Preparing for the inaugural general meeting

The interim committee should also ensure that they notify all prospective members and the general community about the inaugural general meeting. Like the initial public meeting, the inaugural general meeting should be advertised through local papers, community centres, council notice boards, schools, supermarket bulletin boards and letter box drops/mail outs for example. State/territory football associations/leagues should also be notified of the inaugural general meeting.

Developing an agenda for the inaugural general meeting

An agenda is a list of items that will be covered at a meeting and therefore lets everyone know the items that will be discussed. The agenda for the inaugural general meeting should be sent to all prospective members and should include the following items:

-

Introduction, background to the formation of the club.

- Discussion of the proposed constitution.
-

Voting on the adoption of the proposed constitution.

-

Discussion of the structure of the new committee/sub-committee.

-

Election of office bearers.

-

Establishing the club's mission statement and core values.

- Setting an appropriate date and time for the club planning workshop.
-
- Establishing and voting on membership types and associated fees.
-
- Developing and voting on a club name, logo, club colours and uniform.
-
- Any general discussion.

An example of an agenda for the inaugural general meeting can be found on page 2-9.

Sending a copy of the proposed constitution to prospective members

The interim committee should also send out a copy of the proposed constitution to prospective members. As the constitution will be discussed at the inaugural general meeting, prospective members must be given the opportunity to read the constitution beforehand so that they can come prepared with various topics to discuss. The constitution should be sent out at least two weeks prior to the inaugural general meeting.

Example: Agenda for an inaugural general meeting.

Brighton Hill Junior Football Club

Inaugural general meeting

Wednesday January 29, 2003

At St Francis Primary School, Brighton Hill

Agenda

1. Introduction, background to formation of the club.
2. Discussion of proposed constitution.
3. Vote on the adoption of the proposed constitution.
4. Discussion of the structure of the new committee/sub-committee.
5. Election of office bearers.
6. Establish club's mission statement and core values.
7. Set an appropriate date and time for club planning workshop.
8. Establish membership types and fees.
9. Vote on membership types and fees.

10. Develop club name, logo and club colours and uniform.

11. Vote on club name, logo and club colours and uniform.

¶ General discussion.

STEP 3: YOUR FIRST GENERAL MEETING

Organising the first general meeting	3-1
Establishing a committee	3-1
Electing office bearers	3-3
Determining membership types and fees	3-4
Developing a club name, logo, colours and uniform	3-4

Step 3: Your first general meeting

Organising the first general meeting

Once the interim committee has developed a constitution for the club, become affiliated with a football league/association, decided on incorporation, developed a start-up budget and database of prospective members and secured ground/facilities through the local council, it is time to conduct the inaugural or first general meeting.

Prospective members should have been notified of the forthcoming meeting towards the end of Step 2, and an agenda and draft constitution should also have been sent out.

For an example of an agenda for an inaugural general meeting refer to Step 2: In the beginning, page 2-9

The inaugural general meeting should be well organised so that it runs smoothly, according to plan and all objectives are met. You should commence the inaugural general meeting with an introduction and some background information on the formation of the club, and proceed with a discussion of the proposed constitution and structure of the new committee/sub-committee.

Further information on conducting meetings, refer to Step 9: Your club's operations, on page 9-2.

Establishing a committee

At the inaugural general meeting, consideration should also be given to the structure and role of the committee. The committee represents the backbone of the club and the way the club operates on a day-to-day basis is the result of the dedicated committee.

Role of the committee

The committee is responsible for the administration, financial management and general leadership of the club. Although the size and structure of the committee will vary according to the type, size and function of each club, all clubs should structure their committee around the needs of the club and its members.

Some clubs will prefer a traditional committee structure that consists of a president, secretary and treasurer, while others may identify the need for other roles. Each club will need to determine what works best for them, however, all committee members should work together as a team. Although a committee will gain from having a variety of individual skills, it is essential that these skills are combined in order to maximise the success of the club.

A good committee needs to be able to direct the club towards future growth, be flexible and adapt according to the environment in which it operates. An effective committee will also be capable of recognising the need to form sub-committees in order to handle the specific delegated tasks and perform investigation into certain areas. Generally, the attributes required by the committee include:

- A commitment to the mission of the club.

-

Sufficient time to devote to the club.

- An understanding of the role of the committee.
- Enthusiasm and interest in the club and its members.
- Leadership skills and willingness to accept responsibility.
- Ability to work as a team and towards a common goal.

-

A background in finance, marketing, law or business is an advantage and will help the club in terms of its organisation, policies and financial status.

Sub-committees

The committee may choose to appoint a sub-committee to investigate specific areas on behalf of the club. There are three main types of sub-committees:

-

Standing sub-committee – this type of committee has a permanent responsibility such as finance or fundraising.

-

Short-term sub-committee – allocated to a particular topic to investigate and is required to report back to the committee regarding a specific outcome over a predetermined time period.

-

Investigative sub-committee – these groups are appointed to gather information regarding a particular issue. This sub-committee reports back to the main committee with recommendations, although it does not have the authority to make final decisions.

New committees

It is recommended that new clubs establish a rolling committee. A rolling committee stipulates that members stand down after a set period to enable fresh input from new members. This allows new ideas to be brought to attention and is also a great way to renew enthusiasm. Clubs should always plan beyond the current committee. Many clubs fail to identify any succession planning and when current

members stand down, they are faced with new members who do not have any background or guidelines to assist them in their new role. Be aware of the need to document all procedures undertaken by the committee to assist new members with the transition on to the committee.

New committee members should be given the following:

-
- A warm welcome and initiation into the club or committee.
 - A personal handover from the predecessor.
 - A job description that is clear and well developed.
 - An outline of the club's history and its plans for the future.
-

Copies of previous minutes in order to become familiar with past club activities.

You should continuously be thinking of members who may be suited to a particular role on the committee. This allows for outgoing members to work with the potential committee member in order to assist with the changeover. Ideally, clubs should have an allocated training period, which will assist the new committee member in becoming familiar with his or her role.

TIPS:

-
- Work out the main areas of responsibility and then determine the size of the committee.
-
- Avoid having people on the committee just to make up the numbers.
-
- Hold regular and interesting meetings, where decisions are frequently made.

Electing office bearers

The next stage of the meeting involves electing the office bearers of the club. When starting out, clubs must elect several office bearers who will be involved in the overall management of the club. Clubs should ideally elect a minimum of six key positions, including a president, secretary and treasurer together with three other positions. These other positions will be dependent on the particular needs of the club, however, a good initial structure for clubs starting out would be to elect the following office bearers:

- President.
- Secretary.
- Treasurer.
- Registrar.
- AFL Auskick coordinator.
- Volunteer coordinator.

The president is the main leader of the club, and is responsible for the overall administration of the club. The secretary is responsible for maintaining the club's records, correspondence and other communications, while the treasurer is responsible for keeping the financial side of the club organised and up to date.

It is also advisable to elect a vice-president who will work closely with the president, performing duties

such as chairing meetings when the president is unable to. Initially, the vice-president may combine his/her role with another position, until the number of members within the club grows and as a result, another person is able to take on this position.

Electing at least six main office bearers at the onset of a new club is highly recommended, as the responsibility becomes too great when tasks are shared by only a few members. As your club grows in size, it may be possible to elect further office bearers to cater for the various new requirements of the developing club. Such roles may include:

- Social coordinator.
- Fundraising coordinator.
- Council liaison officer.

For an example of these roles and various other positions refer to Step 6: Managing your volunteers, on page 6-9.

Once you have discussed and voted on matters such as the constitution and the structure of the new committee/sub-committee and elected the office bearers, it is then time to establish the club's mission statement and core values, which will help guide the club into the future.

For details on how to establish the club's mission statement and core values, refer to Step 5: Planning on page 5-3.

At the inaugural general meeting, you should also establish the different types of membership that will be offered to members together with the associated fees.

Determining membership types and fees

The key to the success of any football club relies heavily on its members. Generally, successful clubs are those with committed and involved members. Office bearers in the club should get to know members personally, as each member may be of particular interest in terms of their contribution to the club. The club must also consider whether to restrict membership numbers or have as many members as possible. There are advantages for both small and large clubs, however, the size of the club in terms of membership base will largely depend on the nature of the club, its objectives and long-term plans.

Types of membership

Clubs should consider the type of membership that will be offered to members. There are several different categories of membership and these include junior, senior and family, however, the type of membership that is offered to members is purely dependent on the nature of the membership base.

Membership fees or subscriptions are determined according to the budgeted expenditure, which includes rent, hiring facilities and equipment and fees to the league/association. All members must be aware of what they get for their subscription and how the club will use this money.

Developing a club name, logo, colours and uniform

The latter part of the inaugural general meeting should then involve discussion on the development

of the club's name, logo, colours and uniform. It is important that you develop a name and logo that lets people know exactly who you are. Create a uniform for players that will stand out and be easily identified, and try to use colours that are not similar or already used by another team – be creative!

TIP:

•

It is a good idea to obtain a post office box address for the club. Having such an address will ensure that all inward correspondence reaches the club. Office bearers within any club do change on a regular basis, so having a P.O. Box will mean that mail won't have to be redirected every time a new office bearer is elected.

STEP 4: RECRUITING

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Step 4: Recruiting

Importance of recruiting

Recruiting children, parents and volunteers should be considered a main priority for the newly establishing club, as without these people, clubs would not exist.

In a junior football club, recruiting parents and other volunteers is just as important as recruiting the children/players themselves. In most junior football clubs, parents form the backbone of the club and are largely involved in managing the day-to-day activities of the club. Therefore, it is crucial to actively look at identifying ways of attracting children, parents and volunteers, so that clubs can survive in the long term.

Recruiting children

One of the essential components of starting up a junior football club is recruiting children. After all, without them the club would have no team! For most children and their parents, AFL Auskick will be their first AFL experience. AFL Auskick is a community-led program designed to provide a fun and safe environment for children while teaching them the basic skills of Australian Football.

A junior football club is the next step for most children. This step should be structured so that the experience for the children is positive and will therefore maximise the likelihood of continued participation and parental involvement.

There are a number of ways to recruit new players to a junior football club. Displaying promotional

material at schools, local shopping centres and other senior football clubs is one way of recruiting children. Word of mouth is also considered to be one of the best recruiting tools.

If a new club wishes to use schools as a recruiting pool, consider the following points:

- Identify all local schools in the surrounding area.
- Establish contact with the principal and/or physical education teacher at each school.
- Gain the school's approval to promote the club through the school newsletter.
- Place club posters in strategic positions such as school notice boards, canteens and classrooms.
-

Distribute club flyers to school children and their parents, ensuring the correct contact details and registration information is displayed.

- Hold a club information night and invite interested children, parents and teachers.
-

Place information about the club at sign-in desks at after-school care programs and holiday programs.

Contacting your local AFL Auskick centre is another great way to recruit junior players to your club. Many young players in the AFL Auskick program will be ready to make the transition to club competition and will jump at the opportunity of joining a new club.

It can also be useful to join forces with other local sporting groups, such as cricket. Many children may be keen to join a winter sporting club such as a football club when their cricket training finishes for the season.

Recruiting children with a disability

It is important to remember that every child has the right to be involved in sport, especially football, so when recruiting children into your club, open the door to children with disabilities. There are many children with disabilities who would want to take up the opportunity of playing football.

When recruiting children with a disability into your club, remember to:

-

Encourage the carer or parent to become involved too and be responsible for the needs of the child.

-

Work with what the child can do – if in doubt, ask their parent or carer.

-

Introduce the child to other members and create a 'buddy' system with other children.

-

Make simple adaptations or modifications to various activities. This will allow greater participation by everyone.

-

Allow the child to participate in all aspects of the day's activities.

-

Provide activities where children can succeed and develop self-esteem.

-

Most importantly, remember to encourage all children to participate in all activities.

Recruiting parents

Parents are the backbone of junior football clubs and should always be encouraged to become involved with their children's sport. Recruitment of parents is always needed given that parents typically move through the sport with their children. Once a child becomes too old to play for a junior football club, parents generally move on with their children.

It is essential to inform parents on a regular basis of happenings within the club. They should also be acknowledged frequently for their effort and involvement. Encourage parents to complete basic coaching courses that are relevant to the age and skills of players at the club, and make sure there is regular communication between all parents and the club.

The following information should be sent to parents on a regular basis:

1. Information about all club activities in the form of a newsletter or club handbook.

2.

The season's fixture and yearly plan should be distributed to all parents before the start of the season, including match programs and any planned social events.

3.

A registration form should be sent to encourage parents to register their availability as volunteers. The registration form should ask parents to identify the skills and interests they can bring to the club.

4.

Distribute job descriptions to all parents so they are aware of the positions that are needed within the club and the duties involved.

5.

Draw up a roster at the start of the season and emphasise that the presence of parents and their active participation is encouraged at all club sessions/functions, even if they are not included on the roster.

One of the best ways of getting parents involved in the organisational side of the club is to set up social days such as barbecues, coffee mornings and picnics where people can meet and talk about various aspects of the club in an informal setting.

Recruiting volunteers

Although the majority of volunteers within a junior football club are parents, clubs should look beyond the support of parents and look at recruiting other people. Word of mouth is still considered to be the cheapest and most effective way of finding the people you are looking for. Clubs shouldn't be afraid to ask people, as research shows that a large number of people have never become volunteers because no one has asked them! Consider asking the following people:

- Older siblings and other family members.
- Former players or players nearing retirement (from nearby senior clubs).
- Young people completing physical education/human movement studies or leadership programs.
- Community-minded people.

Areas that tend to get overlooked when a club is seeking to recruit new volunteers include retirees and organisations involving older people. These groups of people can contribute greatly to sport, however, often they don't know how to become involved, so approach them!

Potential volunteers are everywhere and a football club's recruitment campaign should contain information that is clear, accurate and attractive. Most importantly, it should be distributed to a wide audience.

The following points provide ideas for recruiting volunteers:

- Produce volunteer information kits that include information on volunteers at the club, club background and other relevant information.

- Develop job descriptions for all volunteer roles and include in the volunteer information kits.

- Organise a recruitment drive using current volunteers to promote the club and its activities.
- Advertise various positions in the local newspaper.
- Produce posters, pamphlets and flyers that promote the club and its activities.
- Organise community announcements on the radio.

- Promote the club to senior secondary and university students, particularly those who are studying

human movement, physical education or leisure studies.

- Organise a “bring a friend” day, where current volunteers can bring along a potential recruit.

- Always focus on the positive aspects of volunteering and being involved with the club, such as making new friends, learning new skills and being part of a fun and exciting club.

Remember that the best form of publicity comes from the volunteers. Generally, if they enjoy themselves and are happy with the club, they will be more likely to talk to others about becoming involved.

Club/member relations

It is vital that you continue to develop innovative ways to embrace new members and make them feel welcome within your club. There is plenty of evidence to suggest that a friendly and quality club environment increases the chance of members joining and subsequently staying in the club. Without positive, friendly relationships in a club, many members feel left out and as a result, lose motivation to stay with the club. Members should be motivated to become involved in a club that exists for their pleasure.

Look at developing relationships with new members at your club by:

- Establishing a small group of people who have the responsibility of approaching new members and talking to them, providing information on all aspects of the club and generally creating a friendly and happy environment.

- Getting to know each member personally by providing a number of social opportunities for members – BBQs, trivia nights, pre/post match get togethers.

- Providing members with the opportunity of using their skills.

- Creating a system where current members look after and show around a particular new member, introducing them to every club member, coach, administrator, trainee and local interest group.

- Providing adequate training for new members in their role at the club.

- Talking to new members and asking them what they want to get out of the club.

- Creating an atmosphere that generates a sense of belonging and a feeling of being connected to all people within the club/community.

Creating a positive environment will mean that people will be keen to come back each season as a member, supporter or volunteer.

EXAMPLE: Player recruitment advertisement.

BRIGHTON HILL JUNIOR FOOTBALL CLUB

is now recruiting players for the following AFL teams:

Under-10

Under-12

Under-14

All children are welcome to attend the registration day on Saturday March 8, 2003 at the club grounds, Barker Reserve, Watkins Road, Brighton Hill.

All children should come to the registration day in appropriate training clothes.

Training will commence Tuesday March 18 and will continue on a weekly basis every Tuesday and Thursday from 5-6pm, at the club grounds.

Matches will take place every Saturday throughout the season.

Season commences April 19, 2003 and concludes at the end of August 2003.

For enquiries contact the club secretary, Peter Davies on 9123 4567.

STEP 5: PLANNING

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Step 5: Planning

Why plan?

Planning refers to the process of identifying goals or objectives and devising a means of achieving them. Football clubs need to plan just as much as any other organisation. The purpose of planning is to eliminate as much uncertainty about the future as possible and allow the club to move forward in the most efficient manner.

Planning is the process of forward thinking, setting objectives and deciding how to achieve them. It is a dynamic and ongoing process and is not something that is carried out once and then left on

the shelf or in the clubroom cupboard. Many clubs fail to recognise the value of planning and how a workable plan can help them become more successful both on and off the field.

With adequate planning, clubs are able to develop a greater understanding of their purpose for existence as well as where they want to be in the future. To put it simply, new clubs that adequately plan in the initial stages of development are able to identify:

- Where they want to go.
- How they are going to get there.

Developing a club plan

Before the planning process can start, it is essential that you bring together a small group of people (4-5) who will be largely responsible for running the club. Planning for the club should be the main focus of this group so that the club can move forward and in the right direction.

The group needs to consider planning for the short and long term. Short-term planning relates to planning for specific events of up to 12 months, whereas long-term planning evolves a longer period, between 12 months and five years. Long-term planning focuses on goals that relate to the overall direction of the club. When planning, consideration must be given to the overall direction of the club in terms of what it wants to achieve and how it will go about getting there. You should also consider the reasons for establishing the club together with the nature of the community it will serve, and the means by which it will do so.

