

**SHIRE OF NORTHAM
CLUB DEVELOPMENT**

CLUB MANAGEMENT GUIDE





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Introduction

THANK YOU for giving up your valuable time to assist in the delivery of grassroots sport in the Shire of Northam. We are very aware that significant expectations are placed on volunteers in sporting and recreation clubs, so this information pack has been put together with key information and requirements relevant to your role as a committee member. If you have any questions or would like any further information or assistance on any of the topics presented, please do not hesitate to contact me.

About the Club Development Officer Scheme

Background

The Club Development Officer (CDO) role is a collaborative partnership between the Shire of Northam and the Department of Sport and Recreation, developed to support clubs in reaching their full potential. The program aims to assist clubs to create healthy, welcoming and inclusive sporting environments to increase participation both on and off the field. We support clubs and their volunteers by providing a variety of recourses, including holding workshops and seminars to ensure your club has the best possible chance to achieve ongoing sustainability. The health benefits of participating in sports clubs have been well documented and as such the program not only aims to empower clubs, but in turn hopes to improve the health of those in the community through the social and physical benefits of belonging to a sports club.

Key Objectives

- enhance capacity of sport and its clubs to deliver services to the community
- increase capability of sport/clubs to achieve ongoing sustainability
- develop excellent working relationships between all relevant government departments, sport and clubs
- develop a culture based on partnerships and collaboration that encourages the sharing of resources

Wishing you a stronger, happier and healthier club

Rachel Gunn
Club Development Officer
Shire of Northam
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*This Pack is for reference only and does not purport to provide specific professional or legal advice. Users should obtain independent advice from legal, insurance and financial professionals as required.



Strategic and Operational Planning

Strategic Plan

Strategic plans focus on the direction of an organisation over a relatively long time frame, usually 2-5 years. Your clubs strategic plan is a critical document for you as a new committee member, as it will describe to you the previously agreed direction for the club including the club's priorities.

You may find as you enter your new role that your club does not have a strategic plan. If this is the case we strongly suggest that the new committee consider developing one. Having a strategic plan in place will assist your club to ensure that everyone is moving in the same direction and working toward the same goals. The plan should outline what you want to do and why you are doing it. It is also important that you consider your state/regional association's strategic plan for your sport when developing your own plan. If your club does have a strategic plan it's a good idea to review the plan each year and determine if it is still relevant or if changes are required.

All those tasks that are to be achieved within the forthcoming 12 month period can be separated out of the Strategic Plan, and can be placed into a separate document called an **Operational Plan** - i.e. those priorities for action over the next 12 months.

Preparing a Strategic Plan

Like many things there is no right or wrong way to prepare a Strategic Plan, they can vary from a few pages to a fully laid out document with images, charts and diagrams. They will reflect the size and scope of your organisation as well.

If you are new to preparing a Strategic Plan we suggest that you keep it simple at first. The plan can grow and evolve over time as your organisation develops.

There are some basics though that must be addressed. Ask yourself:

- Does the plan provide a clear basis for the direction of the organisation?
- If a new Committee member picked it up could they easily use it to find out where the organisation is going in the next few years?
- Does the plan provide detail on how the objectives are going to be achieved, i.e. does it prioritise the strategies and tasks, include resource allocation and target setting?
- Has the development of the strategic plan involved consulting with your stakeholders? For example, if your State Body has a strategic plan does your strategic plan sit within this, i.e. does it refer to and reflect the priorities of the State Body, or is it a separate document with no reference to the State Plan?

Likewise your members and affiliates are also stakeholders. Has your planning involved communicating with them so that they have some ownership of the Strategic Plan so they become willing partners in its implementation?

Operational Plan

Operational plans outline the day-by-day and month by month focus of an organisation. As a new committee member it is important that you locate and read your clubs operational plan. It will specify actions that have been agreed on to meet your strategic plans objectives and identify who is responsible for them.

You may find that your club does not have an operational plan. If this is the case your new committee should consider developing one to ensure everyone is focused on what needs to be done, when and by whom. If your club does have an operational plan, it should be reviewed at the end of each year to monitor performance in relation to achieving the objectives. You should also report on your performance against your plans to your members each year.



