



**MOTORSPO RTS NT**  
INC.

*Supporting  
Territory  
Motorsport*

[www.motorsportsnt.com.au](http://www.motorsportsnt.com.au)

# COMMITTEE MEMBER INDUCTION PACK

For Northern Territorian Motorsport Organisations



This resource has been developed for the Northern Territorian motorsport industry's use. We encourage your committee to download and print this pack.

Other individuals/organisations who would like to use this pack for information purposes only (i.e. not sold for profit) are required to:

- submit a request in writing to [motorsportsnt@bigpond.com](mailto:motorsportsnt@bigpond.com)
- ensure that the included material is credited to MotorSports NT Inc.

## DISCLAIMER

**IT IS A CONDITION OF USE OF THIS GUIDE (the COMMITTEE MEMBER INDUCTION PACK) THAT THE USER READS AND AGREES TO COMPLY WITH THE FOLLOWING DISCLAIMER OF LIABILITY:**

This pack is for reference only and does not purport to provide specific professional or legal advice. Users should obtain independent advice from legal, insurance and financial professionals as required.

References to other publications, resources and websites are for convenience only and MotorSports NT:

- does not sponsor or endorse any external material, associated organisation, product or service
- does not make any warranty or guarantee as to the quality, accuracy, correctness or completeness of the external material.

To the extent permitted by law, all implied terms, conditions and warranties, are excluded.

MotorSports NT does not accept any responsibility for any errors or omissions in this pack and the user now and at all times in the future:

- releases MotorSports NT and its employees, agents, and contractors from and against any loss, claim, cost, expense or other liability whatsoever incurred or suffered by the user as a result of using the pack
- indemnifies MotorSports NT and its employees, agents and contractors from and against any loss, claim, cost, expense or other liability whatsoever incurred or suffered by MotorSports NT arising from a claim by a third party in connection with or arising from use of the pack (including liability for a negligent act, breach of statutory duty or obligation or default or omission).





## MESSAGE FROM THE PRESIDENT

MotorSports NT (MSNT) is the Peak Body for affiliated Northern Territory motor sports organisations and has produced this document to develop stronger administrative functions, sporting excellence and increased participation in motor sport.

It is important that MSNT has a clearly stated position on the governance of motor sport organisations to which MSNT provides funding and support.

The Northern Territory's motor sports landscape is enriched and delivered through the countless hours of service and support provided by volunteers.

Volunteer boards, committees and administrators in particular carry extra responsibilities and burdens associated with the complex legal and regulatory environment within which they must operate.

The contribution and commitment to ensuring Territory motor sport has a quality environment where people can participate and strive for success is of immeasurable value to the community.

I commend the "Committee Member Induction Pack" document as the principle guiding policy for all clubs to use as an ongoing reference.

Yours in motor sport,

A handwritten signature in black ink, appearing to be 'Gary Pendlebury', enclosed within a large, loopy oval shape.

**Gary Pendlebury**  
President  
MotorSports NT

The majority of motorsport clubs and associations are incorporated bodies run by volunteer management committees. These volunteers are responsible for the financial viability, strategic direction and future development of the organisation, as well as maintaining day-to-day operations.

The induction of committee members is an opportunity to ensure that they are aware of their roles and responsibilities and understand the organisations' objectives and operations. A good induction can influence how quickly new committee members become confident to provide input.

This '**Committee Member Induction Pack**' is a collection of '**best practice**' to help committees operate effectively. This edition has been tailored to suit the needs of motorsport organisations run entirely by volunteers. We encourage you to provide this pack to new members when they join your committee. The induction can also include the provision of critical documents such as budgets and strategic plans, presentations by key personnel, formal or informal meetings with existing or retiring committee members and mentoring relationships.





# CONTENTS

DISCLAIMER	ii
MESSAGE FROM THE PRESIDENT	1
IS THE COMMITTEE MEMBER INDUCTION PACK RELEVANT TO OUR ORGANISATION?	5
HOW TO USE THIS PACK	5
ACKNOWLEDGMENTS	5
TERMINOLOGY IN THIS PACK	6
SECTION 1 – COMMITTEE MEMBER INDUCTION PROCESS	7
1.1 Information committee members need to know about the organisation	7
1.2 Rationale for inclusion of organisation-specific information	8
1.3 Orientation of new committee members	9
1.4 Encouraging committee membership before formal election	9
SECTION 2 – STRUCTURE AND LEGISLATIVE REQUIREMENTS FOR ORGANISATIONS	10
2.1 Legal structures	10
2.2 Child protection legislation	10
2.3 Occupational Health, Safety and Welfare requirements	11
2.4 Other relevant legislation or licensing requirements	11
SECTION 3 – ROLES AND RESPONSIBILITIES OF COMMITTEES AND COMMITTEE MEMBERS	12
3.1 Role of the committee	12
3.2 Authority of the committee	13
3.3 Composition of the committee	13
3.4 The role of the committee member	13
3.5 The role of sub-committees	15
3.6 How committees should interact with sub-committees	16
3.7 Managing relations and communications with key stakeholders	16
3.8 Volunteer management	17
SECTION 4 – COMMITTEE MEMBERS' CODE OF CONDUCT	21
SECTION 5 – RIGHTS AND LEGAL OBLIGATIONS OF COMMITTEE MEMBERS	22
SECTION 6 – CONFLICT OF INTEREST	23
6.1 What is a conflict of interest?	23
6.2 How to deal with potential conflict of interest	23
SECTION 7 – COMMITTEE PROCESSES	24
7.1 Effective committee meetings	24
7.2 Financial responsibility	26
7.3 Risk management	27
7.4 Insurance	28
7.5 Managing complaints or incidents of concern	28
7.6 Preparing for an Annual General Meeting	29

SECTION 8 – PERFORMANCE MANAGEMENT	31
8.1 Performance management of the organisation	31
SECTION 9 – STAKEHOLDER RELATIONSHIPS AND AFFLIATION	32
9.1 Affiliation with parent body	32
9.2 Policy development	32
9.3 Sponsorship and grants	33
SECTION 10 – GROWING YOUR CLUB	34
10.1 Marketing	34
10.2 Using social media	39
10.3 Sponsorship and fundraising	40
10.4 Creating a positive culture	46
10.5 Member retention	47
10.6 Developing and managing your database	48
10.7 Constitutions	49
REFERENCES	51



**The purpose of these guidelines is to:**

- help board or committee members and motor sport organisation managers to develop, implement and maintain a robust system of governance that fits the particular circumstances of their sport
- provide the mechanisms for motor sports to establish and maintain an ethical culture through a committed self-regulatory approach
- provide members and stakeholders with benchmarks against which to gauge the motor sporting organisation's performance.

## IS THE COMMITTEE MEMBER INDUCTION PACK RELEVANT TO OUR ORGANISATION?

**THIS DOCUMENT IS RELEVANT TO VOLUNTEER MOTORSPORT ORGANISATIONS. PLEASE READ ON TO FIND OUT MORE ABOUT HOW THIS DOCUMENT APPLIES TO YOUR ORGANISATION.**

The committee has ultimate responsibility for its organisation and it is accountable to its members. For smaller organisations, the committee is usually responsible for hands-on operational management. Committees also have the responsibility for inducting prospective or new committee members.

This document aims to assist volunteer committees to operate more effectively by:

- explaining their legal obligations
- detailing key responsibilities
- defining the elements of good governance
- suggesting processes that may be used to improve efficiencies.

## HOW TO USE THIS PACK

The Committee Member Induction Pack is designed to cover basic and generic information for committee members and can be used as a key part of the induction process for new committee members. We recommend that you also provide your committee's financial, planning and decision-making documents as part of the induction process.

The information contained in this pack can also be used by existing committee members as a reference tool and when reviewing their current roles and practices.

A collection of documents appropriate to use in an induction process might include:

- generic information about the committee's responsibilities in the governance role (this pack provides this information)
- organisation-specific documents that outline the organisation's current and future structure, financial, and planning information
- sport/activity-specific information.

It is a good idea to present the finished collection of documents in a loose-leaf folder to allow for additions or substitutions. Alternatively, they might be available on line so committee members access them under a login system. We have listed some useful documentation to include in the induction process in Section 1.2.

The MotorSports NT website will have some optional additional contents including information and documents that can be selected for inclusion in your final committee member's induction documentation or that can be useful to support the work of the committee over time.

This pack is available in both hardcopy and electronic formats. For an electronic copy, please visit the MotorSports NT website.

For hardcopies please phone (08) 8947 2733.

## ACKNOWLEDGMENTS

The material in this Committee Member Induction Pack was derived from an extensive desktop/literature review of the latest legal and operational trends. The sources of all information included in this pack are referenced where applicable.

When new or updated information becomes available, we will update the electronic file. The updated copies will be available on the MotorSports NT website.

This resource was initiated and coordinated by Mel Edwards, Executive Officer, for and on behalf of MotorSports NT.





## TERMINOLOGY IN THIS PACK

**Organisation:** refers to any of the following local organisations that are accountable to their members:

- voluntarily run small state organisations
- voluntarily run district or regional associations
- local clubs.

**Committee:** the governing body or group of people appointed to govern or direct the organisation. It may also be called *committee of management*, *management committee* or *committee of directors*.

**Committee member:** a member of the governing body (the committee) as described above.

**Governance:** the system under which organisations including volunteer organisations such as associations are controlled and directed, normally in the form of authority agreed upon by the members of a committee. The term governance has been described as ‘the process by which a governing body ensures that an organisation is effective and properly run ... governance is not necessarily about doing; it is about ensuring things are done.’

**Stakeholders:** any party that affects, or can be affected by, the organisation’s actions. Stakeholders in non-profit organisations have been described as ‘organisations and individuals who have an interest in the success and services of the organisation – ranging from staff and volunteers to members, affiliates, funding bodies and sponsors.’

*(D.Fishel. The Book of the Board: Effective Governance for Non-Profit Organisations. Sydney: The Federation press, 2003).*

**Parent body:** this is the group that a club or association is affiliated with. Traditionally this would be:

- regional district association for club
- state recreation and sport organisation for regional or district association
- national recreation and sport organisation for state body.

**Commissioner:** means the Commissioner of Consumer Affairs within the meaning of the *Consumer Affairs and Fair Trading Act*.



# SECTION 1

## Committee Member Induction Process

### Purpose of this section:

To outline the induction process by listing the elements that prospective and newly recruited committee members should know in order to operate effectively within the committee.

Your customised committee members' induction documentation, which includes this pack, should be used within a broader induction process.

The committee might also consider developing a written guide that outlines its induction process. The guide would include the steps, and supporting documentation, used in committee members' inductions.

While it is important to provide committee members with the information they need, it will also be important to help them feel comfortable in their new roles. This can be achieved by taking steps to introduce them to the existing committee and to develop relationships within the organisation.

This pack, along with other specific documentation about your organisation, will personalise the induction process and make it easier to cover all the information a new or prospective committee member will ask for, or need to receive, to be adequately informed.

This section outlines:

- how you might induct new committee members
- what information to consider incorporating in your customised induction documentation.



### 1.1 INFORMATION COMMITTEE MEMBERS NEED TO KNOW ABOUT THE ORGANISATION

This section helps your committee identify the relevant background material about the organisation to add to this pack for use in an induction process. This includes information about the organisation's history and evolution, strategy and direction, financial circumstances, current happenings and progress, and other relevant information.

This knowledge is vital to assist new committee members to assimilate into the team and operate with knowledge of the organisation's purpose, progress, and future direction.

These documents are specifically about your organisation and should be included in the final induction package. They should be reviewed on a regular basis and altered as necessary.

We recommend you include the following in the committee members' induction process:

- information about the organisation – including its history and evolution
- the organisation's strategic plan and constitution
- minutes of the last three committee meetings and the previous year's Annual General Meeting minutes
- current newsletter (if applicable)
- annual budget, spending priorities and savings plans (e.g. for equipment replacement or facility development)
- current financial reports
- committee code of conduct
- profiles and contact details of committee members
- calendar of events
- website details of your organisation and parent association.

These documents are also important to people who are interested in nominating for a committee position to help them make a fully informed decision.

The following points outline why you would consider including certain documents in your induction process.

## 1.2 RATIONALE FOR INCLUSION OF ORGANISATION-SPECIFIC INFORMATION

The documents listed in Section 1.1 are important to include in your committee members induction documentation because they provide new committee members with information about the organisation's operations, values, direction, goals and strategies. They also provide insight into the people currently responsible for the organisation's progress.

In particular, the strategic or long-term plan, constitution and financial reports direct committees' energies. The benefit of continuous reference to these documents is to make certain that work undertaken is focused on what the committee have previously agreed is the purpose of its existence, the direction it wants to pursue and the way it goes about pursuing it.

If work is conducted without considering these three documents, there is a great risk of poor governance of the organisation and consequently poor decision making with possible threats to its viability.

### 1.2.1 STRATEGIC OR LONG-TERM PLAN

Committee members should be acquainted with their organisation's strategic or long-term plans that contain information about its vision, long-term goals of the organisation, action plans and timelines for achievement. Long-term planning is usually referred to as strategic planning and is the responsibility of committees to develop, work on and achieve. The contents of the plan should form the basis of all outcomes and associated implementation approaches and actions. Committee meeting activity should be linked to the plan wherever possible, forming the basis of its operations.

Organisations also work to an operations plan, which outlines more immediate strategies and actions to achieve the key goals in a strategic plan. If there is no strategic plan, then it is critical that the committee develops one. The strategic plan

should be developed and reviewed with input and agreement from all stakeholders.

Organisations should broadly align their plans with those of their parent association so committee members should also familiarise themselves with those plans.

