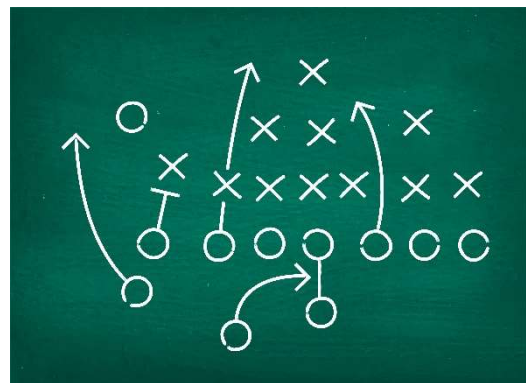


Section Five: Club Management

Overview

The information contained in this section is general and covers the basics for a large proportion of community sport and recreation organisations. All organisations are encouraged to seek specific information from their peak body, including the State Sporting Organisation or regional association. The peak bodies may also be able to provide further information on club management topics. Some helpful resources can be found in *Section 7 Useful Non-Council Links*.



Education and Training Opportunities

Council provides a range of free, subsidised and low-cost education, training and governance support opportunities throughout the year. Education and training workshops focus on the basics of sound club management and include financial management, effective meetings, volunteer recruitment, and using social media.

Currently Council is working with experienced consultants CPR Group to deliver a series of education and training sessions for all Not For Profit organisations. Details of the sessions conducted can be viewed at [MBRC Training Resources — CPR Group, Sport and Community Development Consultants](#).

To keep up to date with education and training opportunities, visit <https://www.moretonbay.qld.gov.au/Services/Community-Support/Community-Sport-and-Recreation-Resources/Workshops-and-Training> or subscribe to the Sport & Recreation e-newsletter via the following link www.moretonbay.qld.gov.au/News/Newsletters.



Sport and Recreation e-Newsletter

Council's Sport and Recreation team delivers current news, legislative changes, education and training workshops, grant funding opportunities and other relevant information on a regular basis to the email address of all subscribed members. Any or all club members may wish to sign up to receive the e-newsletter. The Sport and Recreation team also distributes a Healthy and Active Moreton e-Newsletter, which provides details on all of Council's upcoming recreation programs and other opportunities to stay fit and healthy.

Visit <https://www.moretonbay.qld.gov.au/News/Newsletters> to manage your subscription to these and any other Council e-newsletter.



Financial Operations

Not-for-profit does not mean no profit. Committees have a responsibility to members to operate a financially sound organisation, which has sufficient funds to undertake its core operations and maintenance responsibilities when they fall due. Budgeting is one of the most important functions of the committee, as it enables clear, transparent operations and identifies how the strategic plans of the organisation will be funded. There is a strong link between strategic planning, operational planning, and budgeting.

It is ideal to prepare and annually update a budget with a five-year forecast. Core operational requirements such as insurance, electricity and affiliation fees will remain each year. A longer-term view will allow the incorporation of sinking funds for items that occur less frequently, such as the replacement and repair of significant assets like sports field lights, or a club development fund to undertake facility improvements or employ a development officer to run school programs.



The membership of a club entitles each person to access the facilities and services offered by the club. It is therefore reasonable that the member financially contributes to their share of use. The membership fee should be developed with clear identification and categorisation of these costs. An elemental break down will justify any changes required to the membership fee and provide transparency to all members as to where their fees are being used. Membership fees should identify, at a minimum, affiliation fees to the peak body, insurance costs, facility operations and minor maintenance, asset sinking fund contribution and facility development sinking fund. Other costs can be categorised in accordance with the operations of the club.

Other sources of income such as canteen profit, sponsorship, and grants should be separated from the core operational budget but be clearly identified and allocated towards a future expenditure item, in accordance with the projects listed in the strategic plan.

It is best practice to establish one or more sinking funds, with regular contributions being made so funds will be available when required. Sinking funds should be separate bank accounts rather than just a budget line item. Due to their long-term nature, sinking funds can be high interest-earning accounts to maximise return for each club dollar invested. The value of contributions should be determined by the club's Asset Management Plan. Examples of calculating fees can be provided by contacting sportrecreation@moretonbay.qld.gov.au. This process should be undertaken for all assets of the club and a replacement fund set aside.