Committees

The committee and members of an incorporated association must comply with the constitution/rules of the association, unless these are inconsistent with the law. An incorporated association can amend its rules, provided the amendments are made according to the processes set out in the Incorporated Association Act, and the rules as amended are not inconsistent with the Act.

Amendments must have been lodged with the Dept. of Commerce to become effective.

It is not the function of the government department to interpret the rules of an association, to intervene in the internal disputes of an association, or to provide legal advice. These are matters for the committee and members to decide upon. The department can only intervene if there is a breach of the Act or regulations.

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

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

Office Bearers

Your constitution will dictate the size of the committee, how often it should meet and how the committee members are elected. Generally, committee members will be elected at your Annual General Meeting for a period of 12 months.

- You should have a president, chairperson or someone in charge.
- Your organisation should have a secretary to deal with administration
- If you handle money, you must have a treasurer. Small clubs or groups often combine the duties of secretary and treasurer.
- It is useful to have a deputy to chair meetings when the president is absent.

Depending on the size of your club, your committee may also include positions such as;

- Registrar
- Volunteer coordinator
- Fundraising Coordinator
- Coaching Coordinator
- General Committee Members

The roles and responsibilities of each committee member should be outlined in your club constitution.



An induction process can assist in the transition between outgoing and new committee members. It ensures that new committee members are aware of their responsibilities and understand the aims and objectives of the club. As part of this process, it may be useful to provide new committee members with an induction pack, consisting of:

- Committee member position descriptions
- Club constitution
- Code of behaviour
- Minutes of previous committee meetings
- Committee Contact List
- Copy of Club Plans (eg business or operational plans)
- Copy of the budget
- Any relevant club policies

Committee Roles

The committee members should have a sense of what they are trying to achieve throughout the year rather than just ‘muddling through’ from one committee meeting to the next. This could be achieved by holding a brief planning session at the first meeting of a new committee. At the operational level, a major function of the president is to facilitate effective management of committee meetings

President/Chairperson

The president or chairperson is the principal leader of the organisation and has overall responsibility for the organisation’s administration. The president should set the overall annual committee agenda (consistent with the views of members), help the committee prioritise its goals and then try to keep the committee on track by working within that overall framework.

Responsibilities and Duties

The president/chairperson should:

- be well informed of all organisation activities;
- be aware of the future directions and plans of members;
- have a good working knowledge of the constitution, rules and the duties of all office bearers and subcommittees;
- manage committee and/or executive meetings;
- manage the annual general meeting;
- represent the organisation at local, regional, state and national levels;
- be a supportive leader for all organisations members;
- act as a facilitator for organisation activities; and
- ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members.

More information about the president’s role can be found on the Dept. of Sport and Recreation’s Website.

www.dsr.wa.gov.au/clubs



Secretary

The secretary facilitates the smooth running of the organisation through efficiently handling the records, correspondence and other communications.

Responsibilities and Duties

The secretary duties typically include:

- Maintaining records of the committee and ensuring effective management of the organisation's records. Record keeping extends to recording all relevant Working With Children Check details as required by legislation.
- Taking notes in all committee meetings and the AGM to form the official minutes for the club and ensuring they are distributed to members shortly after each meeting
- Managing the organisation's communication process. Reading and replying promptly to all correspondence (even if to acknowledge receiving the latter and pass it on to the relevant person in the club).
- Collaborating with the chairperson/president when preparing meeting agenda items.
- Maintaining a register of members, life members and sponsors (some clubs may delegate a registrar for this role).
- Maintaining all legal documents such as constitutions, leases and titles. This includes recording changes and alerting the committee when renewals fall due or when a legal deadline must be met.

Treasurer

The treasurer's role is to oversee the financial operations of the organisation and report back to the committee on a regular basis the club's financial performance and position.