### 1.2.2 CONSTITUTION

It is important to include the organisation's constitution in the committee induction pack because it outlines the powers, rules, and regulations for operation. It should also be the foundation document for the organisation's culture.

Constitutions are required under the *Associations Act 2012 (NT)*. It sets out the rules by which the association is to operate. It is a legislative requirement that each association's constitution meet the requirements of the Associations Act.

*NOTE: Associations can write their own constitution or adopt a model constitution. The Northern Territory Government's Department of Business has prepared template constitutions for sporting organisations, which can be customised for an individual sport organisation. To view these template documents and other documentation to support you in updating your constitution, visit the Department of Business website.*

<http://www.dob.nt.gov.au/gambling-licensing/business/business-licensing/incorporated-associations/Pages/default.aspx>

### 1.2.3 FINANCIAL REPORTS

An accurate, up-to-date summary of the financial situation of your organisation is necessary in order to know its current and future viability and to make sound decisions on financial matters.

Typical elements of financial information should include budget information, cash-flow status, funds available for meeting development goals, records of past transactions, planned future investments in people and/or facilities and grant applications – both current and planned.





### 1.3 ORIENTATION OF NEW COMMITTEE MEMBERS

In planning your orientation, keep in mind that the experience levels of committee members will vary greatly. Some will have served on previous committees and others will not have had this experience. Levels of interest and expertise will also differ.

No matter how well qualified your new committee members are, it will take some time to get them up to speed and feeling comfortable as members of your team. The following steps will help make this process easier:

1. Conduct an orientation session for the entire committee shortly after the election. It should occur well in advance of the first committee meeting and can be as short as two hours. Spend time covering background material about the organisation.
2. Provide new committee members with this pack along with additional documentation as recommended in Section 1.2.
3. Hold an informal meeting with the committee chairperson/president and committee members. The purpose of the meeting is to welcome committee members, clarify their understanding of their roles and discuss what is expected from them. The meeting can also be used to highlight the vision of the organisation and its related goals.
4. Have new committee members present themselves and their interests - what they hope to offer the committee and what they hope to gain as committee members.
5. Provide some of the history and evolution of the organisation and review interim and long-term goals as reflected in documentation given out to the members.
6. Bring new members up to speed on issues and challenges facing the organisation; discuss any key trends that could affect the organisation (this is often overlooked and new committee members may be caught off guard).
7. Assign a mentor to help orient new members, especially if a role is critical to the operations of the committee such as the secretary.
8. Provide new members with a dot-point list of their roles and responsibilities, especially if they have a specialist role. An example template suitable for committee member induction is available from MotorSports NT or the Department of Business.

### 1.4 ENCOURAGING COMMITTEE MEMBERSHIP BEFORE FORMAL ELECTION

Many prospective volunteers are daunted by administrative involvement in their organisations even if they have the required skills and attributes to be effective. Volunteers might be encouraged to contribute to their organisation by first joining a sub-committee, which is often a short-term role and one that may provide useful insight into the organisation's operations and culture.

Prospective committee members should not feel pressured to join or offer themselves up for election without getting a picture of how they could best fit in or how they could be a valuable asset.



## SECTION 2

### Structure and Legislative Requirements for Organisations

#### Purpose of this section:

To make committee members aware of relevant structure and legislative considerations, notably an explanation of incorporation. It also outlines subsequent responsibilities that apply to each type of organisation. We have also provided information on child protection obligations.

#### 2.1 LEGAL STRUCTURES

We recommend that committees check their legal status. They may do so by referring to their own records or by checking the *Australian Securities Investments Commission (ASIC)* website. Legal status of your organisation will indicate the requirements for reporting and for governing the organisation.

##### 2.1.1 INCORPORATED ORGANISATIONS

Sport or recreation organisations are likely to be incorporated. An incorporated organisation is recognised as a legal entity with an existence separate from that of its members.

According to the Office of Consumer and Business Affairs (OCBA), incorporated organisations:

- have their own corporate identity
- can sue and be sued
- can enter into contracts
- mostly appoint committees to run affairs
- have their documents lodged on a public register.

Incorporation provides limited liability, which means if an incorporated organisation is sued, its members will generally not be personally liable. If the organisation does not have enough assets to pay its debts, it can be wound up but the personal liability of members will be limited. The extent of this liability is normally set out in the constitution.

It is important to consider incorporation if your organisation:

- wants to apply for a funding or a grant - incorporation is generally a requirement of most government departments for funding and grants
- employs someone
- needs insurance
- wants to enter into a substantial contract
- owns any interest in land that must be registered in the Lands Titles Office or any other substantial assets.

To become incorporated, Northern Territorian organisations can use the process provided for in the *Associations Act 2012* (NT) which is described on the Department of Business website.

The majority of non-profit community organisations incorporate using this Act.

To administer the requirements of Incorporation, organisations must appoint a public officer. Further information on this role can be found in Section 3.4.1 (role of the public officer).

#### 2.2 CHILD PROTECTION LEGISLATION

The *Care and Protection of Children Act 2007* (NT) requires organisations providing services wholly or partly for children in the Northern Territory obtain clearance.

A person in child-related work, including clubs, associations or movements with groups of cultural, recreational or sporting nature, will require a Working With Children clearance if the usual duties or the work involve, or are likely to involve, contact with a child age under 18 years.

The Working with Children check, also known as an “Ochre Card”, is a clearance notice valid for two years, and applies to employers or volunteers in child-related employment.

This process helps to prevent individuals who pose an unacceptable risk of harm or exploitation to children from contacting children through their employment or voluntary work.



### 2.3 OCCUPATIONAL HEALTH, SAFETY AND WELFARE REQUIREMENTS

NT WorkSafe administers legislation for workplace health and safety in the Northern Territory and the *Work Health and Safety (National Uniform Legislation) Act 2011*. This Act acknowledges operates in accordance with Safe Work Australia.

Volunteer associations (groups that are made up entirely of volunteers and do not employ any paid workers) do not have work, health and safety duties under the WHS law.



### 2.4 OTHER RELEVANT LEGISLATION OR LICENSING REQUIREMENTS

Other pieces of legislation might affect organisations. If organisations have plans to undertake any projects of significance, we recommend that they check with their parent body on legislative requirements that may apply.

Generally, legislative considerations may be relevant to some organisations in certain circumstances only but they are important, as non-compliance may have undesirable consequences.

Examples of legislation or licence requirements that organisations might need to consider include obtaining liquor licences and understanding and abiding by smoke-free laws, food handling requirements, consumer law and the requirements of raffles for fundraising.

**Principle 4.1:** *That the board/committee should ensure its officers and directors have appropriate insurance cover.*

It is essential that all directors and officers in an organisation have the appropriate liability and indemnity cover no matter what the purpose or structure of the organisation (for example, not for profit), because when an organisation starts incurring debts and liabilities, directors are potentially liable to provide for any losses incurred.



## SECTION 3

### Roles and Responsibilities of Committees and Committee Members

#### Purpose of this section:

To provide new committee members with information about the committee's roles and responsibilities. It also provides information of individual committee member positions.

#### 3.1 ROLE OF THE COMMITTEE

The committee's role is to oversee the organisation's business on behalf of the members. It must also make sure the organisation remains viable and effective. The committee has authority for financial operations and budgeting to see that it achieves its strategic objectives and responsibility for ensuring the organisation's activities comply with the legal obligations and meet its stakeholders' expectations. It is also important that the committee understands and manages its organisation's risks.

The committee's key governance responsibilities are:

- strategic planning – set and review the short, medium, and long term goals of the organisation in consultation with management and stakeholders including its members
- financial management and budgeting for future needs
- ensuring that there is accurate financial reporting

- income and funding – including membership fees, fundraising, grants and sponsorship processes and policies
- periodic reflection about performance against achievement identified in plans and actions
- developing and practicing effective communication strategies within the committee and to members and stakeholders
- linking rules and practices to its parent body's policies where appropriate
- legal compliance – ensuring that the organisation complies with all aspects of the law, including legislation covering child protection, fair trading, liquor licensing and occupational health and safety
- managing risk – ensuring that major risks are identified and managed and that a risk management plan is established and monitored to guard effectiveness
- contingency and succession planning for committee members including role rotation
- promoting the organisation (as positive ambassadors)
- reporting to the wider membership and other stakeholders at the Annual General Meeting and general meetings held
- updating, reviewing and adhering to the constitution.

*NOTE: It is useful for committees to distinguish the operational roles and governance roles in their meetings and to ensure that both roles are being addressed. This is in addition to regular reference to their strategic plans and constitution as previously recommended in this pack.*

##### 3.1.1 OPERATING RESPONSIBILITIES

Committees need to consider a number of factors when undertaking their operating responsibilities. Operational activities should link to the strategic plan where possible.





### 3.2 AUTHORITY OF THE COMMITTEE

The extent of the committee's decision-making authority is set out in the organisation's constitution. The committee as a group has authority to make decisions for the organisation; individual committee members do not have this power without the consent of the group.

A committee may delegate authority to sub-committees. See section 3.5.

### 3.3 COMPOSITION OF THE COMMITTEE

To be able to fulfil its role, the committee ideally needs to be composed of people with the appropriate skills, expertise, experience and personal attributes.

Skills and attributes of committee members may include:

- a commitment to the organisation's objectives
- an ability and willingness to operate as part of a team
- effective interpersonal and communication skills
- the ability to think creatively and laterally
- an understanding of basic finance
- an understanding of legal requirements
- management/business experience
- an understanding of stakeholders and their needs
- ethical and moral behaviour that reflects the organisation's values.

### 3.4 THE ROLE OF THE COMMITTEE MEMBER

If your organisation is incorporated, then the only specific role or position required under the *Associations Act 2012* (NT) is that of the public officer. Other committee roles may be embedded in the constitution or have been traditional in your organisation. The most significant and typical roles are outlined in this section.

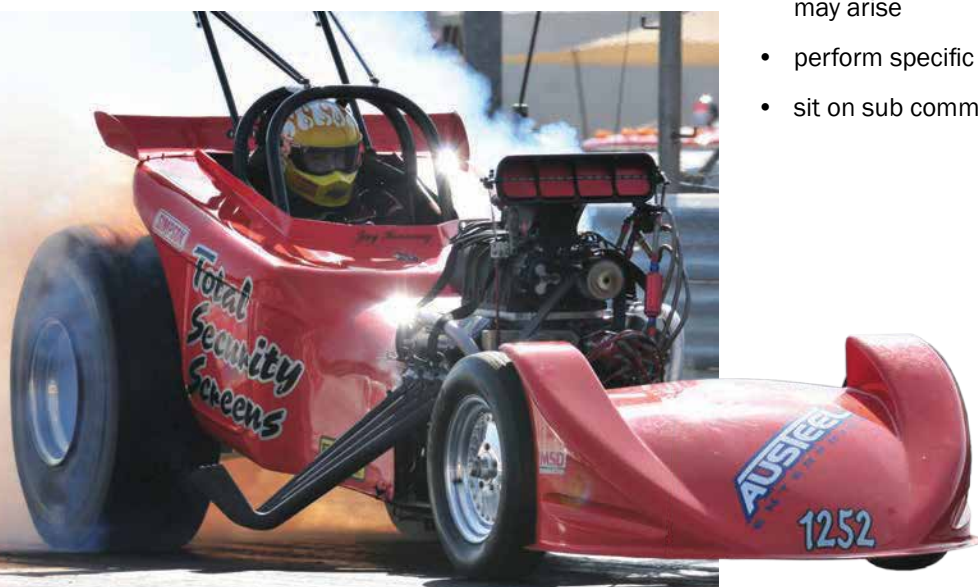
Every committee member is required to provide governance to the organisation and be accountable to the organisation's members.

Each committee member is responsible for:

- carrying out designated tasks relevant to his/her elected role
- remaining committed to the purpose and outcomes of the organisation
- attending to the required reading prior to meetings
- attending the Annual General Meeting
- contributing to the effectiveness of the organisation's activities
- providing advice, criticism and suggestions to help the decision-making process
- being active in the organisation – attending events and functions
- declaring and dealing with any conflict of interest
- adhering to the relevant rules and requirements required by law and the rules of the organisation
- participating in establishing goals with respect to strategy and direction of the organisation.

Ordinary committee members might be called upon to:

- fill executive committee casual vacancies that may arise
- perform specific tasks for the association
- sit on sub committees.



The following descriptions of specific committee roles are what you would normally expect to find within recreation and sport committees. Your committee positions might have different names, additional roles and tasks that may vary.

### 3.4.1 ROLE OF THE PUBLIC OFFICER (ONLY REQUIRED FOR INCORPORATED ORGANISATION)

Organisations incorporated under the *Associations Act 2012* (NT) are required to have a public officer to coordinate the activities of the organisation in compliance with the Act.

The committee can appoint anyone who resides in the Territory and who is older than 18 years of age to be a public officer. A management team member, a committee member or any other person the committee chooses to appoint, may fill the position.

The public officer is responsible for:

- lodging the annual statement with the Commissioner's office within the prescribed time under the act
- is the contact for Gambling and Licensing Services and the public when liaising / communicating with the association
- is required to notify the Commissioner's office in writing (see the appointment of public officer or change of address of public officer form) within 14 days of any changes to their contact details occurring
- is the registered representative of the association, the person whom legal process, notices or documents are served or sent
- must, together with the other members of the management committee, ensure that the association's audited annual accounts are lodged with the Commissioner's office within the prescribed time under the act
- should keep a copy of the constitution and make it available to members on request
- is required, together with the other members of the management committee, to make a register of members available for inspection by members of the association
- must, together with the other members of the management committee, ensure that accurate minutes are recorded and retained
- must, together with the other members of the management committee, take all reasonable steps to ensure the association complies with the *Associations Act* and *Associations Regulations*.

