



Club Development

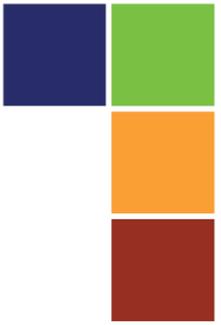
**A quick reference guide to club
development for sport and recreation
clubs in the Rockhampton Region**



Produced by Rockhampton Regional Council

PO Box 1860 Rockhampton Q 4700

Phone 1300 22 55 77 | Fax: 1300 22 55 79 | Email enquiries@rrc.qld.gov.au





Contents

Creating a Club	4
Governance	6
Planning	8
Risk Management	13
Club Policies	17
Position Descriptions	18
Sponsorship, Fundraising and Grants	19
Gaming and Fundraising	29
Marketing and Promotion	31
Event Management	34
Healthy Canteens	41
Safe Canteens	42
Volunteer Management	43
First Aid	47
Alcohol Management	49
Liquor Licencing	52
Tobacco Laws	58
Active After School Communities	60
Council Requirements – working with LG	62
Forms, Templates and Checklists	64

Creating a Club

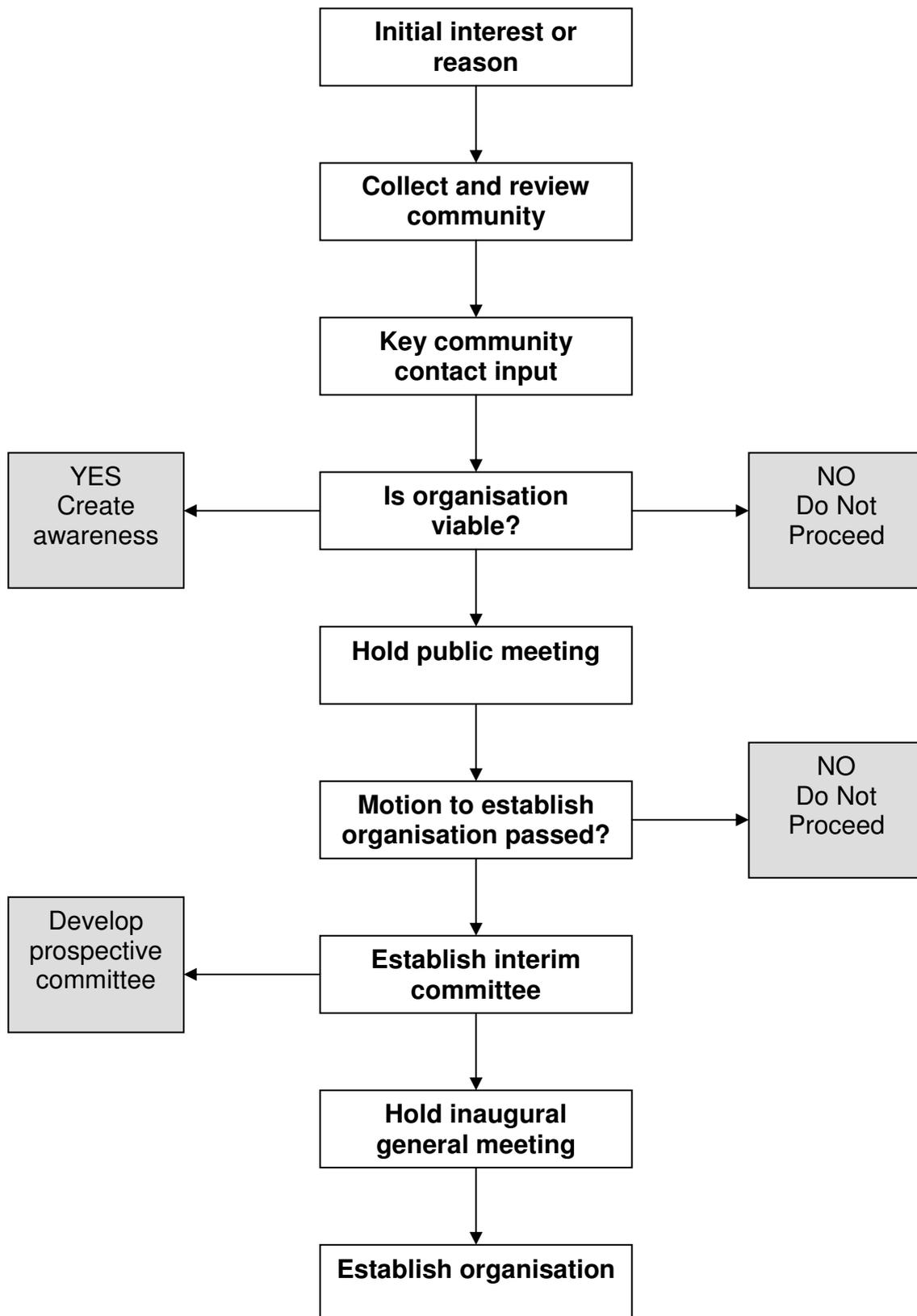
Creating a sporting club requires hard work and dedication and committees need to consider the following planning, marketing and branding, public meetings and committee meetings, finance, legal issues, memberships and government organisations.

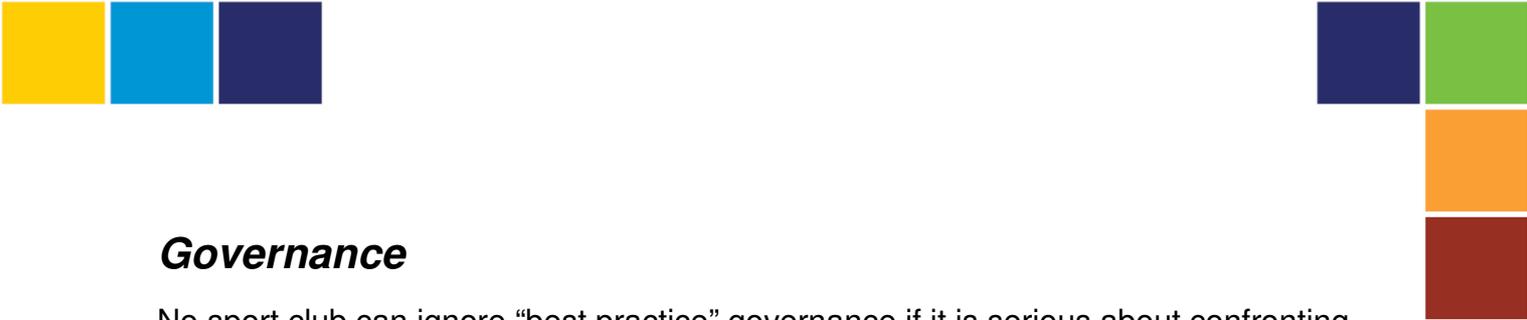
More information on creating a club can be found on the Australian Sports Commission's website at:
https://secure.ausport.gov.au/data/assets/pdf_file/0019/185113/Club_CreatingClub.pdf

Club Member Base

Advantages of large membership base	<ul style="list-style-type: none">• Lower operating costs per member• Greater ability to raise funds• More feasible to provide specialised services• More volunteers for committee and club work• Expansion into other areas of activity is easier
Advantages of small membership base	<ul style="list-style-type: none">• Total administrative workload is lighter• Camaraderie between members can be greater• Factionalism may be less of a problem• Organisation's ability to speak with a consistent message will be enhanced

Flowchart for creating a sport and recreation organisation





Governance

No sport club can ignore “best practice” governance if it is serious about confronting future challenges and seizing future opportunities. Improving your clubs governance systems and practices will lead to a range of positive benefits and opportunities.

What is Governance?

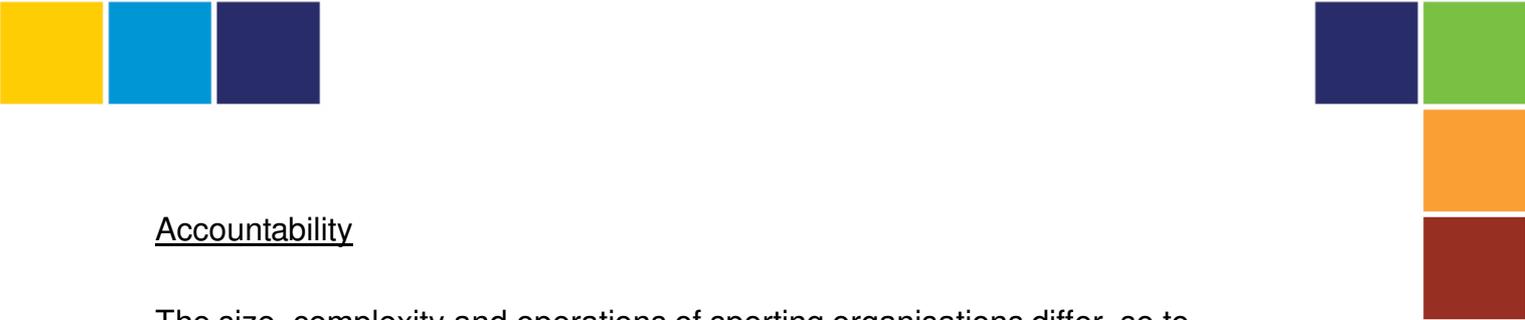
Governance is the system by which your club is controlled and how your club manages its resources to good effect for both members and stakeholders. Risk management is an essential component of governance.

Importantly, governance in this sense is to be distinguished from management, which is concerned with the day to day operations of a club e.g. conduct of competitions, whilst governance focuses on the systems and structures by which a club is directed and controlled.

Good governance is about:

1. **Planning** - Developing strategic goals and objectives, and determining how these can be achieved.
2. **Organisational performance** - Monitoring the performance of the club against performance targets to ensure the goals and objectives are achieved.
3. **Leadership** - Ensuring the club is governed responsibly with the best interests of members and stakeholders at the core of decision-making.

Governance is an essential component towards improving your clubs performance on and off the playing arena.



Accountability

The size, complexity and operations of sporting organisations differ, so to optimise individual performance, flexibility must be allowed in the structures and systems that are adopted. This flexibility must be balanced against accountability, contestability and transparency. There is an obligation for all sporting organisations to explain to stakeholders if any alternative approach to the best-practice principles is adopted (the 'if not, why not' obligation).

Benefits of effective governance

Good governance allows:

- Better management;
- Meet legislative requirements;
- Improved communication;
- Sustainability and growth;
- Attracting sponsors;
- Appealing to insurers;
- Increased membership and
- Enhanced reputation.

Effective governance protects the rights of your members and stakeholders and assists the continued success and growth of your club.

More information on **club governance** can be obtained from the Australian Sports Commission's website at:
http://www.ausport.gov.au/supporting/clubs/resource_library/club_management

Information and forms on **Incorporation** can be found at
<http://www.fairtrading.qld.gov.au/incorporating-an-association.htm>

Information on **conducting meetings** can be found at
http://www.ausport.gov.au/supporting/clubs/resource_library/club_management/effective_meetings

Planning

Planning for Your Club:

Planning is the key to the future for all sporting and recreation organisations no matter their level, activity or size.

Planning and Reporting Checklist

Clubs want to increase membership, raise funds, attract and retain volunteers, develop coaches and officials and maintain good financial and governance management practices.

	Yes	If No, why not?	Detail action required to address no responses
Does your club have a detailed 3-5 year business plan?			
Is the business plan written down?			
Does the business plan articulate responsibilities to volunteers to implement the plan?			
Does the business plan articulate clear time lines?			
Does the business plan articulate clear strategies and actions?			
Does your club have a budget for implementing the plan?			
Is the business plan used to drive the agenda of the meetings of your club?			
Does every member of your club board or committee understand the budget?			
Does your board or committee review variances between actual and budgets at every club meeting?			
Do you have operating and financial Key Performance Indicators (KPI is an operational tool used to determine success or failure of performance) for club board or committee?			

Do your board or office bearers i.e. directors understand the KPIs?			
---	--	--	--

Who should be involved in the planning process?

Try to involve as many people in the planning process as possible. The more people who are consulted in the development of the plan, the more it will reflect the true direction of your organisation. Your members will also feel that the plan belongs to them and they will be more comfortable in assisting with its implementation.

A group of people should be invited to a planning meeting to brainstorm the basics of the plan. This group should be representative of:

- Board/committee members;
- Volunteers;
- Sport participants ;
- Paid staff;
- Coaches;
- Facilities operators;
- Officials;
- Sponsors;
- Parents and
- Other stake-holders in your organisation.

After your planning meeting, the draft plan should be circulated as widely as possible to your members to make sure that it reflects their needs.

Basics of planning

A business plan is the summary and output of the planning process. The plan should outline the direction your club wants to go and the necessary steps to get there.



A business plan describes:

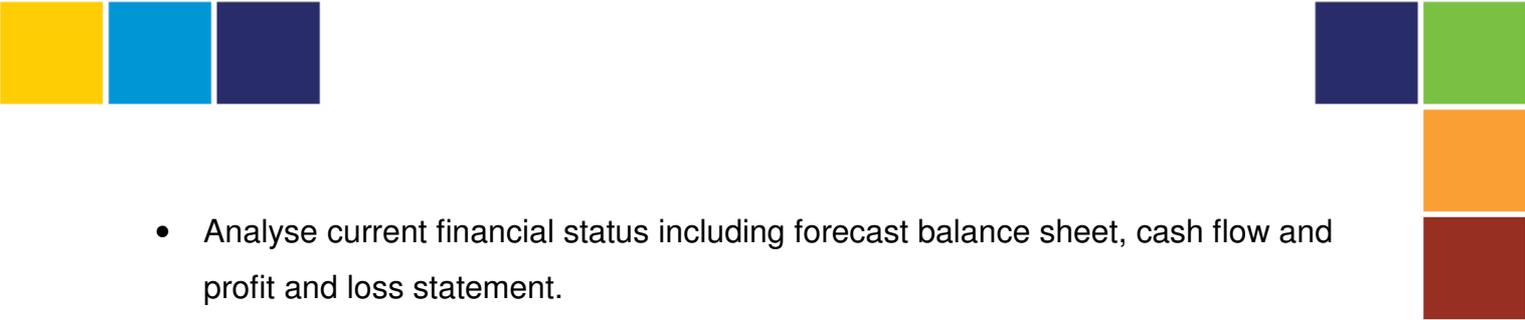
- How your club fits together;
- Why your club is a vibrant sport that can meet its management goals and objectives and
- The distinctive competencies of your club and its unique point of difference.

Step 1: Set up planning structure

- Form a planning sub-committee;
- Schedule meetings separate to board meetings;
- Identify key people who should be involved in your planning process – board directors, management, sponsors and
- If possible (but not essential) appoint an experienced external facilitator – someone who is not involved in the club – to drive the planning process.

Step 2: Establish current status and broad strategy

- Consult with your affiliated body i.e. state sporting body for information about regional and national plans and other relevant information;
- Review past outcomes and present position, including your club mission statement and corporate values. Your mission is what your club or association wants to achieve in the larger environment;
- Find out trends within your sport and the industry. For example, there may be an increase or decrease in participation, access to funds, alliances with other club or associations etc;
- Find out trends within your club. For example there could be an increase in females aged 18 – 25 participating at your club;
- Understand where your club is placed within the operating environment by undertaking a **SWOT** analysis to identify strengths, weaknesses, opportunities and threats;
- Establish realistic and timely performance indicators. For example, your club plans to conduct two coaching courses in one year;
- Draft action plan, assign responsibilities to key people and

- 
- Analyse current financial status including forecast balance sheet, cash flow and profit and loss statement.

Step 3: Map what to include

You will now have enough information to incorporate into a formal plan.

Step 4: Write the plan

Once you have established the plan's sections and structure, you are ready to write the plan. If you need assistance, customise the sample plan from the NSW Sport and Recreation website www.dsr.nsw.gov.au (under running your club menu) to suit the needs of your club including:

- Key Performance Areas (KPAs);
- Sample SWOT analysis to identify strengths, weaknesses, opportunities and threats;
- Implementation plans and
- Financial explanations with sample cash flow forecast and budget forecast.

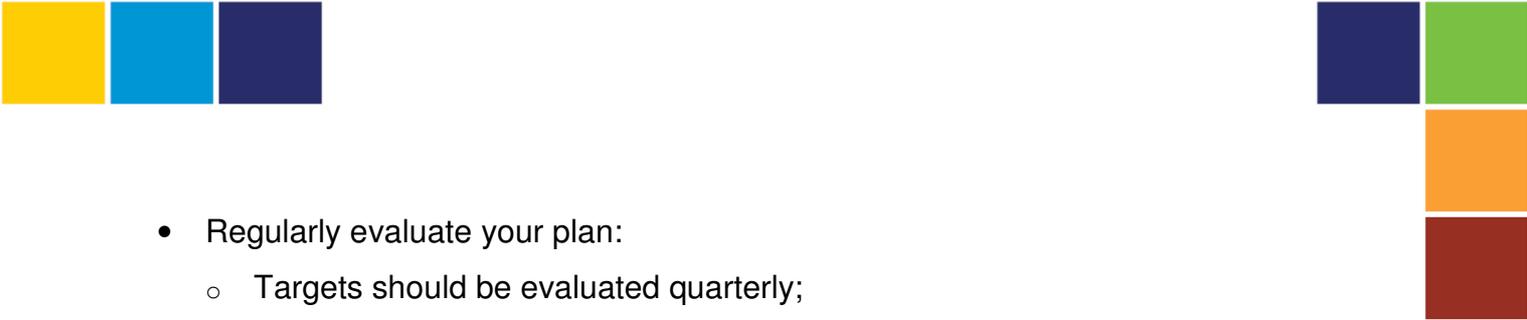
Most importantly, keep the plan simple, easy to read and understand and importantly simple to implement.