Responsibilities and Duties

The treasurer is required to:

- Ensure that adequate accounts and records exist regarding the organisation's financial transactions, including accurate and up-to-date records of all income and expenditure
- Coordinate the preparation of a budget and monitor it carefully
- Issue receipts and promptly deposit all monies in the organisation's bank account
- Make all approved payments and invoice groups/members promptly
- Act as a signatory on the organisation's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member)
- Manage the organisation's cash flow and be accountable for the organisation's petty cash
- Prepare and present regular financial statements to the committee at meetings.
- Negotiate with banks for overdraft facilities, mortgages and other loan facilities where required by the committee
- Regularly file business activity statements (including GST) with the relevant authorities, where applicable
- Prepare financial accounts for an annual audit (if required) and provide the auditor with any information needed
- Prepare an annual financial report



Sub Committees

Committees may choose to form sub-committees to help achieve goals and complete projects or to give attention to certain activities or groups such as juniors. Sub-committees are small teams responsible for managing particular programs or functions related to the governance or operations of the organisation. Club's constitutions generally allow the committee to form sub-committees at its discretion, however it may be best not to embed particular sub-committees in the constitution as they are normally designed to be temporary and therefore may change.

Meetings

Effective meetings are an essential part of running your club. Your club will be required to hold regular meetings, as dictated by your constitution. Generally, these meetings are held monthly, but you may need to hold more regular meetings depending on the size of your club, the amount of work involved and the time of season.

Simple steps for productive and effective meetings:

1. Planning is a must-do; make sure you have a clear agenda that is pre-set and adhered to. This should be distributed to all participants prior to the meeting.
2. The meeting should begin and end on time.
3. Minutes must be recorded. Keep it simple and concise; a who, what, when, where and how structure will ensure the important details are recorded.
4. The chairperson is there to facilitate rather than dominate.
5. Keep meetings short and simple (no more than 90minutes) and ensure they stay on topic. This will encourage people to come back and stay interested. Less people will attend if it is too much of a time commitment.

If your committee meetings run overtime, are dominated by a few people and resolve little, then take action: meetings should be a key vehicle for running the club, but all too often they waste time and achieve little.

Codes of Conduct

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

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

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

For a sample Code of Conduct, visit <http://www.playbytherules.net.au/features-mainmenu/club-toolkit> and see "Code of Behaviour"



Fundraising, Sponsorship and Grants

To be successful in fundraising, it may be best for clubs to allocate responsibility for the fundraising process. If this is not done, then responsibility is often blurred and people are unsure who should be making decisions. It must also be clear why the funds are required – there should be a clearly defined purpose that drives the process. Keep in mind that most people join the organisation to participate in the activity, not become full-time fundraisers, therefore, it is important not to over-rely on a small group of volunteers for fundraising who can quickly become over-worked.

Finding a Sponsor

In the competitive market for finances, finding sponsors can be a difficult task. Make sure your club really needs one as if you accept a sponsor's funds or goods it can cost you time and effort to make their support worthwhile. It may be better to get your organisation running efficiently and find sponsors only for specific projects. Below are a number of hints that may help your club when seeking sponsorship.

1. Pick a company that has some relevance to your club
2. Do your research: Find out about your sponsor, what they do and who runs them
3. Create a link: Find something in common between the business and your club, whether it be the family focus or community focus. Shared values can be an attraction for the sponsor
4. Don't be afraid to use your contacts
5. Be professional. Even if you know the sponsor, make sure you still compose a formal letter and proposal for each sponsor to ensure they see what they are going to get out of the sponsorship relationship.
6. Sell, sell, sell! Be creative. Your club isn't just a 'sports club' but your club is 'encouraging social and physical wellbeing within the community'. Don't be afraid to oversell.
7. Keep the sponsor updated. Send photos with their logo, update them on numbers at games and let them know the success of your team, This will encourage continued support and they can use the pictures in their marketing.

Remember a sponsorship relationship is mutually beneficial. Be creative with the sponsorship proposal and clearly state everything that you can offer them

- Advertising space on signage, t-shirts, website etc.
- Invitation to events and/or priority seating
- Opening an event, presenting uniforms or awards
- Display their logo on programs, newsletters, invitations or uniforms (be creative)
- The right to set up a stall or information at games
- Public acknowledgment at all games and events

Grants

There are many grant options available for a variety of reasons and from a variety of sources, however sorting through these to find one which you do qualify for, submitting the application and the acquitting (finalising) the grant can be an arduous task for even the most organised and skilled club. There is a fantastic recourse available via www.fundingcentre.com.au called "Easy Grants". There is a subscription fee (but it's worth it) so you can receive a customised monthly newsletter outlining all of the available grants throughout a range of departments and categories, fundraising help and tools and grant alerts.