Some time limits and fees might apply to the actions listed above. For more information on the requirements of the public officer, please see the Department of Business website and Sections 27, 28, 34, 35 and 118 of the *Associations Act*.

If these obligations are not met, this may result in the organisation committing an offence.

### 3.4.2 THE ROLE OF THE PRESIDENT

The president is responsible for:

- demonstrating leadership of the organisation and overseeing its overall direction
- representing the organisation when addressing stakeholders and the wider community
- maintaining a thorough and up-to-date knowledge of all organisation activities
- having a sound working knowledge of the organisation and its functioning, including the constitution and regulations, rules and the duties of all office holders
- ensuring that meeting discussion is focussed on the key goals of the strategic plan
- leading and facilitating organisation activities
- building strategic relationships.

### 3.4.3 THE ROLE OF THE CHAIRPERSON

The chairperson creates the conditions for overall committee and individual committee member effectiveness.

The chairperson will be a person with suitable skills to carry out the duties of the role, and it is recommended that the person is chosen by the committee from its committee members. The position of chairperson has been traditionally linked to the president, although the skills required for the two roles are quite different. Having a separate chairperson allows the president to focus on the committee and organisation performance rather than the facilitation of meeting processes.







In addition to the general committee member duties, chairperson responsibilities typically include:

- providing overall leadership of the committee and overseeing its effectiveness in fulfilling its purpose of governance
- chairing all (as far as practicable) committee meetings, ensuring that meeting rules are followed
- facilitating discussion and decision making
- managing the (agreed) process of the meeting
- delegating governance tasks to the appropriate committee members
- co-ordinating the meeting agenda items in collaboration with the secretary
- chairing the Annual General Meeting
- being aware of future directions and plans, specifically the key long-term goals.

### 3.4.4 THE ROLE OF THE SECRETARY

The secretary of the organisation is typically responsible for:

- maintaining records of the committee and ensuring effective management of the organisation's records
- managing minutes of committee meetings
- ensuring minutes are distributed to members shortly after each meeting
- managing the organisation's communication processes
- collaborating with the chairperson/president when preparing agenda items.

### 3.4.5 THE ROLE OF THE TREASURER

Committees need to check their organisation's constitution to see what, if any, role is assigned to the treasurer.

Responsibilities of the treasurer will typically include:

- preparing the draft annual budget and other financial reports
- budgetary planning
- monitoring balance sheets
- maintaining financial records
- reporting on the status of the organisation's finances to committee meetings with associated evidence.

There are resources available to assist the treasurer. The Australian Tax Office (ATO) has produced an induction package for new administrators of non-profit organisations. If you are a new treasurer, this package introduces you to the information and services the ATO has to assist you in your role and an overview of non-profit tax issues. Other committee members will also benefit from this document as they are equally liable for the financial obligations of the organisation.

### 3.5 THE ROLE OF SUB-COMMITTEES

Committees can choose to form sub-committees to help achieve goals and complete projects or to give attention to certain activities or groups such as juniors.

Sub-committees are small teams responsible for managing particular programs or functions related to the organisation's governance or operations. It is common practice to establish ad hoc sub-committees to manage short-term activities. The sub-committees then disassemble when they complete the activities.

The constitution should allow the committee to form sub-committees at its discretion. However, we recommend that sub-committees do not become embedded in the constitution as they are normally designed to be temporary.

Generally, sub-committees are recommended when issues are too complex or numerous to be handled by the committee. The committee might take care of all of these areas without the need for any sub-committees or find it beneficial to have sub-committees for the operational aspects of the organisation to allow the committee to focus on its strategic direction.

Sub-committee membership is a good way to introduce people to the process of governance within the organisation. It might help volunteers gain a greater appreciation of the governance challenges facing their organisation. This newfound knowledge may be an incentive for them to consider a long-term role on the committee itself. Sub-committees can also help organisations manage succession planning.

Sub-committees are generally comprised of a committee member along with volunteers who are members of the wider organisation. The following are examples of the types of sub-committees formed:

- audit committee – periodically reviews the organisation’s financial procedures, liaises with an external auditor, and ensures that risks are controlled. This sub-committee is highly recommended for any incorporated organisation
- organisation development committee – examines and improves aspects such as effective committee processes, structures and roles, including planning or reassessing the constitution
- social development/recruitment committee – represents the committee that has an obligation to enhance the organisation’s appeal to members and consider ways to attract and recruit new members
- fundraising committee - oversees development and implementation of the fundraising plan; identifies and solicits funds from external sources of support, including grant eligibility

Specific responsibilities of sub-committees include:

- ensuring they work within their terms of reference and delegations
- reporting on progress as advised by the committee
- meeting regularly (ideally meeting during times between standard committee meetings)
- recording minutes for all meetings
- making recommendations for approval by the entire committee
- making sure it complies with good governance expectations.

## 3.6 HOW COMMITTEES SHOULD INTERACT WITH SUB-COMMITTEES

The following are examples of the ways in which a committee interacts with its sub-committees:

- the committee is responsible for ensuring the sub-committee has specific terms of reference or set of responsibilities and that sub-committee members understand their responsibilities
- the committee must recruit members to sit on each sub-committee (may include both non-committee volunteers and committee members). The selection may require a certain set of skills and the time and willingness to participate. Criteria for selection should reflect the desired outcomes of the sub-committee as define in the terms of reference for the sub-committee
- it is common practice to have representation of the committee on each sub-committee
- sub-committee findings should be brought back to the committee and recommendations discussed
- the committee must review the effectiveness of sub-committees regularly and ensure that they have a prescribed timeline for completion.

## 3.7 MANAGING RELATIONS AND COMMUNICATIONS WITH KEY STAKEHOLDERS

The ability to nurture and manage relations with all stakeholders is critical to a sporting organisation’s success. Communication between the committee and the membership should be focussed on achieving a two-way flow whenever possible. Committees are encouraged to interact with the wider membership and its stakeholders.

Technological progress has meant that it has become easier than ever to communicate with other parties on key issues. E-mail, SMS and Facebook, for example, all offer opportunities to consult with or communicate effectively when the need arises. These methods support traditional ways to communicate such as face-to-face meetings or newsletters.

There is a fact sheet on the South Australian Office of Recreation and Sport website that provides ideas about communicating effectively with stakeholder groups.



### 3.8 VOLUNTEER MANAGEMENT

Volunteers are the backbone of sport and recreation in Australia. With today's busy lifestyles people prefer to volunteer for shorter periods on single or limited projects. They want a fulfilling experience and for someone to thank them for their efforts. Organisations must have a volunteer management program that is innovative and flexible if they are to better meet the needs and expectations of the modern volunteer.

#### *Trends of the modern volunteer*

The things that motivate and attract volunteers have changed over the years. These days they are looking for different experiences than the volunteers of 10 or 20 years ago. Your club will need to recognise and respond to these to better recruit and retain volunteers.

TREND	RESPONSE
Busy lifestyles, changing family structures and changing work patterns affect people's ability to volunteer.	<ul style="list-style-type: none"> <li>• Shorter volunteer commitments, job sharing and flexible hours are more appealing. Let your volunteers know exactly how long you will need them by setting start and end dates.</li> </ul>
Sense of 'community' has diminished, as has the concept of "giving back". People will no longer volunteer for the sake of volunteering.	<ul style="list-style-type: none"> <li>• Find creative ways to recruit volunteers.</li> <li>• Promote volunteering for your club like you are selling a fantastic product.</li> </ul>
'Baby Boomers' are approaching retirement and will be looking for ways to put back into the community. They are a huge source of potential volunteers that so far has been untapped.	<ul style="list-style-type: none"> <li>• 'Baby Boomers' have great skills to offer, as they are often retired professionals, but do not want to waste their time! Offer them a position that interests them and lets them use the skills they have gained over their professional career.</li> </ul>
There has been a steady decrease in the number of young people volunteering. This can be attributed to them not understanding the benefits of volunteering, or being considered too young by the club and not approached.	<ul style="list-style-type: none"> <li>• Look at the strengths of young people and the skills they can bring to your organisation. Identify special positions they can fill. For example, most young people are pretty good with technology so why not recruit them to develop a club website or membership database?</li> <li>• Promote the benefits of having volunteer roles on their résumé.</li> </ul>

#### VOLUNTEER MANAGEMENT CHECKLIST

When planning for volunteer management, you should consider the following:

- appoint a volunteer coordinator or allocate the volunteers portfolio to a committee member
- include a Volunteer Management Plan in your business or strategic plan
- review all volunteer positions and skills required – can any positions be broken down to provide short-term volunteering options?
- develop position descriptions or duty statements for each of these roles
- identify skills already in the organisation and match these skills to positions
- identify recruitment strategies to fill the gaps
- check insurance coverage is adequate
- establish a policy and procedures for screening of volunteers where required
- develop an orientation process for new volunteers
- identify training needs of the volunteers and find training opportunities (local government, state sporting associations)
- identify other ongoing support that will need to be provided
- allocate a budget for your volunteers (out of pocket expenses, recognition)
- keep an up-to-date database of your volunteers
- put in place ongoing recognition strategies.

**VOLUNTEER MANAGEMENT ACTION PLAN**

When implementing volunteer management strategies, it is a good idea to develop an action plan. When developing an action plan for your organisation, try to incorporate each of the stages of the Volunteer Management Model (see example below). For each component, state what you want to achieve, when you want to achieve it and who will be responsible for doing it. Your volunteer management action plan should be reviewed and updated regularly.



*Example action plan:*

	WHAT?	WHEN?	WHO?
Recruitment	Develop position descriptions for each of the volunteer roles	Before start of season	Volunteer coordinator, in conjunction with relevant committee members
Selection and screening	Develop policies and procedures for selecting and screening all volunteers	Before start of season	Volunteer coordinator and president
Orientation	Develop an orientation session and information kit for all volunteers	By end of season	Volunteer coordinator
Training and development	Ensure all coaches have a level one coaching qualification	Before coach starts	Volunteer coordinator (treasurer to administer budget)
Recognition	Send birthday cards to all volunteers	Ongoing	Volunteer coordinator (secretary to maintain database)
Replacement	Conduct exit interviews with all departing volunteers	Ongoing	President or volunteer coordinator

**THE VOLUNTEER COORDINATOR**

A volunteer coordinator can drive the organisation’s volunteer management program and become a point of contact for volunteers. Their duties may include:

- work out how many volunteers are needed and for what roles
- develop position descriptions for each role
- plan how and where to recruit volunteers
- help volunteers feel welcome and supported
- put together orientation kits and programs
- develop policies and procedures for volunteers
- arrange training and education opportunities
- look after the volunteer database and record
- develop ways to recognise and reward volunteer effort
- plan for volunteer retention and replacement.

A volunteer coordinator should be enthusiastic, good at communicating, able to deal with difficult people and conflict, and have great organisational and time management skills.

*Position within committee structure*

Each club can decide how the position of volunteer coordinator fits within the organisational structure, and this will differ between clubs. The volunteer coordinator could be a separate role or an addition to the committee structure. Making the role part of the committee structure will ensure there is an ongoing commitment to volunteer management. Keep in mind that the organisation’s constitution may need to be altered to reflect this change. Depending on the amount of time the role will need, the volunteer coordinator could also be incorporated into an existing position (e.g. vice-president/ volunteer coordinator).



## RECRUITING VOLUNTEERS

A club or sporting organisation will almost always need more volunteers. Methods to recruit volunteers may include:

- check past and present membership lists for potential volunteers
- provide new members with information about ways they can get involved with your organisation as a volunteer (include in membership information)
- use the local community newspaper through classified advertisements, letters to the editor and feature articles
- produce posters, pamphlets or flyers that promote the club and the types of things volunteers can do
- organise community notices on the radio
- advertise for volunteers on your organisation's website
- contact Volunteering SA/NT – utilise their volunteer referral service:

### *Selection and screening*

A screening process will ensure that volunteers are suitable for the positions they will fill. There are many ways to select and screen potential volunteers. You might like to consider a combination of the following screening methods:

- position descriptions
- application forms
- interviews
- referee checks
- National Police Clearance or National Police Check
- declaration forms
- code of conduct forms.

### *Orientation*

Providing an orientation program for new volunteers will help them to settle in and feel well-informed and valued. An orientation program could include providing new volunteers with information or orientation kits, organising a hand over with previous volunteers or holding a group or individual orientation session.

During the orientation, make sure you cover the following:

- any rules, procedures or policies
- financial procedures
- occupational health and safety matters

- position descriptions for the volunteer roles
- facilities (e.g. parking, kitchen, toilet)
- introduction to other volunteers and committee members in your club.

## ROLE DESCRIPTIONS

A role description is important for volunteers because it allows them to know exactly what they are taking on, what is expected of them and how they will be supported. It also gives them the opportunity to make an informed decision about the role. Having role description shows that your club is organised and committed to looking after its volunteers. A role description is also important when it comes to the Volunteer Protection Act (2001), which protects both the club and its volunteers.

A role description should include:

- role/title
- description
- qualifications needed
- duties/responsibilities
- skills/knowledge required
- experience required
- training available
- whether this position is mandated to notify (child protection)
- main point of contact/who the position reports to
- approximate number of hours required
- tenure
- location.

## TRAINING AND DEVELOPMENT

Training and development is a vital part of a good volunteer management program. Volunteers who are offered some form of training (formal or informal) are more confident, comfortable and efficient in their role.

Pre-placement training covers the skills needed to commence the volunteer duties. For example, a sports trainer shouldn't begin duties until they have completed a first aid or sports trainer's course.

On the job training refers to teaching or supervision of volunteers while they are performing their duties. This can be a hand-over with the previous volunteer, someone who has experience with performing that role or a volunteer coordinator.