Step 5: Implement, monitor and review

A plan creates the structure for you to put in place strategies and objectives identified in the plan.

To make the whole planning process a valuable and worthwhile activity for your club, you need to:

- Assign responsibilities for implementation of strategies;
- Create realistic timelines for implementation of action plans;
- Evaluate and update entire plan at least annually, ideally before budget planning and

- 
- Regularly evaluate your plan:
 - Targets should be evaluated quarterly;
 - Financial plans should be evaluated monthly;
 - Action plans should be evaluated monthly, weekly and daily and
 - Evaluate it and modify it if necessary — it may not be exactly what you want or can achieve first time around.

Celebrate Success

As objectives in the plan are achieved, let everyone know about it, no matter how small.

For more information on planning, planning templates or assistance with planning contact the Sport and Recreation Unit on 1300 22 55 77.



Risk Management

Legal issues for clubs

Legal issues within clubs are wide and varied. As the industry has become more professional, the law surrounding sport seems to have become more complex and challenging for those involved.

You should be aware of some of the more common legal issues and if necessary, seek expert legal advice, to minimise the potential conflicts associated with running your club.

Your club has an obligation to provide an environment that ensures the safety and well being of every member, free from harassment and discrimination.

Member protection

Harassment or abuse in sport can have devastating effects not only for the individuals involved, but also for your club. It can result in legal liability, low morale, higher turnover of volunteers and long-term damage to the clubs image and reputation.

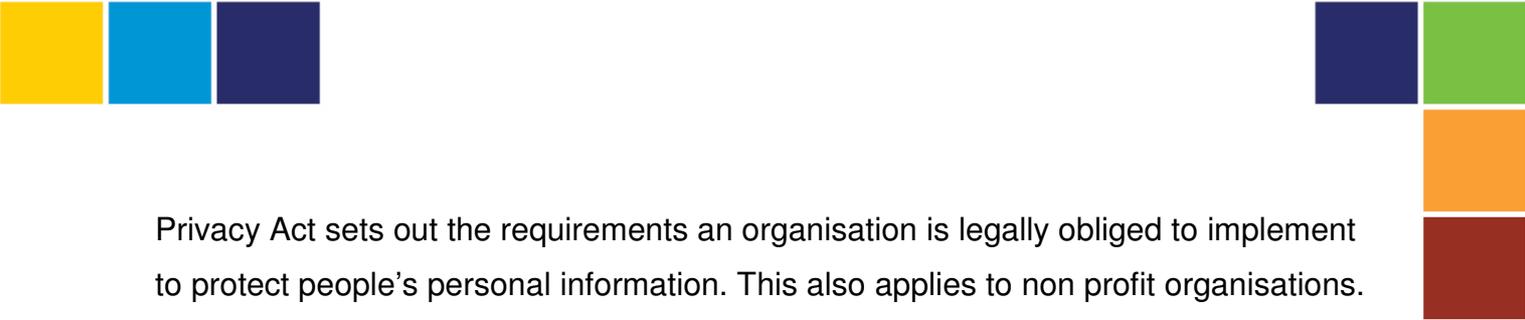
To prevent these destructive and harmful outcomes from occurring, your club needs to implement and maintain practices and procedures which:

- Protect your clubs members – including athletes, office bearers, coaches and officials - physically and emotionally from harassment;
- Endeavour to get the right people involved in your club i.e. good recruitment and
- Protect your member's personal information.

Member protection is also about effective risk management of two of the biggest risks to your club – losing participants and harming members.

Privacy

Privacy in clubs is about how your club keeps personal information secure and protects it from misuse, loss and unauthorised disclosure. The Commonwealth



Privacy Act sets out the requirements an organisation is legally obliged to implement to protect people's personal information. This also applies to non profit organisations.

Intellectual Property

Intellectual property, or intangible assets such as copyrights, trademarks, patents and rights, has become a source of significant value to clubs.

Assets such as a sport's bodies name (e.g. Surf Life Saving Australia), teams (e.g. Sydney Swans) and events (e.g. Australian Open) and their logos, colours and emblems hold commercial value and are essential components of branding and merchandising programs.

With the growth of commercialisation of sport, clubs need to understand the basic concepts of intellectual property so they can develop, protect and exploit their assets.

Risk Management Obligations

Club Office bearers and other key people in your club are responsible for identifying and managing risks in your club.

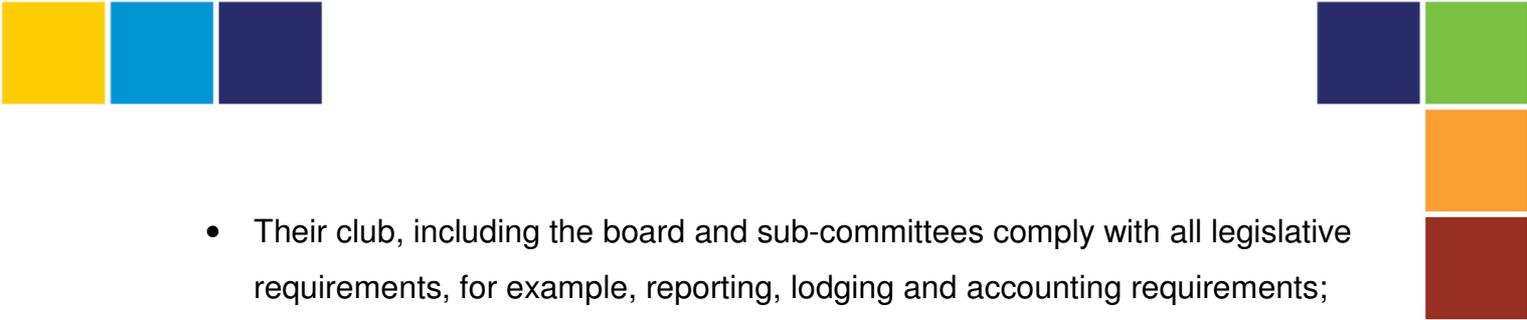
Exposure to risk is inherent in everything we do, and perfect safety unattainable, whether we are riding a bicycle, managing a project, determining priorities, playing sport or deciding not to take action at all. The level of risk is the combination of the likelihood of a risk occurring, and the consequences if it does occur.

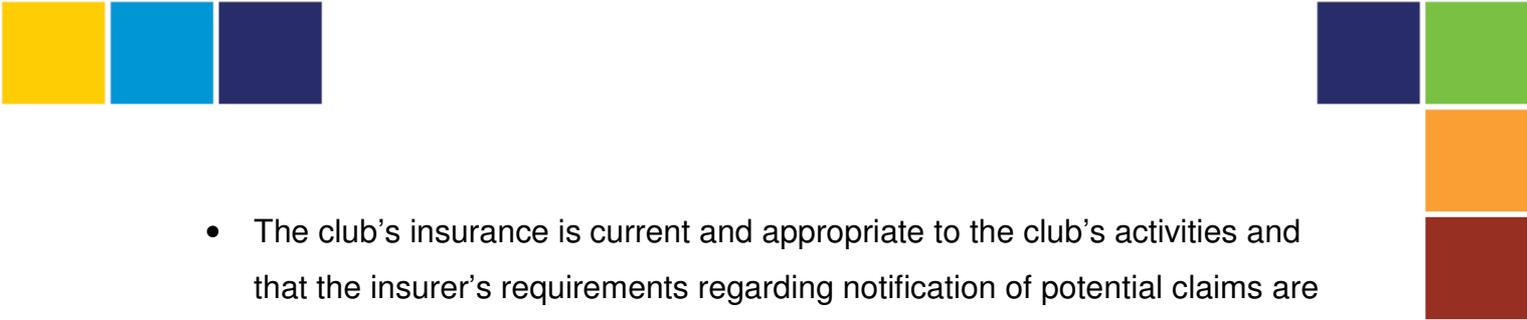
Action taken to manage or treat the risk, and therefore change the level of risk, needs to address the likelihood of an event occurring, or the consequences if it does occur, or both.

Specific risk management duties for office bearers

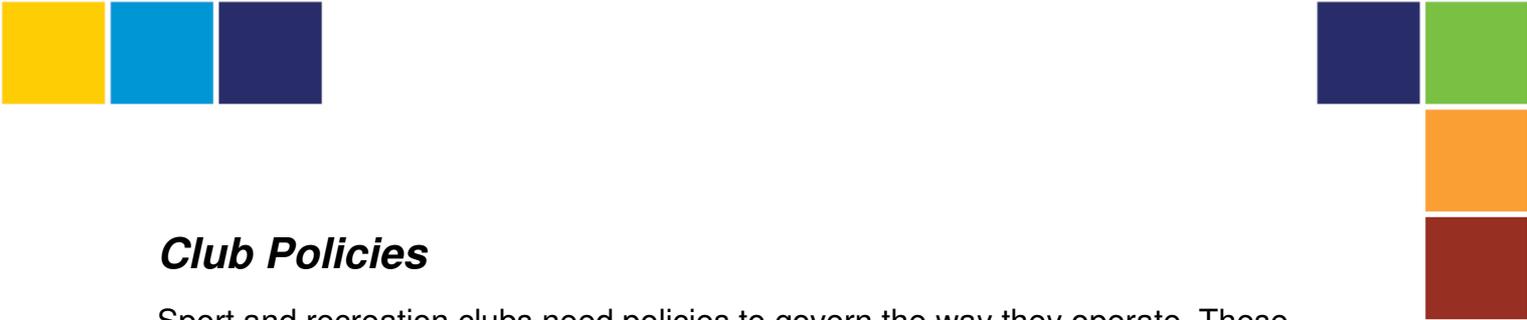
Office bearers have particular legal duties. In terms of their management of their club they should ensure that:

- Their club is incorporated under the Associations Incorporation Act if an association, or the Corporations Law if a company;

- 
- Their club, including the board and sub-committees comply with all legislative requirements, for example, reporting, lodging and accounting requirements;
 - The club constitution is clearly drafted and has clear purposes. If safety of activities is a purpose of the club it should be expressly stated in the rules;
 - The constitution of the club is regularly reviewed and if necessary amended to ensure the constitution evolves with the activities of the club or external developments which may affect the club;
 - The regulations i.e. rules, by-laws and practices of, and services provided by the club are inclusive and non-discriminatory;
 - Staff, if applicable and volunteers (including themselves) are appropriately trained on an on-going basis;
 - The board and sub-committees are fully and regularly informed, by written report if necessary, of the activities of the club;
 - A regular review of the operations and activities of the club is conducted;
 - The working environment for volunteers and employees is safe, that is, all requirements under occupational health & safety legislation are met;
 - They develop a management system to adapt to developments and changing trends in sports management and administration;
 - They recognise and respond to concerns about the impact of the club's activities on participants, members, the club itself, the public and the sport (for example, sports safety, inclusion, discrimination and member protection, child protection, infectious diseases, pregnancy, smoking or doping policies, sport rage) and

- 
- The club's insurance is current and appropriate to the club's activities and that the insurer's requirements regarding notification of potential claims are met.

More information on **managing risks** can be found at
http://www.ausport.gov.au/supporting/clubs/resource_library/managing_risks



Club Policies

Sport and recreation clubs need policies to govern the way they operate. These policies cover everything from heat management to child protection to volunteer management.

Policies currently available include:

- Active Children;
- Alcohol Management;
- Bullying;
- Club Officials;
- Code of Behaviour;
- Communication and technologies;
- Elderly people participating in sport;
- Healthy Clubs;
- Heat Management;
- Infectious Disease;
- Managing Medical Conditions;
- Behaviour of parents and spectators;
- People with a disability;
- Player behaviour;
- Pregnant women participating in sport;
- Sport Safe;
- Team Selection and
- Volunteer Management.

Rockhampton Regional Council has a selection of policies that clubs can adapt to suit their needs. Please contact the Sport and Recreation Unit on 1300 22 55 77 to get a copy of these policies.



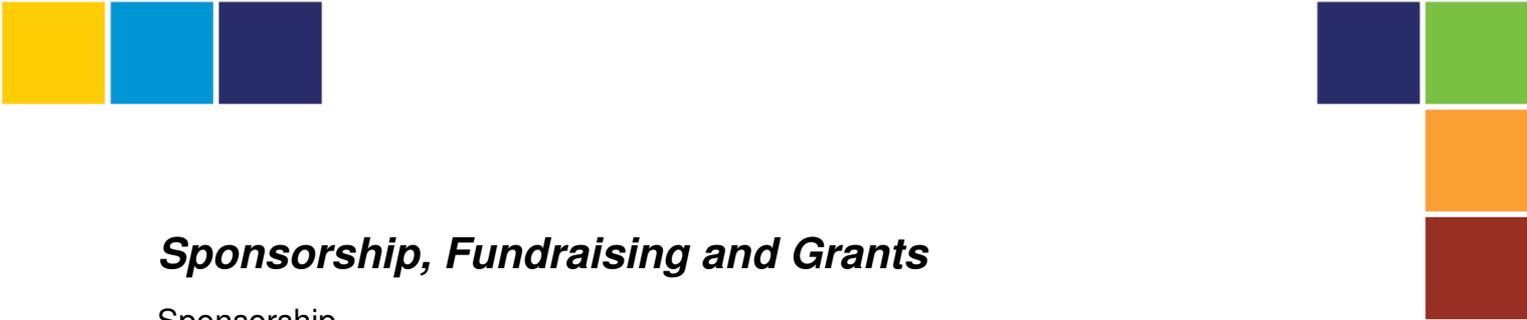
Position Descriptions

Position descriptions will assist your committee members in successfully carrying out their required duties by providing an overview of work that needs to be carried out for each particular position.

Council has a variety of position descriptions that are ready for use by sporting clubs, including:

- President;
- Registrar;
- Secretary;
- Treasurer;
- Volunteer Coordinator;
- Club Team Manager;
- Equipment and Uniform Convener;
- Fixtures Coordinator;
- Grant Applications Officer;
- Junior Development Coordinator;
- Administrator;
- Vice-President and
- Marketing and Promotions Coordinator.

To obtain one of the above position descriptions please contact Council's Sport and Recreation Unit on 1300 22 55 77.



Sponsorship, Fundraising and Grants

Sponsorship

Sponsorship is when an organisation provides funds, resources or services to a club, in return for some form of rights and/or associations with the club that may be used to help the business commercially. Forms of sponsorship for club's may include payment for new equipment in which the sponsoring organisation's logo be put on the equipment, signs at an oval or receive free advertising in the club newsletter. Donations are different to sponsorships as the organisation does not receive or expect any commercial advantage in return for their donation.

Obtaining Sponsorship

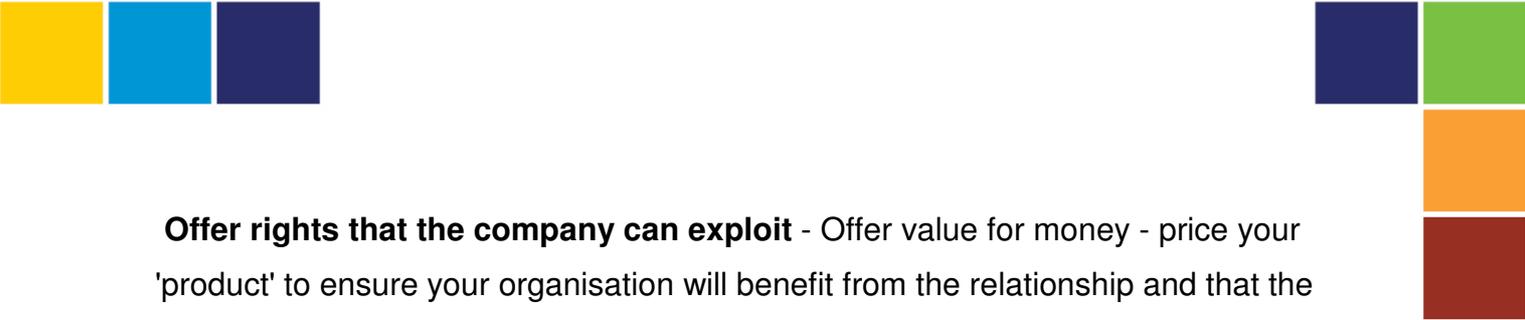
Like all forms of fundraising, it is easier to start locally with your members, friends and relatives. If people know your club and understand what you do, then they are more likely to listen and give the support required.

There may even be someone within the club who has a small business and is willing to sponsor the club. Check with your suppliers of sports clothing, food and equipment. Research local businesses and target those who could benefit from a partnership with your club. Larger organisations may have more resources but keep in mind they may not have the interest or commitment to reflect that of the club and are generally more inundated with requests for sponsorship.