Sponsorship

Sponsorship can be difficult to obtain and is variable from one year to the next. At community level, sponsors are often obtained through a connection with a club member, which is subject to change if that member moves on from the club. Sponsorship should not be relied upon as a revenue stream to provide core operational services of the club. Budgeting should reflect a situation of no sponsorship, with any funds obtained through sponsorship considered 'extra', with the equivalent value of funds put aside for future projects that would not have otherwise been possible.

Clubs should consider the options available to recognise the sponsor and demonstrate the value of their financial contribution to the club. Many clubs will acknowledge the sponsor on playing uniforms, club websites and by installing signage at the facility. Ensure that the commitment of the club complies with the requirements of Council's signage guidelines.

Today's sponsors are often seeking greater evidence of a return on their investment. It is difficult to measure the success of a sign in attracting people to their business, which makes it difficult for the club to justify further sponsorship in the future. Negotiate a suitable mechanism with the sponsor to measure the conversion of spectators to purchasers. This may include the use of a discount voucher unique to the club that is recorded by the sponsor with each sale. The club can distribute this voucher or code to its members and visitors. At the end of a given period, the sponsor will be able to tally all sales where the unique code was applied.

Clubs should also consider multi-year deals to match its operations. The purchase of new playing jerseys each year is expensive but if sponsors change on an annual basis, there may be no other option. A set of jerseys that lasts two or three years for a single age group with the same sponsors will be a more efficient use of funds and provide visibility for a sponsor to two or three new sets of families over the sponsorship period. If jerseys are given to players each year, this should form part of their membership fee rather than relying on the sponsorship dollar.

Insurance

Lessees and occupants and any community organisation applying for a lease, licence or permit to occupy utilising a Council facility must hold and maintain insurance policies including, but not limited to:

- Contents insurance to cover the organisation's possessions,
- Workers compensation insurance,
- Volunteers' insurance, and
- Public liability insurance to the value specified by Council in the lease agreement.

Generally, Council will insure all enclosed buildings, unless alternative provisions are expressly indicated in a tenure agreement.

Disaster Management

Organisations should proactively prepare for disasters, whether natural or man-made, by attending a workshop, developing a disaster management plan, registering for MoretonAlert and having appropriate insurances.

MoretonAlert is a free SMS, email and voice notification system to provide severe weather warnings, Queensland Fire and Emergency Services' bushfire warnings, Council prescribed burn notifications, potential flash flooding incidents, and planned dam releases within the Moreton Bay region.

Register for MoretonAlert by clicking this link <https://www.moretonbay.qld.gov.au/Services/Disaster-Management/MoretonAlert>.



Clubs should report damage from significant weather events to Council by contacting Customer Service as per *Section 6 - Council Contacts*.

Hosting Events

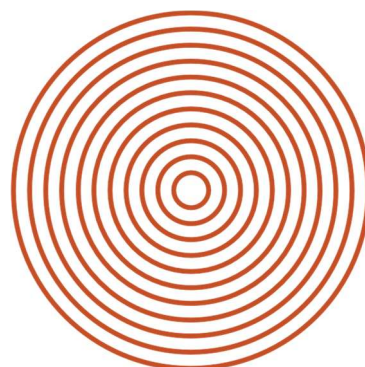
Sports clubs host events from interclub challenges through to sign on days, annual presentation days and state or national championships. If the club is hosting an event that falls within its usual permit times and can be accommodated with the existing site infrastructure with no additional components, there is no need to advise Council.

However, if the activity is outside of the club's permit times or is considered an event the club must visit Council's website to determine if an application for a Local Law Approval is required

Events on public land and roads - City of Moreton Bay

If the activity involves any of the below it is considered an event:

- The event is part of an events program i.e. same event taking place at the same location more than one time a year, a triathlon for example;
- Fireworks;
- Alcohol will be sold/supplied;
- Amusement rides (including inflatable amusements);
- Amplified sound (ie speakers for announcements or other noise producing equipment);
- Traffic Management;
- The event duration is over 1 day;
- Attendance for this event will be 200 or more;
- More than 2x 3m x 6m marquees;
- Access to Council power;
- Food vendor/s;
- Security will be employed; or
- Animals or soil will be brought to site.



If the club operates on a multi-use site, it is the club's responsibility to liaise with all other site users before requesting approval.