## RECOGNITION

Volunteers really appreciate it when their contribution is valued and recognised. Ways to recognise your volunteers could include:

- smile, say hello and thank your volunteers regularly
- send welcome letters when volunteers are first recruited
- include volunteers in organisational charts
- write letters and postcards of thanks to volunteers
- write letters of reference and include details of service
- provide identification pins, badges, shirts or caps
- provide discounted memberships to volunteers
- acknowledge and profile volunteers in newsletters and on websites
- award, feature or acknowledge your volunteers at special events throughout the year
- have a 'Volunteer of the Month' award program
- name events or facilities after long serving volunteers
- reimburse out-of-pocket expenses for volunteers
- arrange for free or discounted use of facilities.

Recognising the efforts of volunteers will help with retention. Maintaining a stable group of long term volunteers provides continuity to the organisation and reduces time and costs of recruiting and educating new volunteers.

## THE ROLE OF THE 'VIRTUAL VOLUNTEER'

Have you considered virtual volunteering? Virtual volunteers complete a role partly or wholly via the Internet. Roles suited to a virtual volunteer include writing the club newsletter, updating records, preparing promotional material, writing articles for a local paper, research and applying for grants or monitoring social media sites.

## VALUING OUR VOLUNTEERS

*Top 5 volunteer grumbles... And how to fix them*

### 1. I don't know what I'm doing here.

- Some of your volunteers won't know anything about your organisation – they'll be there because a friend or a relative asked them to come along. Give them a quick brief about your organisation before they start, so they'll understand what they are working towards.
- Uncertainty is very stressful. Make sure your volunteers have clearly defined tasks, preferably set out in writing.

### 2. I don't know why I'm doing this.

- Volunteers need to understand what their own job is, how it fits in with what everybody else is doing and where they sit in the wider scheme of things. They need to be able to see the point of the task.
- Try to match people to jobs. People like to be able to contribute in the areas that they know something about, are good at, and identify with.

### 3. I don't know how to do this.

- Give your volunteers the right training so they can effectively perform the task you've given them. Again, a written help sheet is a valuable backup.
- A team leader should be on the move, helping out, tactfully feeding in corrections, listening to suggestions, and maintaining a sense of control.

### 4. I'm thirsty and my feet hurt.

- Don't forget the basics – ensure your volunteers have a good work environment, don't get left behind, and know where the bathroom is.
- Check out the equipment requirements of each position, and make sure to have everything covered, with spares – just in case. Keep a toolkit, a laptop, and a mobile phone handy in the command centre.

### 5. Nobody loves me.

- Make your volunteers feel validated and appreciated. Props such as certificates, praise, T-shirts, pep talks, and/or post-event events can be a good replacement for a pay cheque.
- Anything that you can do to make the day enjoyable is a big plus. Think about contests between different volunteer teams, prizes, and pizza and beer to follow.



# SECTION 4

## Committee Members' Code Of Conduct

### Purpose of this section:

To provide new committee members with an outline of the ethical principles that underpin good governance and to guide their conduct on the committee.

Codes of conduct for committee members can enhance an organisation's reputation, reduce risk of poor publicity, enhance relationships with stakeholders, strengthen compliance and increase both quality and efficiency of outputs.

The following information can be used as a general code of conduct that applies to all committee members.

Your organisation may already have its own specific code of conduct or list of organisation values for its committee members. If so, it may be useful to include that document in the induction package along with this general code.

Standards Australia has suggested the following ethical principles as guidelines for sound corporate governance:

1. Accountability - to stakeholders
2. Transparency - in the supply of information to relevant parties, excluding that which would infringe the privacy or intellectual property of individuals or is not in the interest of the organisation or the membership
3. Fairness and balance - in the use of organisational authority and discretion
4. Honesty - in the provision of information to internal and external stakeholders
5. Dignity - espouse the right to human dignity in all activities undertaken
6. Legal - compliance and adherence to conventional codes of behaviour
7. Goodwill - in the management and administration of all organisational activities.

It is the responsibility of everybody with any involvement in local sports clubs to ensure that they remain safe places, free from discrimination, fears, and where possible, risk.

A critical component of maintaining a quality club culture is to set standards of acceptable behaviour which must be upheld by all involved at the club and participating in club run activities and competitions.

An important tool for defining and communicating acceptable standards of behaviour is a documented, Code of Conduct. Ideally the Code of Conduct must apply to all involved in the club and its activities.

Different groups of people which should be covered by the Code of Conduct including:

- competitors
- coaches and team officials
- club committee and office holders
- parents
- spectators
- users of social media.

### CODE OF CONDUCT ACCEPTANCE

Having a well-documented Code of Conduct is very positive. The next step is to ensure everybody reads, understands and abides by the Code.

A good Code of Conduct should be written in a positive manner, clearly defining the acceptable and desired standards of behaviour. The Code of Conduct should also detail the consequences of unacceptable behaviour.

Play by the Rules have developed a Code of Conduct template which can be used by clubs which can be accessed at <http://www.playbytherules.net.au/toolkits/club-toolkit>



# SECTION 5

## Rights and Legal Obligations of Committee Members

### Purpose of this section:

To provide committee members with information about their rights and legal obligations.



Committee members have a set of 'rights' that they are entitled to in order to be able to effectively fulfil their legal and moral responsibilities. They also have legal obligations in order to undertake their roles appropriately.

Rights of Committee Members	Duties of Committee Members
<ul style="list-style-type: none"> <li>• Receive or access information from organisation records</li> <li>• Question fellow committee members on matters relevant to organisation management and receive truthful responses</li> <li>• Access and utilise professional advice</li> <li>• Have opportunities to have views heard in meetings</li> <li>• Receive reasonable notice of meetings</li> <li>• Receive meeting minutes in a timely manner</li> </ul>	<p><b>Legislative:</b></p> <ul style="list-style-type: none"> <li>• Act with good faith and honesty in the best interests of the organisation</li> <li>• Act with reasonable care and diligence</li> </ul> <p><b>Ethical:</b></p> <ul style="list-style-type: none"> <li>• Guide and monitor organisation management</li> <li>• Be informed about all aspects of the organisation's operations and related stakeholder expectations</li> <li>• Attend meetings as a stated in the organisation constitution and read minutes and any other materials related to them</li> <li>• Question any process or information that requires transparency or clarification</li> <li>• Ensure the organisation manages risk and complies with its legal obligations</li> <li>• Ensures understanding of the organisation's financial situation</li> </ul>





# SECTION 6

## Conflict of Interest

### Purpose of this section:

To clarify what constitutes a conflict of interest and to inform committee members of the process available to them in cases where conflict of interest may be a concern.

### 6.1 WHAT IS A CONFLICT OF INTEREST?

A conflict of interest occurs when an individual has a personal, professional or business interest that is likely to influence his/her decisions or that has the potential to interfere with the proper performance of official duties.

By law, all committee members must state any conflict of interest that may impede their ability to fulfil duties on the committee. Organisations should have a conflict of interest policy that describes the process of declaring conflicts when they are identified. This usually includes some form of an interest register and recording of identified conflicts of interest. A simple method is to include a "Declaration of Interest" on the agenda for Committee Meetings.

Failure to avoid conflicts of interest or failure to adequately disclose and manage unavoidable conflicts of interest may result in a breach of the common law and a breach of a committee member's fiduciary duties.

It can also cause committee members to resent those they perceive will gain unfair advantage, and it may damage the reputation of the organisation and the member in question.

Conflict of interest occurs where a committee member's interests:

- conflict with the effective performance of duties
- diminish the credibility, integrity or good standing of the organisation
- provide an unfair advantage or inequitable treatment to a supplier or potential supplier
- rely on the position held by the member
- use the intellectual property of the organisation in outside activities without permission
- provide an unfair advantage to a family member or family company.

There is no legal requirement for a committee member to refrain from participating in the discussion when they have identified a conflict, even though it is common practice not to.

Conflict of interest may also occur through:

- receiving a financial incentive
- personal or business relationships or activities
- being a member, official or representative of an outside organisation.

### 6.2 HOW TO DEAL WITH POTENTIAL CONFLICT OF INTEREST

As a committee member, you need to ensure that:

- the committee's interests do not correspond too closely with those of your own business or personal life, as clashes will inevitably occur in these cases. It may be best to reconsider joining the committee if you think this is a problem
- in the discharge of your duties, you do not give any preference or priority to any person or organisation as a result of any personal or professional association with that person or organisation
- your actions and conduct do not compromise your ability to use the powers, influence, resources and information available to you in your official capacity in a proper manner
- you do not use official resources or information gained in the course of performing your official duties for personal gain or other improper advantage for yourself or any organisation with which you are associated.

When a suspected conflict of interest arises:

- notify the committee immediately. Provide information about the interest and why you believe it represents a conflict with your ability to carry out your role
- abstain from any voting or discussion in relation to that issue
- if in doubt, seek legal advice about how to handle a real or potential conflict of interest.

# SECTION 7

## Committee Processes

### Purpose of this section:

To outline constructive recommendations for approaches relating to operating processes and practices for committees.

Governance is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions, and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

MotorSports NT recognises that effective sports governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision-making, with the organisation demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended.

Governance structures have a significant impact on the performance of sporting organisations. Poor governance has a variety of causes, including director or committee member inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting. Ineffective governance practices affect the association's sport and undermine confidence in the motor sports industry as a whole.

Governance concerns three key issues:

- how an organisation develops strategic goals and direction
- how the board/committee of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations
- ensuring that the board/committee acts in the best interests of the organisation and its members.

The committee or board's primary responsibility is one of trusteeship on behalf of its stakeholders, ensuring that the legal entity, the organisation, remains viable and effective in the present and for the future.

## 7.1 EFFECTIVE COMMITTEE MEETINGS

Effective committee meeting should have:

- a capable chair, with meetings held regularly and attended by appropriate personnel (as set out in the organisation's constitution)
- an agenda that supports the ability of the committee to work in a strategic manner (with links to the organisation's strategic plan as a priority)
- times allocated to agenda items and the time managed by the chairperson
- committee papers for every item provided in advance so members are informed and well prepared
- clear, timely and accurate recording of decision making
- clear, timely and accurate communication of outcomes to stakeholders.

Usually, organisations will have a formal meeting process, outlined in the constitution or regulations. This may include information about:

- legal requirements, such as the official number required to make a quorum and the amount of notice required for calling a meeting, etc
- the decision-making approach (for example: consensus versus voting)
- voting rights of attendees
- protocol/s for meeting conduct and director behaviour
- logistical details such as meeting frequency, meeting location, timing of meetings, attendees, etc
- Meeting content and discussion about reports, investigations or research should focus on 'directly observable data' rather than hearsay or innuendo.

### 7.1.1 AGENDAS

Agendas ensure that:

- important matters are attended to in an appropriate order, with the most important decisions appearing first on the agenda. Taking a 'must do, should do and could do' approach is one simple way to prioritise items to be discussed
- all committee members have notice of key items so they can contribute and not be taken by surprise



- committee members understand if the agenda item is for decision, discussion or noting, which supports appropriate time management and effective decision making.

Items may include:

- regular items, which are recurring formal matters such as the confirmation of a quorum, attendance and apologies, declaration of any existing or potential conflicts of interest, confirmation or amendment of the previous meeting's minutes, statement of budget, etc
- periodic items, which are items not on the agenda of every meeting but which are essential to review as a once-off or from time to time as a key responsibility of the organisation committee - for example, reviewing strategic plans; setting management goals; approving annual budgets, non-financial performance indicators and annual targets; recruiting a new committee member; and assessing risk, etc.

The committee must ensure that a majority of agenda items are linked to the organisation's strategic objectives and reflect its key performance priorities.

### 7.1.2 DECISION MAKING

Before any decisions can be made, there must be a certain number of committee members whose presence is required to constitute a quorum. The quorum for the conduct of a committee meeting is required to be defined in the constitution and is generally half plus one. As an example, if there are six committee members, the quorum should be four.

Questions arising at any meeting of the committee are usually decided by a majority of votes. Often, on important business, decisions should officially be made by way of a motion. Motions are formal proposals put to a meeting to obtain decisions.

The following terms will help members understand the value of motions:

- amendment – a change to an original motion
- substantive motion – a motion that has been altered by amendments
- resolution – a motion that has been passed by a meeting.

Once a motion has been accepted by majority vote, it becomes the decision of the organisation. It may be noted as 'carried by majority' or whatever the result.

### 7.1.3 TIME MANAGEMENT

One of the most difficult tasks at committee meetings is facilitating time management; nobody likes a long meeting, but tasks must be completed. The challenges for the chairperson are to maintain momentum to keep the process moving, to stick to agreed priorities (by agreeing on what the committee 'must do, should do and could do') and to close discussion without dampening the members' rights to speak.

For committee members, the challenge is to be wary of time allocated, which may be predetermined and only amended if imperative to do so in order to finalise a decision.

In a situation where the committee would benefit by seeking various views and ideas, the practice of 'brainstorming' by listing ideas on a flipchart board or similar may be helpful to reduce discussion time. It requires very little time (agree how long to spend on this activity) and all ideas are listed without comment. This high-energy approach also has the advantage of avoiding bias or domination from certain members or reticence from others. The list can be grouped into similar comments and then voted on for even less discussion, except for clarification purposes.

It is good practice for the committee to ensure that meetings adhere to pre-agreed timeframes and that adequate time is given to each agenda item.

If the discussion on a particular agenda item is exceeding the time limit, it may be advisable to make time at another meeting to finalise the item after the committee has had time to gather more information. This can be managed by recording the item under 'business arising from previous meeting' at the next meeting. This ensures that any issues left unresolved are not forgotten.