Selling or obtaining sponsorship can be considered an art form. Improve your chances of winning the deal by using the golden rules below:

Offer an opportunity and not a problem - Offer a solution to a potential sponsor's problems, such as providing a bottom line saving or profit;

Target companies with the right fit - Does your target audience's demographics – psychographics (any attributes relating to personality, values, attitudes, interests of lifestyles) and geographic location - fit with those of the company or brand to be promoted;



Offer rights that the company can exploit - Offer value for money - price your 'product' to ensure your organisation will benefit from the relationship and that the sponsor will make a profit. Make sure your product is priced similarly to comparable products;

Stand out from the clutter - Make sure your proposal is addressed or delivered to the person who has the power to say 'yes'. Often the contents of a courier bag are treated with more respect than an envelope received in the mail and better yet hand deliver the proposal and address the person directly by making an appointment;

Be professional - Make sure your representatives, including volunteers, always present themselves in a professional manner and understand what is required of a commercial relationship and

Be persistent, not a pest - Following up a sponsorship request is necessary, but not to the extent that you interrupt the recipient's ability to do their job. It will take time for a potential sponsor to come to grips with what you are offering and for a relationship to grow and develop.

Writing Proposals

A sponsorship proposal is a formal offer to do business. It needs to be well presented and contain enough information for a company to gain a thorough understanding of what is being offered.

Getting started

- **Member support** - Discuss sponsorship proposals with your members. If a sponsorship is to work it needs to have the backing of your members, staff and board;
- **Enough resources** - Writing sponsorship proposals and contacting companies can be time consuming. Make sure you have the time and people willing to help;
- **Allow sufficient lead-time** - Depending on what you are asking for,

the assessment, negotiation and planning involved to successfully manage a sponsorship takes substantial time;

- **Stand out from the clutter** - Tailor your proposal by acquiring background information on the potential sponsor's desired image, products, services and business objectives;
- **Price competitively** - Find out what similar sponsorships are selling for. Before signing, a potential sponsor will independently put a value on your proposal. If your offer is cost effective or unique - you are in the running. Make sure you are making a profit and
- **Target the correct person** - Address it to the right person. If you are unsure, phone the company and ask them who looks after sponsorship deals. Confirm the address details while you're on the phone.

Proposal structure

Use these headings as a starting point to writing the proposal:

Overview of the club Proposal	One or two sentences describing the sponsorship deal.
Background of the club	Information on the organisation and its history
Details about the event or the club proposal	<ul style="list-style-type: none"> • Dates, times and location • Demographics – how many people will attend the event? Where are they from? How old are they? • Who will manage the sponsorship? • Current and past sponsors.
Sponsor benefits	<p>How will the event or offering help improve the sponsor's bottom line? Possible headings include:</p> <ul style="list-style-type: none"> • Media coverage – television, radio, press, signage • Networking opportunities • Enhancement of sponsor's image • Client entertainment.
Sponsor investment	Cost or description of goods and/or services

Brief background on the rights holder	<ul style="list-style-type: none"> • Mission statement • Experience • Long term goals – these are based on your club's strategic business plan.
Evaluation	How will you measure the success of the event and delivery of promised benefits?
Other considerations	<ul style="list-style-type: none"> • Make the length of the document proportional to the value of the sponsorship. Try to keep it under 10 pages • Ensure headings are clear • Don't include any items you might want returned (eg photos, cd's, certificates). Images are well worthwhile to include • Use statistical information - helps the reader identify cost benefit and demographic fit in relation to their own target audiences.

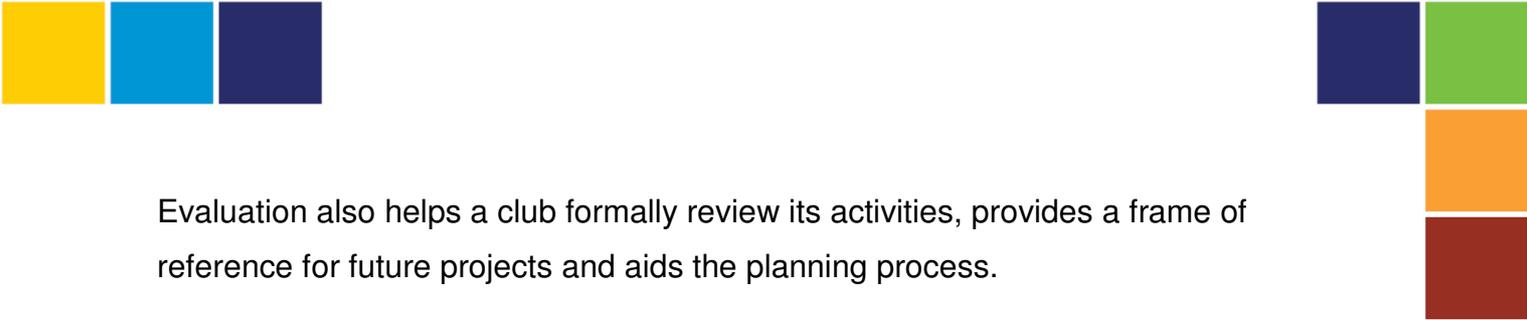
Sponsorship Agreements

Sponsorship agreements can be as simple as a verbal agreement to give a donation of a hundred bread rolls from the local bakery through to complex five-year agreements for naming rights of your local competition.

It is good business practice to have a formal agreement or contract in place and is a necessity for significant funding. Lack of a written contract increases the potential for misunderstandings and the relationship turning sour. A change of personnel can mean the intent of an agreement is lost, unless the agreement is in writing. If unsure, consult with a lawyer to ensure the agreement is sound. Never assume you will get certain rights. Clearly state the rights agreed to or commitment in the contract.

Sponsorship Evaluation

The best way to make sure your sponsor understands the returns is to provide an evaluation report detailing the benefits received. It is also good business practice to show evidence of accountability.



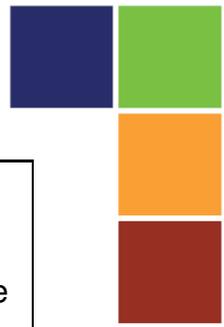
Evaluation also helps a club formally review its activities, provides a frame of reference for future projects and aids the planning process.

Decide in the negotiation process the level of reporting and evaluation you are going to provide each sponsor. Every case is different and depends on the size and type of offering.

The report can be as simple or as complex as you want it to be. Follow this simple guide to help you write an evaluation report.

Evaluation report format

Introduction	What the evaluation covers and the methods of measurement used
Situational analysis	<ul style="list-style-type: none">• What was sponsored and for how long?• A copy of the contracted rights, benefits, category of membership, level of exclusivity;• The performance of the club or event during the period of the sponsorship;• A list of other sponsors;• A description of the sponsor's competitors in this area and• Photos of signage at the event.
Sponsorship analysis	<ul style="list-style-type: none">• How you assessed the needs in preparation for sponsorship and• How you did the surveys, measured the media coverage or counted the attendance.



Results	<p>Report on both positive and negative outcomes as a result of the sponsorship. Headings could include:</p> <ul style="list-style-type: none">• Sales – a detailed analysis of direct sales generated for the sponsor through sponsorship;• Media coverage – report on all media featuring the sponsor during the period including number of mentions, transcriptions of radio coverage, TV coverage in minutes (supply copy if available), copies of articles from newspapers and magazines;• Sponsor’s image – surveys should be undertaken amongst spectators, club members and the public, if appropriate, to demonstrate sponsor awareness, attitude to sponsor, sales that resulted through sponsorship, likelihood of future sales due to sponsorship;• Numbers affected by the sponsorship - relevant statistics should be included here, including:<ul style="list-style-type: none">○ Number of people who attended the organisation's events;○ Number of people who saw the event through the media;○ Demographics - age group, earning capacity, gender etc and○ Whether the organisation or event is in a growth or decline cycle.• Publicity delivered through signage:<ul style="list-style-type: none">○ Publicity received;○ Quality of the publicity generated through the sponsorship signage and○ Number of impacts that saw posters, newspaper ads, tickets etc.• Hospitality:<ul style="list-style-type: none">○ Hospitality provided;○ Facilities used and○ Missed opportunities (eg empty seats where tickets were provided).• Cost benefit analysis - an objective financial style report detailing:<ul style="list-style-type: none">○ All property costs and○ All benefits that accrued to the sponsor.
Recommendations	Improvements that would help the sponsor maximise its benefits.



Fundraising

Fundraising is generally the most cost effective way to make money for your club. Your greatest supporters are your members, their families, friends and the local community.

Holding a fundraising activity is also an ideal opportunity to generate community support and participation while at the same time help promote your club at the community level.

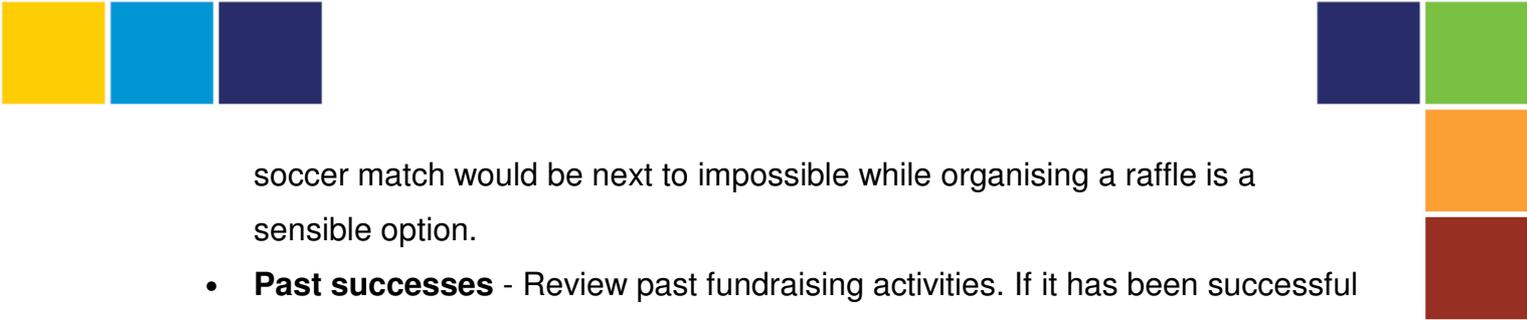
However if you've ever participated behind the scenes of any fundraiser, you will know how much hard work is involved. Depending on the size of the event or offering, a considerable amount of planning and resources are necessary to get the most out of a fundraiser.

Where to Start

Fundraising activities rely on participation from volunteers and generous community donations. The activity you choose should generate enthusiasm and motivation from your members, more importantly it needs to be attractive enough for people to buy tickets or attend an event.

Here are some considerations to help you choose an activity:

- **Fundraising committees** - Form a fundraising committee for the club if there isn't one already. Allocate duties within the committee and agree to meet at regular intervals to decide on activities and monitor progress. Always take minutes and distribute. This keeps everyone informed and acts as a handy checklist of things that need to be done before the next meeting.
- **Amount to raise** - Determine how much money you want to raise. This will help decide how big or small the fundraiser needs to be.
- **Timeframe** - Work out when you need the funds by. How soon will affect the type of fundraiser you choose. If money is required in two weeks, a celebrity



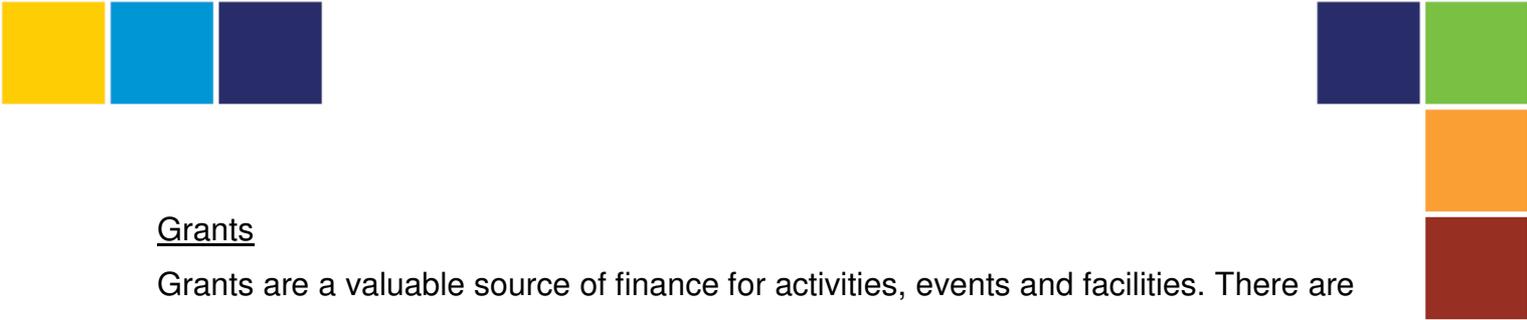
soccer match would be next to impossible while organising a raffle is a sensible option.

- **Past successes** - Review past fundraising activities. If it has been successful before then there's probably no reason to change the activity.
- **Enthusiasm counts** - Discuss what you would all enjoy selling or participate in. If you're enthusiastic about something, you'll be more motivated to sell and get people involved.
- **Hidden talents** - Find out the hidden talents and resources of club members, friends, relatives and associates. A child's mother may be an event organiser, another's uncle a sports personality or a next-door neighbour could own a catering company. Utilise what you can to cut down on costs.

Planning Fundraisers

Here are some tips to help you plan your fundraiser:

- **Develop a plan** - Put together a plan and schedule the event. Determine what needs to be done, when it needs to be done by and who will do it.
- **Start planning early** - Particularly important if you're booking facilities, requiring insurance, applying for permissions or inviting a guest speaker. These may take time. You will also be prepared if something crops up that wasn't scheduled.
- **Ask for help** - Invite family and friends to help at each stage of the event.
- **Promote your activity** - Promote your activity widely through a variety of methods.
- **Permissions and regulations** - Make sure you get all the necessary permissions and have covered all regulations. For example, for all activities check if you need to register with the QLD Office of Liquor and Gaming. Their website features a range of fact sheets and applications.
- If the event is not on the club's premises, check with the local council for permission to use a public facility or area. If you're serving food you'll need to comply with health and food regulations.
- **Give thanks** - Remember to thank everyone. People are giving up their time and resources to help.



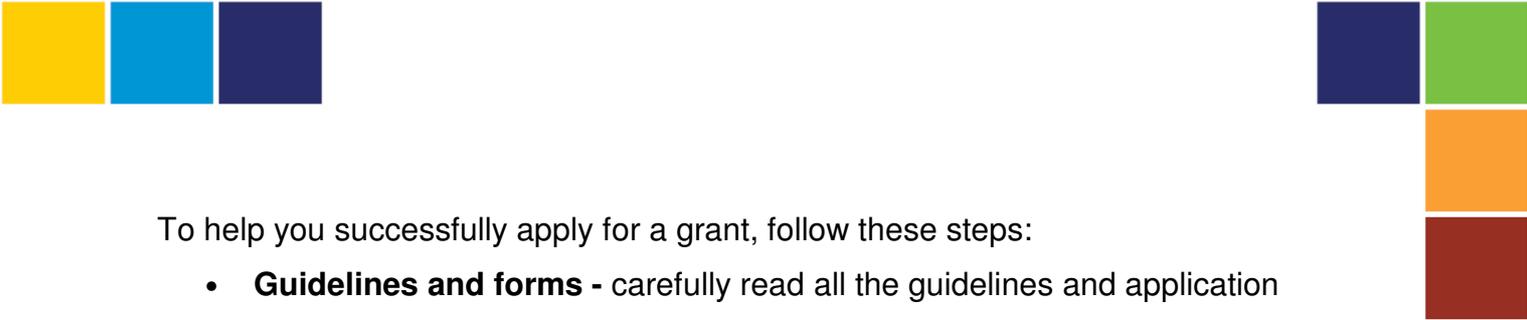
Grants

Grants are a valuable source of finance for activities, events and facilities. There are a number of organisations both in Queensland and Australia that offer grants to sport and recreation clubs.

- For **Rockhampton Regional Council** grants and funding please visit www.rockhamptonregion.qld.gov.au
- For all **Queensland Government** grants visit:
<https://www.smartservice.qld.gov.au/services/grants/discoverbywizard.action?sessionId=t0ats7otuw0y>
- For Queensland Government Sport and Recreation specific grants go to **Sport and Recreation Services'** website www.sportrec.qld.gov.au
- The **Australian Sports Foundation (ASF)** is a non-profit organisation set up by the federal government to assist not-for-profit groups raise money for eligible sports projects. The ASF is listed in the Income Tax Assessment Act 1997, which enables donations to be tax deductible under certain conditions.
- The **Australian Government** provides a wide range of financial assistance across all portfolio areas. The website www.grantslink.gov.au provides an online database service to identify sources of Australian Government funding.
- **Our Community** - strengthens 700,000 community, education and non-profit groups by providing funding advice, a free online donations and volunteers service and practical information. Go to the website www.ourcommunity.com.au/index.jsp.
- Sign up for the **Kickstart CQ E-Newsletter** for information on upcoming grants and funding by emailing your Rockhampton Regional Council Sport and Recreation Officer.

Applying for a Grant

Grant funding is generally for specific projects. Be clear about what type of project you want to undertake. Then find an appropriate grant to apply for.