The Shire of Northam also has Community Grants available each year which sporting groups can apply for. For more information on the Shires Community Grants contact the Shire's Community Development Officer Michelle Blackhurst on 9622 6129 or cdo@northam.wa.gov.au



Marketing and Promotion

Marketing and promoting your club is important, as it can bring substantial benefits including attracting and retaining members, gaining sponsorship and assists in communicating your activities to the community.

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

- Club website
- Newspaper advertising
- Club functions
- Competitions
- Sponsorship
- Club open days
- Promotion through schools
- Word of mouth

Depending on the size of your club, it may be worthwhile to appoint a Marketing Coordinator to the committee, to be responsible for the marketing and promotion of your club. Ideally, this would be someone who has some experience in marketing and promotions, or someone with an interest in developing their skills in these areas.

Remember – many organisations focus on attracting new members and forget about retaining and valuing the members they currently have. The most important marketing plan is to develop a plan with strategies to improve the basic services the club presently provides. This is the most cost effective marketing strategy and can be more effective in the long term.

For more information, visit www.dsr.wa.gov.au/clubs and access their Marketing and Promotion booklet.

Generic Email Address

An independent generic club email address will make it easier for your club to communicate. It allows more than one person to access and send emails on behalf of your club, increases the perception that the club is run in a professional manner and assists to maintain continuity when your committee members move on.

There are a number of providers that offer free email addresses with minimal details required for sign up. Your email address should be recognisable and synonymous with your club.

Club Website

A website is an important marketing and promotional tool and allows you to publish specific information about your club. A professional looking website can assist you in attracting new members and may be beneficial in attracting potential sponsors.

The Department of Sport and Recreation offers free websites to clubs that register as a user of Clubs Online. Registering as a clubs online user allows your club to be added to the Find a Club directory, allowing potential members to easily locate you.



Social Media

The use of social media has become an important marketing and communication tool for clubs. Effective use of social media will allow you to promote your club for free, to a large number of people.

It is important that your club understands that there may be some legal risks associated with the use of social media. Organisations can be held liable for posts made by third parties on their Facebook and Twitter pages, even if they have not authorised the content. It is recommended that clubs

- Develop a plan, know what you want to get out of your social media so your club can use it accordingly.
- Promptly delete incorrect, misleading, defamatory or discriminatory posts and content that infringes intellectual property rights
- Include a statement on your website and social media pages that your club is not responsible for content posted by third parties.

Financial Management

Financial Reports

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

As a minimum, it is recommended that your club completes three financial reports each year

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

Taxation

There are specific taxation laws that apply to not-for-profit organisations, including sport and recreation clubs. Depending on the specifics of your club, you may be eligible for certain tax exemptions or concessions.

For further information about your club's taxation obligations, contact the Australian Taxation Office on 13 72 26, or visit their website www.ato.gov.au

Inclusion

Every participant in sport, regardless of the role, has a right to be treated with respect, dignity and fairness and to participate in an environment that is enjoyable and safe. Inclusive means welcoming everyone, regardless of age, gender, race and ability. An inclusive club ensures that all members have an equal opportunity to take part in sport and recreation. An inclusive club doesn't just wait for this to happen – you take steps to make it happen! There are lots of things you can do to make your club more welcoming and inclusive. Visit DSRs website (www.dsr.wa.gov.au) to access "How to be an Inclusive Club" guide and "How Inclusive is Your Club" checklist.



Volunteering and Participation

Volunteers

Volunteers are critical to the successful running of clubs and are often hard to recruit and retain on a long term basis.

Sporting club committees often change from season to season and it can be tiring to manage from the Executive Committee's perspective and this is where retaining current volunteers and having a volunteer management plan is advised.