Sometimes in-depth discussion is unavoidable and the following suggestions may help keep to time limits without compromising the process:

- be constructive and impersonal
- ask yourself if you are adding value to the discussion
- keep to factual data
- avoid repeating already stated points
- only add new information
- suppress your ego – sometimes just let it go!

The chairperson should summarise points made as soon as trends of opinion are clear and then call for a decision.

### 7.1.4 MINUTES

Every committee will have a different level of formality in regard to minute taking. Usually, it is the responsibility of the secretary or similar to record and keep minutes.

Minutes are important as they ensure there is a record of items discussed, decisions made and those who agreed to them. Minutes are to be handled according to the requirement of the *Associations Incorporation Act 1985*, as outlined below.

It is a requirement of Section 38 of the *Associations ACT 2012 (NT)* that minutes of all proceedings of general meetings and meetings of the committee be:

- recorded and entered in books kept for that purpose
- confirmed by members present at a subsequent meeting
- signed by members who presided at the meeting, which is subject of the minutes
- kept securely in clubrooms or in possession of an appropriate position holder. For this reason, formal minutes need to be approved and signed as a true and correct record by the appropriate committee members, and they must not be altered at any time. The minutes may also be useful when they are needed to refer to at a later date, or if they are required as evidence in the case that the committee or its members are the subjects of litigation.

The minutes of the committee meetings are the property of the committee and it decides who views the minutes; therefore, the committee must approve distribution outside of the board. The minutes of the Annual General Meeting are public documents and are to be made available to the members of the organisation.

## 7.2 FINANCIAL RESPONSIBILITY

Whilst the organisation might be a “not-for-profit” organisation, it is as equally a “not for loss” organisation, and the only sustainable way to accumulate and maintain sufficient reserves is for the club to avoid operating at a loss.

The club’s committee should ensure adequate controls and reporting systems are in place to understand and monitor the organisation’s operations, risks and finances.

All committee members are responsible for the financial governance of their organisation. Financial viability is crucial, and it applies equally to non-profit organisations, which make up the majority of the recreation and sport industry.

Recreation and sport organisations have obligations in relation to their financial management. This section provides a summary of the key issues; however, if your organisation is incorporated under the *Associations Act 2012 (NT)* specific legal obligations in relation to financial responsibilities apply. It is important that you refer to your organisation’s constitution and to the *Associations Act 2012 (NT)*.

According to the Australian Sports Commission, financial governance entails setting financial policies that guide the day-to-day financial management of the organisation and monitoring and reviewing the effective implementation of these policies.

**TIP:** Consider engaging an external book-keeper on a quarterly basis to reconcile bank accounts and BAS Statements if registered for GST. It’s good way to keep finance records in check and books balanced in preparation for the annual audit.

### 7.2.1 FINANCIAL PLANNING/BUDGETING

It is important that new committee members are aware of the financial status of their organisation. All organisations should have a budget or a financial plan. A budget depicts what you expect to spend (expenses) and earn (revenue) throughout a time period. The organisation establishes how it will fund its activities and what costs are involved in achieving the desired outcomes by these means.

Budgets allow organisations to plan expenditure and track whether spending is following the plan or not. Given the seasonality of most sporting and recreation organisations, it is essential that financial/budget review, including cash flow, is undertaken regularly to ensure debts are paid in a timely manner.

The budgeting process begins with the committee setting out the criteria for financial planning; this includes the ‘financial state’ the organisation should be in at the end of that financial year.

As the committee takes financial responsibility for the organisation, the approval of the budget must remain with the committee and not be subject to approval by the general membership.

The budget should be regularly reviewed, readjusted and up-dated. There is sometimes a misconception that not-for-profit organisations literally cannot make a profit. This is not so. Not-for-profit organisations do not disperse surplus funds to members. The funds are used to further the organisation. We recommend that you consider budgeting for a surplus to support future development and in case of unforeseen circumstances in your organisation. For example, a surplus can be used when a higher-



than-expected number of competitors qualify for national competition, facility development or for trialling a new program.

### 7.2.2 FINANCIAL REPORTING FOR COMMITTEE MEMBERS

It is important that all committee members understand the financial reports they are required to view and approve as part of their role as a committee member.

The committee should view the financial reports often and require evidence of compliance with the board's financial policies. Either the treasurer or another nominated person (depending on the structure of your organisation) should present financial reports to the committee at every committee meeting. The role is to regularly report the financial situation of the organisation (actual performance) to the committee as well as comparing actual performance with budgeted performance.

In cases where actual performance varies unexpectedly from budgeted performance, the treasurer (or possibly an external advisor) might be called on to provide advice on action to take to correct or account for this in future planning.

### 7.2.3 AUDITING

An effective audit process should ensure there are adequate controls in place to alert the committee to potential financial risks associated with the operation of the organisation and its activities. The committee may put in place a simple internal audit mechanism of checks to ensure periodic financial monitoring takes place. A professional annual financial audit can be performed by an independent external auditor.

An external audit is unlikely to be a legal requirement (to comply under the *Associations Incorporation Act*) for small associations, but it might be a requirement for affiliation to a peak body or it could be a requirement in the organisation's constitution.

## 7.3 RISK MANAGEMENT

Risk management is the means by which the committee ensures that the risks faced do not result in significant loss or harm to the organisation.

Managing risk can also become a strategic advantage. For example, using policies and procedures for managing the risk of harassment in your sport or activity may result in your organisation being seen as 'family friendly', resulting in an increase in membership.

A risk is anything untoward happening that can affect your organisation's objectives and operations by creating exposure to potential loss or damage. There are many sources of risk for sporting and recreation bodies, including:

- sport and recreation participation
- facilities/property
- commercial/legal relationships
- human behaviour/occupational health and safety
- economic circumstances
- management activities and controls
- natural events
- public/professional liability
- security.

Risk management is systematically identifying threats to your organisation and developing ways to minimise them. It helps to prioritise risks and identify how to deal with them. Most organisations are already practicing risk management to some degree, but it is important that each organisation formalises what is done. Documentation is an essential component of managing risk.

Risk management guidelines and templates are available from MotorSports NT.



## 7.4 INSURANCE

It is important for committees to know and check the types of insurance held by the organisation. Management committees should also familiarise themselves with the conditions of each type of coverage or know how to access information.

We recommend insurance coverage for individual committee members to protect them from legal challenges against the decisions made by the committee. This is known as Director and Officers Insurance.

Parent bodies, either state or national bodies or both, may provide essential insurance to cover organisation members for various liabilities. They may be party to 'group insurance schemes', which can offer advantages for members - not the least of which is lower cost cover.

It is also important that committees inform their membership of the type of insurance cover they are eligible for or receive from their parent body and the conditions that apply for them to be valid.

Some peak bodies might also require the association has a form of insurance cover before it can affiliate.

## 7.5 MANAGING COMPLAINTS OR INCIDENTS OF CONCERN

In sport there are a variety of incidents and issues that arise, with on-field incidents the most obvious. Off-field issues might relate to administrative processes such as team selection, selection of coaches or other volunteer positions or complaints about the organisation's decisions. There can also be conflicts between members, between organisations and the state body and sometimes there are issues relating to the treatment of individuals, which may have legal repercussions.

Every organisation should have a Member Protection Policy (or similar) that outlines the process by which issues are managed. This could be developed by the club or drawn from a Parent Body or National Sporting Organisation. The club should have a nominated person experienced in Complaint Handling to provide guidance to the organisation and its participants.

The Play by the Rules website offers a range of resources, online training and case studies in harassment-free sport, risk management, legal issues and managing complaints for everyone involved in sport. A club toolkit is available, which has templates of policies and guidelines. The website also offers free online training courses for coaches, administrators, officials and players about their rights and responsibilities under discrimination and child protection laws.





## 7.6 PREPARING FOR AN ANNUAL GENERAL MEETING

Official bodies and associations involving the general public (including companies with shareholders) are often required by laws (or the constitution, charter, by-laws etc. governing the body) to hold an Annual General Meeting (AGM).

An AGM is held every year to elect the board of directors and inform their members of previous and future activities. It is an opportunity for the shareholders and partners to receive copies of the company's accounts, review fiscal information for the past year and ask any questions regarding the future direction of the club.

Responsibilities and duties for coordinating an AGM include:

- collecting reports from club officers
- advising members of the meeting within a specified time
- calling for and receiving nominations for club positions
- arranging for printing of the completed annual report
- arranging for guest speakers
- arranging hospitality, venue, date and times.

The AGM is normally conducted by the chairperson of the club. Minutes of the meeting should be taken by the secretary. A typical AGM agenda will cover the following items:

- opening remarks/welcome
- apologies
- minutes of previous AGM
- matters arising from the minutes
- presentation of annual report (chair/secretary)
- adoption of annual report
- presentation of accounts (treasurer)
- adoption of accounts
- appointment of auditors/independent examiner
- election of management committee/office bearers
- motions to be put to the AGM
- any other competent business
- closing remarks.

### Apologies

From individuals who have been unable to attend are read out and recorded.

### Minutes/Matters Arising

It is usual to place copies of the minutes, the annual accounts and any other papers, on the seats of those attending, if it has not been possible to send them out beforehand. Matters arising from the minutes should be taken in the order they appear. In some cases the chairperson may ask that matters arising be dealt with during the course of the meeting. The minutes of the previous AGM should be formally adopted by a proposer and a seconder, whose names should be recorded.

### Presentation of Annual Report

The annual report can be presented by the Chair or the manager. It should give an overview of the main achievements of the year.

### Presentation of Accounts

The accounts are presented by the treasurer. It is usual for copies of the accounts to be given to those attending. The treasurer will highlight some of the figures in the accounts, explaining any that need explanation, and give a general overview of the financial position of the club. It is usual for them to thank the auditor/independent examiner if appropriate.

### Appointment of Auditors

If the club is happy with the performance of its auditors it is usual to move for adoption of the existing auditors. If for some reason there is to be a change of auditor, this can be arranged by the committee during the coming year.

### Election of Management Committee/Office Bearers

The constitution will provide guidance on the election of committee or board members, including the length of time they should serve. Each individual wishing to stand needs to have a proposer and a seconder.

### Voting Procedure

Check your constitution to find out who is eligible to vote at the AGM. If the constitution does not provide clear guidance on what to do in the event of a tie, then it is usual practice for the chairperson of the club to have a casting vote. The existing committee need to be clear about voting procedures stated in the constitution before attending the AGM.

### Motions to be put to the AGM

A Motion to be put to an AGM should usually be received by the club an agreed time before the AGM, so that it might be included with the papers sent out to those attending. Some clubs do not allow motions



to be put at the AGM on the spur of the moment. Motions may take a number of forms.

**Amendments**

Any proposed amendments to the constitution are also discussed at the AGM. These have usually been discussed by the present committee and the chairperson may wish to take a few moments to explain why the committee believe that the change is needed. Amendments are often made to update the constitution in the light of new legislation or new circumstances. When the motion or amendment has been presented a vote will take place.

**Any Other Competent Business**

Some organisations choose not to include this on the agenda. Any Other Competent Business can double the length of a meeting and throw up many unexpected questions and comments. On the other hand, it can be a useful opportunity for those who are involved with, or interested in your club to have their say.

**Conclusion of Business**

The meeting is formally brought to a close by the chairperson.

**CHECKLIST PRIOR TO AGM**

1. Review your constitution and make proposed amendments for motion at AGM if necessary.
2. Seek suitable and properly skilled members to fill vacant positions and provide them with job role description and nomination forms and encourage them to nominate.
3. Ensure audit and financial reports have been completed prior to setting AGM date. Associations and clubs have up to five months after the end of their financial year to hold their AGM.
4. Invite all of your stakeholders including local government and council members, peak body representatives and sponsors.
5. Ensure members are notified of the date within the timelines included in the constitution.

**CHECKLIST AFTER THE AGM**

After the AGM Incorporated associations MUST lodge an annual return within 28 days to the Department of Business which includes the following documents:

1. A copy of the minutes of the AGM.
2. Signed attendance sheet from the AGM.
3. Change of Public officer Notice (if required).
4. Amended constitution along with the amended constitution statutory declaration (if required).
5. The financial audit which should include the following:
  - correct name of association stated in full on every page as per the register (including 'incorporated' or 'inc.'). if unsure, refer to the association's certificate of incorporation
  - financial year
  - profit and loss statement
  - balance sheet
  - notes to the financials submitted
  - financials (profit and loss and balance sheet) compares the previous financial year figures
  - committee statement signed by president and treasurer (or two other committee members)
  - the name of each member of the management committee of the association during the relevant year
  - the principal activities of the association during the relevant year and any significant change in the nature of those activities that occurred during the relevant year
  - the net profit or loss of the association for the relevant year (net figure from the profit and loss statement)
  - audit report.



# SECTION 8

## Performance Management

### Purpose of this section:

To provide new committee members with information about the monitoring and evaluation of the performance of the organisation. This is important to include in your committee members induction process, as this is an ongoing responsibility of the committee.

Monitoring and evaluation are the means by which the committee ensures that it is performing to the standards that help maintain its viability.