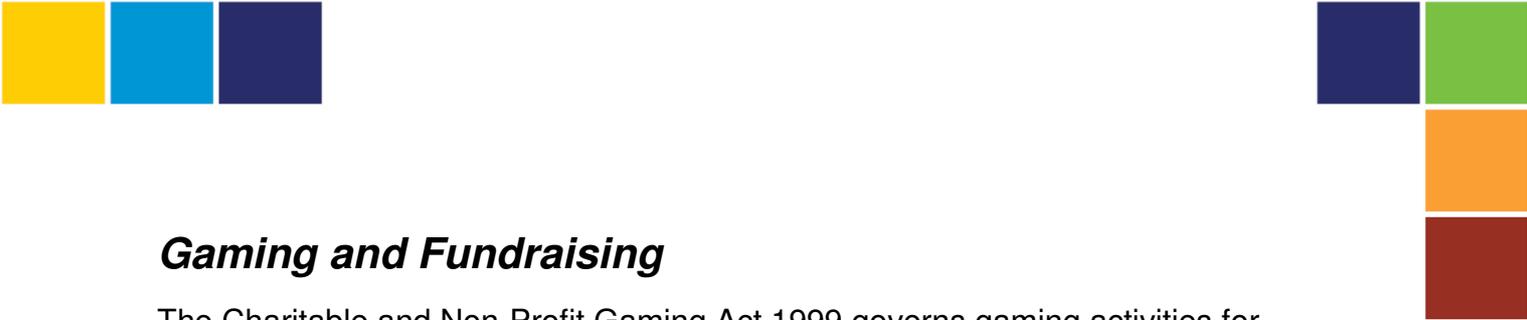


To help you successfully apply for a grant, follow these steps:

- **Guidelines and forms** - carefully read all the guidelines and application forms before you start to fill them out. Make sure your project fits the guidelines.
- **Discuss requirements** - talk to the funding body about the requirements. Check the program target group and whether there are any new or expanded services available.
- **Canvass support** - get support from other organisations, commitment from potential user groups and explore local political support if necessary.
- **Deadlines** - be aware of, and adhere to the application deadline. Double check your application – have you attached all relevant supporting material?
- **Confirmation** - get confirmation from the funding agency that your submission has been received.
- **Successful applicants** - if you are successful, keep the funder up to date with the progress of the project. Acknowledge the funding agency on signage or promotional material.

As a sport and recreation club on Council land you must obtain the written support of Council, as the Trustee/Owner of the land, this consent must accompany your application to the funding body. Your club may require financial support from Rockhampton Regional Council, this would need to be secured prior and consideration given to any relevant approvals that may need to be attained for the application.

Rockhampton Regional Council can assist you with your grant application by proof reading, offering advice and supporting your club in their application. Please note that there is a 14 (fourteen) day turn around if your club would like a letter of support or assistance with their grant application. For more information contact the Sport and Recreation Unit on 1300 22 55 77.



Gaming and Fundraising

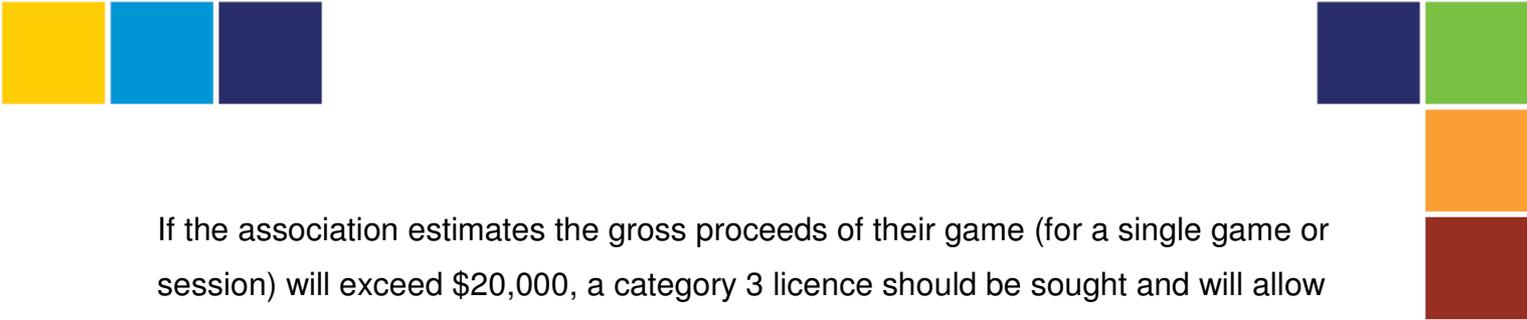
The Charitable and Non-Profit Gaming Act 1999 governs gaming activities for charitable and non for profit associations in Queensland. The Act divides all gaming activities into four broad categories, depending on the game type and its gross proceeds. Different conditions of authorisation are attached to each category of game and licences are required for conducting category 3 games, special category 3 games, bingo centres and for printing lucky envelopes (section 36).

Category 1 games are any games with gross proceeds of less than \$2,000, but exclude lucky envelopes or games used for the promotion of goods or services (section 14). This category of game may be conducted by an association so long as it has at least four members and is formed for a common purpose that is not likely to harm the integrity of general gaming (section 7) or an individual who ensures all proceeds of the game are returned to players via prizes (section 18). Examples of category 1 games are meat tray raffles, lucky dips, guessing games or Melbourne Cup sweeps. This is a common category for the gaming activities of incorporated associations in Queensland.

Category 2 games are any games with gross proceeds between \$2,000 and \$20,000, or for lucky envelopes, less than \$5,000, and exclude games used for the promotion of goods or services (section 15). This category of game may only be conducted by an 'eligible association' which is an association that has been formed for a charitable, community, patriotic, educational, religious or sporting purpose, or is a parents and citizens association or registered political party (section 9 - 10).

Category 3 games are any games with gross proceeds of more than \$20,000 but exclude bingo, lucky envelopes and any game used for the promotion of goods or services (section 16). This category of game must also be conducted by an 'eligible association' who holds a category 3 gaming license (section 20).

Category 4 games are any games conducted for the promotion of goods or services (sections 17 and 13), commonly known as trade promotions.



If the association estimates the gross proceeds of their game (for a single game or session) will exceed \$20,000, a category 3 licence should be sought and will allow the association to conduct several games or sessions in accordance with the legislation and conditions of the licence.

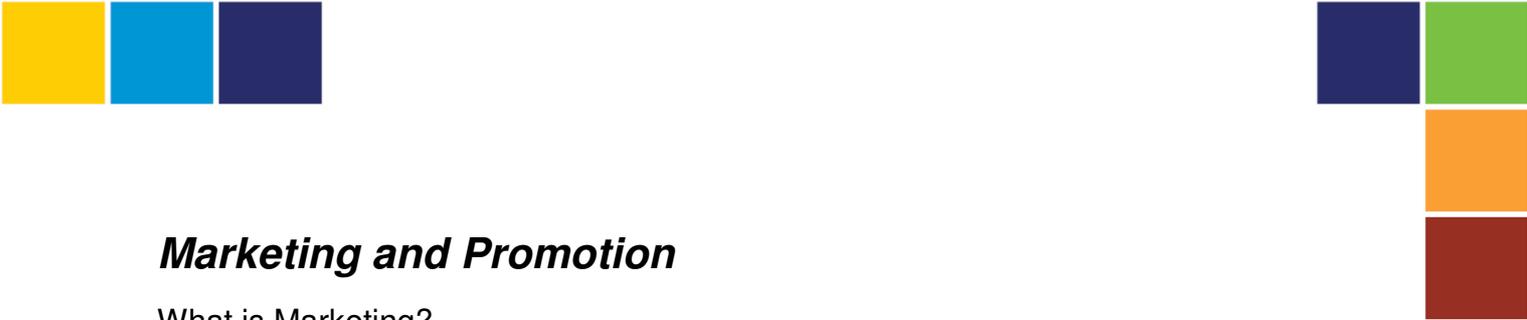
Application forms and other information about gaming is available at the Office of Gaming Regulations website at:

www.qogr.qld.gov.au/publications/forms/charitable-non-profit/index.shtml

If an association wishes to conduct gaming activities that may flow into other state jurisdictions, it will need to look into the legislative framework for gaming licences for that jurisdiction. Gaming schemes are commonly referred to as 'lotteries' in most states and territories and in all jurisdictions there is legislation that prohibits certain types of lotteries without authorisation.

Associations should also be mindful of the potential overlap between fundraising and gaming legislation. In Queensland, section 13 of the Collections Act 1966 ('the Collections Act') provides that an appeal for support that consists only of the purpose of conducting a game under the Charitable and Non-Profit Gaming Act 1999 is taken to have been granted a sanction under Collections Act for that purpose (for more on the Collections Act see Chapter 16). Additionally, if the proceeds of an association's fundraising or gaming activities are to be used for any political purpose, the provisions of the Commonwealth Electoral Act 1918 (Cth) will require the association to report its political expenditure to the Australian Electoral Commission if it amounts to \$10,000 or more per year (indexed annually) and may require the association to disclose the identity and particulars of those who made the donations.

If your Club would like fact sheets relating to gaming and fundraising requirements please contact the Sport and Recreation Unit on 1300 22 55 77.



Marketing and Promotion

What is Marketing?

Marketing can be defined as a process by which individuals and groups obtain what they want through creating, offering and exchanging products of value with others. All sport and recreation organisations undertake marketing, although they are often unaware that they are actually doing so. Listing your club in the yellow pages telephone directory, placing information about membership registrations in the local newspaper, offering a discount on court hire prices to induce greater use of the courts or redecorating the club facilities are all examples of formal marketing activities.

An example of informal marketing involves a person enquiring about joining a surf life saving club and the secretary being particularly helpful with providing the membership information over the phone. A mother of a prospective junior tennis club member watching a coach conduct a lesson with the children looking bored and not enjoying the session is a less positive example of informal marketing.

Who does marketing?

These examples of marketing indicate that different individuals within your sport and recreation club or group conduct marketing activities. It is particularly useful to appoint an individual or small team as marketing officers to oversee the development and implementation of your organisation's marketing strategies.

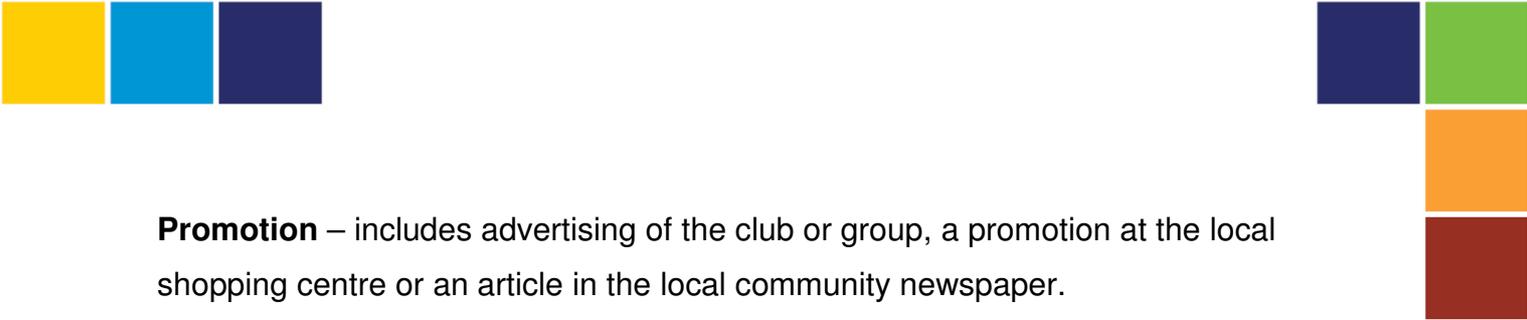
Marketing tools

The "marketing mix" or marketing tools an organisation can use can be classified into four categories:

Product – includes the quality and accessibility of the services the club or group provides, for example, competitions and social functions;

Price – includes the cost of membership fees and discounts offered;

Place – includes the clubrooms or the facilities where competitions are conducted;
and



Promotion – includes advertising of the club or group, a promotion at the local shopping centre or an article in the local community newspaper.

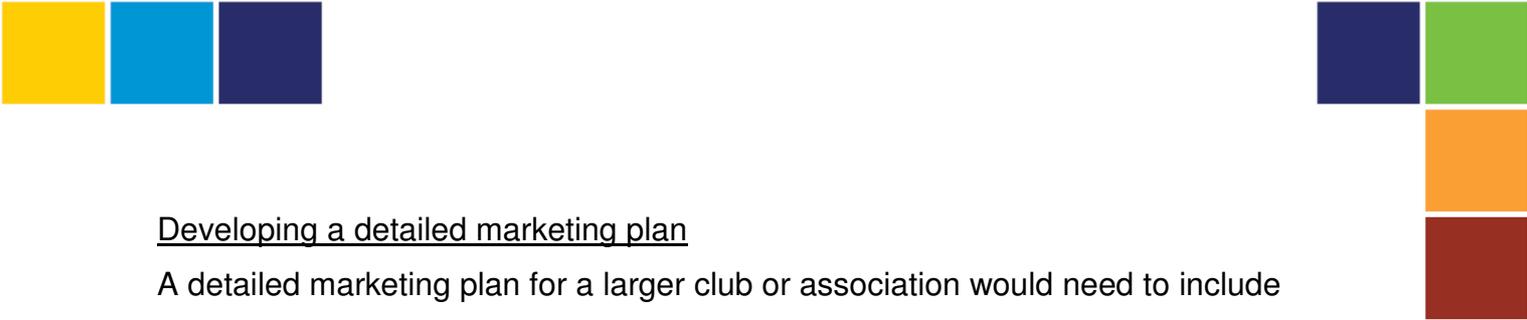
Developing a simple marketing plan

A marketing plan does not need to be particularly difficult to develop or the strategies costly to implement. There are many different ways to develop a marketing plan. A simple plan for a small club would contain some basic elements including:

- **Objectives:** Marketing objectives should be specific, measurable and achievable. An example would be recruiting an additional 20 junior members by the start of competition.
- **Strategies:** These can be developed around the marketing mix and must be targeted towards the specific target markets. Target marketing is the practice of designing and directing specific services at specific individuals or groups of customers. For example, if your club or group was trying to attract new junior members you would need to develop strategies to specifically attract juniors.
- **Budget:** A realistic marketing budget within the club's/group's capabilities and focussing on low-cost or no-cost strategies would be recommended.
- **Evaluation:** Make sure strategies are put in place to see if you have met your objectives. Some activities are easy to monitor, such as a membership drive, others will not be able to be evaluated until after the event. Collect copies of press clippings or media coverage, records of attendances at functions or competitions and any feedback your group receives whether it's positive or negative.

Ways to market your club

- Electronic e.g. electronic newsletters;
- Website;
- Newsletters;
- Competitions;
- Advertising;
- Functions and
- Sponsorships.

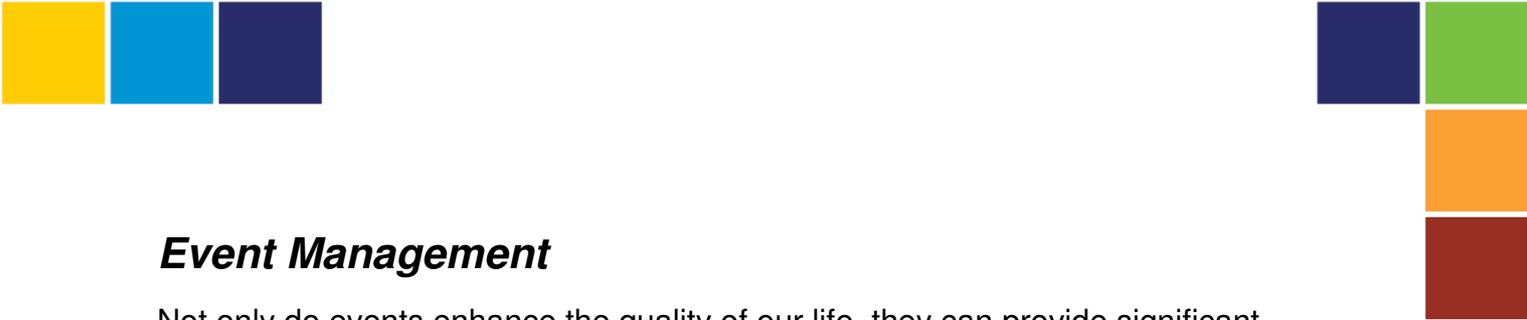


Developing a detailed marketing plan

A detailed marketing plan for a larger club or association would need to include further information such as a:

- **Situational analysis** – This contains information on the organisation, an analysis of the customers, a description of the services currently being offered, an analysis of the competition and the external environment.
- **Opportunity analysis** – This section utilises the information from the situation analysis and identifies opportunities that need to be addressed. The Australian Sports Commission *Marketing and Promoting Sport and Recreation* booklet provides further information on developing a detailed marketing plan.

Rockhampton Regional Council can assist in the marketing and promotion of your event by including it on the Council and Kickstart CQ calendars located on their respective websites. Please send details of your event including location, time, cost and overview to Sophia.Czarkowski@rrc.qld.gov.au.



Event Management

Not only do events enhance the quality of our life, they can provide significant economic benefits. These can be through ‘trickle down’ effects such as money spent by visitors from outside the area. Events can also provide revenue for special projects.

Regardless of size, all events have other things in common – they require a high degree of planning, a range of skills and a lot of energy.