A planning workshop will assist you with the planning process. It is an ideal way to bring club members together so that the future of the club is considered. There are two ways that a planning workshop can be conducted. You can either approach an independent facilitator to run the workshop, or get someone from the club to run the workshop. It is recommended that you involve between 10-20 club members in the workshop – these include coaches, players, parents, administrators and other club members. You will need to select a suitable date, time and venue for the workshop and the items that you will need to conduct the workshop, such as butchers paper, pens, whiteboards, notepads, nametags, chairs and tables and refreshments.

At the workshop, you will essentially be developing a plan for the club using the following stages:

1. Develop a purpose/mission statement.
2. Identify core values and guiding principles.
3. Set goals and identify strategies.
4. Measure goals and strategies.
5. Implement the plan.

Stage 1: Develop a purpose/mission statement

Why do we exist? Why are we here? What do we do?

The club needs to develop a clear, concise statement about what it sees as its fundamental purpose in being. The purpose statement, also known as a mission statement, should identify the main reason for the club existing.

The purpose statement answers the following questions:

- What is the organisation? (Its nature)

- What does it do? (Its products/services)
- Who does it serve? (Its customers)
- Why does it exist? (Its purpose)

Example: A purpose statement for a junior football club.

Brighton Hill Junior Football Club

is a junior football club (its nature)

which provides to children the opportunity of playing Australian Football (its services)

for the purpose of competing in the Masonville Junior Football Association (its customers)

in order to promote participation, social development and good citizenship (its purpose).

Template: Developing a purpose statement.

Football Club

is

which provides

for

in order to

Stage 2: Identify core values and guiding principles

What is important to us?

•

In this stage, you need to reflect not only on why the club exists but also about what it intends to do and achieve. The guiding principles tell the club administration and members where the focus and energies are best directed over the coming season or year. They underpin the club and reflect its core values.

•

Look at establishing between four and six key guiding principles that represent the club's core values. These can then be used as a base by the club and its members when developing a genuine understanding of what is important to them.

Example: Guiding principles.

Brighton Hill Junior Football Club (BHJFC)

•

We recognise the BHJFC offers the opportunity for children to participate in the game of Australian

Football in a fun and safe environment.

•

We encourage the efforts of all players, coaches, umpires and volunteers and we will recognise and reward all efforts.

•

We believe in player rotation to ensure all players are given the chance to participate and experience all positions on the ground.

•

We promote a positive, family-friendly environment welcoming all parents and volunteers to the club.

•

We encourage learning and skill development for all players, coaches and support staff and insist all coaches have a minimum level 1 coaching accreditation.

•

We believe in the importance of developing our community standing and will always look at ways of involving the BHJFC in community activities.

Stage 3: Set goals and identify strategies

What do we want to achieve this season?

•

Identifying of key goals helps to focus the club's energies and also gives a direction for the club to work towards. A club needs to identify both short-term and long-term goals. Short-term goals relate to the current season (12 months) whereas long-term goals relate to a longer time frame that is beyond the current season (two to five years).

•

When identifying the short-term and long-term goals, you should understand the needs of all members and why they are involved in the club. Members will have different reasons for being part of a club. Some people will join a club to be able to play football at a particular level, while others will join because of the non-playing opportunities provided on and off the field. There will also be people who will join the club purely for the social opportunities associated with football.

•

The club needs to then look at how it will achieve its goals as well as meet the needs of the members. Through planning, different needs can be recognised. Goals should be based on the core values and guiding principles that were identified in Stage 2.

•

Goals should be established for different areas or portfolios of the club, for example sponsorship, facilities and membership.

The SMART model

To assist the club in developing its key goals, the SMART model should be used.

SPECIFIC: goals should indicate exactly what is to be achieved.

MEASURABLE: goals should be measured in precise terms to show they have been achieved.

ACHIEVABLE: goals must not be too challenging or too easy.

RELEVANT: identified goals should be applicable to the needs of the club so that it can move forward, thereby adding value to the club.

TIMELY: goals have a date or time for when they must be achieved. The date or time that is set for the identified goals should be realistic.

If goals are developed according to the SMART criteria, it allows for easier evaluation when establishing the key performance indicators.

When writing a goal according to the SMART model, the club needs to ensure all SMART elements are covered.

What are we going to do?

You then need to develop strategies or actions which will highlight how the club will achieve these goals. The strategies that are put in place are more likely to be effective if they are driven by all people in the team who have a stake in a successful outcome.

Stage 4: Measure goals and strategies

How do we measure our success in achieving our goals?

- Key performance indicators allow the club to mark its achievements and see where it is at in relation to its set goals.

- In order for the key performance indicators to be useful, they must be specific, measurable, achievable, relevant and timely – the SMART model.

- It is also important to identify who is responsible for achieving the goals measured through the key performance indicators. Always nominate a club committee member to take responsibility and drive the actions to achieve success.

- The person responsible also needs to know when the task/action is due or when results need to be achieved. Timelines are essential if the club wants to know how they are progressing.

The following examples illustrate how goals can be expressed in terms of the SMART model.

SPECIFIC: a specific criterion explains either a task that must be performed or a result that must be produced.

Eg. "In your role as club secretary, you need to ensure all football jumpers are washed each week."

MEASURABLE: a measurable criterion makes explicit what the expected standard is, whether that is how the task should be done (required behaviour) or the level of achievement (required results)

Eg. "By the end of the month, we will have increased our membership by 15% from last month."

ACHIEVABLE: an achievable criterion is one that is within reach of the committee. Setting high standards of achievement is inviting failure which can be very de-motivating. Reaching agreement on what is achievable involves two points of view, so make it a mutual decision.

Eg. "

To raise awareness of our club in our first year of operation we will have developed a web

page on the internet.”

RELEVANT: a relevant criterion is one that is understood by the committee member responsible. If he or she cannot see the link between performance targets and the overall job, then he/she is unlikely to do well.

Eg. “

In order to identify new opportunities for social occasions I will compile a calendar of events prior to the season and publicise it within the club.”

TIMELY: a timed criterion ensures that the portfolio manager knows when the task or result is to be achieved.

Eg. “By the end of January, we will have distributed flyers about our club to the local primary schools.”

As discussed in Stage 3, using the SMART model for the goals and key performance indicators will ensure consistency in developing performance criteria.

An example of how key performance indicators are used to measure goals and strategies can be found on page 5-8.

Example: Measuring goals and strategies

Goal	Strategies	Key performance indicators	Who	When
1. To organise all social activities for the club throughout the 2003 season.	1. Identify a group of four people to assist and form the social committee.	1. Group selected and briefed.	1. Social organiser	1. February 2003
	2. Determine calendar of events and publicise among club members.	2. Determine events prior to season and allocate month and publicise calendar of events.	2. Social committee	2. March 2003
	3. Determine volunteers' roster for all events.	3. Number of volunteers involved per event and duty statements provided.	3. Social committee	3. Individual event basis

Stage 5: Implement the plan

Writing the plan

- It should be clear and well set out.
- Clearly identify timelines and responsibilities (where applicable).

Remember that the club's plan will be used for funding applications, sponsorship proposals and various other purposes. It is therefore crucial that the plan is well written, that all spelling and grammar is correct and the plan is presented well.

After the various stages of planning have been undertaken and the draft plan written, it should be circulated as widely as possible to others with an interest in the club in order to ensure it reflects their needs. Remember, the more people who have been involved or consulted, the more it will be indicative of the identified needs of the club.

It is also necessary to designate a person who will ensure that the plan becomes a working document and that all potential club members know about it. This person should be responsible for keeping members informed about when the objectives are to be met. Members should be made aware when a particular objective has been achieved and the specific people involved should be recognised. Mention all achievements, big and small, and ensure that the people who have been instrumental in achieving each objective are recognised for their involvement/effort.

A template for writing the plan can be found on page 5-10.

Reviewing the plan

The club needs to think through how they will review what has been achieved at the end of the season:

- What went well?
- What did not go so well?
- What was disappointing?
- What was a surprise?
- What do we feel good about?
- What seems to demand our immediate attention and energy?
- What appears to require a refreshed focus for next year?

All the hard work has been done by now, so it is important not to leave the plan on the shelf. If new members come to the club or join the committee, ensure they are given a copy of the plan and what has been achieved. The more people who are aware of the plan and are interested in its progress, the more likely the plan will be a useful and workable document.

STRATEGIC PLAN

2003-2005

Purpose statement:

GUIDING PRINCIPLES
2003-2005

- _____
- _____
- _____
- _____
- _____
- _____
- _____



CLUB STRUCTURE

EXECUTIVE

Role

Name

President:

Vice-president:

Secretary:

Treasurer:

GENERAL COMMITTEE

Role

Name

KEY GOALS AND STRATEGIES 2003-2005

GOAL	STRATEGIES	KEY PERFORMANCE INDICATORS	WHO	WHEN	FINANCIAL RESOURCES

Importance of volunteers	6-1
Club Volunteers	6-2
Rights and responsibilities of volunteers	6-2
Role of the volunteer coordinator	6-3
Template: Assigning jobs to volunteers	6-4
Orientation for new volunteers	6-5
Recognising and rewarding volunteers	6-6
Considerations for volunteer recognition	6-7
Job descriptions	6-8
Example: Job descriptions –19 club positions	6-9
Template: Blank job description	6-29

Step 6: Managing your volunteers

Importance of volunteers

Community club football is the heart of Australian Football. Quality volunteers are critical to both the conduct and the growth of the game because they determine the quality of the club environment and hence the experience for players and their families.

Volunteers are not always appreciated or recognised for their efforts, as often their work is behind the scenes and goes unnoticed. After the 2000 Olympics, every Australian realised that the Games would not have been as successful without the efforts of the many volunteers. Football is no different – without the numerous volunteers helping out behind the scenes, clubs and teams would not be playing every Saturday and Sunday.

“AFL football is in the great shape it is today, largely due to the time and effort of volunteers at a local level. It is the work of these people, and the relationships that this work creates within the community that binds our game to the roots of our society.”

Wayne Jackson, AFL CEO – the launch of the AFL Volunteer Recognition Program (March 2001).

Step 6: Managing your volunteers Club volunteers

Volunteers are representatives from the community who freely choose to give their time and skills to support club activities for no payment other than reimbursement for out of pocket expenses.

Volunteers come from all age groups, educational backgrounds and genders. Almost everyone can be looked upon as a potential volunteer to your football club – young people, retirees, grandparents, school students, mothers and fathers.

Rights and responsibilities of volunteers

Volunteers need to be aware of their own individual rights as well as what their responsibilities are to the football club. It is important to make these rights and responsibilities clear to all volunteers particularly when they first start at the club. Providing support to volunteers is more easily achieved when volunteers are given a clear understanding of what is expected of them and what can be expected from the football club.

Rights and responsibilities should be incorporated into the job description for each volunteer position as well as forming part of the code of practice and volunteer management policy.

Volunteers have the right to:

- An orientation to the club and access to relevant club information.
- A clear job description.
- Job satisfaction.
- Support and respect from the club and co-workers.

•

Guidance from someone who is experienced and well informed.

- Have access to training if needed.
- Insurance and safety.

•

Know who they are accountable to and have clearly defined channels of communication open to them.

Volunteers have the responsibility to:

- Be sure they have the time to take on the position/task.

•

Be loyal – offer suggestions, but don't 'knock'.

•

Be willing to learn – training is essential to any job well done.

•

Welcome supervision.

- Speak up and state your expectations.

•

Be dependable.

- Be a team player – respect the function of other staff and treat them fairly.
- Provide feedback on the work being done.

Role of the volunteer coordinator

Ideally one of your committee members should serve as the volunteer coordinator. This person needs to be a good organiser with plenty of time and energy to recruit and look after volunteers.

The main role of the volunteer coordinator is not to manage the volunteers but to manage the volunteer program and volunteer policies for the football club. In particular, this role is to work out the strategies designed to recruit, retain and recognise club volunteers.

When starting a new football club, it is essential that the volunteer coordinator be appointed as soon as possible, so that other volunteers can be recruited and policies are developed early on. Initially if there are only 2 or 3 members on the committee who have other roles, assign the role of the volunteer coordinator to one of these people until someone else can take on the responsibility.

The volunteer coordinator should not work alone but in consultation with other committee members.

The volunteer coordinator's role is to:

- Consult with other club members to determine where volunteers are needed.
- Write task/job descriptions in consultation with the volunteer.
- Assign specific jobs to volunteers (use template on following page).
- Plan a volunteer recruitment strategy.
- Prepare written material for posters, newsletters, etc.
- Organise orientation/induction programs for volunteers.
- Hold regular meetings with volunteers.
- Find other members to supervise volunteers – ‘buddy system’.
- Organise training for volunteers.
- Keep up-to-date records of volunteers.
- Keep volunteers motivated and enthusiastic.
- Revise volunteer duties.

The amount of time and energy needed to accomplish these tasks will be determined by the size of the club and its current performance levels.

Remember, the club should be clear as to why volunteers are needed. Whoever takes on the task of coordinator will need to be committed to the job. Do not give this task to someone who is already over burdened.

A sample job description for a volunteer coordinator can be found on page 6-14.

The following template can be used to list down every job that is required within your club and the volunteer that is responsible for carrying out each particular job. This is a good way of identifying any job that still needs to be assigned to a club volunteer.

Job/Role	Volunteer responsible

Orientation for new volunteers

Orientation is vital for all new recruits as it is a socialisation process in which the volunteers get to

know the club and its key people. Make sure all volunteers know when and where to meet for the orientation session.

Don't just tell volunteers where and when and leave it at that. Arrange for someone to meet them and introduce them to the other club members. The volunteer needs to feel welcome at the beginning or they may choose to not come back. This person could also act as their 'buddy' to give any advice and to act as a link between the new volunteer and the club.

After the orientation session, volunteers should:

- Be familiar with the club (club's mission, goals and structure).
- Understand their role in the club.
- Be aware of their rights and responsibilities.
- Be made to feel welcome and needed.

Recognising and rewarding volunteers

Recognising and rewarding volunteers is essential if volunteers are to stay with the club. The act of recognising and rewarding volunteers will ensure that efforts by these volunteers will not go unnoticed. Volunteers' motivation for continuing their involvement depends on their feeling of value and accomplishment.

So how is the best way to find out what volunteers consider valuable recognition? Ask them! By involving them in programs, they are given some ownership in the process. For some, simply being asked for input is recognition.

Volunteer recognition should be:

- Immediate – recognise efforts as soon as possible.
- Specific – give personal recognition rather than general if possible.
- Consistent – recognise everyone's achievements and avoid favouritism.
- Sincere – mean what you say, and be genuine.
- Enthusiastic – be positive and up beat.

Volunteers need to feel that the amount of effort they put in to the club is equal to the amount of recognition they receive. A feeling of unfairness may arise if volunteers feel that there is no significant reward system in place.

These problems may be compounded when a volunteer feels as though other volunteers who have put in less effort are rewarded equally.

Recognition and reward programs do not need to be complex to establish or manage but they are an essential part of ensuring everyone feels valued for their efforts and as a result volunteers will be more inclined to contribute their time again.

Considerations for volunteer recognition

There are many ways to recognise volunteers. You might like to consider the following:

-
- Special awards for volunteers: volunteer of the month and of the year – present at monthly meetings and AGM.
-
- Articles on individual volunteers in the club newsletter.
-
- Contact the local paper with an article recognising the special efforts of a volunteer.
-
- Identification badges, pins, t-shirts.
-
- Asking volunteers to train other volunteers—for example, older volunteer to mentor the young.
-
- Thank you notes from teams and participants.
-
- Awarding life membership to exceptional volunteers.
-
- Nominating volunteers for local and state awards.
-
- Start of season or end of season social event for volunteers.
-
- Naming an event or a new facility/building after a volunteer.
-
- Reimbursement for ‘out of pocket’ expenses.
-
- Recognition certificates.
-
- Acknowledging volunteers at club meetings.
-
- Letters of reference.
-
- Birthday cards or get well cards when the volunteer is sick.
-
- Holding a lunch or breakfast to formally recognise their efforts.
-
- Participating in the ASC’s Thanks Coach or Thanks Official Programs (adapt to other administrative positions around club).
-
- Participating in the AFL Volunteer Recognition Program and any state/territory football recognition programs.

Step 6:

Managing your volunteers

Job descriptions

One of the main tasks for the volunteer coordinator is to write job descriptions for all jobs/roles needed around the club. In some clubs, this may be the role of the president, secretary or the club committee in general.

A job description gives the volunteer a clear understanding of what they are getting into, as well as indicating to new volunteers that the club is organised and knows what is needed from the volunteers.

The job description should include:

- Job title.
- Name of the football club and immediate supervisor's name.
- Duties and responsibilities.
- Hours, frequency and dates the volunteer is required.
- Qualifications needed (if required).
- Special skills or training (if required).
- Induction details – when the position starts, ends and any details regarding the induction process.

When writing a job description be careful not to hide any unpleasant tasks involved in the role. Volunteers need to know exactly what they are getting into – all aspects of the position should be detailed, even the not so appealing tasks.

It is important to include hours and the time requirements for each role as this allows volunteers to identify whether they have enough free time to give to the role.

Job descriptions have been provided in this section for the following roles:

- | | |
|----------------------------|----------------------------------|
| 1. President | 11. Marketing/promotions officer |
| 2. Secretary | 12. Gatekeeper |
| 3. Treasurer | 13. Timekeeper |
| 4. AFL Auskick coordinator | 14. Coach |
| 5. Registrar | 15. Team manager |
| 6. Volunteer coordinator | 16. Sports trainer |
| 7. Risk management officer | 17. Ground marshall |
| 8. Council liaison officer | 18. Field umpire |
| 9. Social coordinator | 19. Boundary umpire |
| 10. Canteen coordinator | 20. Goal umpire |

Use these job descriptions as a basis for your own club. It is important to remember that when starting up a new football club, some of these jobs may need to be combined and then later on expanded as the club grows in size. Add any extra details, and delete any information that is not relevant to your club positions, in order to develop a comprehensive and clear outline of what each role entails. A blank template for a job description has also been included.