### 8.1 PERFORMANCE MANAGEMENT OF THE ORGANISATION

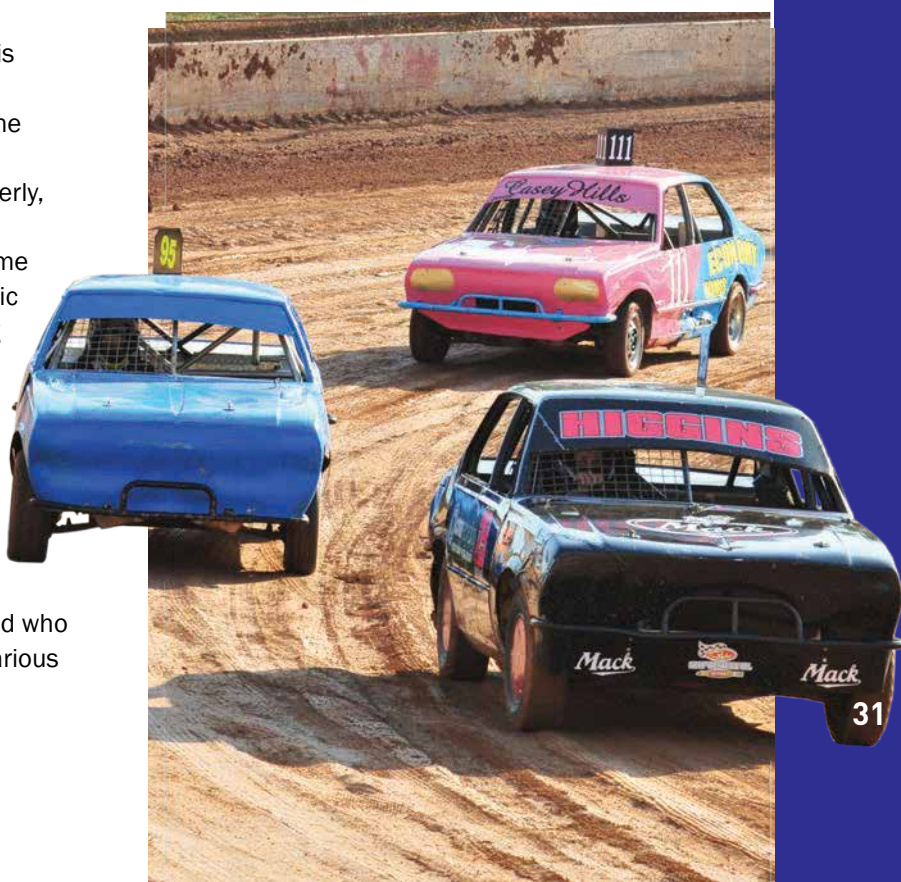
We recommend that committees consider how they will evaluate their performance. There are a number of methods of evaluating performance and we have outline a few below:

- *Measuring performance against strategic direction*  
The committee could use the current strategic plan to evaluate the performance of the organisation. If the organisation's strategic plan has well-defined key performance indicators or goals, this document can be utilised as a tool for evaluating the performance of the organisation against set outcomes. Completing a regular, at least quarterly, review of achievements against the strategic plan is recommended. Some organisations will utilise the strategic outcomes to guide decision making about expenditure or program delivery within their regular meetings.
- *Benchmarking*  
Organisations may choose to evaluate the performance against similar organisations that have matching operating criteria and who have achieved positive results by various comparable measures.
- *Member satisfaction checks*

- The Club Health Check is an online self-assessment tool aimed at helping clubs examine how they are operating. The checklist looks at a number of different factors that are crucial to success at club level and together these factors are used to build an overall picture of the way your club carries out its operations. <http://www.qlbs.com.au/webq/ACSStart.aspx?system=ASCHHealthCheck>

Given that your organisation exists to service its members, you could consider asking them to assess your performance as a committee. Surveys are one method of gathering information. There are different methods for undertaking surveys and keeping your approach simple but non-biases is essential. There are also informal ways of gathering information such as committee members attending competitions or functions or discussing perceptions with affiliated organisations and parent bodies.

If you want to gain specific feedback from the general membership using an informal method, give each committee member a topic that they can bring up with members in general conversation; for example: If you were to upgrade this facility, what would be your priority? What did you think of the last newsletter? (They will tell you if they received it, read it and whether or not they benefited from reading it.) Some parent bodies will already have data on membership satisfaction or offer examples of evaluation tools they recommend so organisations are advised to check with them.



## SECTION 9

### Stakeholder Relationships and Affiliation

#### Purpose of this section:

To provide information on committee management activity that relies on collaboration with parent bodies.

#### 9.1 AFFILIATION WITH PARENT BODY

Almost all state and Territory recreation and sport organisations will be affiliated with a parent body, usually a national organisation, to provide continuity of competition pathways, supporting the activity/sport development and linking to activity/sport-specific resources and programs.

An organisation will generally be affiliated with either a district or regional association or state association to be involved in local competitions.

These affiliation agreements may take the form of a charter, a memorandum of understanding or a deed of agreement.

The requirements of the state organisation under the affiliation agreement with their national organisation, which may affect your organisation members, may cover a number of areas:

- elite pathways
- competition management and development
- coach and officiating development/training
- policy implementation at state and local level.

Organisations may have documentation for their affiliation to the district or regional association that outlines requirements of fees, notification of membership and teams, competition conduct, policies and development of coaches and officials.

Therefore, organisation committees should make themselves aware of their particular affiliation agreements.

#### 9.2 POLICY DEVELOPMENT

Along with the rules and bylaws that govern their operations, organisations should also have a set of policy documents to help guide members, volunteers, the board and staff in their conduct and decision-making.

Policies establish in clear language what the organisation wants to achieve and provide boundaries for how it wants to get there, helping to ensure consistency and accountability.

Some policies will be specific to the board (e.g. conflict of interest policy, attendance policy – falling under the heading of **governance policies**). Others will have organisation-wide implications (e.g. ethics policy, diversity policy). The latter category includes **operational policies**, which will usually be overseen by management (if the organisation has staff).

Procedures are slightly different again. While policies focus on principles, procedures deal with the “how to” end of the equation.

Policies should be adopted at a board level and procedures should be developed and signed off by the organisation’s board/committee.

The number and type of policies and procedures (and their contents) will differ from organisation to organisation, but some of the more common ones include:

- **Mission and vision** – detailing the purpose and directions of the organisation and what it hopes to achieve.
- **Ethics/conduct policy** – designed to set expectations for and guide the behaviour of board members, staff members and volunteers, including disciplinary measures for non-compliance.
- **Conflict of interest policy** – designed to provide guidelines for identifying and dealing with potential or real conflicts of interest.
- **Grievance policy** – outlining procedures for dealing with internal and/or external complaints.
- **Board self-evaluation policy** – detailing performance standards for the board and outlining measures for ensuring evaluation and improvement of performance.
- **Board-staff relationship policy** – outlining the various responsibilities of board and staff members.
- **Volunteer policy** – outlining how and under what circumstances volunteers can be recruited and their place within the organisation.



- **Financial management practices** – detailing minimum standards and practices for management and reporting of finances.
- **Accountability policy** – outlining standards for reporting of board information and to whom the board will be accountable.

## PUTTING YOUR POLICIES TO WORK

While it can be quite a job to develop the full range of policies your organisation and board needs, the real challenge lies in making sure they are used.

Keep in mind the following points when writing or reviewing your policies:

- People are unlikely to support policies they don't 'own'. Consult widely on each policy you are considering, taking into account all of those people in your organisation the new or revised document will affect.
- Board members are responsible for setting the tone for the entire organisation so it is important that all board members are aware of all relevant governance and operational policies. Develop an organisational policy manual and ensure a copy is given to new board members as part of their induction. Give new staff members and volunteers a copy too, or make sure they know where they can access one.
- Policies should never be set in stone. They should be living documents designed to serve the organisation, not the other way around. Set aside some time, perhaps during your staff/board/volunteer development day, to review. This will also help remind people of their content and existence.
- Alternatively, appoint a committee to undertake an annual review of all organisational policies and procedures and make recommendations for changes. Circulate draft changes before decisions are made final.
- It is vitally important that policies are easily accessible. Ensure a printed copy is available in an appropriate spot (not in a locked cabinet or in the President or Secretary's library). Make sure policies are on hand at every board meeting. Consider storing electronic files using applications such as iCloud or Dropbox where they are accessible remotely by all committee members.
- Your policies should also be very easy to understand. Ensure they are written in clear language that is free of jargon and acronyms. Keep them as short as possible.

- Weak or inconsistent policies are worse than having no policies at all. If you find flaws, fix them.

Play by the Rules and Our Community websites have a large selection of policy templates that you can download and modify to suit your organisation.

<http://www.playbytherules.net.au/toolkits/club-toolkit>

<http://www.ourcommunity.com.au/icda/policybank/>

[http://www.ourcommunity.com.au/boards/boards\\_article.jsp?articleId=1453](http://www.ourcommunity.com.au/boards/boards_article.jsp?articleId=1453)

## 9.3 SPONSORSHIP AND GRANTS

Sponsorship of sport can be in the form of cash, in kind or product and short term or long term. For competitors and officials, it might also include travel to key sporting events to which they have been selected to attend.

Most sponsorships will be organised by an organisation's parent body and include a formal agreement to guide the professional relationship between the sponsor and the recipient. The agreement generally outlines how the organisation provides sponsor benefits and may include how the sponsor will be acknowledged or appearances by athletes, etc.

Organisations need to make themselves aware of sponsorship processes operating within their parent body.

Organisations may be encouraged to develop their own approaches to sponsorship that will complement existing arrangements available from the parent body. An example would be a local sponsorship applied to a reward system that subsidises members when they reach certain milestones.

The committee also needs to be aware of grant possibilities and investigate the criteria for eligibility to obtain grants or other potential support, as parent bodies might expect organisations to take this initiative.

Your organisation could have been awarded grants to support the activities or development. It is important that the committee oversees the process of reporting against the requirements of the grant. We recommend that the committee seeks information about the grant requirements, including reporting dates. The committee needs to make sure they provide an adequate and timely report against the grant and they use the grant funds for the purpose they are intended.

# SECTION 10

## Growing your club

### 10.1 MARKETING

#### 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; or redecorating the club facilities are all examples of formal marketing.

An example of informal marketing involves a person enquiring about joining a surf lifesaving 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/group conduct marketing activities. It is useful to appoint an individual or small team as marketing officers to develop and implement the organisation's marketing strategies.

#### Marketing tools

You can classify the organisation's marketing tools 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
- promotion - includes advertising, a promotion at the local shopping centre or an article in the local community newspaper.

#### Developing a simple marketing plan

It is not difficult to develop a marketing plan and it does not have to be expensive to implement. 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:** We recommend you develop a realistic marketing budget within the organisation's capabilities and focussing on low-cost or no-cost strategies

#### Ways to market your club

- electronic e.g. electronic newsletters, social media or website
- newsletters
- competitions
- advertising
- functions
- sponsorships.



**Example marketing plan for a junior club open day**

**Marketing objective:** To recruit 20 junior members by 10 December.

Marketing strategies	Cost of strategies
Arrange date and time of Free Junior Club Open Day – Arrange activities/games at open day: <ul style="list-style-type: none"> <li>– Free coaching</li> <li>– Games/activities</li> <li>– Information desk (need welcoming volunteer and forms to record names/phone numbers of those attended)</li> <li>– Sausage sizzle (need volunteer)</li> <li>– Competition to collect names and contacts to follow up</li> </ul>	Sausages \$25, buns \$10, sauce \$5
Develop a flyer advertising open day	Coloured paper \$5, photocopying costs \$10
Place flyer on local community notice boards including local shopping centres, library, swimming pool, etc.	-
Contact principals of local primary schools to place information in the school newsletter	-
Place information in the club newspaper offering a free soft drink for those who bring a friend who is not a member to the open day	Soft drinks \$25
Write an article and provide a photo for the local newspaper focusing on a local junior who joined up at an open day and is now representing the state	-
Consider signage – banner to be placed on the club signage company fence on main street	Signage company donated banner and \$70 for sign writing
Conduct the Free Junior Club Open Day	-
Follow up those who attended but did not join up on the day	\$2.50
	<b>Total cost = \$152.50</b>

**Actual memberships gained:**

22 new members each @ \$50 recruited = \$1,100

Net profit for club \$1,100 – \$152.50 = \$947.50







## Working with the media to promote your club

Many people lack confidence in working with the media but with some basic training and practice, it is a very effective promotional tool.

### MEDIA RELEASES:

A media release is a short, one page news story that provides the reader with the who, what, when, where, and why of the story. This information should be included in the first one to two paragraphs of the release. It should also include a headline that summarises the story, a date, and contact details at the end of the release for anyone seeking more information.

### How to write a media release

Your club or group can communicate with the media through an invitation alerting the media to a forthcoming event, such as the opening of new clubrooms or a media release about an event which is to take place or has taken place, such as a family day.

When producing a media release:

- write like a reporter writes a news story (read it through in your head in a news-reader voice to see if it works)
- ensure your writing is short and snappy and get to the point quickly - one sentence is the equal to one paragraph in press releases
- answer any questions a journalist may have, make it as easy as possible for them to write the story
- present the facts in an 'inverted pyramid' style of writing, the most important information always goes at the top, that way if only the first two or three paragraphs are read they still get the most important information

- proof read, proof read again and have someone else proof read your release for you. Check for spelling, grammar and the correct wording
- make a point of finding out first names. As a general rule, give the person's title first, followed by the name (e.g. the President, Joe Smith). Otherwise, follow the style of the newspaper or magazine for which you are writing. Check the spelling
- use simple language
- check the media deadlines. It is useless if it arrives late
- ensure the release is typed or word processed – double spaced, with wide margins. Use only one side of the paper
- provide photographs, or present opportunities for photographs
- put the name of your club at the top to the release. The wording 'media release' should be prominently displayed
- supply the name, address and telephone number of a club person to contact for further information. If the contact number is a place of work, it is common courtesy to inform the company that there could be calls from the media.

A good media release will answer six questions concerning the event – who, what, when, where, why and how.

Each media outlet receives hundreds of media releases every day. The chief of staff or producer sifts through the pile and sorts them into a 'yes' pile and a 'no' pile.

To make it into the right pile then it's a matter of timing, and the amount of interest the media release generates, or the 'who cares' factor.