A volunteer management plan should include:

- The number of volunteers required and the roles they are required for
- Identification of skills already in the organisation (i.e. conduct a skills audit of existing members and volunteers, possibly on registration forms)
- Recruitment strategies
- Written roles and responsibilities of volunteers
- Training that can be offered to volunteers
- Ongoing support that can be provided
- Recognition strategies
- Part of the overall business plan

Job descriptions allow potential volunteers to assess whether they would like to offer their services for the position and allows the Club to define what skills are needed for each job. Volunteer job descriptions should include:

- Name of the role
- How many hours a week/month would be involved in committing to the role
- Responsibilities of the role
- Skills required
- What opportunities the club offers its volunteers e.g. training

When new volunteers start with an organisation it can be a daunting experience, having a committee member role to look after volunteers and support them can help retain volunteers for a longer period.

Ways in which you can support your volunteers:

- Provide volunteers with a central contact person
- Train and support them in the role they have accepted
- Keep volunteers up to date with what is happening at the club
- Have a process in place to ensure that volunteers do not have out of pocket expenses
- Establish a positive club culture that encourages volunteers to discuss any problems, issues or suggestions

For more information on volunteers and volunteer management visit the Volunteering Australia website <http://www.volunteeringaustralia.org>



Participation

Many players discontinue playing during the transition from junior to senior sport. Therefore to prevent losing players over this period, it is vital to create links between juniors and seniors (whether the same club or different).

Creating the links

- Run club social events for both junior and senior players
- Encourage senior coaches to regularly attend junior games
- Encourage junior players to volunteer at senior games and vice versa
- Encourage senior players to assist with coaching junior teams
- Make junior training times immediately precede senior training
- If different clubs, encourage networking of presidents
- Distribute retention letters to all 17s players at the conclusion of the season, giving them details for senior team/club contacts

KidSport

KidSport enables eligible Western Australian children aged 5–18 years to participate in community sport and recreation by offering them financial assistance of \$200 per child per year towards club fees. The fees go directly from the local government to the registered KidSport clubs participating in the project.

Sport and recreation clubs can get involved in KidSport by registering as a KidSport club with their participating local government. To be eligible clubs can be a:

- Not-for-profit sport or recreation club and affiliated with a recognised State Sporting Association or have affiliation through a State organisation.
- Business/private owned, BUT individual members MUST be affiliated with a recognised State Sporting Association or have affiliation through a State organisation.

If your club has children participating between the ages of 5 and 18yrs and meets the criteria, you can register your club online at www.dsr.gov.au – Become a KidSport Club.

Once registered, KidSport clubs receive applications and then invoice the local government for the cost of the applicant's fees and other identified costs. All KidSport vouchers must be submitted and validated by the local government before being accepted by the club as payment for fees.

Clubs can promote KidSport to their members by linking with their participating local government to access application forms. Hand them out at registration days, during workshops or by directing parents/guardians to the KidSport website. Information can also be distributed via club newsletters and through club and State Sporting Association websites.



Training and Development

It is important that your club's committee members have the necessary skills to perform their duties effectively. Providing opportunities for them to undertake professional development in skills relevant to their position will be beneficial to the management of your club and also to assist you in retaining them as volunteers.

Officials

Officiating is one of the most challenging roles in sport; it requires solid decision making, concentration, communication and people management skills. It is recommended that anyone acting as an official at your club undertakes some form of officiating accreditation, to assist them in performing their duties.

New officials can complete the "Introductory Level Officiating General Principles" online course which has been developed to assist officials in learning the basic skills they will need to officiate effectively. This course is offered free of charge by the Australian Sports Commission and takes approximately 4 hours to complete.

www.ausport.gov.au/participating/resources/officials/onlineofficial

The Introductory Level Officiating General Principles course can provide the first step towards accreditation. Your national or state sporting organisation can provide more information on the sport specific requirements to achieve further officiating accreditation.

Coaching

Coaches play a key role in developing your player's skills and helping them reach their potential. It is recommended that your coaches, as a minimum, undertake basic coaching accreditation to;

- Access best practice strategies and information in relation to your sport
- Deliver material that is relevant and appropriate to players' development level
- Ensure the coaching environment is safe for all participants
- Reduce the likelihood of coaches becoming involved in legal action

New coaches are encouraged to complete the "Community Coaching General Principals" online course to learn the basic skills of coaching, particularly those coaches working with children. The course is free of charge by the Australian sports Commission and takes approximately 4 hours to complete.