President

JOB TITLE: President

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Good working knowledge of the club, rules, constitution etc.
- Understanding of league operations.
- Ability to delegate.
- Experience in a leadership role.
- Good listener.
- Well developed decision making skills.
- Ability to negotiate successfully between members.
- Experience with planning operations.
- Ability to manage people and lead meetings.

DUTIES

- Facilitate planning.
- Provide guidance and leadership.
- Chair and manage meetings.
- Manage and control Annual General Meeting.
- Monitor budgeting.
- Represent the club in public.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Secretary

JOB TITLE: Secretary

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Well developed communication skills.
- Ability to supervise others.
- Organisational skills.
- Ability to delegate tasks.
- Communication.
- Ability to liaise with external parties.
- Report writing skills.

DUTIES

- Maintain a register of all members, sponsors and other relevant groups.
- Convene all club meetings and advise all potential attendees.
- Prepare venue for each meeting and arrange catering if required.
- Record detailed minutes of meetings.
-

Liaise with the association regarding registrations, player transfers, and complete other required paperwork.

- Liaise with the local media, clubs and other community organisations.
-

Communicate information to members from the association/league, local and state governments and other external bodies.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Treasurer

JOB TITLE: Treasurer

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Financial background and awareness of accounting procedures.
- Understanding of GST and related practices.
- Honesty.
- Ability to keep accurate records.
- Attention to detail.
- Ability to work in a logical manner.

DUTIES

- Maintain up to date records of all income and expenditure.
- Ensure all money received is recorded and banked promptly.
- Prepare and distribute invoices/accounts for services rendered.
- Maintain the club's cash flow and level of petty cash.
- Manage payments for any paid employees and honorarium payments to volunteers.
- Submit tax returns and income tax payments for employees as required.
- Prepare all necessary financial statements for the annual report.
-

Prepare financial accounts suitable for auditing and provide the auditor with all necessary information.

TIME REQUIRED

INDUCTION DETAILS

OTHER

AFL Auskick coordinator

JOB TITLE: AFL Auskick coordinator

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Well organised.
- Well-developed communication skills.
- Enthusiastic.
- Energetic.
- Level 1 or 2 accredited coach (desirable).
- Passion for the game.
- Training skills.

DUTIES

- Attend all state/regional meetings as required.
- Collect money from all registered participants.
- Distribute benefits and maintain resources.
- Maintain a community focus.
- Volunteer recognition.
-

Ensure all AFL Auskick coaches follow the appropriate guidelines.
(AFL Auskick National Coaching Manual).

TIME REQUIRED

INDUCTION DETAILS

OTHER

Registrar

JOB TITLE: Registrar

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Organised.
- Well-developed communication skills.
- Efficient money handling skills.
- A good working knowledge of the club.

DUTIES

- Develop and maintain an accurate database of all players, members and sponsors.
- Regularly provide an updated version of this database to the secretary.
- Ensure that all players are registered and have paid their membership.
- Process all membership and player registration transactions.
-

Work with the treasurer by providing money received and the contact name and number of players who have not paid their membership.

- Become the first contact for all players regarding inquiries about their registration.
- Provide the secretary with membership figures on a regular basis.
- Always encourage new members and players to join the club.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Volunteer coordinator

JOB TITLE: Volunteer coordinator

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Conceptual skills.
- Managerial skills.
- Technical skills.
- Effective communication skills.

DUTIES

- Attract and recruit new volunteers to the club.
- Develop clear job descriptions for all required tasks.
- Ensure the right person is found for each job.
- Identify ways of training volunteers if they do not have the required skills for the role.
- Supervise volunteers or allocate other members to supervise.
- Identify methods of recognising volunteers.
- Revise volunteer duties as needed.
- Communicate and liaise with committee members on a regular basis.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Risk management officer

JOB TITLE: Risk management officer

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- An understanding of all club policies and procedures.
- Effective communication/leadership skills.
- Motivated.
- Creative.
- Flexible.

DUTIES

- Raise awareness of issues associated with risk within the club.
- Develop a risk management plan.
- Develop policies and procedures that will address risk issues.
-

Keep an up to date record of minutes of all risk management meetings, training records and incident reports.

- Organise training and education on risk management.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Council liaison officer

JOB TITLE: Council liaison officer

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Effective communication skills.
- Organised.

DUTIES

- Liaise with local council regarding ground and pavilion usage.
- Ensure all payments to council are up to date.
- Ensure all council requirements are abided such as liquor licence laws, signage, food regulations.
- Establish a good working relationship with local council and officers.
-

Ensure all documentation such as insurance, incorporation etc is submitted to local council at the start of each season or as required.

- Attend any required meetings at the local council.
- Present any capital works requests and liaise with council regarding plans and funding.
-

Provide local council with details of all junior activities and special achievements so local council can refer new residents to the club.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Social coordinator

JOB TITLE: Social coordinator

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Well organised.
- Well developed communication skills.
- High ability to liaise with external parties.
- Energetic.
- Enthusiastic.
- Creative.

DUTIES

- Develop and submit proposals of social programs and functions to the committee for approval.
-

Submit information on a regular basis to the club newsletter advising members of forthcoming activities and events.

- Organise and conduct social events for all club members.
- Submit reports to the club committee on functions that have taken place.
-

Liaise with various people from both within and outside the club to ascertain club's social requirements.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Canteen coordinator

JOB TITLE: Canteen coordinator

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Well organised.
- Energetic.
- Enthusiastic.
- Responsible.
- Good understanding of food handling procedures.

DUTIES

- Prepare and publish a roster at the start of each session that details who will be assisting and at what time.

- Ensure the canteen operates in a safe and hygienic environment and meets health department requirements.

- Arrange orders, receipts, storage and display of stock.
-

- Ensure the cash float is sufficient to commence the operations of the canteen at the start of each day's operation.

- Count, summarise and bank the takings after the completion of each day's operation.
- Complete an appropriate food handling course.
- Ensure all canteen helpers abide by food handling requirements and laws.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Marketing/promotions officer

JOB TITLE: Marketing/promotions officer

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Well organised.
- Innovative.
- Creative.
- Well developed written/communication skills.
- Enthusiastic.

DUTIES

- Develop/implement a promotional plan for the club.
- Submit club and individual team results to the newspaper.
- Write media releases regarding any news items and upcoming events.
- Submit club and individual team results to association/league.
- Prepare club newsletters and reports.
- Assist with attracting and securing sponsorship.
- Include sponsors details in club newsletters and other publications.
- Main contact person for all media requirements.
- Assist committee with marketing and new business ideas.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Gatekeeper

JOB TITLE: Gatekeeper

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED:

- Organised.
- Confident.

DUTIES

- Ensure the gate is maintained at all times prior to and during match-day.
- Collect money from all spectators and cars entering the ground.
- Monitor the number of cars entering the ground to ensure capacity is not overachieved.
-

Ensure animals are not allowed into the ground (unless permitted) or ensure all dogs are on a leash.

- Do not permit any intoxicated people into the ground and inspect bags if necessary.
- Tally the gate money at the end of the day and submit to the appropriate club person.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Timekeeper

JOB TITLE: Timekeeper

REPORTS TO: Ground marshall or team manager

SPECIAL SKILLS REQUIRED

- Organised.
- Efficient.
- Reliable.

DUTIES

- Keep time for each quarter of the match.
- Record on time cards the time taken to play each quarter.
- Lodge completed time cards with the required person after the game has finished.
-

Sound the siren in accordance with the procedures contained in the association/league's rules and regulations.

-

Stop the clock used for timing of each quarter as required by association/league rules and regulations.

- Perform any other function as may be directed.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Coach

JOB TITLE: Coach

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Leadership skills.
- Ability to analyse, study, plan and assess the game as it develops.
- Effective communicator.
- Knowledge of football skills — technical and tactical.
- Ability to deal with a wide range of players, officials and supporters.
- Level 1 or 2 AFL coach accreditation.

DUTIES

- Organise training and match-day events.
- Instruct football skills and team tactics.
- Plan and select the best team for match-day.
- Provide clear instruction and feedback to the team and individual players.
- Represent the club at official functions and community activities.
- Continually seek to upgrade skills and knowledge of the game.
- Have an understanding of injury prevention, care and management.
- Develop team morale.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Team manager

JOB TITLE: Team manager

REPORTS TO: Team coach or executive committee

SPECIAL SKILLS REQUIRED

- Understanding of competition rules.
- Good communicator.
- Able to work under pressure.
- Able to make decisions.

DUTIES

- Complete team sheets.
- Ensure all match officials are available (i.e. umpires, timekeepers, trainers).
- Coordinate transport (if required).
- Liaise with umpires.
- Sign off on match reports.
- Ensure change rooms are secure.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Sports trainer

JOB TITLE: Sports trainer

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Sound knowledge of sports injuries and human anatomy.
- Ability to remain calm when under pressure.
- Excellent communication skills.
- Enthusiasm.
- Caring.
- Sports trainer qualifications (Level 1 minimum).

DUTIES

- Assess, diagnose and treat player injuries.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Ground marshal

JOB TITLE: Ground marshall

REPORTS TO: Executive committee/association/league

SPECIAL SKILLS REQUIRED

- Confident.
- Assertive.
- Understanding of the rules of the game.

DUTIES

- Maintain and control the behaviour of club officials, players and spectators at the match.
- Ensure spectators are kept outside the boundary fences.
-

Ensure that there are no more than four personnel in the coaches' box, being a coach, runner and two trainers or the coach, team manager, runner and one trainer.

-

Combine with the ground marshall from the opposing team when available in order to carry out these duties.

- Ensure codes of conduct are adhered to while matches are in progress.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Field umpire

JOB TITLE: Field umpire

REPORTS TO: Executive committee/umpiring body

SPECIAL SKILLS REQUIRED

- Trustworthy.
- Mature.
- Responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, officials, players, coaches and club officials.
- Level 1 AFL umpire accreditation.

DUTIES

- Apply the laws and their interpretations according to the spirit of the laws.
- Attend to the administrative requirements necessary for the successful staging of the game.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Boundary umpire

JOB TITLE: Boundary umpire

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Trustworthy.
- Mature and responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, officials, players, coaches and club officials.

DUTIES

- Determine whether a football is out of bounds or out of bounds on the full and signaling to the field umpire when that has occurred.
- Throw the football back into play if it has gone out of bounds, when directed to do so by a field umpire.
- Determine whether a player has incorrectly entered the centre square (as indicated in the association/league rules and regulations).
 - Bring the football back to the centre square after a goal has been scored.
 - Report a player or official who commits a reportable offence.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Goal umpire

JOB TITLE: Goal umpire

REPORTS TO: Executive committee

SPECIAL SKILLS REQUIRED

- Trustworthy.
- Mature.
- Responsible.
- Physically fit.
- Competent and knowledgeable.
- Ability to interact with other umpires, officials, players, coaches and club officials.

DUTIES

- Determine whether a goal or behind has been scored.
-

Signal that a goal or behind has been scored after being given the all clear or touched all clear by a field umpire.

- Record all goals and behinds scored by each team during a match.
- Report any player or official who commits a reportable offence.
-

At the end of each quarter and at the end of each match, both goal umpires shall compare the score they have recorded.

TIME REQUIRED

INDUCTION DETAILS

OTHER

Job description

JOB TITLE:

REPORTS TO:

SPECIAL SKILLS REQUIRED

DUTIES

TIME REQUIRED

INDUCTION DETAILS

OTHER

STEP 7: ARE YOU READY TO START THE SEASON?

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Organising a sign-up/registration day	7-1
Organising coaching staff	7-2
Arranging match-day medical support	7-2
Organising team managers	7-3
Understanding league/association requirements	7-3
Example: Coach advertisement	7-4

Step 7: Are you ready to start the season?

Although there are many tasks for clubs to think about at the start of the football season, getting the team out on to the ground is particularly important – after all, without a team on the ground there will be no game to play! Steps 1-6 have so far involved establishing a constitution together with the club’s mission statement and core values, electing the various office bearers and committee members, planning for the club’s future, recruiting volunteers, parents and players and developing ways of supporting everyone involved in the club. While these things are particularly important during the initial stages of forming the club and getting the team(s) together, it is now time to think about the activities that will be directed at putting all of the hard work into place, in time for the first match of the season. The following points will ensure that you have a team that is ready to run out on to the ground for the first match of the season.

Designing a registration form

Registration forms are the best method for players to apply to join a football club. The form should include a signed statement that indicates the applicant will abide by the rules and serve the football club to the best of their ability. The following is a list of the items that clubs may wish to include on a registration form:

- Player details – name, address, telephone number, date of birth, medical information.
- Parent/guardian details – name, address, telephone number, email address, occupation, indication of ability to help out in the club.
- Date of birth.
- Membership fee payable according to type of membership.
 - Parent/guardian consent.
- Club registrar verification – signature and date.

-

List of office bearers/contact numbers.

Organising a sign-up/registration day

When organising a player sign-up/registration day, make sure that you advertise to all groups within the community so that everyone has the opportunity to sign up with the club. Make it a fun and exciting day so that many people come along – have a sausage sizzle and encourage prospective players to bring a friend along. Provide players with the opportunity of practising their football skills – have an area where they can practise handballing and goal kicking. Most importantly, ensure that the registration day does not clash with other community events.

You should also allow enough time between the registration day and the start of the season. During this period, you will be required to submit a list of registered players to your league/association, so allowing plenty of time will mean that players who were unable to attend the registration day can be included on this list.

For more information on ways of recruiting children and other people to your club, refer to Step 4: Recruiting on page 4-1.

Organising coaching staff

The coach has a very important role within the club and it is important that you select the right person for the job. The coach is seen as the biggest and most influential role model for players, so when looking for coaching staff, make sure that they:

- Can effectively communicate.
- Are enthusiastic, friendly and energetic.
- Have an understanding of the rules of the game and a range of football skills.
- Hold a minimum Level 1 AFL coach accreditation or be registered to complete an AFL coaching course. (For more information on coaching courses, contact your state/territory football organisation.)
- Have the ability to interact with all players, officials and supporters.

There are many ways that your club can go about finding a suitable coach. The simplest way is to ask around the club – there may be parents or other volunteers who are willing to take on the responsibility, or may be able to recommend someone for the job. You may also wish to advertise in your local paper, club or community newsletter.

An example of a coaching advertisement can be found on page 7-4.

A job description for a coach can be found on page 6-22.

Arranging match-day medical support

You should make sure that you have suitably qualified sports trainers in attendance at every match. If there is no one in your club who is a qualified sports trainer, arrange for St John Ambulance to be in attendance. Although nobody likes to see an injured player, the reality is that accidents do occur and a qualified person should attend to even the smallest of injuries.

There are numerous sports trainers courses offered by various organisations that will ensure members from your club have the knowledge to treat injuries should they occur. These courses generally cover injury assessment, management and referral of sporting injuries, specific sports injuries and taping, and require each candidate to hold a current sports first aid certificate.

A job description for a sports trainer can be found on page 6-24.

For further information on sports trainer courses, contact your state/territory football organisation or Sports Medicine Australia. Contact details can be found in the last section: Further information/contacts on page xiv and xviii.

Organising team managers

A team manager should also be elected for each team in the club. The team manager is responsible for managing all non-coaching functions of the team, ensuring that players are in the right place at the right time, and that they continuously display good sportsmanship and public behaviour.

Team managers should:

- Be excellent communicators, leaders and organisers.
 - Be enthusiastic and friendly.
- Be energetic and motivating.

A job description for a team manager can be found on page 6-23.

Understanding league/association requirements

When you become affiliated with your football league/association, make sure that you are aware of and have an understanding of the paperwork requirements and important dates before the first match of the season. This will ensure that you are organised and will be able to complete all necessary paperwork in an effective and efficient manner.

Remember that each football league/association will have different requirements, so you will need

to contact your specific league/association for further details.

Although the main tasks involved in developing your club were established during Steps 1-6, the activities involved in Step 7, while not as obvious, are just as important. By completing these tasks, you will have a team that is ready to run on to the ground at the start of the season.

Now it is time to enjoy the football season and your involvement with the club. Steps 8-10 in the club start-up process can now be considered and will help you further develop and support your club in the long term.

Example: A coach advertisement.

BRIGHTON HILL JUNIOR FOOTBALL CLUB
is taking applications from suitably qualified coaches for their

Under-10 Junior AFL Team

Requirements:

- Applicants must hold an AFL Level 1 coaching qualification.
- Applicants must have a genuine interest in AFL football and working with children.
-

Applicants must be willing to attend training sessions two nights per week, the game on Saturday and various other club activities.

The Brighton Hill Junior Football Club is located at Barker Reserve, Watkins Road, Brighton Hill.

All enquiries for this position should be directed to the club secretary,
Peter Davies on 9123 4567.

STEP 8: LINKING WITH THE COMMUNITY

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Building partnerships with other community groups	8-6

Step 8 – Linking with the community

Importance of community spirit

Your club has come a long way in its development and should now have a team running out on to the ground each week. There should also be a group of people involved in the day-to-day running of the club – parents and other volunteers, who represent the core of the club. The first few steps have focused on the initial development of the club – developing it from the ground up, recruiting players, parents and other volunteers. It is now time to think about expanding your club even further so that it has a firm place in the community for many years to come.

Australian football clubs play a key role in forming part of the ‘social fabric’ of any community. Their existence within the community structure draws a wide variety of people together to share a sense of belonging and companionship as well as the opportunity to participate in a sporting capacity.

A successful and well-run Australian Football club helps build spirit within a community by providing recreational and social opportunities for families. However, as the demands on clubs and their volunteers are increasing, clubs need to become adaptable and open to change so that they remain a viable part of the community.