Council officers will assess the suitability of the activity for the playing surface. High impact activities such as rides must be restricted to areas outside of the playing field and pegging and staking is not permitted.

Any damage as a result of the event will mean the club will need to pay Council the amount it would cost for Council to have all damage rectified or organise for the damage to be rectified, with Council's approval.

Council provides several services free of charge to support events held by community organisations.

- Extra general waste bins may be supplied if requested through an application, and pop-up marquees may be available via direct request to the club's divisional Councillor.
- Council also has pop-up marquees (3m x 6m) available for loan to Moreton Bay based not-for-profit organisations hosting a community event within the region.. Visit <https://www.moretonbay.qld.gov.au/Services/Community-Support/Marquee-Loan> to make a booking.

Clubs may also submit an application to hold an event at a park that is different to its home sports facility. For a list of parks with designated event sites visit <https://www.moretonbay.qld.gov.au/Services/Sport-Recreation/Parks>.



Organising a Facility Opening

If your organisation is planning to hold an opening to celebrate a new or upgraded facility or holding an event to celebrate a major milestone, a permit maybe required depending on the size of the event. To assist in your planning of the opening refer to Appendix I in this manual for a comprehensive checklist.

Grant Funding

Not-for-profit community organisations are eligible for a range of grants. Grants may be obtained for planning projects, infrastructure development, equipment purchases or governance activities. Each grant funding program focusses on specific types of projects, with clubs most likely to achieve success with a well written application that matches the priorities of the program.

It is best practice for clubs to identify all upcoming needs and develop specific projects to achieve the outcome. These may be identified in a club development or business plan, which specifies; a) the project scope; b) the estimated cost; c) the grant program most suited to the project; d) the year that the project will be undertaken; and e) any financial contributions required by the organisation, as per the specific requirements of the grant program.





Funds should be put aside in accordance with the planned date of the application, so that the club can demonstrate it has the ability to contribute to the project as required, which will increase the likelihood of success.

Council offers a Community Grants Program twice per year. Clubs requiring assistance in matching activities to suitable grant programs and/or preparing quality funding applications can contact Council's Sport and Recreation team for advice. Officers are experienced across a range of funding programs and can provide assistance to increase the club's chance of success, including the provision of Council-related documents and support letters.

Grants are generally not available for maintenance or replacement works. Therefore, clubs should budget for maintenance activities and not rely on grant funding as a core source of income.

Visit <https://www.moretonbay.qld.gov.au/Services/Community-Support> for details of the Community Grants Program. Grant opportunities are published in the Community, Sport and Recreation newsletter. Further details on page 21. Clubs and Community groups will need to work with the grants team throughout the funding process and can contact grants@moretonbay.qld.gov.au.

There is a website called Funding Finder where clubs and community groups can search all available grants from all available sources, for which they could potentially apply. This website will give clubs and community groups the best chance at finding funding for their desired project <https://moretonbay.grantguru.com.au>.

Awards and Recognition

Clubs, administrators and participants dedicate countless hours and effort towards providing quality experiences, demonstrating best practice and achieving aspirational feats. Council encourages all clubs to strive for best practice and be appropriately recognised for these efforts. At the individual club level, volunteers should be recognised and rewarded each year by a gift that is commensurate with their contribution. This is commonly undertaken at the club's annual presentation event.

External recognition is also valuable. Individual club administrators, coaches, officials and sports people are eligible for nomination for Council's Australia Day Awards under the categories of Citizen of the Year Award and Mayor's Community Spirit Award. Many regional, state and national sporting organisations and other industry bodies also offer annual awards programs to recognise the achievements of clubs and individuals. If a club is seeking support for a nomination to an external organisation, Council can provide formal correspondence to include in the submission. Please contact Council's Sport and Recreation team ensuring that sufficient time is provided for the preparation and endorsement of correspondence.

Updating Club Contact Details

It is important that Council is able to contact authorised club representatives throughout the year. Clubs can easily update Council with current club and committee contact details by emailing SportRecreation@moretonbay.qld.gov.au. Sport & Recreation will update the various Council systems, which saves clubs from individually contacting Council departments. It is good practice to provide updated details at the same time as updating the Queensland Government's Office of Fair Trading following each AGM. It can also be completed at any time throughout the year in the event that committee members change between AGMs.

Email SportRecreation@moretonbay.qld.gov.au to update your club details.