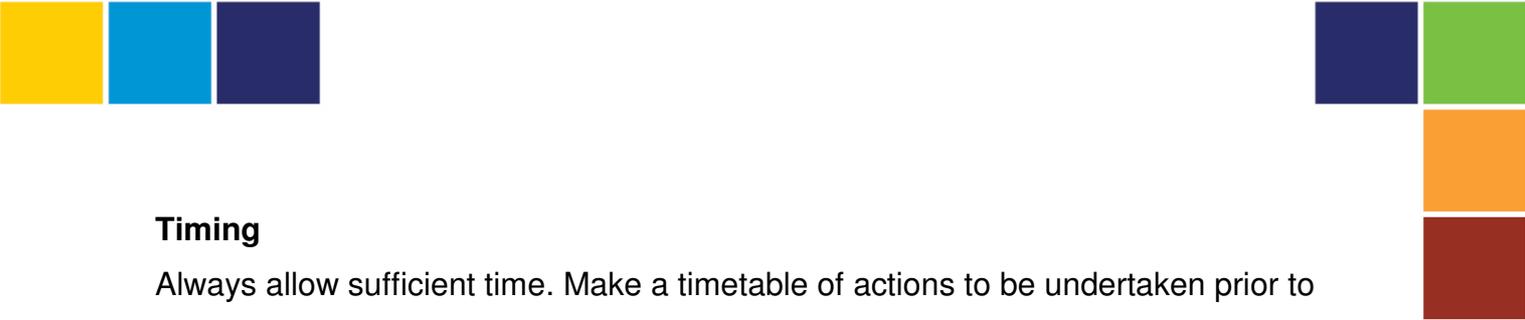
Remember - organisation and co-operation are keys to any successful event.

Key Factors In Planning Your Event

Feasibility

The first step is a quick feasibility check. Ask yourself these questions:

1. Is the event a good idea?
2. Do we have the right planning and marketing skills available?
3. Are we in the right community?
4. Who will participate as a spectator? (What class of athletes or performers?)
5. Do we know the infrastructure of the community?
6. Where will it be held? Can we get the venue we need at a price we can afford?
7. Is there a ‘hook’ or ‘angle’ in the event that will attract an audience? Will it grab their interest?
8. Will we attract media support?
9. Are advertising funds available? Can we attract strong sponsors? Will publicity/promotional programs attract the crowds?
10. Is our ‘success’ criteria reasonable?



Timing

Always allow sufficient time. Make a timetable of actions to be undertaken prior to the event. Two to four months is generally needed to plan a community event. For larger events you may need more than a year.

Avoid clashes with other events, particularly other major recreation or sporting events. Where possible combine complimentary events, for example the community fair with the tour of notable gardens in town. At this stage, you may need to put in a bid for an event or gain special local body consents (such as use of special venues) or other approvals before you can proceed.

The Organising Committee

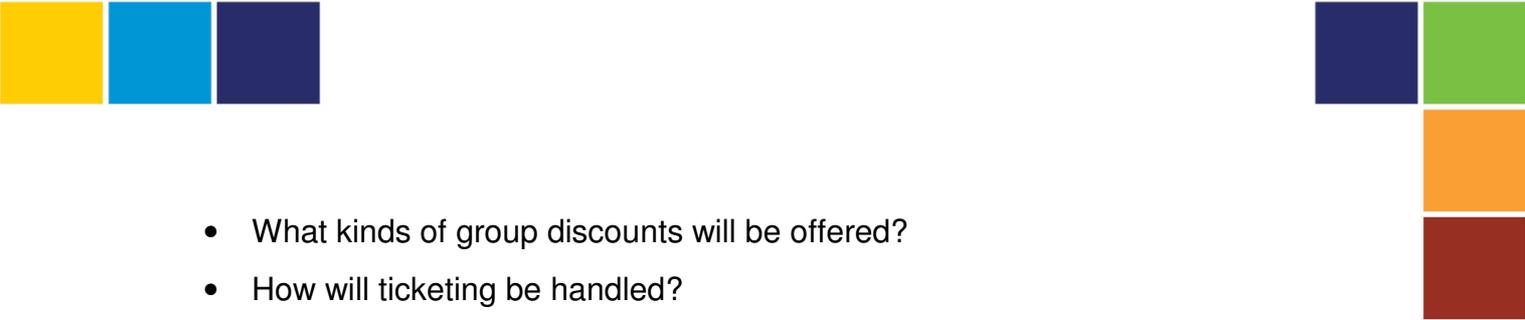
It is now time to assemble the key players who will see the project through to the end.

These people will need to have a mix of the following skills:

1. **Financial** - to help determine sources of revenue, expected expenditure level, and timing of expenditures versus revenues, and to establish a system of financial accounting and control.
2. **Marketing** - to see that you get the best audience possible, and the best sponsorship and support available.
3. **Operational** - to guide the overall operation of the event, including the management of any technology needed.
4. **Legal** - to advise on and negotiate the many contracts involved in an event, as well as to handle any lawsuits that may arise.

Depending on the size of the event, these advisers may be from inside or outside the organisation. (The bigger the event, the more likely it is that consultants will provide a more cost-effective way to provide the required skills.) You will need your team to determine the policies that will be followed from start to shutdown; a process which could take months or years. Because of the many aspects involved in events management, your team should begin with some basic guidelines. For example:

- Will you function with volunteers or have paid staff?
- Will you try to get special rates from venues or accept the going rate?

- 
- What kinds of group discounts will be offered?
 - How will ticketing be handled?

Always set up your organising committee well in advance of the proposed event.

Set up terms of reference for the committee, including who they are responsible to, duties they are to undertake, specific reporting dates and what kind of reports are required.

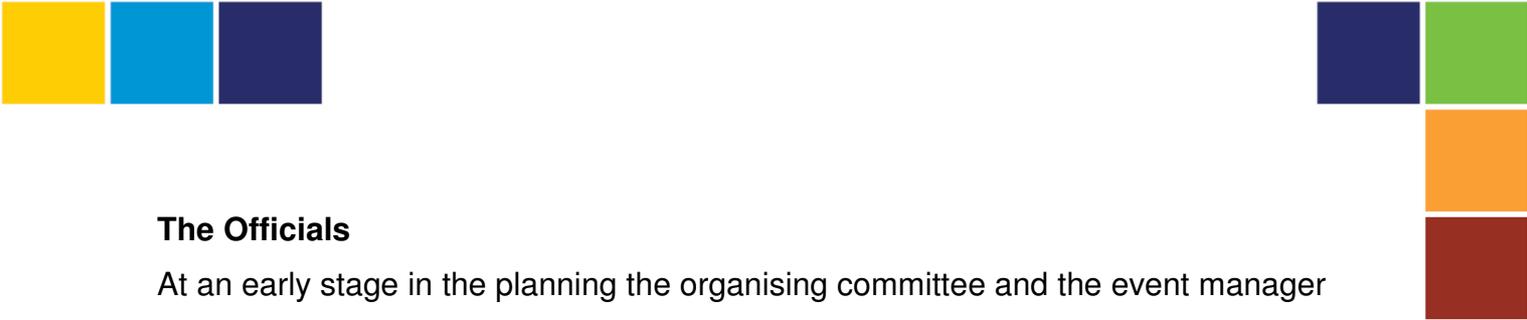
The organising committee should prepare a plan which describes a best and worst case scenario of the final event. The organising committee will be responsible for identifying all the tasks that need to be coordinated by an event manager (create a job description) and for appointing a suitable person.

Preliminary financial planning such as the preparation of the initial budget, would also be this group's responsibility.

You will need to appoint an event manager or coordinator who will be responsible for the overall planning, coordination and evaluation of the event. The event manager must liaise with the organising body, the community and the officials.

The person appointed to this position should be:

- positive and enthusiastic;
- well organised;
- a good leader;
- a good communicator;
- reliable;
- knowledgeable, with contacts in the community where the event is taking place;
- familiar with marketing and public relations and
- preferably experienced in event management.



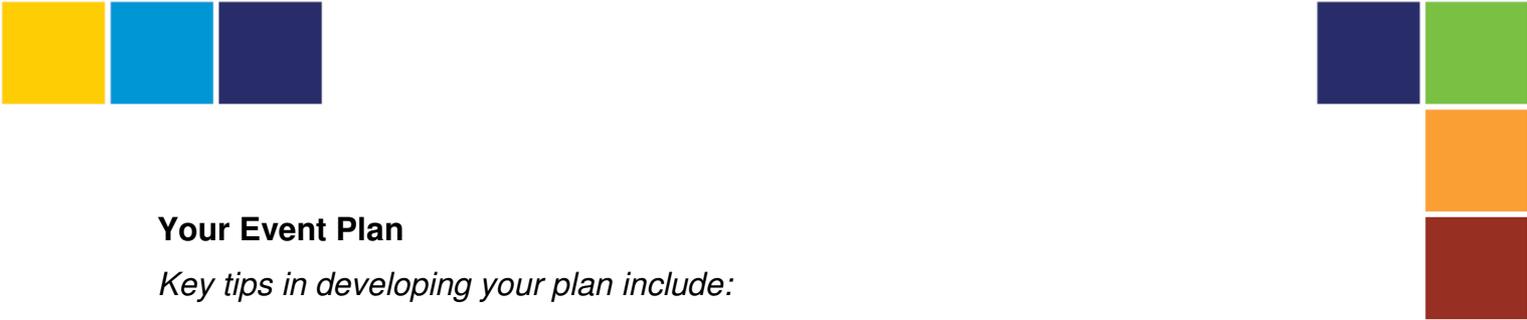
The Officials

At an early stage in the planning the organising committee and the event manager must define the main tasks. Depending on the size of the event you may need to appoint individuals or small committees to be responsible for the following areas:

- Programmes;
- Awards;
- Facilities;
- Transport;
- Volunteer Support and Recruitment;
- Results;
- Catering;
- Medical/Safety;
- Finance and Fundraising;
- Security;
- Entertainment;
- Announcements;
- Accreditation;
- Sound System/Equipment;
- Publicity and
- Promotion.

Appoint these people and provide each with a short job description. Each committee or individual appointed should develop a management plan to cope with the assigned area of responsibility. In the early stages of the planning each group will need to assess the number of additional volunteers/officials required.

Recognise those helping with the event by involving them in decisions, providing the relevant recognition and giving appropriate thanks. Remember, people are your most valuable resource, whether they are volunteers, club or local body officials. Usually, if you look hard enough and plan in advance, you will have more volunteers than you need. Look after these people if you want to continue to have them as a resource.



Your Event Plan

Key tips in developing your plan include:

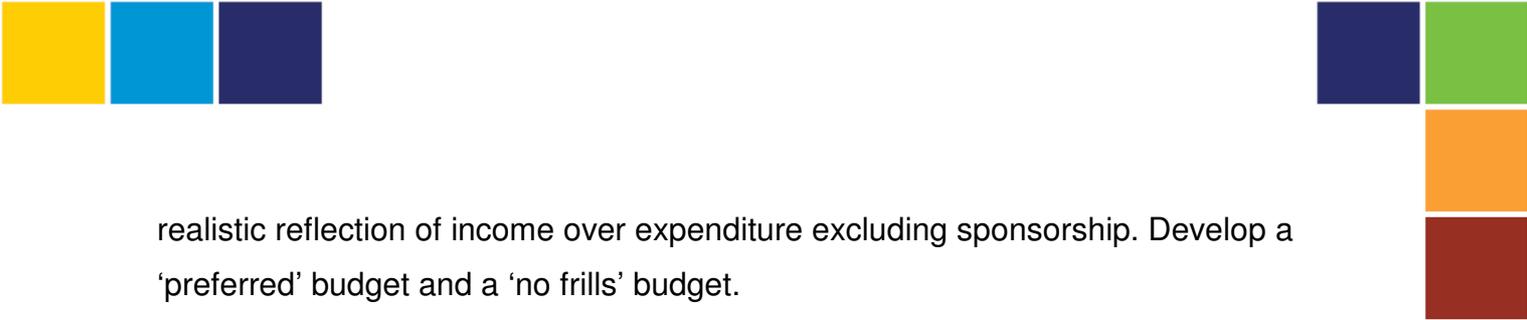
1. Putting your infrastructure in place first
2. Remembering that sponsorship and special licenses are key revenue earners
3. Setting aside a budget for marketing and promotions
4. Involving the local community or service organisations wherever possible, e.g. Lions, Rotary Clubs
5. Remembering that the larger the event, the more important the role of volunteers.

Your plan will need to include actions and responsibilities in the following key areas:

- Operations;
- Licenses and retailing;
- Publicity and media liaison;
- Promotion and advertising;
- Approvals, legal and insurances;
- Managing staff and volunteers;
- Communications;
- Securing and managing sponsors;
- VIPs and hospitality;
- Finances;
- Security and
- Merchandise.

Event Budget

To develop a budget, start from scratch and list all the essential costs. If available, use last years accounts to check your budget. When working out your budget you should include all costs even if you know for certain some items will be free or subsidised. Show all 'sponsorships' as income. Do not over estimate the likely amount from this source. Remember that it may cost money to obtain a sponsorship and this cost should also be included in expenditure. After listing all costs, and adding 10% as a contingency, estimate the amount of income. Trim budget to be a



realistic reflection of income over expenditure excluding sponsorship. Develop a 'preferred' budget and a 'no frills' budget.

Sponsorship and Events

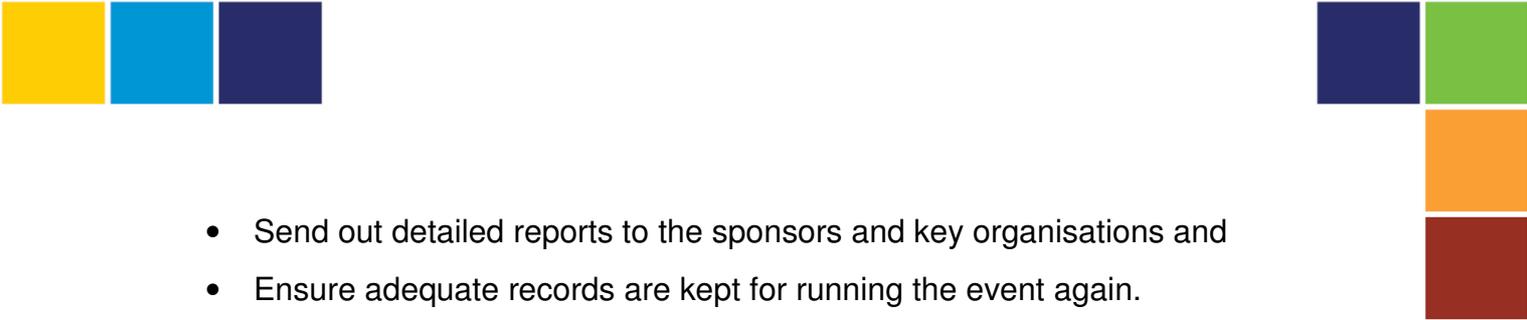
For most events these days, sponsorship is a critical source of income. Revenue from special licences to sell products or services at your event and from commercial sponsorships can be important revenue generators. These can be as simple as taking a cash percentage of all licensee sales, or provision of goods or services by a sponsor. If you have secured sponsorship, you must ensure that you actually deliver what you have promised. In the middle of an event, you can do without a sponsor asking where their signs are! The deal with your sponsor may include:

- Exclusivity (no competitors' products involved);
- Special sampling opportunities;
- Signage;
- Distribution of promotional material;
- Displays;
- Staff involvement, as volunteers or demonstrating products;
- Presentation of prizes;
- Opportunity to speak;
- Complimentary tickets;
- Hospitality opportunities for employees and VIP guests;
- Acknowledgment in your speeches and public messages and
- Access to database of registered event participants (within the constraints of the Privacy Act).

After the Event

Once the event is over, and the thanks and acknowledgments have been made, remember to:

- Pay the accounts;
- Send out results and media information;
- Balance the accounts;
- Hold a debriefing session;

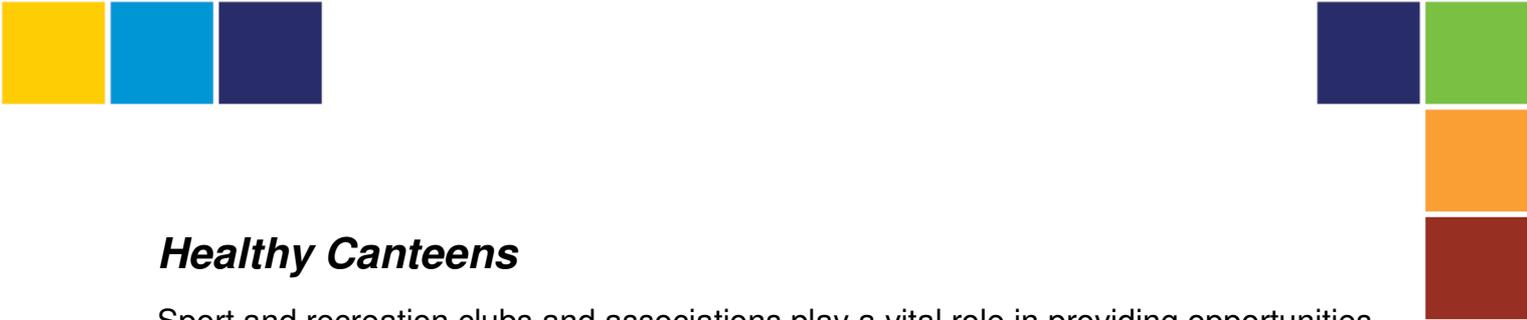
- 
- Send out detailed reports to the sponsors and key organisations and
 - Ensure adequate records are kept for running the event again.