Clubs should look at developing partnerships within the community around them to ensure that other groups such as local councils, other sporting groups and local businesses recognise the value and importance of the club. If clubs can develop partnerships with various groups in the community, they will in effect be maximising the perceptions of the club by the community at large.

Developing relationships with local councils

Most sporting grounds are on council property and are managed by the local council. As a result local councils are generally responsible for areas such as ground maintenance, pavilions, rubbish removal and car parking, however, this is not always the case. All football clubs should ensure they clearly understand what the council is responsible for and therefore what the club’s responsibility is in relation to their allocated sporting ground and facilities.

It is vital to maintain a strong and healthy relationship with the local council if the club is to be successful. Research shows local councils spend between 10 and 15 per cent of their annual budgets on maintaining sports and recreational facilities. Clubs should not take these services for granted and should ideally work towards building and maintaining solid relationships with the council officers, particularly in an era when the user-pay philosophy rules.

When looking to form relationships with local councils, your club should:

- Ensure their needs are at the forefront of local council plans and strategies.

•

Get to know the local council through councillors, senior officers and recreation and maintenance staff. Make sure they are invited to and acknowledged at club functions, get them involved in events (by presenting trophies, for example) and offer help for council activities such as school holiday programs.

•

Insist on high standards of behaviour on and off the field (particularly in relation to language) to help build your reputation and standing within local council circles and the wider community.

•

Maintain positive relationships with neighbours next to your facilities to avoid complaints to council. Be considerate and always notify neighbours of any functions and activities that have the potential to be a nuisance. A letterbox drop works well and it also assists with positive promotion of activities

happening at the club.

-

Ensure the local council is part of your club's strategic public relations campaign. Always update key personnel for all aspects of your club operations.

- Always seek win-win solutions for problems.

Using council facilities

When applying to your local council for allocation of a ground each season, make sure you provide:

- A list of the grounds, facilities or pavilions required for the season.
- Fixtures, training times and pavilion usage times.
- A copy of the club's public liability insurance policy that meets the council's specific requirements.
- A copy of the club's liquor license (if applicable).
- Any changes to the liquor license or other documents.
- A copy of the club's audited financial statement(s).
- A contact list of club committee members.
- The name of the person who is the council liaison officer.
- A description of membership demographics (if requested).

Once your club has been allocated a ground or facility, it is important that you:

- Ensure pavilions and facilities (if applicable) are properly used and kept neat and tidy at all times.
- Inform the council immediately of any maintenance issues that are not the club's responsibility.
-

Contact the council if there are changes to your club's committee (always keep the council up to date on current contact details for the club's council liaison officer).

- Stay informed about community issues by attending council workshops or seminars.
- Report any theft or vandalism as early as possible.

Each local council will have a different policy relating to seasonal allocations. It is important to ensure that you provide the local council with all the information requested for numerous reasons:

-

Casual bookings may be made in the times that you have indicated you will not be using either the ground or the pavilion.

-

Details about the club's programs will provide the council with an understanding of what the club offers – i.e. often new residents to the area will contact the council for information about sporting clubs for their children. If the council knows that you have an AFL Auskick centre, they can direct new enquiries to your club.

-

A council officer needs to know who the main contact for the club is (council liaison officer) to ensure communication is maintained at all times with the same person and not with four different people. If four people are ringing the council over the same issue, the council officer's time is also being wasted.

Most local councils will have a formalised seasonal tenancy agreement that sets out the expectations of the council as well as the conditions relating to club tenancy. It is important that all club committee members are familiar with this document and the issues relating to the club's rights and responsibilities.

Information that is contained in these agreements includes:

- Fees for use of sports fields and pavilions.

•

Maintenance issues relating to sports fields i.e. line marking, rubbish removal, cleaning of pavilions.

- Use of sports fields for pre-season training, practice matches and finals.
- Infrastructure i.e. goal posts, scoreboards, fencing and coaches' boxes.
- Usage issues relating to liquor licensing, car parks and canteens (food registration).

•

Maintenance responsibilities – club responsibilities and council responsibilities
i.e. who is responsible for mowing the ground?

- Capital works developments and pavilion alterations.

Council policies

Each local council will have various other policies and procedures that clubs will need to be familiar with and ultimately abide by, as part of their seasonal agreement or lease. Ignorance of these policies will only result in causing friction between the club and the council, ruin any favourable relationship developed and jeopardise the agreement for future seasons.

Some examples of these policies may include:

- Smoke free policy – It may be a requirement for all council buildings to be smoke free.

•

Advertising/signage policy – Check what the restrictions may be around the ground fence or on the building.

•

Food safety/food handling requirements – Running a canteen makes clubs a food provider under the Australian New Zealand Food Authority standards. Clubs will need to check what they are required to do to comply with the standards.

•

Capital works policies – Each council will have a process by which clubs should apply for capital works requests. Generally, clubs will be required to show planning towards various requests and inform council officers well in advance (sometimes a few years) before council capital works budgets are set for each financial year.

Working with other sports

The key to success in sports such as Australian Football is teamwork and cooperation. State governments and local authorities believe these aspects should also be applied to ensure strong relationships between Australian Football clubs and other sports. Developing relationships with other sporting clubs enables teams and sports to reach a bigger pool of potential members and supporters, share social and recreational facilities, develop joint funding submissions, together with allowing for strategic development of key issues such as player welfare, health and safety.

Across Australia, especially in country areas, there are many examples of strong and cooperative relationships between different sporting clubs, particularly football with netball and football with cricket.

Cooperative planning, design and management of facilities works best when clubs work together. This will maximise the use of facilities, gain support from local council, create a community hub,

share operating costs, services, resources and expertise, improve relationships between participating groups, increase community ownership of facilities, increase patronage and reduce vandalism.

Often new clubs will be required to share facilities with other sports, particularly in areas where there are limited facilities available. There will be sporting clubs which occupy facilities in the off season to football (such as cricket) but also there will be arrangements in place where Australian Football clubs will need to share facilities during the same season, such as with hockey, baseball/softball).

It is therefore vital that new football clubs cooperate with any existing tenants and work to establish favourable relationships with other sports and sporting clubs.

Multi-use facilities

The AFL supports the concept of multi-use facilities – facilities that are used in conjunction with other sporting bodies.

Advantages of sharing a facility include:

- Year round utilisation of an oval-shaped facility.
- Focused attention and funding on the development of one facility as opposed to two.
- Efficiency of ongoing management including repairs, maintenance and administration.
- Increased patronage – facilities will be used more often.

Less duplication – joint use of a facility will ensure that the unnecessary and costly duplication of facilities is avoided.

Cost sharing – organisations can share the burden of capital replacement costs as well as operating costs (electricity, gas, cleaning, security and building maintenance).

Improved relationships – increased interaction based on cooperation and sharing will result in improved relationships between participating organisations.

Building partnerships with other community groups

Building partnerships with other community groups serves two main purposes: to increase awareness for potential membership and community standing as well as providing increased sponsorship opportunities.

Some examples of community groups that clubs should look at developing partnerships with include:

- Local schools – primary and secondary.

Community and recreation centres.

Recreational clubs and groups.

Scouts or girl guides and other groups developed specifically for children.

Partnerships with various volunteer groups in the community should also be formed. As well as building community spirit and awareness, there may be many potential volunteers willing to help out with your club. There are many community minded people who enjoy volunteering their time and would be happy to help out if asked.

For details of the local schools and community groups, contact your local council.

For further information on preparing sponsorship proposals, refer to
Step 10: Looking forward on page 10-10.

STEP 9: YOUR CLUB'S OPERATIONS

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Step 9 – Your club's operations

Up and running

Once you get to this stage, your club will have team(s) playing each week, will be established and recognised within the community, and all members should be keen and willing to support the club as it grows.

Although the majority of work involved in developing your club has been completed, there are still various tasks that need to be incorporated into the day-to-day management of the club so that it runs smoothly and efficiently.

This section will provide clubs with information regarding how to:

- Conduct a club meeting.
- Develop efficient financial management processes.
- Adopt effective risk management practices.
- Build an understanding of insurance needs.
- Develop and implement policies and procedures.

Step 9: Your club's operations Conducting club meetings

Regardless of a club's size, meetings are an essential component of club management and should be conducted on a regular basis. Conducting meetings that run smoothly and accomplish what they are supposed to is not an easy task but clubs should be able to achieve organisational efficiency through structuring their club meetings according to the following guidelines and information.

A well-run meeting can contribute to:

- Effective communication between members and relevant external groups.
-

Strong club spirit and morale as members are involved in club plans and any proposed changes to club operations.

-

Better decision making in relation to problem solving as many difficulties are better handled by a meeting than by individuals.

Conversely, meetings that are not run efficiently can be frustrating to members involved as well as detrimental to the club's overall organisational success.

Types of meetings

The type of meeting that a club will conduct is dependent on the situation or specific issue that needs to be addressed. In general the purpose of the meeting dictates the type of meeting conducted.

The meetings that clubs should conduct throughout the year include:

General meetings

General meetings are open to all club members and are normally conducted on an annual basis at times when the club needs to deal with specific issues.

Annual general meetings

Annual general meetings (AGMs) give club members the opportunity to present annual reports, which show the activities of different aspects of the club for the previous 12 months. Election of office bearers also occurs at the AGM, together with discussing any general business or proposing new ideas for the club.

Committee meetings

Committee meetings are usually held once a month. Items that are generally discussed at these meetings include the minutes from the previous meeting, financial statements and other important written material relating to various club matters. Committee meetings are the most common types of meeting.

Social meetings

Social meetings or functions are generally informal and make a big contribution to the overall well being of the club. These meetings assist in bringing all members together while at the same time increasing morale. Social meetings may be in the form of a barbecue, a trivia night or a movie night, for example.

Meeting procedures

A meeting that has been planned effectively usually has an agenda that is circulated to all members prior to the day of the meeting. An agenda is a list of things that will be dealt with at the meeting, therefore giving it structure. Distributing the agenda to all members before the meeting allows time for members to prepare their thoughts and arguments in advance.

Items that are typically contained within an agenda include:

- Attendance
President (name).
Secretary (name).
Members of the committee (names).

- Apologies
Names.

- Minutes of the previous meeting
Confirmation of the minutes from the previous meeting.

- Matters arising from the minutes
Review of tasks that were to be completed since the last meeting.

- Correspondence
Inwards/outwards.

- Reports
Reports from various committee members.
Motions of which notice has been given, for example, that a new club house should be built.

- General business
Various issues that need to be discussed.

- Next meeting
Set a date, time and venue for the next meeting.

- Closure
Chairperson closes the meeting at a particular time.

Chairing meetings

A number of people will be involved in running a meeting. Generally, the chairperson (usually club president) conducts the meeting and should discuss the matters that will be brought forward at the meeting with the secretary prior to the meeting. The chairperson is generally elected by club members and is the principal leader of the club, usually for a period of one year. The chairperson (or president) is essentially responsible for leading the club in planning for both short and long-term goals.

Chairpersons are responsible for the opening and closing of each meeting and also controlling the order of topics to be discussed. Given these responsibilities, the chairperson should be enthusiastic and unbiased, understand the rules and purpose of the organisation, tolerant and overall a good listener.

Another important person directly involved in the meeting is the secretary. The secretary is involved in various tasks before, during and after the meeting. Before the meeting, the secretary is required to prepare the agenda with the chairperson, arrange the meeting venue, time and use of various equipment, notify all members about the forthcoming meeting, and send the minutes of the previous meeting to members if they haven't already been sent.

During the meeting, the secretary is responsible for compiling reports from office bearers, taking minutes, recording the motions and the details associated with these motions. The secretary also delegates various tasks to people and writes up the minutes, circulating them to all members,

approximately one week after the meeting. The secretary is also responsible for following through with any items that were brought to attention at the meeting, and confirms any important arrangements in writing. Given these tasks, the secretary should be confident, well organised, an effective communicator and a clear thinker.

Taking minutes

Minutes are designed to record the activities that occurred and decisions made during the meeting and should reflect the main issues and ideas that were put forward.

Minutes should incorporate:

- The attendances and apologies.
- The full text of all motions that were put before the meeting.
- List any payments that need to be made or reports that need to be received.
- Any items that need to be followed up with correspondence.

Meetings contribute to the overall success of a club and planning a meeting around a specific framework that includes setting an agenda, passing various motions, voting and taking minutes will contribute to the effectiveness of the meeting in terms of time management, efficiency, solving any problems and decision-making. A football club will not run efficiently without holding meetings on a regular basis.

Voting

Voting in a meeting assists the decision-making process and is a relatively quick procedure, where everyone has the opportunity to voice their opinion. Voting can be done in a number of ways during a meeting. Simple voting occurs when a general agreement is sought among the meeting participants. Verbal voting by means of either a 'yes' or 'no' or voting by means of a show of hands to a particular proposal is a common way of reaching a decision through simple voting.

However, there are times when a more formal type of decision-making is required. When this is the case, the voting is generally an individual and secret process. Voting such as this is done when a more specific rather than general outcome is required that will largely influence the way the club is run. It may be that there are several people standing for the role of president in the club and in order for all club members to have their say, a more formal and ballot style of voting is used.

Voting by proxy, ballot and postal voting are more complex voting procedures that ensure all relevant people are able to be included in the decision-making process, regardless of whether they can attend the meeting.

Voting is advantageous in that it allows all those concerned to voice their opinion and reduces the likelihood of decisions being delayed. However, voting can also create problems in that some members may feel ignored, creative solutions may be missed and some members may not be

committed to the decision.

Motions

A motion is a proposed resolution that is put before a meeting for discussion and determination. Motions increase the formality of a meeting and are in the format of a proposal. Motions should be proposed by the 'mover' in front of the chairperson and then seconded or supported by another member of the committee before any discussion can take place.

Ideally, motions should start with 'I propose that', be specific but not long-winded. The proposer of the motion must explain the motion in order for other members to support it.

Amendments

Amendments are changes to a motion that are designed to improve the motion without contradicting it. Like motions, amendments should also begin with 'I propose that', be specific and relevant to the motion and not be based on an amendment that was previously rejected.

Examples of an agenda and minutes for a general meeting are included on pages 9-8 and 9-9.

TIPS:

- Keep meetings as brief as possible. Committee members dislike meetings that drag on for a long time. If a meeting is not brief, members will get bored and will be less likely to offer ideas or voice their opinion about various club matters.
- Allow time for constructive comments and discussions. The more opportunities there are for members to voice their opinion on various matters, the more they will get out of each meeting and innovative ideas may arise as a result.
- One of the main reasons people don't want to be part of a committee is because of the time involved and quite often, the lack of structure. If you can let members know beforehand the exact time of each meeting together with the items that will be discussed, then more people are likely to attend and will come prepared to discuss various issues.

Example: Agenda for an annual general meeting.

Brighton Hill Junior Football Club

Annual General Meeting

Wednesday February 12, 2003

At St Francis Primary School, Brighton Hill

Agenda

1. Apologies.

2. Matters arising from previous AGM.
3. President's report.
4. Secretary's report.
5. Treasurer's report.
6. Election of office bearers.
7. General business.

Example: Minutes of a general meeting (usually held once a month).

Brighton Hill Junior Football Club

Minutes of the General Meeting held on

February 12, 2003, 6pm

At

St Francis Primary School, Brighton Hill

Attendance:

- President: Sarah Mitchell

- Secretary: Peter Davies

- Members of the committee:

John Fullard, Scott Browne, Ray Walsh, Debbie Stewart,

Neil Peters, Claire Hume.

- Other club members: Kate Ward, Megan Jones, Chris Allport, Ben McKinnon, Tim Franklin.

Apologies: (Include full names of all people who could not attend the meeting)

Meeting opened at: 6.10pm

Confirmation of minutes from previous meeting: Moved: Sarah Mitchell

Seconded: Ray Walsh

Matters arising from previous minutes:

(review of tasks that were to be completed
since last meeting)

Correspondence: In: (any incoming mail or information the club has received)

Out:

(any outgoing mail or information that needs to be brought to attention)

Reports: Treasurer

Moved: John Fullard

Seconded: Ben McKinnon

Other reports: None presented.

Motions: Example Motion

Scott Browne proposed the motion “that a new club house should be built on the existing grounds of the Brighton Hill Junior Football Club”.

Seconded: Tim Franklin

Motion carried.

General Business: (any other items of discussion)

Next meeting: The next meeting is to be held on March 15, 2003, 6pm at St Francis Primary School, Brighton Hill.

Meeting Closed at: 7pm

Step 9:

Your club’s operations

Managing club finances

There are many different types of organisations in the sporting industry, however, a common theme emerges: successful organisations deliver their programs and services through the efficient and effective application of human, physical and financial resources.

Effective management of financial resources is often seen as the most common factor that separates the level of success of a football club. The member responsible for the financial management in any club is the treasurer. The treasurer is responsible for reporting on what has happened to the club’s funds and for devising the most effective methods of using available funds.

Role of the treasurer

The position of treasurer in a football club is an exciting and challenging role that involves a significant contribution to the overall running of the club. The job requires honesty, integrity and a passion for success. The following material is a guide and acts as a framework that will assist the club treasurer in carrying out his or her duties.

Typically, the treasurer is involved in managing the financial side of the club. Each club will have different tasks for the treasurer, depending on its size and annual turnover.

The club treasurer generally performs the following tasks:

- Making all payments and keeping accurate, up-to-date records of income and expenditure.
- Issuing receipts and promptly banking all monies received.
- Presenting regular breakdowns of income and expenditure to the management committee.
- Preparing and presenting financial statements to committee meetings and for the annual report.
-

Preparing annual financial accounts for auditing and providing the auditor with information as required.

-

Preparing budgets for the forthcoming year describing potential sources of income and expenditure.