Your national or state sporting organisation can provide more information on the sport-specific requirements to achieve accreditation as a coach.

First Aid Training

As part of your club's risk management policies, it is important to have members of your club trained in first aid. Supporting your people through first aid courses or by running education sessions for them will ensure that they are qualified and capable of administering first aid and managing sport injuries. More information on course available can be found at

St John – www.stjohnambulance.com.au
Sports Medicine Australia – sma.org.au

*SMA run a sports first aid course which may be more specific to sporting injuries



Risk Management

Clubs must accept that it is inevitable that it will encounter risk. Your club has a duty of care to members, volunteers and spectators, so the aim of the risk management is to ensure the club operates in a way that reduces the risk of injury, damage or loss to people, facilities and finances.

It is important that your club develops and implements a risk management plan to assist in minimising risks that exist within your club. For further information on this, visit DSRs website www.dsr.gov.au and access their Risk Management Guide

Injury Management and Prevention

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

1. Provide opportunities for your members to undertake first aid training, to ensure there is someone available at all times to administer first aid if required
2. Provide first aid kits to all teams and ensure the first aid kits are replenished as required
3. Complete a medical history questionnaire for all members (generally as part of the registration process) to determine if there are any pre-existing risks of injury
4. Document all injuries and record them in a log book
5. Implement healthy club policies outlining your club's position on injury prevention and management.

For further information contact Sport Medicine Australia on 9285 8033 or visit their website www.sma.org.au

Liquor and Gaming Licences

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

Similarly, a licence may be required for gambling activities, such as bingo and gaming that clubs may wish to conduct for fundraising and social purposes.

For further information contact the Department of Racing, Gaming and Liquor - www.rgl.wa.gov.au/

Insurance

Insurance protects your club against paying large sums of money due to an injury or an accident involving your members. Your club's insurance requirements will depend on the size of your club, its assets and the nature of its activities. However, as a minimum, it is recommended that every sporting club be covered by Public Liability Insurance, Personal Accident and Directors Liability Insurance.

There are a number of different insurance policies available for clubs: Public Liability, Directors Liability, Professional Indemnity, Workers Compensation, Volunteer Workers and Asset Protection to name a few. For further information, contact your State Sporting Association or an Insurance Broker.



Working With Children

If any of your club’s members have contact with while volunteering or working at the club, they may be required to obtain a Working With Children Check (WWCC). The WWCC is a compulsory screening strategy in Western Australia for people who engage in certain paid or unpaid work with children, described as “child-related work” under the *Working with Children (Criminal Record Checking) Act 2004* (the WWC Act).

As a sporting club or volunteer organisation you have obligations under the WWC Act, so it is vitally important to make sure your applicable club members and volunteers have a WWCC. Not complying with your obligations can result in a possible **fine of up to \$60,000 and five years imprisonment**.

For further information visit www.workingwithchildren.wa.gov.au

Useful Contacts

Organisation	Website/Email	Phone
Shire of Northam Club Development	clubdo@northam.wa.gov.au	9622 5153
Shire of Northam Facilities Booking	bookings@northam.wa.gov.au	9622 5153
Department of Sport and Recreation	www.dsr.wa.gov.au	9690 2400
Department of Commerce	www.commerce.wa.gov.au	1300 136 237
Department of Racing, Gaming and Liquor	www.rgl.wa.gov.au	9425 1888
Sports Medicine Australia	www.sma.org.au	9285 8033
St Johns Northam (First Aid Courses)	www.stjohnambulance.com.au	9621 1613
Working With Children Check	www.workingwithchildren.wa.gov.au	6217 8100
Australian Taxation Office	www.ato.gov.au	13 72 26
Volunteering WA	www.volunteeringwa.org.au	9482 4333
Australian Sports Commission	www.ausport.gov.au	02 6214 1111
Funding Centre	www.fundingcentre.com.au	03 9320 6800
Play By The Rules	www.playbytherules.net.au	N/A
Grants Directory	http://grantsdirectory.dlg.wa.gov.au/	6551 8700