The last duty of the organising committee is to review the whole planning procedure and event. The committee should think about what went to plan, what went wrong and what to do next time.

Conclusion

Managing events should be enjoyable. With careful planning and implementation events should be successful and rewarding for all involved. Not only your event participants but you and your team of organisers should have had a lot of fun and enjoyment as well as the satisfaction that you have created something for the benefit of your club and the whole community.

Council can provide advice to your club regarding event management, planning for events and marketing and promotion. Please contact the Sport and Recreation Unit on 1300 22 55 77 for assistance.



Healthy Canteens

Sport and recreation clubs and associations play a vital role in providing opportunities for Queenslanders of all ages to lead healthy active lifestyles.

Your club or association already does this through participation in sport and recreation. Why not combine that with the provision and promotion of healthier food and drink choices, and help build a culture that supports fun, safe and healthy active environments? Healthy eating is for everyone, even for those who are already a healthy weight and participate in regular physical activity.

Working out what is required to introduce healthier food and drink choices in your club or association is probably easier than you think. Whether you are a professional canteen supervisor with a fully staffed kitchen or an occasional volunteer with just a vending machine, you make even more of a difference by promoting healthier food and drink choices among your club community.

Rockhampton Regional Council is committed to improving the health and wellbeing of our community and can assist your sport and recreation club in becoming healthier by making a few small changes. Queensland Health's A Better Choice (ABC) Strategy can assist your club in becoming healthier and Rockhampton Regional Council will assist you in implementing the strategy. For more information contact the Sport and Recreation Unit on 1300 22 55 77.

For information on Queensland Government Sport and Recreation Services' healthy canteens program go to:

<http://www.sportrec.qld.gov.au/Industryinformation/Clubs/FoodforSport.aspx>



Safe Canteens

Most sport and recreation clubs operate a canteen to assist in generating revenue. Some of these clubs may require food licenses. In accordance with *The Food Act 2006 – Food safety for fundraising events* non profit organisations **must apply for a licence** to carry on a food business when:

- Meals are prepared by the organisation at a particular place, and are sold (including giving away food or bartering) on at least 12 days of the year.

However, non profit organisations **do not need a licence** when:

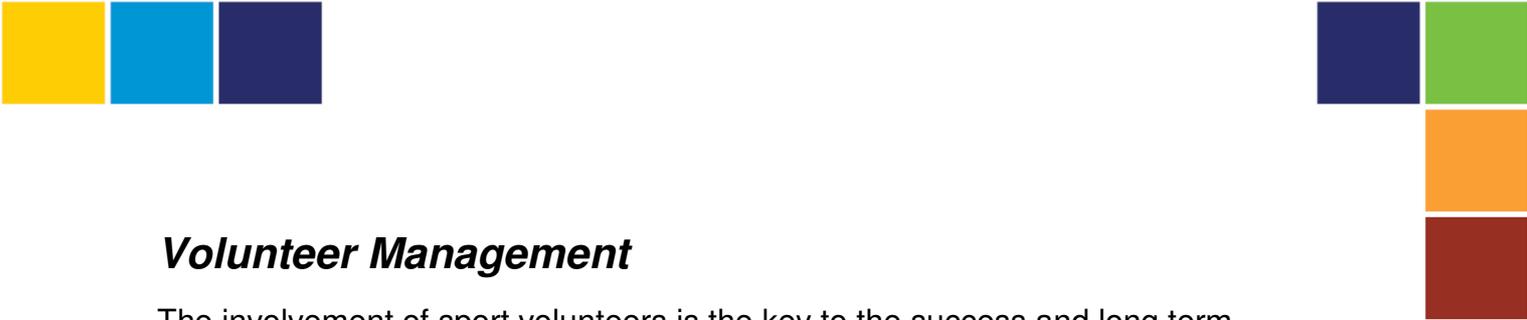
- Selling meals that were prepared by another organisation located at another premises then stored and heated or otherwise prepared by the non-profit organisation by following the manufacturer's instructions. For example, microwave heating a frozen meal purchased at a supermarket in accordance with the directions on the package; or
- Selling meals that consist only of fruit, cereal, toast or similar food; or
- The consumer of the meal helps to prepare it; or
- Selling meals prepared as part of an education or training program that the organisation conducts, which involves food preparation, hospitality or cater, for example a cooking class.

When dealing with food clubs need to ensure that they are aware of food safety practices, purchasing food, transporting food, labeling food and hygiene requirements.

Clubs will need to consult with Council and/or their lease prior to preparing food on site. Some leases have clauses in them relating to what can or can't be sold in the canteen.

Rockhampton Regional Council's Environmental Health Section can assist clubs in safe food practices, including canteen assessments. The Environmental Health Unit can be contacted on 1300 22 55 77.

To get a copy of *The Food Act 2006 – Food safety for fundraising events* contact the Sport and Recreation or Environmental Health Units on 1300 22 55 77.



Volunteer Management

The involvement of sport volunteers is the key to the success and long term sustainability of sport clubs, and sport events. Without volunteers, the sport system could not operate and there is growing cognisance of the need to better manage and nurture volunteers.

A definition!

The Australian Bureau of Statistics (ABS, 2002, p.39) defined sport volunteers as those participating in 'roles undertaken to support, arrange and/or run organised sport and physical activity'. Understanding their needs, why they volunteer, what motivates them to do the huge amount of work they do, how and how well they fill volunteer roles and what attracts them to continue or quit these roles, are important topics for research.

Core volunteers are described as volunteers who are usually board or office bearer's i.e. directors, often seen as leaders, and who have higher levels of involvement and commitment than peripheral volunteers (Pearce, 1993).

Non-core volunteers are described as steady contributors, who have lower levels of involvement and commitment than core volunteers, and are occasional contributors i.e. rotational canteen volunteers.

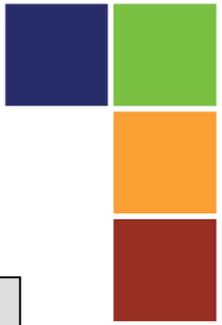
Recommendations for sporting bodies to increase volunteer numbers

1. Volunteer recruitment drives aimed at increasing the pool of volunteers from a range of population groups;
2. Provision of more positive experiences for volunteers through:

- 
- 
- a. appointment of volunteer coordinators to help reorganise volunteer workloads (through better rostering and scheduling) and reduce perceived pressures on volunteers;
 - b. better management of the interactions between club stakeholders such as parents/spectators/players and volunteers (e.g. hands on conflict resolution sessions and coping mechanisms for dealing with abuse and harassment);
 - c. reinforcement of the social and community experience;
 - d. implementation of formal and informal mentoring programs; and
 - e. recognition and appreciation initiatives;
3. Appropriate volunteer education and training opportunities to overcome the increasing concerns amongst volunteers (and potential volunteers) that they lack the skills and knowledge to manage sport clubs in an increasingly bureaucratic and compliance focussed environment;
 4. Strategic management of the volunteer leadership succession process and the development of opportunities for experienced volunteers to ease into retirement through roles as mentors or volunteer coordinators (e.g., formal recognition of current competencies to enable experienced volunteers to make the transition from sports volunteer to mentor or volunteer coordinator);
 5. Development of contemporary club management models / club structures that include non-traditional volunteer roles; and
 6. Development and implementation of reliable systems to monitor the recruitment and retention of sport volunteers at all levels (club and association);
 7. Inclusion of “Strategy for knowledge sharing among clubs” on the agenda of state conferences and workshops.

Issues facing Club Volunteers

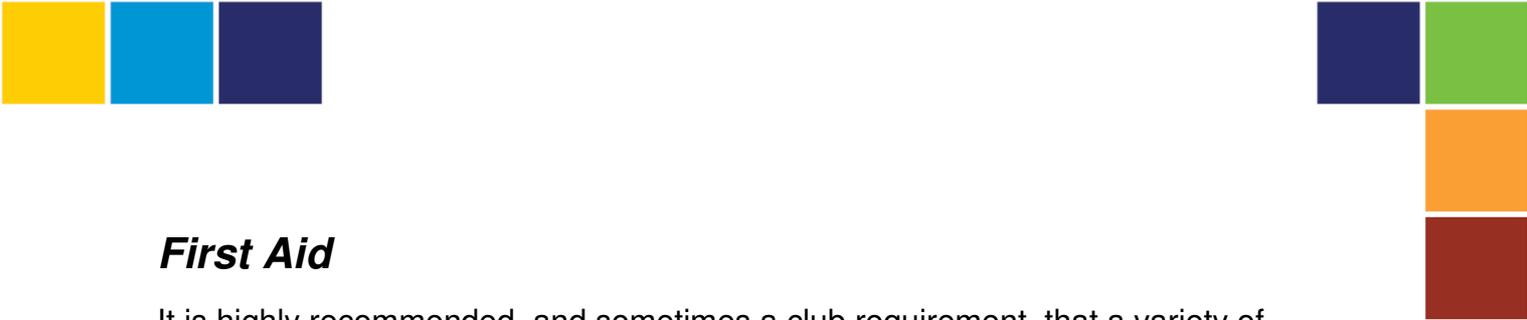
<u>Social</u>	Time pressures i.e. family or business commitments
<u>Political</u>	<ul style="list-style-type: none"> • History of the sport....too much red tape and bureaucracy! • Club Structure i.e. Constitution is poorly written not contemporary allowing for change and flexible decision making to suit environment; • Governance – no written policies, rules or regulations or committee structure to manage your club and • Stakeholder management, education and development.
<u>Financial</u>	<ul style="list-style-type: none"> • Cost of running our sport i.e. fees, operational; • Availability of funds i.e. grants, member fees, sponsorships, donations; • Accountability to members i.e. reporting and • Regulation i.e. obligations under the Act.
<u>Commercial and legal</u>	<ul style="list-style-type: none"> • Insurance i.e. type, availability and cost; • Intellectual Property and Rights i.e. do we have any, if so do we own it? • Lack of community sponsorship dollars.
<u>Members</u>	<ul style="list-style-type: none"> • Liability i.e. duty of care; • Governance – member protection and • Sport rage.
<u>Education</u>	<ul style="list-style-type: none"> • Cost, time, type, lack State sporting association support.
<u>Ethical</u>	<ul style="list-style-type: none"> • Member protection/codes of conduct; • The role of sports club in our community; • Sporting values and • Doping.
<u>The media</u>	<ul style="list-style-type: none"> • Relationship, cost i.e. media not interested in local sport .
<u>Regulatory and compliance</u>	<ul style="list-style-type: none"> • Too much bureaucracy in running clubs/associations turning volunteers away and • Lack of knowledge/time.



More information can be found on the Volunteering Australia Website at www.volunteeringaustralia.org. To obtain a copy of the Start Smart Toolkit for developing effective volunteer policies and procedures in not for profit organisations visit:

http://www.volunteeringaustralia.org/files/ZLQUJ6EUS6/Final%20Start%20Smart%20PDF_received%20071906.pdf

If your club needs assistance or suggestions for increasing volunteer numbers contact the Sport and Recreation Unit on 1300 22 55 77.



First Aid

It is highly recommended, and sometimes a club requirement, that a variety of individuals, e.g. coaches or officials, hold a Senior First Aid certificate and CPR. Further first aid can be provided through a delegated First Aid person who has completed their “sports trainer” course. This course is occasionally offered to clubs, for free, by Sport and Recreation Services under the Get Active Qld Accreditation Program. First Aid courses are available through St John’s Ambulance, independent providers and Qld Ambulance Service.

First Aid Equipment

It is essential that first aid kits are regularly checked, ensuring sufficient quantities and all items are in usable condition. Always replenish contents of first aid kit/s as soon as possible after use; it is recommended is that a note pad be used to keep track of items taken to facilitate ease of restocking. Items should NOT be used after the expiry date shown on packets

On Site First Aid Facilities

First aid boxes/kits should be made of suitable material to protect the contents from the elements, this is crucial in tropical climates with the humidity. First Aid boxes should be clearly identifiable – your club should put a first aid sign on the door of the room where the kit is kept.

Travelling/Outdoor First Aid Kit

When travelling to away games clubs must ensure that if a suitable first aid kit is not available at their destination that they need to take one with them. This kit should contain all the necessary items required for possible accidents incurred from the sport.



Incident/Report Forms

All clubs should have an injury/accident report form, necessary in cases where someone participating or associated (e.g. coach, official etc) with the club has an accident or injury whilst at the club facility or sporting grounds. These forms should be accurately filled out and filed for future reference, if needed. Information in these reports can be used to identify accident trends and provides documented evidence of action, if ever required. The incident report form should be aligned with your specific sport insurance requirements.

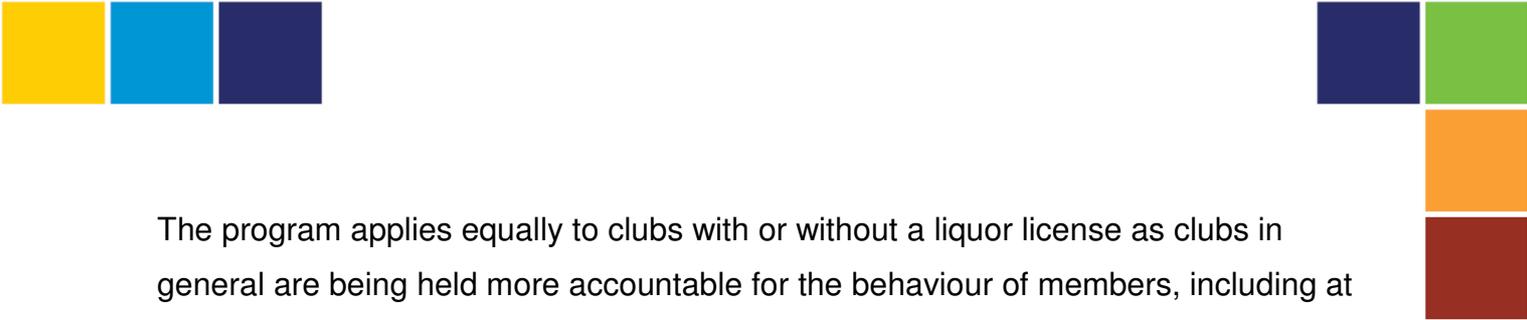
Alcohol Management

Alcohol and sport are historically closely linked in Australia which is why an effective Alcohol Management Strategy is essential for sporting clubs. Most major sporting competitions and teams promote and advertise alcohol consumption and many sports clubs have a tradition of heavy drinking. A large number of clubs depend on revenue from alcohol to finance club activities.

Good Sports is a national community health initiative of the Australian Drug Foundation (ADF) delivered **free** to community sports clubs. The ADF is a not for profit organisation established in 1959. *Good Sports* is an accreditation based program delivered by *Good Sports* Project Officers who work directly with sports clubs in assisting them to become healthier, more viable, happier, more family oriented members of the community, and less focused on the consumption of alcohol **at high risk levels**. This in turn assists in the development of safer and healthier communities. ***Good Sports is not about drying up clubs, it's simply about the responsible service and or consumption of alcohol.***



Good Sports assists clubs to provide leadership in their community and role model the positive environment sporting clubs must be. Displaying the *Good Sports* logo sends an important message to club members and the community. It confirms that the club promotes a responsible attitude towards alcohol management and best practice, and that it provides a safe environment for players, members, families and supporters. Program participation also sends a strong message to authorities concerning a club's ability to self-manage issues as critical as alcohol in sport.



The program applies equally to clubs with or without a liquor license as clubs in general are being held more accountable for the behaviour of members, including at third-party venues (such as a sponsor) as community standards have shifted heavily in their tolerance of alcohol related antisocial behaviour, including drink driving and alcohol related assault.

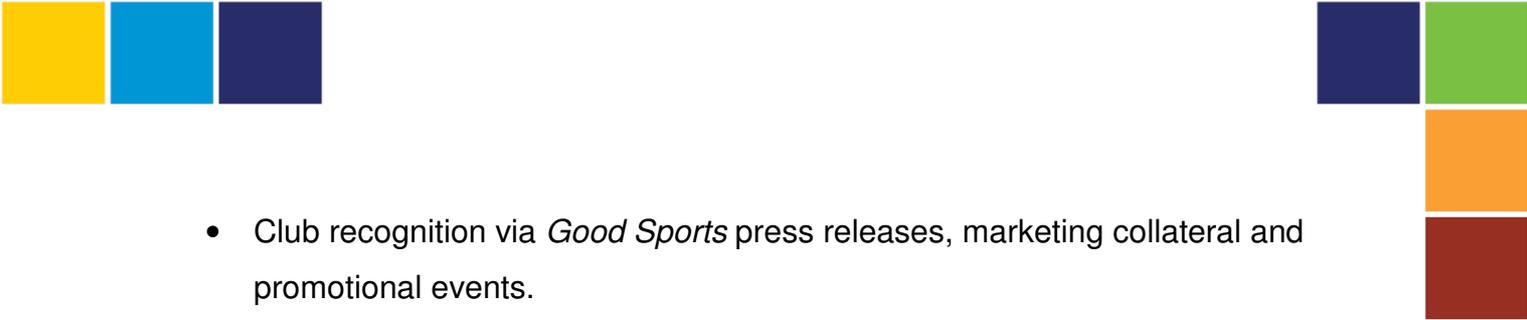
Additionally, clubs that manage alcohol very well in their club or do not have an alcohol culture (e.g. juniors only sports clubs) often find it difficult to obtain recognition for their responsible management of this issue.