- Preparing regular bank account reconciliations.
- Ensuring the club has effective financial control systems so that money cannot be misappropriated.
- Invoicing members for items/services provided, for example, equipment and uniforms.
- Ensuring safe custody of money.
- Being the signatory on club cheques, with at least one other.
- Negotiating with banks for loans, overdraft facilities and mortgages.
- Ensuring GST compliance (if applicable).

Operating club finances

Accounting stationery

The club treasurer will need the following items of stationery to carry out his or her duties:

- Chequebooks.
- A numbered receipt book with carbon copy page.
- A file for accounts payable.
- A file to store receipts from accounts paid.
- Tax invoices (for GST registered clubs).
- Bank deposit books.
- A cashbook or general ledger.
- Account forms for members' subscriptions.
- File of orders placed with suppliers.
- A file to store bank statements.
- A petty cash payment voucher/book.

Bank accounts

Football clubs will mainly use cheque and savings accounts.

Cheque account

Clubs should pay all accounts from a cheque account, as it provides a convenient record of payment through the cheque butt. Cheque butts must be completed at the time of drawing a cheque and the cheque number must be written on the creditor's invoice when payment is made. Cheques provide a secure method of payment and club members do not need to carry cash.

Authorise at least three members to sign cheques, with cheques requiring two signatures. Never sign blank cheques in advance or without an accompanying bill or docket from the supplier and ensure that the goods have been received before writing the cheque.

Savings account

A savings account usually operates in tandem with a cheque account and enables interest to be accumulated at a higher rate when there are no bills to pay. Pay all club bills from the cheque account, so that expenditure is recorded on the account statement. Bank statements can be requested weekly, fortnightly, monthly or quarterly depending on the average number of club transactions.

Cashbooks

A cashbook is used to record all receipts and payments made by the club on a daily basis. At the end of each month, figures recorded in the cashbook should be checked against the bank statements. It is also beneficial to summarise what the club owes its creditors and what is owed to the club. The committee can then discuss strategies to collect any outstanding money owed by debtors and allocate people to these tasks.

Receipts

Record details of receipts in cashbook columns according to types of income. These are often the same as those identified in the income side of the budget. Receipts are usually entered in three places depending on the amount of detail required and the type of cashbook used. Receipts are entered in the amounts column, under its income type and in the banked column when it is banked. Often the banked figure will be an accumulation of all money received since the banking was last done. List individual amounts by banking date to allow for crosschecking. This increases the accountability and control of the club's accounting system.

Bank all incoming cash and cheques promptly. It is unwise to use money before banking it as that may create difficulties for the treasurer in the preparation of the monthly and annual financial statements.

Tally all receipts at the end of each month. Monthly totals can be accumulated to give a record of receipts for the year to date. In some cases, quarterly reports may be required. In this case, it is more efficient to calculate cumulative figures month by month for each quarter than for the entire year.

Receipt entries in the cashbook may look like this:

DATE	DETAILS	RECEIPT NO.	AMOUNT	M'SHIP
------	---------	-------------	--------	--------

BANKED

1/7	K. Smith	0000345	50.00	50.00
50.00				

When issuing receipts for cash or cheques, make sure that correct dates and amounts are entered.

Payments

Record payments in columns according to types of payments. These are often the same as those identified in the expenditure side of the budget. Every time a cheque is issued, record the details in the amounts column. This will be an indicator of total club expenditure. Also, write the amount in the appropriate expenditure column, for example, ground rental. In this way, the total amount spent on ground rental during the year can be tallied.

At the end of each month, the columns should be tallied for presentation to the club committee. At this stage, comparisons can be made against the budget to see whether expenditure is proceeding as planned. All accounts received are required to be paid strictly according to their terms, usually between seven and 30 days of receiving an invoice or claim from a supplier.

It is usually the treasurer's responsibility to prepare cheques for approval and signing at club meetings. Although the treasurer has the power to make payments between meetings, it is good practice to have any such payments ratified at the next meeting.

In general, all payments will be for budgeted items and can be paid subject to ratification. The management committee minutes should record the authorisation for major expenditure. If the club is unable to meet a payment when it is due, the treasurer should contact the company to explain the situation and seek an alternative payment arrangement. The treasurer may offer a percentage now and the remaining payment next month. Most companies will be supportive if you make the first approach. Prompt payment will generally ensure the goodwill of the supplier. Additionally, prompt payment of out-of-pocket expenses of volunteers also generates goodwill within the club.

Payment entries in the cashbook may look like this:

DATE	DETAILS	CHEQUE	AMOUNT	POWER	GROUND
7/7	T. W. Sherrin	0000345	100.00	50.00	50.00

Whenever you make a cash or cheque payment, write the details in the payments section of the cashbook, usually found at the back.

Petty cash

Petty cash facilities exist for those small amounts paid in cash. A cheque is drawn on the club account for a small amount and all expenditure from this is recorded and receipts retained.

Petty cash expenditure should be recorded in a petty cash book rather than the club's cashbook. Combined petty cash vouchers and register type books can be bought from the local newsagency or stationery supplier. Items bought out of petty cash are for small amounts (less than \$20), such as ice for player injuries or stationery items. It is best to calculate how much cash should be kept on hand and kept in a safe place. This cash on hand is often referred to as a float and should be included in the club's theft insurance policy.

Petty cash can be issued in exchange for a receipt as a means of reimbursing club members who have used their own money to buy small items. The petty cash float should be reconciled regularly by adding all the remaining cash and the paid petty cash vouchers together to arrive at the petty cash float total. Discrepancies should be brought to the attention of senior management. Once reconciled, reimburse the float by preparing a cheque to 'petty cash' for the vouchers paid.

Developing a budget

One of the most important roles of the treasurer is to establish a club budget at the start of each year.

A budget gives the club greater control over various activities and greater accountability to its members. The budget is vital in promoting effective club management and should be drawn up to cover a 12-month period. This enables the club to more effectively fulfil its objectives within the framework of its plan and according to its financial means.

All members, especially those directly involved in fundraising or in spending club funds, should be invited to prepare and discuss the budget. The more people involved in its preparation, the less likely that an important figure will be overlooked.

The inclusion of all stakeholders in the budget development stage also helps to create an atmosphere of shared ownership and responsibility.

Cash flow

Cash flow refers to the amount of cash available to the club.

When predicting budget income and expenditure, periods of high/low income and high/low expenditure must be anticipated. The start of a season is often a period of high expenditure, given that playing gear, medical equipment and canteen items may need to be purchased.

By predicting budget income and expenditure, a club can plan for accumulated cash to be available to meet high expenditure periods. This type of preparation is necessary because of the seasonal nature of many sports. The off-season may generally be a time for maintenance and replacing equipment, with limited possibilities for generating income. Therefore, cash must be accumulated beforehand.

Drawing up a budget

The following points can be used as steps in preparing a budget:

- Identify all possible sources of income and expenditure:

Eg:

<u>Income</u>	<u>Expenditure</u>
Membership fees	Ground rental
Canteen	Jumpers
Fundraising	Umpires
Social events	Affiliation
	Insurance

•
After listing all possible items, define each item so that everyone understands what should be included and where money is to be correctly allocated. A definition list will also help identify any additional items needed.

A budget template can be found on 9-18. You may wish to subtract any items not applicable to your club or include additional items.

Club budget					
Item	Income 2003	Income 2004	Budget 2003	Expenditure 2004	Budget 2003
Membership	\$	\$	\$	\$	\$
Fundraising	\$	\$	\$	\$	\$
Social events	\$	\$	\$	\$	\$
Sponsorship	\$	\$	\$	\$	\$
Council fees	\$	\$	\$	\$	\$
Ground rental	\$	\$	\$	\$	\$
Jumpers	\$	\$	\$	\$	\$
Umpires	\$	\$	\$	\$	\$
Equipment	\$	\$	\$	\$	\$
Medical supplies	\$	\$	\$	\$	\$
Bank Interest	\$	\$	\$	\$	\$
Loans	\$	\$	\$	\$	\$
Administration	\$	\$	\$	\$	\$
Electricity	\$	\$	\$	\$	\$
Telephone	\$	\$	\$	\$	\$
Miscellaneous	\$	\$	\$	\$	\$
Total	\$	\$	\$	\$	\$

Projected profit \$ _____

Monthly reporting

The treasurer needs to prepare basic financial reports each month to be presented at each monthly meeting.

By using a simple cashbook, the treasurer can reconcile the club's accounts and draw a list

of creditors and debtors at the end of each month. This simple form of reporting contains the most basic information that the club management committee requires to assist in its decisions.

The management committee may require more detailed information about income trends and expenditure patterns. In this case, the treasurer will draw up a report relating monthly figures to the budget.

A standard monthly report will look like this:

Sample basic monthly report for March 2003

INCOME	
Grants	0.00
Sale of stocks	25.00
Membership fees	250.00
TOTAL	275.00
<hr/>	
EXPENDITURE	
Power	80.00
Postage	40.00
Stationery	0.00
Telephone	80.00
Insurance	100.00
Equipment repairs	350.00
Sundry	0.00
TOTAL	650.00
<hr/>	
SURPLUS (DEFICIT)	(375.00)
<hr/>	
CASH AT BANK	450.00
<hr/>	

You will note that although a deficit is reported in the above example, there is enough money in cash at bank to cover this deficit.

It is not worth the trouble of preparing reports only to ignore their implications. If income or expenditure figures are far removed from those estimated in the budget, it is essential to find out why and take appropriate action.

It is important to understand where things are going wrong and why. Detailed and frequent financial reporting will identify problems early and improve a club's overall financial effectiveness.

Tax

The club treasurer's role has become more complex with the introduction of GST and the need for compliance. As a result all club treasurers need to be aware of the impact of GST and the need of more detailed reporting requirements.

Australian Business Number (ABN)

The Australian Business Number is the single identifier that the Australian Taxation Office (ATO) uses for non-profit organisations to interact with the ATO to gain access to information relating to the club's obligation for the following taxes:

- GST
- PAYG
- FBT
- Superannuation

As a general rule, all organisations should register for an ABN even if they do not register for GST. If an organisation does not have an ABN or does not show the number to other businesses to whom it supplies goods or services, those businesses will be required to deduct PAYG withholding tax from payments to that business, which is currently 48.5% (for 2003). An ABN is useful for all non-profit entities because even tax exempt organisations can have obligations for other taxes.

Goods and Services Tax (GST)

The goods and services tax is a broad-based tax of 10 per cent on the supply of goods and services consumed in Australia.

Non-profit entities, their branches and sub-entities that are registered or required to be registered, should include 10 per cent GST on all their taxable supplies. Many non-profit organisations are entitled to claim credits for GST they have paid or for acquisitions used in making taxable and GST free supplies. This is called an input tax credit.

No organisation is exempt from GST as it is a transaction-based tax. GST-registered organisations can claim input tax credits for the GST included in the price of goods and services. Entities that are not registered for GST cannot charge GST.

Non-profit bodies must register for GST if their annual turnover is greater than \$100,000. They can choose to register if their turnover is lower. Other organisations are required to register when turnover exceeds \$50,000

GST is not payable on the GST-free or input tax supplies they make.

Step 9: Your club's operations Managing risks around your club

Everything we do in life presents us with some form of risk. Crossing the road, driving a car or coaching/administrating football can be considered a risk.

The Australian Standard (AS/NZS 4360:1999) defines risk as "the chance of something happening that will have an impact upon objectives. It is measured in terms of likelihood and consequences".

Risks need to be managed in order to prevent effects they can have. Risk management is a logical

method of identifying, analysing, assessing, treating, monitoring and communicating the risks that are associated with various activities so that negative effects and losses can be minimised and opportunities can be strengthened.

Managing the risks associated with your football club may also encourage more people to become a member and/or player as the environment will be safer and risks will be lessened.

All people involved in a football club must be able to identify areas of potential legal risk and take action to manage that risk. The law is involved in sport in many ways and perhaps the biggest concern for football clubs is the issue of negligence.

Negligence

Negligence is one area that must be considered by football clubs and essentially relates to a club falling below the standard of care required in the circumstances to protect others from the unreasonable risk of harm.

Clubs owe a duty of care to all members in order to avoid situations where an injury may occur. Generally, the more hazardous or risky the activity is, the greater the duty of care that is owed to participants. Similarly, the younger the participant is, the greater the duty of care that is owed. Beginners also require greater supervision and therefore duty of care.

In order to avoid cases of negligence, your club should develop a risk management plan that will encourage the following outcomes:

- More informed decisions.
- Effective delivery of services.
- High standard of service to participants.
- Effective allocation and use of resources.
- High standard of accountability.
-

Consideration of legal issues and reduced exposure to litigation as a result of implementing appropriate legal compliance programs.

When developing a risk management plan, clubs should consider all elements relating to the provision of a safe environment for not just players but volunteers, spectators and all club officials.

Providing a safe environment

It is essential that all football clubs provide participants with a safe environment in order to minimise the risk of a particular situation occurring. Clubs should consider the following areas when working towards achieving a safe environment.

Playing/training equipment

- Only use approved equipment.
- Ensure all training equipment is safe.
- Keep equipment in good condition.
- Train children in the use of all equipment.

Playing field

-
- The football ground should be correctly marked and the playing surface should be free of holes and debris.
-
- Goal posts and light poles should be highly visible and padded.
-
- Zone markings should be used to increase the safety.

Weather

-
- Avoid training or playing in extreme weather conditions and protect children from the sun by encouraging them to wear caps and sunscreen.
-
- Players should drink plenty of water before, during and after training/matches.
-
- Ensure children warm up again after long breaks and in cooler conditions encourage them to wear warm clothing when not active.

General environment

-
- Ensure all spectators are outside the boundary fence.
-
- Make sure child pick-up areas are safe and escort children across roads if necessary.
-
- Changerooms should be clean and safe.
-
- Warn children about the dangers of approaching strangers, and clubs should be alert to strangers who approach children.

Food handling procedures

- Ensure the canteen operates in a safe and hygienic environment.
 - Make sure all canteen staff abide by food handling requirements and laws when handling food.
 - Canteen staff should complete on appropriate food handling course.
 -
- Food Standards Australia and New Zealand (FSANZ) protects the health and safety of the people in Australia and New Zealand by maintaining a safe food supply. FSANZ have developed food safety standards to provide a more effective and nationally uniform food safety legislation in Australia. For information on these standards, visit the FSANZ website, www.foodstandards.gov.au.

Developing a safety checklist

Above all, your club should adequately plan all activities, taking into account the age, size, skill and maturity level of all children. Evaluate players for injury and ensure that injured players are not exposed to any additional risk or harm. Clubs should also warn the players of the risks involved in playing football and closely supervise activities to ensure that practice is as safe as possible.

Within any club, there should be members who are aware of first-aid and basic emergency procedures, and medical assistance should be on hand at all times. Adequate records on all players including medical information, accident reports and progress reports should also be kept. If these things are considered, it is likely the playing environment will be safe and the risk of negligence cases occurring will subsequently be reduced.

It is a good idea to develop a safety checklist that can be used before each game. Having a checklist in place ensures safety aspects are covered and there is a record of the check being done before a game or event.

Use the following checklist as a guide to develop your club's own checklist by deleting any items that are not relevant and adding in any new areas. For example, if your club does not have any changeroom facilities, delete this section from the list.

It is important that you keep copies of the checklist in a folder or file them away so that if any incidents happen, you are able to refer to the relevant safety checklist for that time.

Safety checklist

Yes

Playing arena/equipment

- Is the surface free of debris and in good condition?
- Have weather conditions or water made the surface unsafe?
- Are sprinkler covers correctly in place?
- Are lighting conditions adequate?
- Are ground markings in accordance with guidelines?
- Is all sports and protective equipment provided in good condition?
- Is goal post padding in place?
- Are there seating facilities for interchange players and team support staff?
- Do interchange officials, timekeepers and other officials have appropriate facilities?
- Is siren in working order?
- Is water available near playing areas for filling of water bottles?

Changeroom facilities

- Are lighting conditions adequate?
- Are the changerooms and umpires' facilities safe and hygienically clean, particularly showers and toilets?
- Is there hot water for shower facilities in player and umpires' rooms?
- Is there a supply of ice?
- Is there a supply of drinking water for both competing teams and umpires' rooms?
- Are benches and tables provided in a safe condition?

Toilet facilities

- Are lighting conditions adequate and are toilets well maintained, hygienic and adequately stocked?
- Are waste bins provided and placed appropriately?

First-aid

- Is a qualified first-aid officer present?
- Is a stretcher provided on sight and its location known to teams/medical staff involved?

- Is a telephone available for emergency use, together with emergency numbers?
- Have first-aid kit stocks been checked against an appropriate checklist?
- Is ice available for both teams and umpires?
- If required, is an ambulance able to gain clear access to the ground?
- Is there a sterile medical area for club medical staff?
- Do both teams' medical staff know the location of the nearest hospital and medical centre?

Teams check

- Check with coaches/football managers for match timings.
- Check with coaches/football managers for length of breaks.
- Inform timekeepers, ground announcer of match conditions.
- Inform football managers of warm-up areas and procedures.
- Ensure all game officials are present.

Environment

- Do the existing weather conditions warrant cancellation or postponement of the game/training?
- Is shade or sun shelter appropriately provided for breaks in play? Do weather conditions necessitate additional requirements, eg longer breaks, sunscreen, additional water persons?

Legislation

Clubs must be aware and familiar with various legislations that are applicable to all sporting groups, in particular discrimination, harassment and child protection legislation.

Discrimination legislation

Discrimination is unacceptable in today's society and as a result, there are several discrimination policies that have been established. There are four main types of discrimination that may affect football clubs. These include:

- Racial and religious discrimination.
- Sex/gender discrimination.
- Disability discrimination.
- Infectious diseases discrimination.

Racial and religious discrimination

The Racial Hatred Act 1995 (Cth) provides victims of racial vilification redress to the Human Rights and Equal Opportunities Commission for conciliation or adjudication. This act inserted a new part in the Racial Discrimination Act 1975 (Cth) which prohibits offensive behaviour based on racism. Any behaviour that is likely to offend, insult, humiliate or intimidate is considered unlawful. In 1995, the AFL became the first sporting organisation in Australia to add to its constitution a rule to fine AFL clubs up to \$50,000 for cases of racial abuse to players.