There is a straightforward style for presenting media releases and you can follow a simple checklist.

**Check your media release against the following:**

<b>One A4 page</b>	- around 300–400 words
<b>Letterhead</b>	- who has sent the press release?
<b>Date</b>	- date the media release and indicate if it is embargoed (this means the release is to be held over until the date indicated)
<b>Headline</b>	- make it catchy and inviting, around five to six words
<b>First paragraph</b>	- who, what, where, when (how and why if applicable) 25 words or less
<b>Simple sentences</b>	- one sentence per paragraph short, concisely written - no more than 40 words each
<b>Quotes</b>	- for added colour and interest - make sure the person you are quoting is available for interview
<b>Information</b>	- provide details of the event, leading with the most important facts. This is known as top down, or inverted pyramid style.
<b>Background history</b>	- background - facts and statistics
<b>Contact details</b>	- name and telephone numbers (business, after hours and mobile) - ensure contact person is available before, during and after the event - email address
<b>Follow up</b>	- ring to ensure media outlet received the press release - assess if they will attend

**Media Training**

If your organisation is likely to be used regularly by the media, it could be worthwhile investing in some media training for key people. Look up ‘media relations training’ on the internet.

**Getting into Print**

There are many hundreds of newspapers, community papers, supplements and magazines that you can target. Articles for print are more substantial and detailed than those presented on radio or television, so you can get a lot more information across.

As well as sending out a media release or making a telephone call, you can also prepare your own articles for publishing. These stand a good chance of getting printed if they are well written and contain the key elements of a news story.

Check your article or news release for the following:

- every story needs an angle
- ensure it contains something newsy – the emphasis on ‘new’
- human interest – a story that we can all relate to and involves people
- proximity – a local athlete doing well
- emotion – always adds impact to a story.

Keep an eye on your local newspapers and take note of the stories they are covering, and then see if you can tailor your story or message to suit.





**TOP 9 WAYS TO GET YOUR CLUB INTO THE LOCAL MEDIA**

- 1. Relationships** – like everything else in this world strong personal relationships are vital so you need to form strong relationships, firstly with your local sports reporters and secondly with their editors or station managers.
- 2. Invite the media to your events** – Initially when you don't know the reporters, station managers and editors, it is a lot easier to be contacting these key people if you have a purpose rather than just ringing to introduce yourself and your club. Therefore create or tailor a club event to make it news worthy and then invite the media to attend your event. Season launches or your first home game/competition are ideally suited for this purpose.
- 3. Mayors and Councillors love to be in the media** – create opportunities for them to be in the media. Likewise the local media love featuring Mayors and Councillors so invite both groups to your events and let the other party know that each other will be there.
- 4. Create your media list** – and continually update a list of all media outlets, newspaper, radio, TV and also don't forget to consider "unofficial" digital media such as a blog or forum that covers your sport and club locally. Understand who is the right person to contact, when are their publication deadlines and how do they like to receive their stories.
- 5. Consistently produce and send media releases** – that contain not just the competition results but also a story, a quote from a key person or people relating to the story, where possible a photo and the contact details of somebody from the club authorised to talk on the topic if they want further information. If a reporter has a choice between a complete story of community interest with quotes and photos lobbing on their desk or having to go out interview somebody and then write the story, well most would take the easy option.
- 6. Don't just tell the sports stories** – Don't aim just at the sports pages – local sports clubs do so much in the community that is non-sport related. Make sure the media outlets are aware of these stories, well in advance if possible. This significantly increases the potential for the story to be picked up because it can be run in any part of the media publication not just in the sports section.
- 7. Relive club history** – local media is all about story telling so continually tell the stories from great events and people from your clubs past. Link them into current day events if you can. For example if your club had soldiers who went to war then tell their stories around ANZAC day, premiership reunions and anniversaries of key club and individual milestones are also a great stories the media love to pick up.
- 8. Develop long term relationships** – relationships take time to build and even longer before they allow you to influence the behaviour of the other person. Make sure that you are continually looking for ways to build relationships with the reporters, editors and station managers over the long term. Don't just make one phone call to the sports reporter and then assume they will automatically start covering your club. You have to educate them about your club over time and hopefully they will "fall in love" with your club, its culture, what it stands for and its standing and role within the community. Unfortunately this takes time.
- 9. Self publish** – Even if you have strong relationships and publishing great media releases every week you still may not get into the media as much as you like. If this is the case you might want to consider joining the media. Grab a smart phone and start interviewing coaches, presidents, volunteers, players and anybody else around your club then publish the video on your clubs webpage and social media each week. You will be surprised, if you publish the video or recorded interviews consistently at the same time each week just how quickly you will build an audience of people interested in your club.

**Remember!**

Many organisations make the mistake of spending a lot of time and money on conducting promotions to recruit new members and forget about retaining current members. Developing marketing strategies to improve the basic product or services the organisation provides, the attitudes of volunteers or staff towards members or customers and the standard of facilities may be less expensive and more effective in the long-term.





## 10.2 USING SOCIAL MEDIA

Social media is a term used to describe programs and devices that allow users to interact with each other in online communities. Increasingly clubs are using social media as the communication method of choice. This is because it is a free form of communication, it is easily accessible, immediate and it is effective.

Ways in which your club use social media may include:

- using Twitter to advise members of a last-minute change of venue or cancellation due to rain
- letting committee members know via Facebook when and where the next meeting will be. Use the RSVP option to find out who will attend
- report live on events on Twitter, especially to fans, members and sponsors who can't be there
- posting videos of event highlights on YouTube for everyone to see (with permissions of course)
- promoting come-and-try days and team trials dates to potential new members with a Facebook ad
- driving people to your website through a link in Facebook posts or tweets
- creating your own video blog or YouTube channel.

### FACEBOOK OR TWITTER OR YOUTUBE?

*Facebook* is all about connecting with friends to share photos, events, personal news and interesting links. You can have an open or closed network on Facebook.

*Twitter* allows you to send short, 140 character text messages called 'tweets'. You choose whose tweets you receive, but anyone can see your tweets. You can send links to news, images or videos in a tweet.

*YouTube* is a place to upload, share and view videos online. You can even set up your own channel and broadcast live vision.

Think about how your club wants to use social media, the resources you need and what you want to achieve. Also consider which social media platform will give you the most value, which social media sites are the most popular with your members and who has the skills to manage it?



### MANAGING SOCIAL MEDIA

You may like to recruit someone from within the club to set up and manage your social media platforms. Keeping pages and tweets up to date can be time consuming and just like traditional newsletters and advertising campaigns, needs a dedicated project manager.

Limit the platform to high-impact relevant content. People will quickly block or desert you if the messages your club posts are irrelevant or clogging up their in-box.

Tweet and post regularly. Make sure communication is consistent but keep it short, sharp and interesting.

Before adopting social media your club should develop some policy that provides guidelines about how this new technology should be used. Think about how, when, where and what should be shared.

### MANAGING THE RISKS

Each social media site and platform has its own online terms and policies which apply to all users. In creating a page or becoming a member, your club and administrators may be agreeing to (among other things) payment terms, advertising guidelines and privacy policies. These are often very detailed and constantly changing. Make sure you are aware of your rights and responsibilities as determined by the social media site your club plans to use.

Online posts are subject to the law in areas like defamation, racial discrimination, intimidation, breach of copyright and trademark infringement. Liability for uploaded content may extend to the club and those who engage in online activities on its behalf.

All clubs and associations should have a Social Media Policy which promotes guidelines for responsible social media use and outlines how offensive or discriminatory comments will be dealt with and disciplined if appropriate.



## 10.3 SPONSORSHIP AND FUNDRAISING

### WHAT IS A SPONSOR?

Sponsorship is financial aid given to businesses, clubs and organisations to improve and support them. The lifeblood of any sporting club is the ability to raise sponsorship dollars to keep the organisation functioning.

This section provides comprehensive information about sponsorship. In summary, the key points are:

- sponsorship is a partnership not a donation
- decide which companies to approach based on strategic reasoning, and understand how they would fit with your organisation
- have a professional sponsorship proposal prepared once you have identified a potential sponsor
- always be professional as would be expected in any business relationship
- always follow-up
- understand your organisations assets and be prepared to sell them
- encourage every player and club member to introduce at least one potential sponsor to the club
- demonstrate in conversations with a potential sponsor how they can get a return on their investment by sponsoring your organisation.

### TIPS FOR AVOIDING SOCIAL MEDIA ISSUES

- Develop a social media policy detailing what can be uploaded and how the club can be marketed using social media. Play by the Rules has produced a Communications and Technology Policy template. Use it as is or as the basis for developing your own document.
- Make sure that your online business practices do not contravene any laws. Consider consulting a lawyer before launching your club's online presence or conducting an online campaign.
- Read and understand the terms and conditions of the social media platform you will be using.
- Never upload or post illegal, offensive or inappropriate content anywhere on the internet and always report such content to the relevant authority.
- Always gain the permission of people in photos or videos before posting online.

### FINDING SPONSORS

When you make a pitch to a potential sponsor, you need to show them that you can make a difference to their bottom line. If you know what your organisation has to offer, you'll be better equipped to work out what sort of businesses to approach for sponsorship.

Sponsors seek opportunities to:

- gain prestige
- raise or improve their profile
- reward themselves or their friends
- gain access
- avoid risks
- sell their product
- target their product
- get free advertising.

Your strengths or weaknesses in the categories below should guide you to the sort of company that would be receptive to your advances. Don't worry, you don't have to score on all of these headings, one or two should be enough to bring in a potential sponsor.

### **Sponsors want prestige**

Are you able to offer a high-profile patron or celebrity supporter for the sponsor to be photographed or associated with? If you're not able to supply a major national figure, what about any well-known local notable who would be a drawcard?

### **Sponsors want to improve their profile**

Most modern companies want to be seen as good corporate citizens – they want to leave potential customers with the impression that they're a business they can feel good about transacting with. Could an association with your organisation help a business create the kind of public profile they want?

### **Sponsors want to reward themselves and their friends**

Think about "special offers" that you might be able to give sponsors and their friends or customers. Can you offer seats to your next celebratory or fund raising night, admission to your important games or specialist knowledge or training?

### **Sponsors want to gain access**

Can you or your members open doors for a sponsor in any way? Do your events attract influential people? Does your board contain any leading names in specialist areas? Do your opinions influence the direction of policy in your area? Do your staff serve on other government or committees that could be useful to a sponsor?

### **Sponsors want to avoid risks**

Can they be sure you're not going to embarrass them by collapsing in a cloud of scandal? Can they be sure that your message is not going to provoke a backlash? Can they be sure you're in this for the long haul and won't leave them in the lurch? Make sure that you have the correct risk management plans in place.

### **Sponsors want to sell their product**

Are you popular? Do you have a lot of members or supporters, or access to a larger or more diverse audience than they do? Will your supporters be influenced by your recommendation? Try to prove to a sponsor that your followers and supporters are a suitable target audience for their product.

### **Sponsors want to target their product**

Are you focused or work in a single sector of the community? Are you identified with a particular age group or geographic area? If so, then you should know the businesses that have their markets in those areas, or are relevant in these sectors.

### **Sponsors want to get free advertising**

Do you feature in the media often? Are you able to attract media to your events?

### **WHO ARE LIKELY SPONSORS?**

All sorts of companies are prepared to provide sponsorship; you just have to show them how they will get value for money. Discuss potential sponsors with other people in your organisation. The information you have collected on your members and those who attend your functions will be a big help. Think about which companies or organisations would like to advertise or promote their products and services to these people.

Gather information from media services. If an event is being advertised on TV, who are its sponsors? Local newspapers may list events sponsored by companies that want to deal with the people in your suburb.

Don't overlook the possibility that small companies may be interested. Too often we think only to ask the big corporations who get regular approaches for sponsorship. If one smaller company is unlikely to be able to afford your package, consider the possibility of breaking the package into smaller lots and offering them to a number of smaller companies.

If most of your members live in one area, you have a reasonable chance of picking up a local sponsor – they might be literally on your doorstep.

There are no limits when it comes to sponsorship, you just have to remember to make your sponsorship proposal relevant to each company. Companies don't like to think that they are just one in a hundred companies being approached on a 'mass' basis.

Once you have a list of potential sponsors, do a little research on them. Does the company have policies about sponsorships, e.g. do they only sponsor state-level events? Perhaps they don't go for cash sponsorships, preferring to supply equipment. If possible find out when the company prepares its annual budget so your proposal can be considered for the coming year.



## WHAT CAN WE OFFER?

The following is a list of ideas that could be included in a sponsorship proposal, although it's a big list and you normally wouldn't include them all. Don't restrict yourself to this list if you can think of other ideas.

Consider offering:

- area and perimeter advertising space
- signage and banners
- invitations to events
- free tickets or free admissions to events
- opportunity to host associated lunches, dinners etc
- placement on official guest lists
- opening functions/coin toss
- presentation of awards
- name and logo on program; invitations; other printed posters; flyers; newsletters; e-newsletters; and website
- name and logo on media release letterheads and media packages
- name and logo on newspaper and/or television advertisements
- name mentioned on community service radio announcements and/or radio advertisements
- clothing opportunities e.g. caps, shirts or shorts
- name and logo on awards and trophies
- possible introduction to other organisations/people that potentially might buy their product/service
- naming rights to event/s
- on-site displays and/or sales opportunities.
- opportunities for company staff involvement e.g. discount tickets.

Always remember that you should cost anything that you agree to supply sponsors. There's no point in having sponsors that cost you as much or more than you can receive from them.

Clubs have many assets that are commercially viable for sponsorship, but most do not realise this. The following is a list of assets that can be sold to sponsors.