Good Sports was developed to achieve safer and healthier communities. The program works to create sustainable change around the responsible service **and or** consumption of alcohol. It has been developed primarily to:

- Change the behaviour of players, supporters and members of community sporting clubs;
- Increase the viability and positive impact of sporting clubs in their communities;
- Reduce alcohol related problems such as drink driving, violence and assault; and
- Assist committees in risk managing their clubs regarding alcohol management and in general.

Benefits to Local Sporting Clubs include

- Free of charge participation, including the provision of *Good Sports* resources and accreditation merchandise;
- Highly subsidised RSA training through our partner, Club Training Australia
- Assists in protecting and attracting club sponsorships;
- Creates an increased awareness within clubs regarding their legal and social responsibilities;
- Assists to decrease the risk of club liability;
- Increases the opportunity for membership and revenue growth and

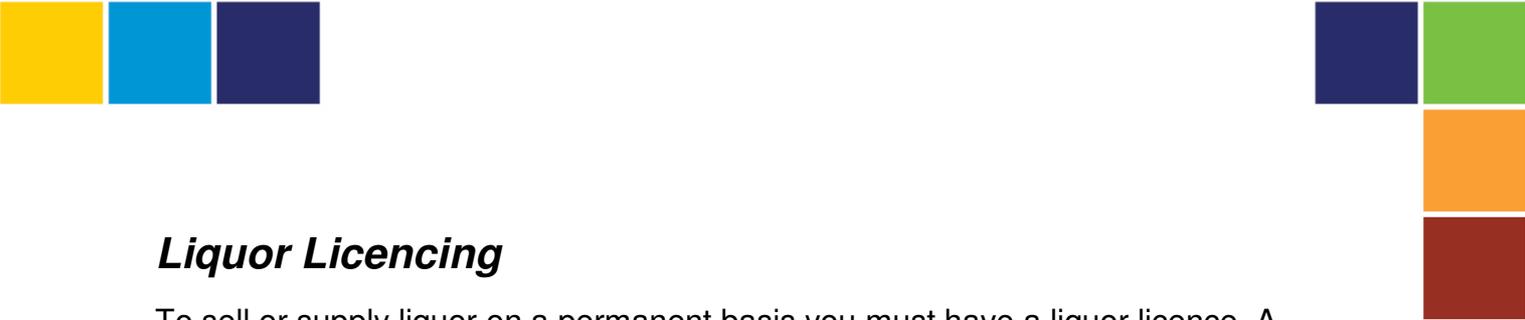
- 
- Club recognition via *Good Sports* press releases, marketing collateral and promotional events.

Benefits to Communities include

- Increased level of responsibility taken by sporting clubs for member behaviour;
- Reduced level of alcohol related incidents from sports clubs at their and associated (sponsor) venues;
- Reduced violence, noise, injury and damage to facilities;
- Reduced road trauma and drink driving incidents and
- More people protected from the misuse of alcohol, particularly in the younger age groups.

Further information can be found at The Good Sports website

www.goodsports.com.au.



Liquor Licencing

To sell or supply liquor on a permanent basis you must have a liquor licence. A licence (liquor or wine) may be held by:

- A company;
- A person over the age of 18 years;
- An incorporated association or club or
- An individual on behalf of an unincorporated association or club.

A licence may also be held on behalf of a trust, eg. ABC Pty Ltd as trustee for the ABC Family Trust.

The Office of Liquor and Gaming Regulation is required to assess whether someone is a *fit and proper person* under the Liquor Act, to hold a licence.

Community Club and Community Other licence

If the service or supply of liquor is provided only by volunteers, the licensee must ensure that there is a person with current Responsible Service of Alcohol training on the premises to supervise the volunteer staff.

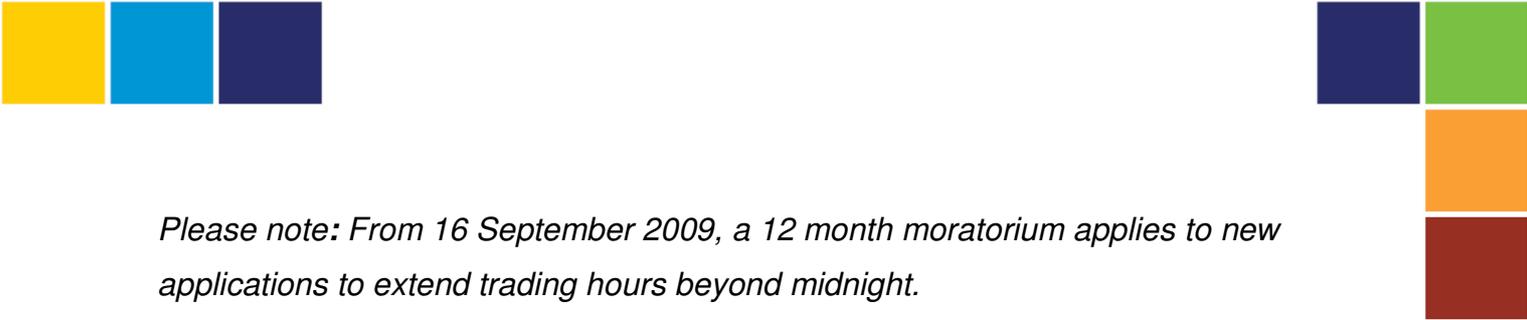
Variations and extended trading hours

Variation of licence

- A fully completed application form;
- Prescribed application fee;
- Risk assessed management plan (RAMP) and
- Community impact statement (CIS).

Approved extended trading hours (regular)

- A fully completed application form;
- Prescribed application fee;
- Risk assessed management plan (RAMP) and
- Community impact statement (CIS).



Please note: From 16 September 2009, a 12 month moratorium applies to new applications to extend trading hours beyond midnight.

Risk assessed management plan

A risk assessed management plan (RAMP) is a submission required to be lodged detailing information relating to the licensee's management practices and procedures at the premises.

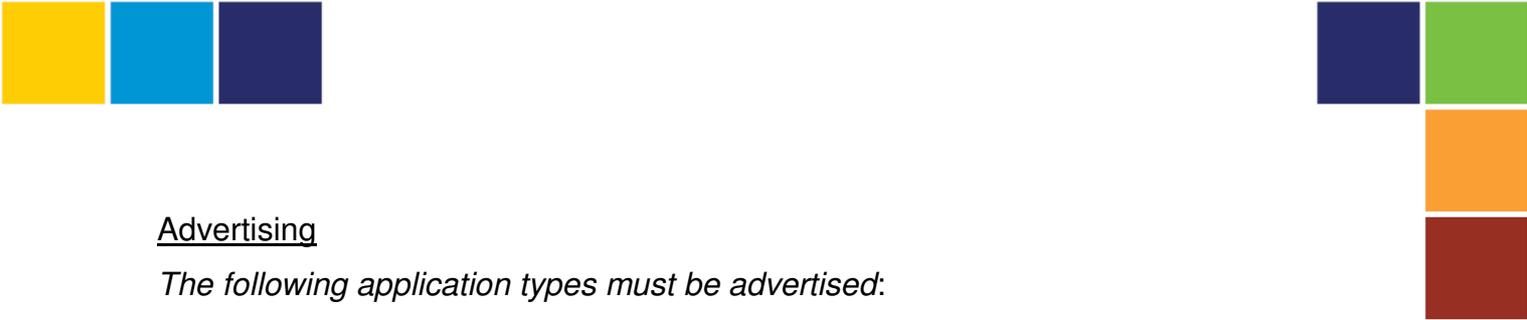
A RAMP should include:

- Principal activity to be conducted on the premises;
- Maximum hours of operation;
- Details of responsible service of alcohol initiatives;
- Details of participation in a liquor accord in the locality (if applicable);
- Details of security (how many, when, for how long etc);
- Provision of food (types of food, when it will be available etc.);
- Staff training and
- If amplified/outdoor entertainment is proposed how the impact on the surrounding locality is mitigated.

The following applications must include a RAMP:

- New licence applications;
- Extended trading hours approvals;
- Permanent variation of licence applications;
- Permanent changes in licensed area;
- Transfers of existing licence and
- Restricted liquor permits.

It is the responsibility of licensee or permitted to notify the chief executive of any change in operating practices by lodging a new RAMP. Any proposed change must be approved prior to it taking it effect. Failure to advise the chief executive of any changes to operating practices may result in disciplinary action.



Advertising

The following application types must be advertised:

- A licence or variation of a licence;
- A detached bottle shop;
- Approved extended trading hours and
- An adult entertainment permit.

The advertisement notifies the public of the type of application and the requirements for objection to the application. The chief executive will advise the applicant of the wording, size and timing of the advertising.

Advertising is done at the expense of the applicant and consists of:

- Advertising twice in a local newspaper;
- Advertising once in the Government Gazette and
- Displaying a sign on each street frontage of the premises.

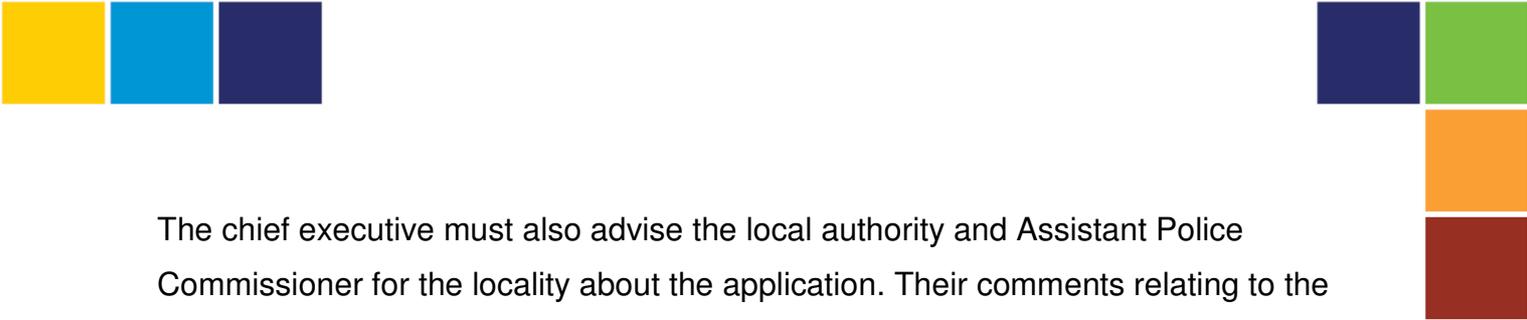
The chief executive may waive the requirement to advertise on request by the applicant because of any of the following:

- The remote location of the premises;
- Advertising which has already taken place for another purpose that substantially complies with the requirements and
- Other special circumstances.

Objections

Objections to applications may be made by adults either individually or as a signatory to a petition. People may lodge objections if they consider that the granting of the application would unduly disturb or inconvenience them in living, working or doing business in the area, or travelling to or from places of public worship, hospital or school (existing or proposed).

If objections are lodged, a conference (which is not open to the public) may be held.



The chief executive must also advise the local authority and Assistant Police Commissioner for the locality about the application. Their comments relating to the reasonable requirements or the amenity of the locality must be taken into consideration by the chief executive.

The decision

The chief executive will make a decision after considering:

- The community impact of the application;
- Objections and submissions, if any;
- Fit and proper status of the applicant and
- Suitability of the premises to be licensed.

The chief executive's decision may be to grant the application, refuse it, or grant it subject to conditions. If the venue is not complete and ready to trade, it may be provisionally granted subject to completion, and trading may not commence until it has been satisfactorily completed and inspected by OLGR's Compliance Unit, and the licence has been issued.

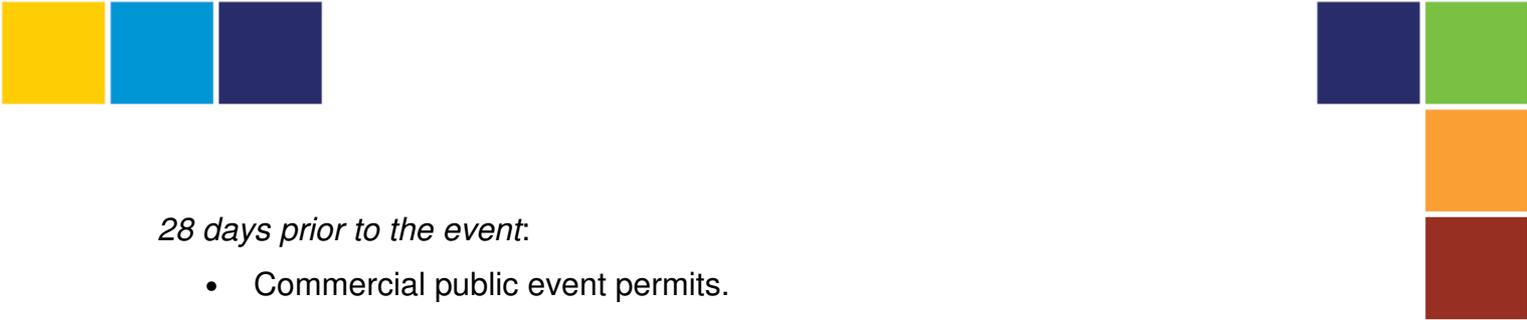
If the licence is refused, the applicant may appeal to the Queensland Civil and Administrative Tribunal. Similarly, if the application is granted an objector may choose to appeal the decision. Any appeal must be lodged with the Queensland Civil and Administrative Tribunal within 28 days of receiving written notification of the chief executive's decision.

Late applications

Applications that are lodged outside the following timeframes will not be accepted.

21 days prior to the event:

- Community liquor permits;
- One-off extended hours permits;
- Restricted liquor permits and
- Temporary variations to licences for one-off events.



28 days prior to the event:

- Commercial public event permits.

Eight weeks prior to the event:

- One-off adult entertainment permits.

Licensee absences

Different requirements apply for absences from premises under the Liquor Act and Wine Industry Act.

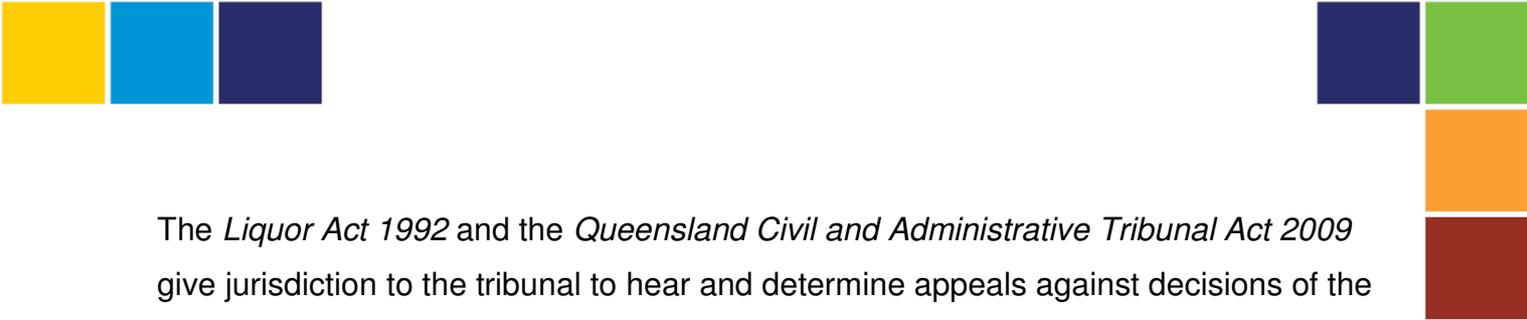
Under the Liquor Act, if the licensee is going to be absent from the premises without the presence of an approved manager, approval must first be obtained from the chief executive and set criteria apply. A notification of absence from licensed premises form must be completed and lodged with OLGR. There is no fee for this application.

Under the Wine Industry Act, if the licensee or nominee is going to be absent from the premises for more than 28 days, a letter notifying of their absence from the licensed premises must be forwarded to OLGR. No fee is required.

Queensland Civil and Administrative Tribunal

The Queensland Civil and Administrative Tribunal (QCAT) was established on 1 December 2009 to hear and determine appeals against decisions of the chief executive of the Department made under the *Liquor Act 1992*.

The QCAT is an independent decision-making body which provides an informal, quick, efficient and cheaper form of merits review for liquor licensing matters than what is available under a court system. The tribunal is also given jurisdiction by the *Wine Industry Act 1994* to hear and determine appeals against decisions of the chief executive made under that Act.