Sex/gender discrimination

The Sex Discrimination Act 1984 aims to eliminate discrimination between people on the grounds of sex, pregnancy, marital status in work, accommodation, the provision of goods and services and the activities of clubs. It is unlawful to discriminate among members of a club on the grounds of gender. However, in relation to sport, it is not unlawful to exclude people from one sex from participating in an

activity where strength, stamina and physique are important.

Disability discrimination

The Disability Discrimination Act 1992 (Section 27) refers specifically to clubs and associations and states that it is unlawful for a club or association to discriminate on the grounds of a person's disability by refusing membership or imposing terms and conditions of membership to the applicant by denying access to facilities. Similarly, members of a club must not be discriminated against on the grounds of their disability by being excluded from the sporting activity.

Infectious diseases discrimination

Discrimination in regard to infectious diseases is slightly more complicated than the previous forms of discrimination that have been discussed. Although members of a club should not be discriminated against on the basis of an infectious disease, an exemption exists where discrimination may be necessary for the protection of public health. Additionally, it is also recommended that clubs become educated on diseases such as AIDS and that bloodied players leave the field immediately. Players who know they have HIV should seek further medical advice regarding further participation in sport.

Harassment legislation

Harassment consists of offensive, abusive, belittling or threatening behaviour that is directed at a person because of a particular characteristic. Harassment can be based on sex, disability or race. The key to avoiding harassment is to have an anti-harassment policy in order to deter harassment and therefore maintain a safe and healthy sporting environment.

Harassment-free sport guidelines and an example of a harassment policy can be found on the Active Australia website, <http://www.activeaustralia.org>

Child protection legislation

In recent years, more attention has been given to young athletes and their welfare and several states have developed Child Protection Acts. Although these acts differ from state to state. Child Protection Acts are designed to protect the safety and well being of children, highlight the professional approach to child protection that should be adopted, and outline the standards of behaviour expected by all those involved in an organisation such as a football club.

The Child Protection (Prohibited Employment) Act developed in NSW in 1998 details the mandatory regulation for employers to ask all employees that are in child related employment to make and sign a declaration that they have never been convicted of a serious sex offence. It is mandatory for employers to screen all new employees (including volunteers) who will be working with children without supervision. This situation is typical of coaches, group leaders, team managers and medical personnel. Because Child Protection Acts are state specific, you should contact your state authority to receive further information on child protection.

The NSW Department of Sport and Recreation has produced a resource titled Guidelines for Sport and Recreation Organisations – Working With Children Check and Child Protection. This resource can be found on this department's internet site at www.dsr.nsw.gov.au and highlights the initiatives that will help to protect the safety and well being of children participating in activities

run by an organisation. It also highlights the proactive and professional approach to child protection that should be adopted by an organisation.

The key principles concerned with child protection include:

- Awareness – identifying possible risks and creating awareness among staff, officials, coaches, and parents of issues that surround child abuse and the initiatives or procedures that are in place to deal with any problems that may arise.

- Communication – open communication provides a basis for increasing awareness of what is being done to prevent and manage the issue of child abuse. A football club should encourage communication between officials, coaches, parents and children.

Some examples of potentially risky situations that could arise in a football environment include:

- One-on-one coaching practices.
- Travel to and from competitions.
- Changing rooms/showers.
- Inappropriate touching during technical instruction.
- Excessive negative criticism, threats and bullying.

- Lack of adequate supervision and appropriate equipment when participating in dangerous activities.

Football clubs need to classify the risks in order to determine the severity of the risk and abusive situations that may occur when working with children.

Screening of volunteers

Given the importance of child protection acts, your club is advised to adopt a number of procedures that relate to child protection.

Although community football clubs thrive on the efforts of volunteers, volunteers must follow a code of practice and behave accordingly.

When a volunteer from outside the club offers their services, the following procedures are recommended:

- Ask the volunteer to fill out a form explaining his or her interests, skills, experience and availability.

- Arrange a meeting between the potential volunteer and an informal panel of people from the club. At this meeting, the volunteer should be given a clear idea of the club and the job that he/she will be undertaking by giving plenty of opportunities to ask questions. It is also important to clarify the interests, skills and experiences of the volunteer and assess their availability and commitment. The prospective volunteer should be given the chance to speak.

- Give the volunteer a description of the relevant job.

Clubs should also incorporate volunteer screening into the process of recruiting volunteers to the club. This will ensure that the clearest picture of the prospective volunteer is obtained, and the interest and welfare of all children within the club is cared for. It may also be of interest to do a reference check on new volunteers that are not well known to the club.

Although selecting and screening new volunteers may appear to be an arduous task, it is a necessary precaution to protect all those involved in the club. If you judge that a volunteer is generally unsuitable for the position in your club, document your concerns. Advise the club president of your decisions and reasons in writing. Be sure to tell the volunteer of your decision in a sensitive manner and follow up the conversation with a short letter thanking them for their interest in the club, but stating in very general terms that you will not be accepting them as a member of the club. File a copy of this letter and other documentation for future reference.

Step 9 :

Your club's operations

Understanding insurance

Insurance is a critical component of any football club's operation. There are occasions where accidents do happen, regardless of the safety procedures that are in place. Insurance transfers the financial risk of the club to the insurance company.

Although a necessary component, insurance should be regarded as the last resort safety net and all football clubs should take every step to ensure the playing environment is as safe as possible through minimising any potential risks through their risk management plan.

There are several types of insurance covers that a football club should consider. The insurance policy document provides full details of the cover provided, however, this will vary from company to company. It is recommended that football clubs read various policy covers, as the information presented in this section is a broad summary only, and there are a number of exclusions on many policies that should be explored.

Types of insurance

The various types of insurance a club should consider are:

- 1) Legal liability insurance.
- 2) Personal accident insurance.
- 3) Protection of assets.
- 4) Other insurance covers.

- 1) Legal liability insurance

Liability insurance protection is usually the main priority of all sporting organisations, given that litigation is becoming increasingly prevalent. When buying insurance cover, it is important to identify that the policy covers all entities and individuals that may be exposed to litigation, including the coach,

committee, officials, trainers and other volunteers. There are four classes of liability insurance covers:

- Public liability.
- Professional indemnity.
- Directors and officers' liability.
- Association liability.

Public liability

Public liability insurance covers liability resulting from loss of or damage to property, loss of use of property and death or injury due to negligence, but excluding breach of professional duty. Claims for negligence may be made against the sporting body or against individuals within the sport who allegedly caused the negligence. Administrators, trainers and coaches, for example, can incur personal liability.

Liability protection should cover the various risks associated with playing football, such as participation risk, first-aid treatment risk, umpires/referees liability and property owners' liability, for example.

In football, it is common for events to be held on property that is not owned by the club (usually local council), which may present a situation of the owner being exposed to litigation as well as those conducting the activity. Councils will normally require proof from clubs using their property that they have appropriate liability insurance to a minimum sum insured (minimum sums insured are usually at least \$10 million, sometimes greater). Ensure that your policy covers the club for all on and off field activities.

Professional indemnity

Professional indemnity insurance indemnifies the insured against claims for compensation for breach of professional duty by reason of any negligence by way of act, error, omission or advice. Breach of professional duty is excluded under public liability insurance.

This type of insurance cover is especially important for football clubs and is applicable to not only coaches and umpires but also medical staff and other professionals involved in the sport. There is usually a limit of indemnity for any one occurrence and an aggregate limit of indemnity for the policy period.

Professional indemnity insurance is generally a claims made wording, which means the alleged breach must have occurred after the 'retroactive' date stated on the policy schedule and the pending claim must be notified to the insurer within the policy period. Therefore, written advice should be given to the insurer as soon as the potential for the claim becomes evident.

Directors and officers' liability

This type of cover has two insuring clauses. The first states that the insurer will pay on behalf of the directors and officers any loss for which they may not be legally indemnified by their incorporated body due to any wrongful act committed by them in their capacity as director or officer. The second insuring clause states that the insurer will pay on behalf of the incorporated body any loss for which they are legally permitted to pay arising out of any wrongful act committed by any director or officer in their capacity as director or officer. A wrongful act is deemed any actual or alleged breach of duty, breach of trust, neglect, error, misstatement, misleading statement, omission, or breach of warranty or

authority while acting in the capacity as a director or officer.

Association liability

Association liability insurance is a policy that is offered by some insurers which can be considered to be a policy for incorporated associations and combines the protection of professional indemnity and directors and officers insurance under the one policy document.

2) Personal accident insurance

Every football player has the potential to be injured, given the nature of the sport. Insurance is available that provides agreed benefits in the event of injury where permanent disability is incurred, earning capacity is lost or medical and associated expenses are incurred. Subject to a number of policy conditions, the agreed benefits are payable if injury and resultant loss occurs, while negligence or breach of duty of care is not an issue.

There are three classes of personal accident insurance, all of which are identified below:

- Personal injury covers.
- Professional sportsperson insurance.
- Travel insurance.

Personal injury covers

Personal accident insurance is usually arranged on a group basis in many sporting organisations. It is generally considered that an insurer will respond more favourably to insuring a larger number of participants as it gives a greater spread of risk. When a group personal accident insurance policy is arranged, the policy will usually define the insured as including registered members of the organisation. Benefits provided under a group personal accident policy generally include death, permanent total disability, permanent partial disability, non-Medicare medical expenses, loss of income, home help/students assistance benefit and parents inconvenience allowance. It is important to remember that not all of these benefits will be included in the policy so it is important that you read and understand the details of the insurance that is purchased.

Professional sportsperson insurance

This type of policy provides protection for the player and/or club against financial loss as a result of a player losing income-earning capacity from football as a result of an injury.

Travel insurance

This type of insurance is usually taken on a group basis and is particularly relevant to groups travelling overseas, where the cost of medical expenses is often considerably more than in Australia. Travel insurance can cover liability protection, luggage and personal effects cover, travel cancellation benefits, kidnap, ransom and extortion, rental vehicle collision and theft excess waiver benefits in addition to the standard personal accident protection.

Although clubs should seek expert advice with regard to their insurance needs, many clubs may be covered for various insurance policies through affiliation with their respective league.

3) Protection of assets

Given that football clubs are very diverse in terms of size, financial turnover and assets, the type of insurance a club will need to protect its property will vary from club to club.

Clubs should consider the assets within the club that need to be insured. Property such as buildings, fixtures, machinery, furniture, sports equipment, money and stock should be considered for insurance. The classes of insurance that are appropriate for football clubs include fire and specified perils, burglary, glass breakage, machinery breakdown, spoilage of frozen food, electronic equipment breakdown and general property damage.

4) Other insurance covers

There are numerous other insurance types available in the marketplace and football clubs may wish to also consider the following types of insurance:

- Event cancellation and abandonment.
- Special contingency insurance.
- Tax audit insurance.
- Legal expense insurance.

Step 9: Your club's operations Developing policies and procedures

Policies and procedures are critical components of a football club's risk management program. Policies consist of a set of rules that are to be followed by a club and largely influence the way in which members of the club behave and conduct themselves.

Clubs should consider the following areas when developing policies:

- Sports injury prevention and treatment.
-

Provision of a safe environment, taking into account:

- Environmental conditions.
- Facilities and equipment.
- Pre-participation screening/physical preparation of players.
- Coaches and officials.
- Rules and spirit of the game.
- Health guidelines and first aid.
- Sports trainers.
- Injury management and rehabilitation.
- Emergency plans, incident management and response.
- Smoke free environments.
- Responsible serving of alcohol.
- Racial and religious vilification.
- Volunteer management.
- Sunsmart.

- Risk management.
- Roles and responsibilities of the committee.
- Codes of conduct – players, coaches, spectators, parents, umpires and administrators.

If the above policies are addressed, it is likely that your club will operate within a quality environment. There is solid evidence to suggest that the rate of player participation drop out increases when the quality of the club environment is poor. Therefore, all football clubs must explore ways of developing a quality club environment in order to grow and survive in the long term. Many state/territory football organisations, local governments and sport/recreation organisations can provide clubs with a template for the above policies that can be adopted to suit the needs of each club.

Codes of conduct

Volunteers are critical to the growth of football because they determine the quality of the club environment and the quality of the experiences for players and their families. Regardless of their role in a club (coach, administrator, official), volunteers and club members must conduct themselves in a manner that promotes a quality environment for all those concerned so that the game of football can flourish. Also, it is important to remember that children learn best by example, so if everyone involved in the club conducts themselves in an acceptable way, it is likely children will too.

Therefore, codes of conduct must be strictly monitored by clubs, leagues and associations and appropriate procedures must be in place in the event of any breaches. Codes of conduct should be applicable to parents, coaches, umpires, players and administrators.

Parents

Parents of young football players should be particularly mindful of their conduct during a match. Poor behaviour can reflect on to the players themselves. Parents should therefore:

- Encourage children to participate regardless of their ability.
- Encourage children to play by the rules.
- Encourage players even after mistakes or game losses.
- Always applaud good play, regardless of the team supported.
-

Never disagree in public with the decisions made by umpires and encourage players to support the umpires' decisions.

- Always recognise the value and importance of volunteers.
- Never use foul language, harass players, coaches or officials.
- Emphasise the 'fun' aspect of the game of football.
- Never force your child to participate in football.

Coaches

Coaches should also follow a code of behaviour. Coaches must ensure that they:

- Remember all players, particularly young children play football for enjoyment.
- Never yell at players for making mistakes or losing the game.
- Operate within the rules of the game.
- Create a positive environment for all players.

- Ensure facilities and equipment are safe and appropriate for the level of play.

•

Act in a professional manner when dealing with players, opponents, other coaches, umpires, administrators, media, parents and spectators.

•

Ensure sick or injured players receive the correct attention and show compassion towards players who are sick or injured.

- Are up to date with the most current coaching practices and are suitably qualified.
- Avoid unnecessary physical contact with players.
- Respect every player regardless of their gender, football ability, cultural background or religion.

Please refer to the coaches' code of conduct included on page 9-36 which has been developed as part of the AFL coaching courses. Clubs must ensure that all coaching staff adhere to the code of conduct at all times.

Umpires

Umpires should abide by the following codes of conduct:

- Respect players at all times.

•

Accept responsibility for all actions taken and make sure players play within the rules of the game.

- Put the safety and welfare of all players above all else.
- Maintain integrity in their relationship with other umpires, players and coaches.
- Avoid situations that may lead to a conflict of interest.
- Be courteous, respectful and open to discussion at all times.
- Be up to date with the most current umpiring practices.
- Never verbally or physically abuse players.

•

Treat all players fairly, regardless of gender, race, origin, skill level, religion and social economic status.

Players

Players should also conduct themselves in an acceptable and appropriate manner at all times.

All players should:

- Play by the rules at all times.
- Never argue with an umpire's decision – respect all decisions that are made.

•

Never verbally abuse or resort to racial or religious vilification of other players or provoke an opponent.

- Always acknowledge good play by other team members and opponents.
- Cooperate with the coach, teammates and opponents.
- Play for 'fun' and not just to win or please parents and coaches.

Administrators

Administrators should also comply with a code of behaviour. Administrators and other officials should ensure that:

- They provide equal opportunity for everyone, regardless of their ability, size, shape, sex, age, disability or ethnic origin.
- The rules, equipment, length of the game and training are appropriate for the age, ability and maturity level of all players.
- There is adequate supervision by qualified coaches and other officials.
- When dealing with junior players, emphasise the idea of playing for enjoyment.
- Improved standards of coaching and officiating are developed with an emphasis on appropriate skill, behaviour and technique.
- Fair play is promoted to all those involved in the club – players, parents, coaches and officials.
- Rules and regulations are modified according to the skill level of players.
- Unsporting behaviour is discouraged.
- Administrative skills are kept up to date.

These codes of behaviour have been adapted from the Australian Sports Commission. Further information on codes of behaviour can be found on the ASC's website at www.ausport.gov.au.

Considerations:

- Clubs may wish to make up their own codes of conduct, depending on their specific needs.
-

On club registration forms, have a space that requires the parent or guardian to sign, accepting the code of behaviour, regulations and rules of the club.

COACHES' CODE OF CONDUCT

I, _____, hereby commit, to the best of my ability, to uphold the AFL coaches' code of conduct.

I understand that as an integral component of my accreditation, I must maintain a standard of behaviour and conduct that is in the best interests of the game and the players/staff in my care.

In representing myself in an honest manner, and without bringing the coaching profession or the game into disrepute, I will endeavour to uphold the following to the best of my ability:

1.

I will respect the rights, dignity and worth of all individuals within the context of my involvement

in Australian Football and will not discriminate on the basis of race, religion, ethnic background or special ability/disability.

2.

I will abide by and teach the AFL Laws of the Game and the rules of my club and league/association.

3.

I will be reasonable in the demands I make on the time commitments of the players in my care, having due consideration for their health and well-being.

4.

I will refrain from any form of personal abuse or unnecessary physical contact with the players in my care.

5.

I will have due consideration for the varying maturity and ability levels of my players when designing training schedules and activities and during competition.

6. I will not 'overplay' the talented players, but will ensure that all players have equal game time.

7. I will stress safety always.

8.

In recognising the significance of injury and sickness, I will seek and follow the doctor's advice concerning the return to training of injured or ill players.

9.

I will endeavour to stay informed about sound principles of coaching and skill development and of factors relating to the welfare of my players

10.

I will, at all times, display and teach appropriate sporting behaviour, ensuring that players understand and practise the principles of fair play.

11.

I will display and foster respect for umpires, opponents, coaches, administrators, parents and spectators.

12.

I will ensure that my prime role – to provide a positive environment where players can learn skills and develop – is not overshadowed by a desire to win.

13.