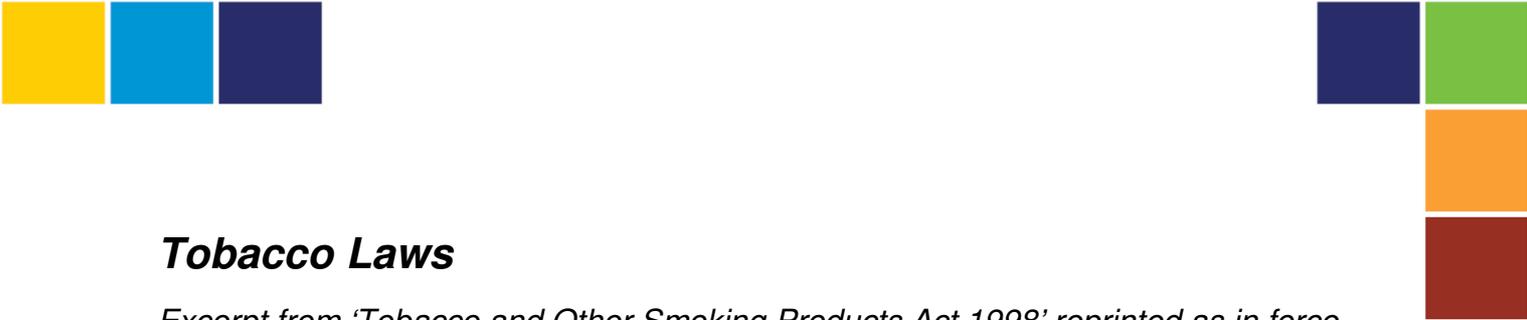


The *Liquor Act 1992* and the *Queensland Civil and Administrative Tribunal Act 2009* give jurisdiction to the tribunal to hear and determine appeals against decisions of the chief executive under the Act including in particular, "The grant, refusal, cancellation, suspension or surrender of a licence or permit".

Licence conditions - The grant or refusal of authorisation under the Act and "To hear and determine other appeals that may be made to it under this Act or another Act".

For more information on the Office of Liquor and Gaming Regulation, visit the <http://www.olgr.qld.gov.au/> or telephone 13 25 23.

It is a requirement of Liquor Licencing that your application is signed by Rockhampton Regional Council's General Manager Communities, please provide 14 (fourteen) days notice to have the application signed.



Tobacco Laws

Excerpt from 'Tobacco and Other Smoking Products Act 1998' reprinted as in force on 24 July 2010.

26ZI Person must not smoke at a prescribed outdoor swimming area

- (1) A person must not smoke at a prescribed outdoor swimming area between sunrise and sunset.
- (2) In this section—

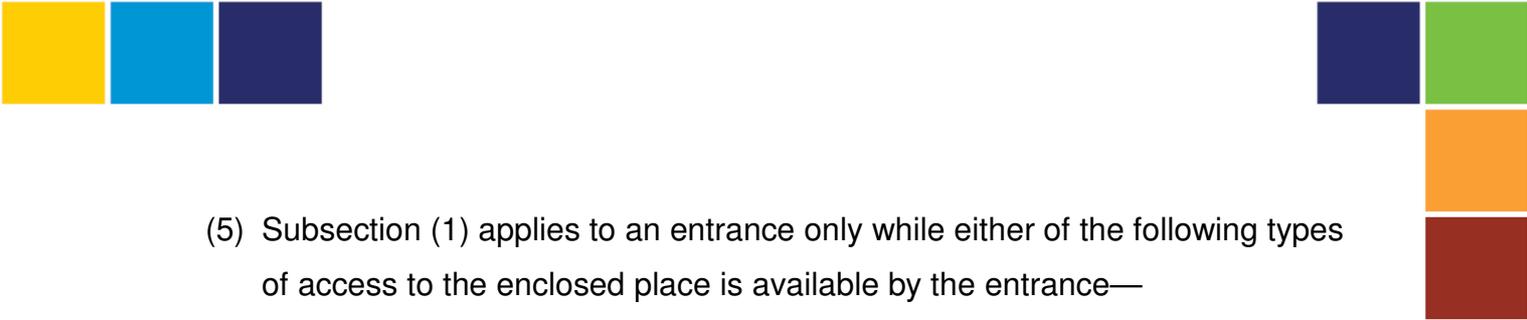
Outdoor swimming area means an area in, or adjacent to, a pool or other body of water used by the public for swimming.

Example - an artificial beach

Prescribed outdoor swimming area means an outdoor swimming area, or part of an outdoor swimming area, prescribed under a regulation.

26ZJ Person must not smoke near an entrance to an enclosed place

- (1) A person must not smoke within 4m of any part of an entrance to an enclosed place, unless the person has a reasonable excuse.
Maximum penalty—20 penalty units.
- (2) Subsection (1) does not apply to an entrance that is an entrance only to—
 - (a) residential premises; or
 - (b) multi-unit residential accommodation; or
 - (c) premises to which a commercial hotel licence or community club licence under the *Liquor Act 1992* applies; or
 - (d) premises, to which a commercial special facility licence under the *Liquor Act 1992* applies, that contain all or part of a casino; or
 - (e) a vehicle or part of a vehicle.
- (3) Subsection (1) does not apply to—
 - (a) a person in a motor vehicle; or
 - (b) a person in an outdoor pedestrian mall prescribed under a regulation.
- (4) It is a reasonable excuse for subsection (1) that the person was not remaining at or near the entrance but was merely passing the entrance.



(5) Subsection (1) applies to an entrance only while either of the following types of access to the enclosed place is available by the entrance—

(a) public access;

(b) the access usually available by the entrance to enable the place to be used in a way it is ordinarily used.

(6) In this section—

multi-unit residential accommodation means motels, hostels, boarding houses, nursing homes, residential accommodation comprising lots in a community titles scheme and other similar accommodation.

residential premises means premises used, or intended to be used, as a place of residence or mainly as a place of residence

26ZK Person must not smoke near children’s playground equipment

(1) A person must not smoke within 10m of any part of children’s playground equipment situated at a place that is ordinarily open to the public.

Maximum penalty—20 penalty units.

(2) Subsection (1) does not apply to—

(a) a person in a motor vehicle; or

(b) a person at residential premises or on land on which residential premises are built or may lawfully be built.

(3) In this section—

residential premises see section 26ZJ(6)

Active After School Communities



Australian Government
Australian Sports Commission

Active After-school Communities

Helping kids and communities get active

Promote your club and attract new junior members

The Australian Sports Commission's Active After-school Communities (AASC) program gives children a passion for sport.

By providing primary school children with a positive introduction to sport the AASC program helps build the foundation needed for children to progress to local club sport.

The AASC program is a free Australian Government Initiative that provides primary school children with access to sport and structured physical activity programs after school (3.00pm-5.30pm).

The program, run at over 3200 schools and after-school care centres across Australia, gives children a positive first experience to start them on the sporting pathway.

The Australian Sports Commission manages the AASC program nationally through a countrywide network of regional coordinators who assist schools and after-school care centres to facilitate the program, recruit and train community coaches and, most importantly, forge links between children and clubs.

AASC kids love sport

Around Australia, 150 000 children in the AASC program are enjoying playing over 70 different sports and looking for clubs to join!

The AASC program targets children who do not usually join local sporting clubs and gives them positive and fun experiences.

By working to develop a love of sport, the AASC program inspires children with all levels of skill to join local sporting clubs.

The AASC program is a fun, free and safe introduction to sport that makes it easy for clubs to promote themselves and get direct access to tomorrow's players.



Why your sports club should be involved

The AASC program is a dynamic and positive opportunity for local sporting clubs and associations to grow membership, improve resources and aid long-term viability.

The AASC program creates links between primary school children and sports clubs, and is continually focused on promoting sport participation.

The benefits of club involvement in the AASC program include:

- ★ Increased junior membership and possible creation of new junior teams/clubs through coordinated access to schools and families.
- ★ Opportunities for your club to apply for grants for new equipment to assist with the delivery of your sports and activities.
- ★ Opportunities for your club coaches to access free professional development through the Australian Sports Commission's Community Coach Training Program.
- ★ Opportunity for your coaches to gain payment.
- ★ Exposure of your sport, club facilities and club coaches to primary school children, parents, school teachers and other local community members.
- ★ Increase in volunteers, parents and athletes who are able to become trained coaches at your club through the free Community Coach Training Program.
- ★ Promotional opportunities including 'come and try' days during which clubs have a chance to showcase their sports.

- ★ A free copy of the Playing for Life CD-ROM resource which contains over 100 game cards that can be used in the delivery of the AASC program.
- ★ Support and Information through AASC Online, a website built specifically for AASC program deliverers.
- ★ Ongoing support provided by an Australian Sports Commission regional coordinator.

How your club can be involved

The AASC program is a springboard for club growth: through the AASC program children learn to love playing sport – the first step to joining a sports club.

Your club can be involved in the AASC program in numerous ways. A person affiliated with your club who has the time and interest can deliver a AASC program for as little as one hour a week for up to seven weeks. Or, if delivery is too time intensive, the AASC program can identify someone in the community to deliver the program on behalf of your club. This way your club can be involved by promoting membership opportunities through a variety of ways, such as:

- ★ being involved in a 'come and try' gala day at the end of term
- ★ inviting junior coaches to attend a session to meet children at local schools or after-school care centres participating in your sport
- ★ inviting AASC schools and after-school care centres to use your club facilities and hosting an activity session or registration day
- ★ holding registration days at AASC schools or after-school care centres that participate in your sport
- ★ attending a school or after-school care centre that is running your sport and handing out registration flyers to children.

Clubs should liaise directly with their local regional coordinator to plan how they may best be involved in the AASC program. Regional coordinators will also have many more ideas for promotion – the options are endless!



ausport.gov.au/aasc

Facts and figures

Since the AASC program has been running:

- ★ 50 per cent of coaches from sporting clubs or physical activity organisations involved in the AASC program have reported an increase in the number of children attending and participating at their club or organisation
- ★ two out of three parents of children participating in the AASC program indicated that their child would like to join a new sporting club or organisation
- ★ three quarters of parents with children participating in the AASC program said that their children had expressed interest in new sports and physical activities in the previous 12 months
- ★ 30 000 people, many sport affiliated, have been trained by the AASC program to become community coaches, and many use these skills to coach in their local schools and clubs
- ★ nearly 400 000 children have participated in the AASC program and over half a million sport and activity sessions have been delivered around the country
- ★ there are up to 150 000 children currently participating in the program, which is run in up to 3250 schools and after-school care centres in every state and territory in Australia
- ★ children are spending more time being active and wanting to join sports clubs to continue their sport or activity.

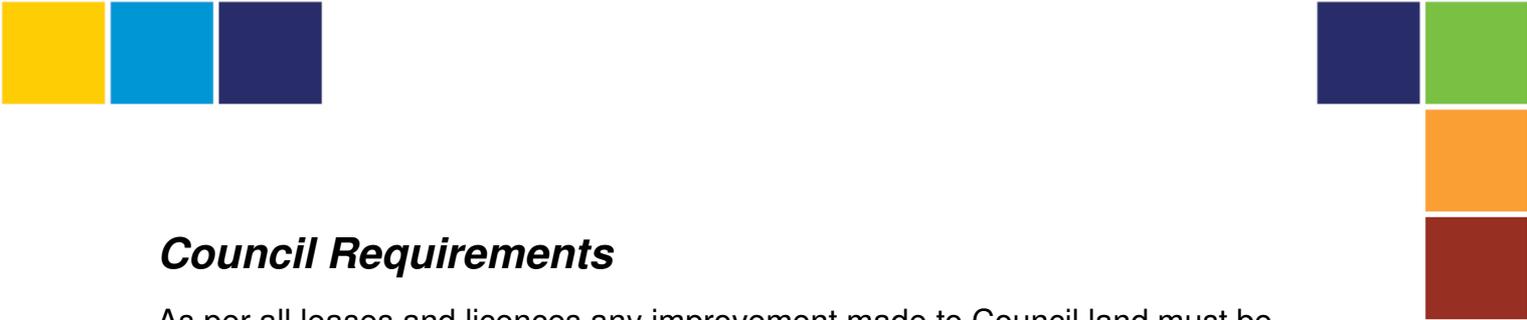
Statements drawn from the Colmar Brunton Social Research 2005-07 Interim evaluation of the AASC program.

State offices

Australian Capital Territory and New South Wales Tel: (02) 8765 2544	South Australia Tel: (08) 8416 6628
Northern Territory Tel: (08) 8942 3681	Tasmania Tel: (03) 6224 9730
Queensland Tel: (07) 3031 8000	Victoria Tel: (03) 8698 7711
	Western Australia Tel: (08) 9492 9769

Find out more!

You can find more information about the AASC program at ausport.gov.au/aasc or by emailing infoaasc@ausport.gov.au



Council Requirements

As per all leases and licences any improvement made to Council land must be approved in writing before the work is commenced. This includes signage, building and land improvements.

Signage:

Any signage to be erected on leased or licenced land must be approved by the Sport and Recreation unit. Occasionally signage will also need to be approved by Council's planning section dependent on size of the sign.

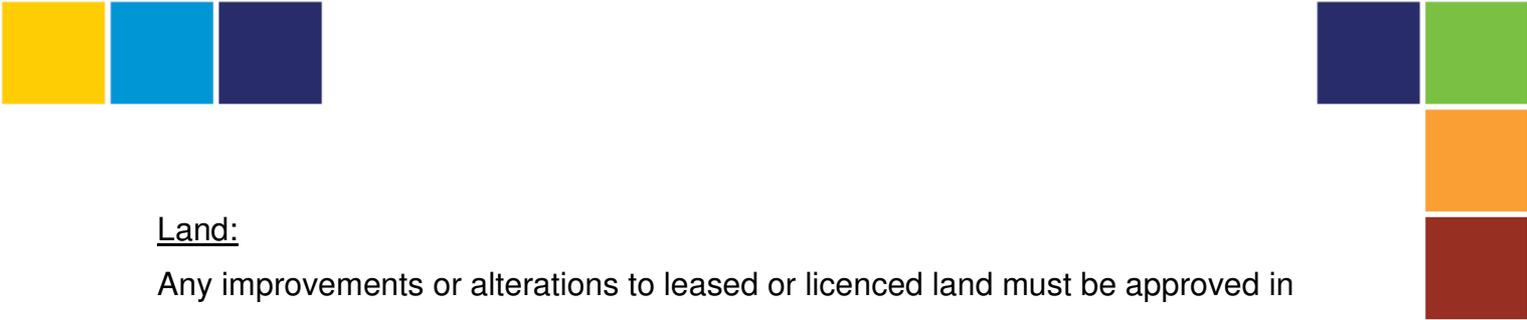
When asking the Sport and Recreation Unit for approval to erect signage you must forward the Unit a letter on club letterhead, a sketch or artwork for the sign, dimensions and colours of the sign and the proposed location of the sign.

Building Improvements:

When a club wishes to erect a building, make improvements to a building or alter one in any way they must first obtain the written approval of the Sport and Recreation Unit. Such improvements may also require approval from the Facilities Maintenance Unit, Department of Environment and Resource Management (where Council is the Trustee of the land), planning and development approvals.

Where building improvements are planned the club must provide the Sport and Recreation Unit with a letter on club letter head, a sketch or plan of the proposed improvements, dimensions and location and all other relevant information.

If a club wishes to paint their building they must additionally provide the colour swatches and painting scheme.

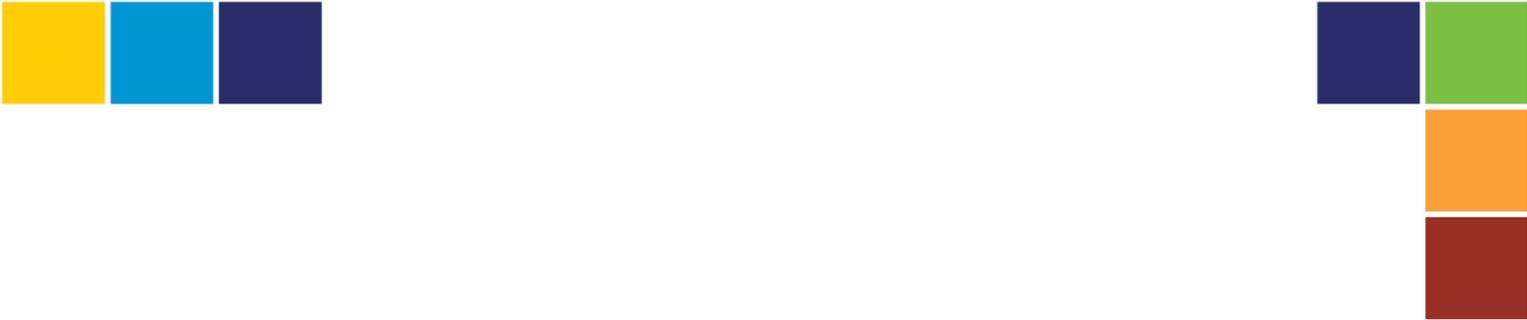


Land:

Any improvements or alterations to leased or licenced land must be approved in writing by Council's Sport and Recreation Unit prior to any works commencing. Some improvements may also require approval from the Parks and Recreation Unit,

Department of Environment and Resource Management (where Council is the Trustee of the land), planning and development units.

Where land improvements are planned the club must provide the Sport and Recreation Unit with a letter on club letter head, a sketch or plan of the proposed improvements, dimensions and location and all other relevant information.



Forms, Templates and Checklists