I reject the use of performance-enhancing substances in sport and will abide by the guidelines set forth in the AFL drug policy.

Note: This coaches' code of conduct is to be signed and adhered to as part of the accreditation requirements of the AFL. Coaches should be aware that in addition to this code, they may be obliged to sign a further code of conduct/ethics with their club and/or league.

Creating a healthy environment

To maximise your club's ability to provide a healthy, family-friendly environment, it is recommended that you develop various policies and practices, including:

1. Smokefree policy.
2. Responsible consumption of alcohol policy.

3. Healthy eating policy.

4. Sun protection policy.

1. Smokefree policy

There are many benefits for clubs in having a smokefree environment. They:

- Cater for the majority of members who do not smoke.
- Reduce the risk of legal action (especially with regard to passive smoking).
- Reduce fire risk which may lead to lower insurance premiums.
- Create a healthy family friendly environment which encourages new members, especially juniors.
- Fulfil local council tenancy and lease requirements.

2. Responsible consumption of alcohol policy

Junior football clubs that share the same premises with senior football clubs should be aware of the need to be familiar with responsible drinking practices. Although many new clubs will not have licensed premises or clubrooms, it is advised that you become aware of the responsible consumption of alcohol policy.

Developing and implementing a responsible drinking policy:

•

Creates a positive image for clubs in the community.

- Leads to better player performance.
- Increases membership and attendance.

•

Strengthens relationship between clubs and other community organisations.

- Maintains ownership of a liquor licence.
- Creates new income sources.

The policy should consider aspects including:

•

Legal issues such as serving minors or intoxicated patrons.

•

Providing low and non-alcoholic drinks such as light beer and water.

- Providing safe transport options.
- Banning alcohol at junior events.

For further information regarding responsible alcohol practices contact the Australian Drug Foundation – Good Sports Program. Contact details can be found in the last section: Further information/contacts on page xvii.

3. Healthy eating policy

Nutrition plays a role in four of the risk factors for cardiovascular disease – high blood fats, high blood

pressure, obesity and diabetes. In many cases, these risk factors can be reduced or avoided with lifestyle changes.

Clubs should develop a policy outlining healthy eating and should ensure that the canteen offers many healthy options for club members and spectators.

4. Sun protection policy

Developing a sun protection policy that ensures club members are protected from the sun and that the club promotes sun protection awareness to potential members is important for all sporting clubs. Although Australian Football is played in the winter months, states such as Queensland and Western Australia will still experience days when sunburn can occur. Even in other states, the sun can cause damage when least expected.

A sun protection policy should include guidelines on the following areas:

- Clothing/uniform – develop sun protective uniforms or encourage the use of personal clothing such as hats at training.

- Sunscreen – encourage the use of sunscreen at all times.

- Shade – maximise the use of shade to reduce possible UV exposure. Many local councils have been active in developing sun protection policies and the subsequent provision of shade structures (permanent and portable) at sporting and playing facilities.

- Time of day – in the warmer climates, it may be necessary to schedule games and training sessions in the morning or late afternoon to avoid the peak UV period of 10am to 3pm.

STEP 10: LOOKING FORWARD

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Step 10: Looking forward

Spreading the word

Once you have established your club within the local community, it is time to think about how you will go about supporting and generating greater awareness of the club to current members, potential members and various other community groups.

There are many things you can do to support your club so that it operates within a thriving environment. This section will address various ways that you can continue to develop your club, including how to:

- Develop a marketing plan.
- Promote your club through the media.
- Write a club newsletter.
- Develop a sponsorship proposal.
- Create a fundraising strategy.
- Plan and conduct an event.
 - Support and promote umpiring.

Given the growth of the sporting industry today, many clubs have begun to adopt a strategic approach to club administration and are subsequently becoming more professional in the way they manage their programs and events.

By becoming more strategic and implementing the strategies outlined in this section, your club will be able to:

- Gain an enhanced public profile.
 - Continue to grow the membership base.
-

Develop positive relationships with a number of different community groups.

- Remain an important and viable part of the community.

Step 10: Looking forward Marketing your club

Marketing should be seen as a key component of the management of any club and requires the same amount of time, commitment and energy that goes in to other aspects of the club. Broadly speaking, marketing your club involves satisfying the needs and wants of a particular group of people, such as members, volunteers and coaching staff. It involves offering a service to an existing market or a new service to a new market and is essentially concerned with developing the right product or service to fulfil a particular need and delivering it to the customer.

Four main elements make up the marketing process, including:

- Product – what are you selling?
 - Price – how much?
 - Place – where can you sell your product or service?
 - Promotion – how will you let people know?

These elements form what is known as the marketing mix. For a marketing campaign to be successful, clubs must effectively communicate their message to the intended target market, incorporating all elements of the marketing mix. The message should be well planned, contain the right information and be delivered in the right way through the right outlets, such as local newspapers, posters and community centres.

Developing a marketing plan

The first step of the marketing process is to develop a marketing plan to determine what you are 'selling'. A marketing plan is a written document that outlines what you will do to promote your club in the community and gain additional resources to make your club successful.

The marketing plan essentially covers three basic questions:

1. Where are we now?
2. Where do we want to be?
3. How will we get there?

When asking "Where are we now?" it is necessary to describe the current situation of the club. This is often referred to as a situation analysis and the following points should be included:

- Introduction – a description of the club, location, mission, services and main markets. It is important to identify the club's mission and goals. In doing this, write down the things that your club has to offer –

the playing environment, friendships, sport and competition for example.

- Customer analysis – describes the demographics and behaviour of members and the size of the area that the club is situated in.

- Market analysis – describes the club and its members, membership fees, promotional activities, current facilities, personnel and members' perceptions of the club.

- Competitor analysis – identifies competitors (other clubs, their location and other characteristics) and helps you to determine exactly how you can get your club to stand out.

- External environmental analysis – analyses trends such as political, financial, demographic and technological forces. Information can come from sources such as newspapers, local papers and council reports for example.

The next step is to pinpoint any opportunities the club can take to enhance its operation (opportunity analysis). To work out “where do we want to be?” use the information obtained from the situation analysis (above) to identify any potential opportunities, problems or gaps. Identifying approximately six of the most important points from the situation analysis will allow you to establish where you want your club to be in the future.

Identifying your target audience is a major component of this step. If you wish to increase your membership for example, you need to identify your target group by looking at the type of people you want to have at the club in terms of demographics (age, gender, background and interests) and create a promotional strategy that best suits the needs of this group.

It is also recommended that you hold sessions with current members to find out exactly what sort of programs/activities they want. Look at areas that will make you stand out from other clubs, such as membership base, facilities and social activities.

The opportunity analysis becomes the basis for the action plan, which answers the final question of the marketing plan – ‘how will we get there?’.

When asking this question, you will need to think about the different types of strategies that will be implemented to achieve the objectives identified in the first two steps of the marketing plan. The action plan gives an indication of exactly how you will go about achieving the goals and objectives of the club, who will be responsible for performing each task and the date that each task will need to be completed by, along with budgets and expected costs of each activity.

During this step you will also need to consider exactly how you will go about promoting your club to the wider community. Promotion is one of the major components of the marketing mix and considers the methods you will use to sell the club. Visual displays, newsletters, advertisements in local newspapers, local radio advertisements, media releases and letter box drops are just some of the many ways that you can promote your club to the wider community. Information on how to promote your club is contained in the next section.

The marketing plan is essentially a summary of your marketing objectives, a description of your target

market, the aspect of the club that you are selling to your target market and the method by which you will do so.

A template for a marketing plan can be found on page 10-5.

Marketing plan for (name of football club)

1. Mission Statement – where do you want to be in the future?

2. Goals/objectives – what do you want to achieve?

3.

Devising strategies to achieve these goals, people responsible, the date by which these strategies need to be completed by, the expected cost of each strategy and the planned budget.

STRATEGY/ ACTION PLAN	PERSON RESPONSIBLE	DATE TO BE COMPLETED BY	EXPECTED COST	PLANNED BUDGET

Step 10: Looking forward Promoting your club

The way you promote your club to the community will determine the amount of interest that is generated. There are a number of ways that you can promote your club to not only new members, but also to people outside the club.

Working closely with the media, producing regular newsletters, designing a media kit and developing a club website are all ways of promoting your club and will potentially generate interest and membership.

Working with the media

Australian Football clubs play a significant role in the make-up of major cities, regions, smaller suburbs and country towns, with media outlets tending to follow their fortunes closely. Local newspapers, community radio and television stations usually provide a substantial level of coverage to football in general, although it is still important to develop strong working relationships with the reporters and broadcasters in your local area/region. A favourable relationship with the media will assist you when promoting an event or covering a story on a particular aspect of your club.

Develop a basic media strategy that outlines the various people within the club who are responsible for developing stories on the club, distributing information and acting as spokesperson. This media

strategy should also include a database of various media contacts.

There are a number of ways that a football club can make contact with media outlets – through press releases, story ideas, direct telephone contact or regular briefings. Remember that media outlets receive many press releases in a day, so the release from your club should stand out in order to avoid being rejected. It is important to avoid releasing information that is irrelevant, outdated or trivial.

Developing a media release

When writing a media release, consider the following points:

- Be consistent when releasing information such as game scores so that media outlets know when to expect material from your club.
- Be sure to work around a media outlet's deadline in order to increase the chance of your club's material being used.
- Type your release on a club letterhead and remember to include the date, together with a catchy title and information that is concise and accurate.
 - Always include a contact name and number on the release and follow up with a phone call.

The key to developing a good working relationship with the media is to be proactive. Know exactly who will be reporting and commenting on your club and make contact with these people on a regular basis. Invite the media to any special events so that they can keep in touch with the operations of your club.

Producing a media kit

A media kit is a package of materials that a football club sends out to people associated with the media, in order to generate interest in the club. The following points should be included in your club's media kit:

- Background information on your club.
- A complete list of telephone contacts for people within the club. Include work and after hours details.
 - An accurate list of the names of all players (including player numbers) and officials.
 - An accurate calendar of events, including fixture information, key function dates, meeting dates and other dates that might draw attention to the club.

Writing a newsletter

A newsletter is a great way for a football club to promote and communicate information to current club members and potential members. It is also useful for building awareness of the club within the community. The key to developing a quality newsletter is proper planning. Establish why you want to produce the newsletter, who your target audience is, what information and how it is to be delivered, who will be responsible for it and, finally, how regularly the newsletter will be distributed. It is a good idea to ask around the club and find out if there is anyone with experience in producing a newsletter.

TIPS:

- Choose a name for your newsletter that reflects an aspect of the club, and one that is easily recognisable.
- Plan a yearly calendar, choosing key times for distribution, keeping in mind the dates of any major events that need promoting.
- Investigate the possibility of using a graphic design house to get your newsletter looking as professional as possible so that it won't be ignored.
- Allocate one person to be responsible for collating the material for each newsletter.
- Always allow enough time to make corrections and review the newsletter before it is printed.
- Consider using more efficient distribution modes such as e-mail, which reduces printing costs considerably.
- When planning for distribution, consider other groups outside the club that you can market to, such as schools, businesses, local government and other sectors of the community.

Other ways of promoting your club

Make sure the community is aware of your club by:

- Creating an attractive sign to hang outside the club rooms, detailing match and training times so people can come down.
- Participating in any community days, such as the local fete. Have a stall with information about the club, and set up an activity (such as handball target) so people can have a go.
- Publicising any club events or occasions in the local paper, council and community newsletters and hanging posters in shop windows.
- Listing the club on the local council leisure services directory and internet site, so anyone wanting to join the club has a contact name and number.
 - Distributing club brochures or flyers to schools, community health centres and shopping centres.
- Asking the council to include the details of the club in any information packs that are sent to new residents in the area.
- Developing a club website, especially if there are members that have a background in web page design or development.
- Submitting information on the club to your respective league/association so that it can be displayed on their web page.

Step 10: Looking forward Developing a sponsorship proposal

While Australian football clubs rely heavily on the contribution of their volunteer communities, sponsorship remains one of the main ways of generating funds.

A sponsorship involves a partnership between two parties, in which both seek benefits through an equitable exchange. A sponsorship agreement usually involves a contract with specific terms for both parties.

Generally, an Australian Football club seeks funding, goods or services, with the sponsor aiming to receive media exposure, access to a supporter base and representation, via signage for example, at matches or events. Some sponsorships are conducted on a 'contra' or 'in-kind' basis, where a sponsor provides services or goods instead of cash contributions, in return for signage and exposure.

Sponsorship may not be a consideration for the first year of your club, however, it may be an option to look at in coming years.

Unfortunately, sponsorship opportunities are not unlimited and the marketplace is very competitive. Therefore, it is essential that Australian football clubs thoroughly plan their pitches to potential sponsors.

A club must be specific in its approach, detailing to a potential sponsor exactly what it wants and what it can deliver in return. It also must be able to establish what costs will be involved in servicing a sponsor and determine whether a potential sponsor is the right 'match' for it.

The pitch

Most sponsorship proposals are presented in written form, however, there are other options such as CDs or websites that may be worth considering. Decide which format is best suited to the potential sponsor.

Whatever format your club decides to take, a sponsorship proposal should include:

- Background of Australian Football in your club's area, including history, image and membership.
- Potential for your club to grow within the local community.
-

Details including your club or league's home ground, including administrative headquarters, participant numbers, crowd numbers etc.

- Future goals – show evidence of planning for the club's future.
-

The program budget – how much your club will contribute and what it is asking for in sponsorship.

-

The proposal – for what purpose the sponsorship is needed, for example \$2000 over two years for football jumpers and boots.

-

The benefits your club will deliver in return, including advertising, media exposure, promotional opportunities and direct access to membership base.

-

The frequency and type of exposure for a sponsor, such as logos on the front and back of jumpers or logos on club stationery.

-

Other related materials, including annual reports, financial statements, demographics and press coverage.

- Contact person and key details of the club.

Your club may also consider including a value for the sponsorship based on factors such as goodwill.

Selling your pitch

Arguably the most important part of the process, the sell, relies on making positive contact and creating a good first impression. Therefore it is important that this step is carried out professionally.

While you may think your club's proposal is thorough and should sell itself, a verbal presentation supporting the document is most important.

Again professionalism is vital, so your club must be represented by the best possible person, preferably someone with past experience or knowledge of the sponsorship concept.

Make sure you find out who to contact and make an appointment to speak to them face-to-face. Determine the company's sponsorship criteria and history so you know what exactly they want from a deal.

Present only well prepared and thorough material in a professional manner, typed and properly formatted.

Have appropriate supplementary information and anticipate answering a host of questions. Follow up the meeting by thanking the person for the opportunity to present your proposal.

Working together

Once you have struck a deal with a sponsor, it is crucial to keep working on making the relationship mutually beneficial. Clubs regularly fail to maintain sponsors long-term because they fail to service them by delivering on promises.

Ongoing communication about all aspects of your club or league is vital, and the sponsor must be kept informed.

Consider the following:

-

An initial thank-you letter, signed by the club president, acknowledging the agreement and reiterating

its terms.

- Regular press updates, with clippings highlighting exposure for the sponsor.

- Regular written reports updating sponsors on team performance, projects and functions.

- Acknowledging the sponsor's performance in its area of expertise.

- Regular newsletters.

- Linking your sponsor to high-profile events and aspects of your club, including adding your sponsor's name to an award.

- Updating your sponsor on progress and your club's desire to build on or extend the relationship.

Evaluating the partnership

Evaluating the sponsorship should be a co-operative project carried out at the end of the sponsorship agreement. If the agreement is a long-term one, then more regular assessments may be required.

Both parties should ask some relevant questions:

- Did both parties meet their obligations?
- Did the partnership work?
- Did the sponsor achieve its objectives?
- How can the arrangement be improved?

To help a sponsor assess the arrangement, your club should present it with:

- Copies of media releases.
- Press clippings.
- Details about events and functions, including crowd numbers.
- Photographic material.
- Copies of advertising and promotional materials highlighting the sponsorship arrangement.
- Financial statement, budget and sponsorship renewal proposal.

Step 10: Looking forward Raising funds for your club

Fundraising is an ideal way to generate money for a club. As the costs involved in running a football club have increased substantially over recent years, many clubs have had to become more resourceful and creative in the ways they raise money.

Fundraising is now considered an essential component of many clubs and is designed to secure funds additional to the club's operating budget. It generally takes in major projects such as raising money to

build a new clubhouse, or smaller-scale projects such as paying for padding around the goal posts to reduce the likelihood of injury. However, regardless of the scale of the fundraising activity, it must be linked to the goals and strategies of the club.

Football clubs must keep records and accounts of all fundraising activities, including income and expenditure, how funds were allocated and spent, wages and commissions paid on raising the funds and other administrative expenses. There are also a number of laws relating to the exercise of fundraising. These laws vary from state to state, so it is a good idea to familiarise yourself with the law before embarking on any fundraising activity.

For more information, contact your local state Member of Parliament or State/Territory Office of Business and Consumer Affairs. Contact details can be found in the last section: Further information/contacts on page xvii.

Creating a fundraising strategy

Having a fundraising strategy that has been well planned can avoid any financial problems, therefore bringing order to a club's financial planning. A strategy not only identifies the various fundraising methods, but also helps the club to work through the best possible options for fundraising in terms of costs, possible returns and examination of the downside risks involved. Below are some tips to help your club create a fundraising strategy.

1. Assign a person who will be responsible for developing and implementing the fundraising plan.
2. Ensure everyone understands the importance of finding money. Emphasise the fact that fundraising is fun and allows clubs to fulfil their planned projects.
3. Develop the fundraising strategy. Set out priorities, timelines and budgets and sort the priorities into categories such as specific projects and ongoing running costs for example. Match the category and the specific initiative to the funding method that will work best. Ensure your fundraising strategy includes elements from each of the following categories:
 - Membership fees.
 - Sponsorship.
 - In kind services.
 - Special events.
 - Gifts and donations.
 - Sales of products.
 - Raffles.
 - Bequests.
 - Merchandising.
4. Make sure you send a copy of the draft strategy to the committee and a cross-section of the club. This will reinforce the support and need for the strategy and will prompt more ideas about other contacts, raise the importance of realistic targets and set firm timelines.

5.

Make sure the committee has signed off on the annual fundraising strategy. This will ensure fundraising is an item on every committee meeting agenda and is also featured in the newsletter.

6.

Keep your annual fundraising strategy fresh and dynamic. Constantly review the fundraising strategy and alter it as circumstances change. Keep in mind new fundraising ideas and if you see an idea that works, capitalise on it and make it work for your club.

The key to any form of fundraising is to start planning early, making sure you have a strong fundraising committee. The more people involved in offering ideas, contacts and time, the greater the chance of raising money and the greater the benefit for the club will be.

For further information on fundraising, refer to the following websites: www.ourcommunity.com.au and www.clubsassist.com. Contact details can be found in the last section: Further information/contacts on page xvii.

Step 10: Looking forward Conducting club events

Conducting an event is a great way to get members involved in different club activities at the same time as promoting the club to the wider community. There are many types of events that a club can organise including fundraising activities, social nights, fetes and special competitions such as carnivals, tournaments and finals.

Events can either be a once-off occasion, an annual occasion or occur more frequently, such as a once-a-month car-boot sale or market. Planning and organising an event is crucial to its success. Events that are not properly planned or adequately organised do not rate well among all those involved and as a result, many people do not want to be involved in the organisational side again. The size of the event should not be indicative of the level of planning that is required, as even small events are complicated to organise and generally require a large number of workers, resources, time, planning and commitment.

Planning for an event

When organising an event, it is important to keep in mind why and for whom the event is being held.

Questions to consider include:

- When and where will the event be held?
- Who will be responsible for organising the event?

- What resources are required?
- Are there contingencies in place in the event of bad weather?

If positive responses can be drawn from these questions, then the event is justifiable and you are ready to move on to the next stage of planning. The following points should be considered when making the final decision of whether the event will go ahead:

- What facilities and equipment are needed for the event?
- Why exactly do we want to stage the event?
- How can we overcome any barriers to staging the event?
- Is there enough time to adequately plan for the event?

TIP:

-

Avoid clashes with other occasions such as sporting events, elections and other major forms of entertainment that club members may be involved in.

It is advisable to establish a social/events coordinator who will be responsible for organising the event. He/she should also form an event committee to look after different aspects of the event. It is important to establish roles within this committee and designate duties and responsibilities to different members of the club.

When planning for a particular event, dates, times, deadlines and other relevant information must be realistic and all people involved in the staging of the event should be contacted. People at the venue and the caterers, for example, need to be contacted so they can have some input and offer any suggestions. This will increase the likelihood of the event being successful.

Budgeting for an event

When planning an event, it is important to consider all costs involved.

TIPS:

-

Start from scratch and list all the costs that will be involved in the event. This will ensure that the event is costed accurately.

-

Break the items of expenditure into several key areas such as administration, event delivery, marketing and communication.

- Be sure that the budget is indicative of true costs – try and avoid hidden costs.

-

Include a target for income. Most events attract some income and this income can be divided into a number of categories.

-

Direct income is income from gate takings, catering and car park takings, whereas indirect income is income from advertising, sponsorship, sales and donations.

The social/events coordinator should work closely with the club treasurer when organising an event. This will ensure that income and expenditure targets are clear and the event will be budgeted for effectively. Remember to include a contingency allowance (usually 15 per cent of the budgeted

expenditure) to ensure that unexpected costs can be covered. It is also recommended to draw up a cash flow budget, including estimates of when money will be received and when it should be paid.

It is a good idea to nominate a final date as to when the decision to go ahead with the event will be made. If there is a chance that the income from the event will not cover all costs, it is advisable to cancel or postpone the event.

Identifying roles and responsibilities for the event

The social/events coordinator should identify all tasks or roles that are required to stage the event and provide a short job description of each, so that people fulfilling these roles are fully aware of their responsibilities.

Typical roles that are required include:

- Ticket sellers – fundraisers.
- Event promoters.
- Caterers.

Ensure that all tasks are considered, as there will be many smaller (but essential) roles that need to be assigned to club members. One way to do this is to develop a work chart identifying responsibilities, key dates and deadlines. An example of a work chart is shown below.

The social/event coordinator is essentially responsible for ensuring that the event runs smoothly, from the organisational stage to the event itself. Therefore, a great deal of communication with officials and volunteers is essential in order to ensure that various tasks are being carried out in the required time.

TIPS:

•

Set regular meeting dates and times with all those helping out so that the progress can be monitored.

•

Keep minutes from these meetings and follow up on anything that needs particular attention. If problems are identified early, the chances of rectifying the situation before the event are enhanced.

Managing the event

The delivery of the event is a result of many hours of work and the tireless efforts from a number of volunteers. Successful events are generally scripted, which are detailed lists of every activity that is to take place within a specified timeframe. A script usually highlights the actual time, activity, people involved, person responsible and the location. Scripts allow all people involved to be able to follow a running sheet throughout the event.

Evaluation is an essential component of the event management process and should be carried out at all stages, including at the conclusion of the event. If the planning and organisational stages of conducting an event have been successful, it is likely that there will be few problems experienced on the day. However, contingency plans must be in place in the event of an unforeseen situation occurring.

The management of an event does not stop when the event ends. After the event, you will need to:

- Write letters thanking and recognising all volunteers, participants, media and sponsors.
- Send out reports of the success of the event to key stakeholders.
- Keep adequate records of the planning and organisation of the event for future reference.
-

Review and evaluate the whole planning procedure of the event and the event itself, noting the things that went according to plan and any adjustments needed before another similar event is held.

Organising social activities

There are many advantages of organising social activities within a club. Social activities bring all club members together and are a great way of introducing and involving new members in the club.

However, although it may seem that organising social activities within a club may not require as much planning as other events, it is important to remember that regardless of size, all events require a high degree of planning and a lot of time and energy.

Even a simple barbecue at the club grounds requires a considerable amount of planning and organising. An appropriate date needs to be set so that all club members are aware of the event, alternate plans need be established for wet weather and there should be plenty of food for all members. These are just a few of the things that need to be considered when organising club social activities. Regardless of the activity, club events should be carefully planned in order to ensure that the function is a success.

For further information on conducting events, refer to the following websites:
www.ourcommunity.com.au and www.clubsassist.com. Contact details can be found in the last section: Further information/contacts on page xvii.

Step 10: Looking forward

Promoting umpires

Promoting the club to the local community is just one of the things that you can do to support your club. Within the club itself, there are people with responsibilities integral to the game of football and these people should be given adequate support, guidance and promotion on a regular basis.

Umpires have a critical role in the game of football. Australian Football is losing umpires at a faster rate than they are being recruited as a result of the negativity that characterises the public and media views of umpires. While there will always be a passionate relationship between spectators, players and umpires because of the nature of the game and the nature of many rules, spectators, players and administrators must be fully aware of the role of the umpire so that negative attitudes towards umpires are reduced.

Supporting the future of umpiring

Within many Australian Football leagues, clubs are responsible for supplying goal and boundary umpires for some grades of competition and therefore have a responsibility in relation to the welfare of umpires and the game in general. All clubs should be involved in recruiting, training and educating umpires and should continually recognise and reward their efforts to strengthen the relationship between the umpire and the club.

Clubs can support umpires by:

- Providing change room facilities, hospitality and a safe environment on match-day.
- Developing a code of behaviour for parents with a zero tolerance for umpire abuse.
-

Creating a policy where parents and spectators encourage children to understand the rules by showing a genuine interest, lead by example, respect all umpires and avoid publicly criticising umpires.

-

Reinforcing that all players play by the rules, avoid arguing and control their temper at all times.

The coach is the most influential role model for players. Coaches' behaviour towards umpires will be reflected in their players' behaviour. Coaches should be familiar with the rules of the game and encourage players to learn them as well. They should also discuss with their players the spirit of the law and teach and encourage them to play within the rules.

All of these strategies will create a positive and stress free environment for umpires and will therefore increase the likelihood of the umpire remaining in or being associated with the club and Australian Football.

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State/territory football organisations

New South Wales

AFL NSW/ACT

Street Address	Postal Address
Level 3 East	PO Box 333
Stadium Australia	Strawberry Hills
Dawn Fraser Ave	NSW 2012
Homebush Bay NSW 2127	
(02) 9746 1611 (phone)	
(02) 9746 1411 (fax)	

Victoria

Football Victoria

Street Address	Postal Address
MCG Great Southern Stand	GPO Box 4337
Level 3 Lifts 12 & 13	Melbourne
Jolimont VIC 3002	VIC 3001
(03) 8663 3000 (phone)	
(03) 9650 4194 (fax)	
Website www.footballvic.com.au	

South Australia

South Australian National

Football League

Street Address	Postal Address
Football Park	PO Box 1
Turner Drive	West Lakes
West Lakes SA 5021	SA 5021
(08) 8424 2220 (phone)	
(08) 8424 2270 (fax)	
Website www.sanfl.com.au	

Western Australia

West Australian Football Commission

Street Address	Postal Address
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181 Roberts Road
Subiaco WA 6008
(08) 9381 2187 (phone)
(08) 9381 4264 (fax)
Website www.wafc.com.au

PO Box 275
Subiaco
WA 6904

Tasmania

AFL Tasmania
Street Address
North Hobart Oval
Argyle Street
North Hobart TAS 7002
(03) 6230 1800 (phone)
(03) 6234 3577 (fax)
Website www.footballtas.com.au

Postal Address
PO Box 520
North Hobart
TAS 7002

Queensland

AFL Queensland
Street Address
Brisbane Lions
Australian Football Park
Birubi Street
Coorparoo QLD 4151
(07) 3394 2433 (phone)
(07) 3394 4977 (fax)
Website www.aflq.com.au

Postal Address
PO Box 1211
Coorparoo
QLD 4151

Northern Territory

AFL Northern Territory
Street Address
Football Park
Marrara Sports Complex
Abala Road
Marrara NT 0811
(08) 8945 2224 (phone)
(08) 8945 0069 (fax)
Website www.aflnt.com.au

Postal Address
PO Box AFLNT 1
Casuarina
NT 0811

Sport and recreation organisations

New South Wales

NSW Department of Sport and Recreation

Postal Address

Locked Bag 1422

Concord West DC NSW 2138

(02) 9006 3700 (phone)

(02) 9006 3800 (fax)

E-mail info@dsr.nsw.gov.au

Website www.dsr.nsw.gov.au

Victoria

Sport and Recreation Victoria

Postal Address

PO Box 2392V

Melbourne VIC 3000

(03) 9666 4200 (phone)

(03) 9666 4394 (fax)

E-mail info@sport.vic.gov.au

Website www.sport.vic.gov.au

South Australia

SA Office for Recreation and Sport

Postal Address

PO Box 219

Brooklyn Park SA 5032

(08) 8416 6677 (phone)

(08) 8416 6753 (fax)

E-mail recsport@saugov.sa.gov.au

Website www.recSPORT.sa.gov.au

Western Australia

WA Department of Sport and Recreation

Postal Address

PO Box 66

Wembley WA 6913

(08) 9387 9700 (phone)

(08) 9387 9726 (fax)

E-mail info@dsr.wa.gov.au

Website www.dsr.wa.gov.au

Tasmania

Tasmanian Office of Sport and Recreation

Postal Address

GPO Box 646

Hobart TAS 7001

(03) 6233 5627 (phone)

(03) 6233 5800 (fax)
E-mail sportrec@osr.tas.gov.au
Website www.osr.tas.gov.au

Queensland

Sport and Recreation Queensland
Postal Address
PO Box 187
Albert Street
Brisbane QLD 4002
(07) 3237 0098 (phone)
(07) 3235 4723 (fax)
E-mail info@srq.qld.gov.au
Website www.sportrec.qld.gov.au

Northern Territory

NT Department of Sport and Recreation
Postal Address
GPO Box 1448
Darwin NT 0801
(08) 8982 2311 (phone)
(08) 8982 2399 (fax)
E-mail participation.dsr@nt.gov.au
Website www.nt.gov.au/dsr/

Sports federations

Sport Industry Australia
Postal Address
PO Box 342
Curtin ACT 2605
(02) 6285 1887 (phone)
(02) 6282 3440 (fax)
E-mail cas@sportforall.com.au
Website www.sportforall.com.au

ACTSPORT
Postal Address
ACT Sports House
100 Maitland Street
Hackett ACT 2602
(02) 6247 0260 (phone)
(02) 6257 3018 (fax)
E-mail actsport@sportnet.com.au

Website www.actSPORT.com.au

NSW Sports Federation

Postal Address

PO Box 517

Sydney Markets NSW 2129

(02) 9746 5071 (phone)

(02) 9746 8319 (fax)

E-mail info@sportnsw.com.au

Website www.sportnsw.com.au

Sports Federation of Victoria Inc (VicSport)

Postal Address

Level 1

120 Jolimont Road

Jolimont VIC 3002

(03) 9654 3755 (phone)

(03) 9654 6414 (fax)

E-mail info@vicsport.asn.au

Website www.vicsport.asn.au

South Australian Sports Federation Inc (Sport SA)

Postal Address

506 Henley Beach Road

Fulham SA 5024

(08) 8353 7755 (phone)

(08) 8353 7822 (fax)

E-mail admin@sportsa.org.au

Website www.sportsa.org.au

Western Australian Sports Federation

Postal Address

PO Box 57

Claremont WA 6910

(08) 9387 8100 (phone)

(08) 9387 8018 (fax)

E-mail info@wasportsfed.asn.au

Website www.wasportsfed.asn.au

Tas Sport

Postal Address

PO Box 1154

Glenorchy TAS 7010

(03) 6230 8200 (phone)

(03) 6230 8265 (fax)

E-mail tassport@tassport.org.au

Website www.tassport.org.au

Sports Federation of Queensland Inc
Postal Address
Sports House
Cnr Castlemaine & Caxton Streets
Milton QLD 4064
(07) 3369 8955 (phone)
(07) 3369 8977 (fax)
E-mail sportsfedqld@bigpond.com

Consumer affairs/fair trading agencies

ACT: ACT Office of Fair Trading
(02) 6207 0400
Website www.fairtrading.act.gov.au

NSW: NSW Consumer Protection Agency
(02) 9895 0222
Website www.fairtrading.nsw.gov.au

NT: NT Government Consumer and Business Affairs 1800 019 319
Website www.caba.nt.gov.au

QLD: Qld Office of Fair Trading
(07) 3246 1500
Website www.consumer.qld.gov.au

SA: SA Office of Consumer and Business Affairs
(08) 8204 9777
Website www.ocba.sa.gov.au/

TAS: Tasmania Consumer Affairs and Fair Trading
1300 654 499
Website www.justice.tas.gov.au/ca/

VIC: Consumer and Business Affairs Victoria
1300 558 181
Website www.consumer.vic.gov.au

WA: Government of WA Consumer Protection
1300 304 054
Website www.fairtrading.wa.gov.au/

Office of Business and Consumer Affairs
Website www.consumer.gov.au

Associations Incorporations Act (1981)
State Acts can be downloaded through:
Website austlii.edu.au/au/legis

Volunteering information

State/territory volunteer centres

ACT – Website www.volact@volunteeract.org.au

E-mail volact@volunteeract.com.au

NSW – Website www.volunteering.com.au

E-mail volnsw@mail.mpx.com.au

NT – E-mail volunteering_nt@octa4.net.au

QLD – Website www.volunteeringqueensland.org.au

E-mail volqld@powerup.com.au

SA – Website www.volunteeringsa.org.au

E-mail volsa@volunteeringsa.org.au

WA – Website www.volunteer.org.au

E-mail community@volunteer.org.au

TAS – Website www.voltasinc.com/

E-mail volunteering.tasmania@tassie.net.au

VIC – Website www.volunteeringvictoria.org.au

E-mail info@volunteeringvictoria.com.au

Go Volunteer

www.govolunteer.com.au

Volunteering Australia

Website www.volunteeringaustralia.org

E-mail volaus@infoxchange.net.au

Other useful contacts

Australian Sports Commission

Postal Address

PO Box 176

Belconnen ACT 2616

(02) 6214 1111 (phone)

(02) 6251 2680 (fax)

E-mail asc@ausport.gov.au

Website www.ausport.gov.au

Australian Sports Foundation
Postal Address
PO Box 176
Belconnen ACT 2616
(02) 6214 7868 (phone)
(02) 6214 7865 (fax)
E-mail info@asf.org.au
Website www.asf.org.au

Australian Drug Foundation
Postal Address
PO Box 818
North Melbourne VIC 3051
(03) 9278 8100 (phone)
(03) 9328 3008 (fax)
E-mail adf@adf.org.au
Website www.adf.com.au

ClubsAssist
Postal Address
PO Box 695
East Bentleigh VIC 3165
(03) 9557 1933 (phone)
(03) 9557 1073 (fax)
Website www.clubsassist.com

Our Community
Postal Address
PO Box 354
North Melbourne VIC 3051
(03) 9320 6800 (phone)
(03) 9326 6859 (fax)
Website www.ourcommunity.com.au

Sports Medicine Australia
Postal Address
PO Box 237
Dickson ACT 2602
(02) 6230 4650 (phone)
(02) 6230 5908 (fax)
E-mail smanat@sma.org.au
Website www.sma.org.au

Australian Council for Health, Physical Education and Recreation (ACHPER)
Postal Address

PO Box 304
Hindmarsh SA 5007
(08) 8340 3388 (phone)
(08) 8340 3399 (fax)
E-mail achper@achper.org.au
Website www.achper.org.au

Australian Bureau of Statistics
1300 135 070
E-mail client.services@abs.gov.au
Website www.abs.gov.au