- naming rights for club events – Trivia Night, Sportsman's Night, Presentation Night, fetes
- naming rights for club programs – school holiday programs
- naming rights for facility
- naming rights for the scoreboard
- website banners and advertising space
- social media advertising space
- signage around the club
- newsletter advertising
- membership card sponsor
- shirt sponsors – sponsors logo appears on shirts
- team sponsors – sponsors logo appears on team photos and on any media the team generates
- equipment sponsors – sponsor logo appears on equipment: vehicles, nets, posts, padding
- club merchandise – sponsors logo appears on team apparel, cups, drink bottles, hats.

It is important that everyone in the club understands why sponsorship is needed and how it works.

You don't want your sponsors to turn up to an event and then not be made to feel "part of the club". This is where sponsorship is different to straight advertising. Sponsors are part of the club and this means they need to feel included as part of the club. By making them feel part of the club they will spread the message of their involvement.



## PREPARE YOUR PROPOSAL

There is no single way to present a successful proposal and there is a lot to be said for an original approach. A starting point, however, might be along the following lines:

1. A covering letter thanking the potential sponsor for taking the time to look at your proposal. Make sure you address this letter to the manager/owner or marketing manager.
2. A cover sheet containing information such as:
  - full name of your club/group, perhaps your logo;
  - full name of the company you are sending it to;
  - full name of the person you are sending it to;
  - date of the proposal; and
  - name of the event/program.
3. A title page with important facts about your organisation's event/program is next and might look something like this:

Title of event/program:

Proposal to:

Sponsorship coordinator:

Name:

Address:

Telephone (H) and (W):

Date/s of event/program:

Signed:

Date

4. Provide details of the types of people you expect to attend your event, and the types of people who make up your event, as an opportunity to gain exposure for their goods and services.

Some sponsors look for opportunities to sell their goods and services at your event. Try to define what sort of sales they might make and include that in your sponsorship, offering them exclusive rights of sale.

5. List exactly what it is you will provide to the sponsor and the value of each item (some you will know because it is a direct charge that you will have to pay, others such as signage, you may have to estimate).

It is a good idea to match this against the sponsorship amount you are asking for.

A budget of this type is an excellent idea because it makes it clear to the sponsor that it is not a donation and reinforces in your



mind that you have something to sell. Too many times we give up control of our event to a sponsor because we don't outline what we will give them for their money.

Remember to value items not at what they will cost you on the day, but at what you might reasonably expect to pay if someone sold it to you.

The following is a sample of how a sponsorship budget might appear:

### \$5,000 sponsorship

Naming rights to event	\$2,000
Advertisements in community newspaper featuring the sponsor's name valued at \$1,500	\$750
20 VIP tickets (includes entry, seating, and chicken and champagne breakfast)	\$400
Signage on finish line	\$1,000
All competitors to wear sponsor's logo on vehicles	\$450
Exclusive rights to sell product	\$400
<b>TOTAL VALUE</b>	<b>\$5,000</b>

Sponsorship can be sold as packages or as a custom offering. It is easier for clubs to offer sponsorship packages, such as gold, silver, and bronze. Clubs should think carefully about the levelling of their packages making sure that a "Gold" package is significantly different to a "Bronze" otherwise buyers will always take the cheapest option.

Another key point is to make sure the "Bronze" package does not take more cost and effort to deliver than the "Gold". Occasionally clubs make the mistake of having an item in their low level sponsorship packages that ends up costing more time and money to deliver than the money that it makes.



The following should be taken into account when designing sponsorship packages and the various levels of sponsorship.

- cost estimate – a website space will have a different cost base to organising ground signage
- time and skills required to set up – can someone in the club do it, or will the club need professional help incurring cost?
- exclusivity – which assets are exclusive and what are common? you might have eight places for signs around your ground but only one space available on the high profile score board
- viewing – when will the public see this asset? if it is at a sporting ground, will it only be on Saturdays? and by how many people? If it is on your website, how many site visits do you attract and how frequently?

Sample packages:

### Gold Package – \$5000 (cost to club = \$1000)

- Banner page advert 800x200pixels on the website
- Sign with company logo at the entrance to the ground 2.5metres x 1m
- Free entry to for five company employees to all club events
- Naming rights for the presentation night including signage
- Shirts Sponsor for the Senior mens teams -seniors and reserves, company logo on all shirts

### Silver Package – \$2000 (cost to club = \$1000)

- Company logo on monthly newsletter
- Company logo and link on sponsors page of website
- Signage 1metrex1metre on the fence
- Shirt Sponsor for the u7 boys and girls teams
- Naming rights for all all best and fairest trophies
- and so on...



## SPONSORSHIP IS NOT ALWAYS ABOUT MONEY

Keep in mind sponsorship is not always about an exchange of money, it can also be an exchange of goods or services. Clubs requiring building services may offer premium visibility for a business on the club's website in return for those services.

You can collect products and services donated by sponsors and hold them for auction nights and functions to raise further funds.

Consider what is most valuable to the club when assessing sponsorship needs. For example, a website company offering to host and maintain the club website in return for advertisements on the club website may be more valuable to the company than a monetary contribution.

## HOW DO WE APPROACH POTENTIAL SPONSORS?

The majority of a club's sponsors come from within its ranks. It's always a good idea to promote that you're looking for sponsors on your club's website and newsletter so business owners and executives can come forward. When you have exhausted your club's supply, you will need to look for sponsorship from the outside business community.

The key is to find businesses that fit well with the type of people your club attracts. Do some research on the business/organisation before you approach them, many have details of the way they work with the community on their website.

CALL, DON'T EMAIL. Search for a contact on their website, many businesses have links for media or sponsorship inquiries listed, if not, reception will do – explain who you are and ask for the person responsible for sponsorship. It is very difficult to sell your club over a phone conversation but it does provide a contact. Try to organise a meeting from there where you can talk to a person face-to-face.

If you cannot get a meeting then have a graphic designer or suitably skilled club member produce an electronic sponsorship proposal (in PDF, PowerPoint or Word format) aimed at the potential sponsor.

## HOW TO PREPARE FOR THE INITIAL MEETING WITH YOUR POTENTIAL SPONSOR

You need to know why you approached this potential sponsor. It might be because you know they support the local community, because they are new to the area and you thought this might be a great way to connect to the community or any other reason, but there needs to be one. The sponsor needs to know that you have considered the potential partnership benefits.



It is also important to let the sponsor know that the club is flexible. Ask the potential sponsor what they are looking for and how they could see a relationship working with the club. By doing this, if your sponsorship proposal is off the mark, you will have the opportunity to modify it so it fits the sponsor's needs.

This approach is often more productive than going into the meeting with a set list of sponsorship packages and asking the sponsor to choose one. This approach does not treat the potential sponsor as a partner, but rather, a customer and relies on a harder "sales" approach as you are selling something as opposed to creating a partnership.

### FOCUS ON THE POSITIVE WHEN SPEAKING TO POTENTIAL SPONSORS

The focus should always be on the positive. Consider the following two approaches for a club that needs a replacement bus:

**The negative approach** - "We are seeking sponsorship as we desperately need the money for a new bus. Ours is just unreliable and we have been late to so many tournaments. The penalty points lost from being late has put us on the bottom of the ladder and players are not happy and some are leaving. So we are asking people for money for this bus to help us out. Can you give us some money to help us?" You might receive some money by using this approach, but it will most likely be a small amount and almost certainly a once off as it will be based on "helping" rather than "working together in partnership".

**The positive approach** - "We are speaking to potential partners about being involved in building up our club. {insert club name} has been around for 10 years and we are now focused on strengthening our gameplay to get to the top and we are looking for supporters to work with us to achieve this. One of the key ways we want to do this is through supporting players in their away trips through the purchase of a new bus and we thought this would be a great opportunity to get a sponsor involved. The bus would be seen at X amount of tournaments and parked on the roadside at the club during the week where there is a large amount of traffic so would offer great visibility for promoting a sponsor's details. We thought we might even be able to give the bus the name "The {insert example sponsor} Bus" so that it will appear in press releases when we talk about away games."

### THE SPONSORSHIP AGREEMENT

Once a sponsor agrees to sponsor your club, your club needs to draw up an agreement to make the agreement legal.

The contract should include all aspects relating to the sponsorship including:

- club letterhead, including logo and address
- all funds, goods and services the club will receive as a result of the partnership and by when
- what the sponsor can expect
- the date the agreement commences
- term of the contract
- terms and conditions
- exit clauses
- club officer and sponsorship signatures.

We recommend you have a legal officer draw up all commercial agreement contracts for your club. Many will do it for no cost in return for advertising.

### SERVICING YOUR SPONSOR

If you promised it, then deliver it! Don't try to save or make money by giving a sponsor less than you had agreed. If you think of something else you can offer a sponsor, and the cost or difficulty is minimal, do it! We all know the value of receiving something we didn't expect.

Try to build your relationship with your sponsor. Don't overdo it, but there is a lot to be said for some friendly contact. Call and ask how things are going from their end; is there anything they are having difficulty organising for your event? Ask a sponsor out for lunch if you think it might help to build up your relationship and you can afford it. This can be before or after the event. Perhaps the opportunity may exist for your sponsor's personnel to meet your members at your social functions.

Mementos of a sponsorship are also a nice gesture. Something as simple as a block mounted photograph can make a big impact. If you have an original idea, use it. Be loyal to a sponsor. If they treat you right then return the favour. Think about the products and services that your sponsor provides. Try not to gain new sponsors if they offer services or products that compete with your current sponsors.

When purchasing products or services consider whether you can get them from an existing sponsor and make sure your sponsor's rivals are not having their services or products sold or promoted by your club at your event.

## 10.4 CREATING A POSITIVE CULTURE

### POSITIVE CLUB CULTURE

An organisation's culture is made up of the values and beliefs of its members. One of the challenges an organisation faces is creating a 'contributing' culture. This is where members take part in running the organisation rather than treating it as a service.

### CLUB CULTURE ASSESSMENT

Is your club culture healthy?

Some key indicators that your organisation culture is healthy are:

- most players stay for a few years
- membership has increased or stayed the same during the past five years
- it is easy to get people to volunteer
- it is easy to get people to join the committee
- committee members enjoy their role and remain involved for a number of years
- committee meetings are efficient and effective
- volunteers help for more than one season
- people support social functions and fundraisers
- there are few (or no) harassment/abuse/conflict issues within the organisation
- officials are respected and appreciated by most members
- the workload is spread between many people
- new people are made to feel welcome
- the committee knows why people leave the organisation or their volunteer role
- the organisation is well respected in the wider community.

Some methods to improve your organisation's culture may include:

#### *Focus on flexibility and enjoyment*

Where possible, create a range of opportunities and options for people to participate at times which are convenient to potential new members. This is particularly relevant where the organisation is creating activities which are focused more on participation, enjoyment and socialisation rather than competition and winning.

#### *Create a family friendly environment*

Create family based membership options and activities. Options which are attractive to people with families include:

- Child care facilities
- Family memberships
- Activities where parents and children can participate either together or simultaneously undertaking separate activities

#### *Recognise and acknowledge the constraints of different age groups*

Older participants may have restrictions based on age, injury or fitness so may require rules and playing structures to be modified to cater for these constraints. Alternately, students in their core years of school may require flexibility to be able to juggle their school commitments.

#### *Cost of membership*

Cost of membership is increasingly becoming an issue. It is important for organisations to focus on creating an experience where members feel they are receiving real value for money. Ways to offset the barrier of cost may include:

- Have flexible membership options in terms of pricing and payment terms
- Two for one memberships
- Free beginners classes.

Organisations should also consider introducing strategies where members can offset their membership fees by undertaking activities to offset the cost of membership. For example if a club membership is \$100.00 then give members the opportunity to have this paid by such activities as:

- Introduce a sponsor to the value of \$200 (so the club effectively gets the \$100 membership and \$100 sponsorship)
- Create a raffle and as an inducement for members to sell tickets, if they sell \$200.00 worth of tickets their membership would be paid for.

This gives the opportunity for those on lower incomes to cover their membership without it becoming obvious that they may have financial constraints. It also gives the individual a real sense of purpose knowing they have paid for their memberships and not been the subject of charity.

#### *Creating a strong social calendar*

Social benefits are often the primary driver of organisation membership. It is vital that the club has a vibrant social calendar which meets this very important need of its members. Social events and activities also create an opportunity for members to bring potential members into the organisation in a fun setting are a great way to overcome the perception of clubs being cliquy and exclusive.



## 10.5 MEMBER RETENTION

MotorSports NT understands that it can be difficult to retain good people within clubs, particularly volunteers and officials. As part of your organisation's risk management, communication, marketing and strategic planning, the committee should understand the rate at which it is growing.

Understanding why people join, continue, or leave the club is vital information when developing the way the club operates. This information also feeds back to medium and long term financial, facilities and volunteer planning as it impacts on the organisation's capacity to service its members.

It is good practice to do an audit of participation figures or registered members each season/year and compare those figures to the previous season/year. This information will give your organisation an idea about the growth in members and/or decline. Figures that show you are losing more members than you are gaining are a concern for your organisation's future.

Whatever the reason for a decline in membership, you need to know so you can determine if it's possible to get them back and to reduce the likelihood of other people leaving for the same reason.

There are many ways to get feedback from members who have left. Some options you may want to consider are:

- **Ask them.** The simplest way to find out why members leave is to ask them – this can be done in person or over the phone. This is not always easy to do, particularly if it is negative feedback, but it is essential if you want to improve your organisation. You must also ensure that if you're going to ask the questions, you need to be prepared to respond and change.

- **Questionnaires and Surveys.** Asking members to put their thoughts in writing on a questionnaire or survey is an effective and well-established feedback technique. If your organisation has a good database of contacts for your members, it should be easy to email something out to members who have left. Another easy option is to use a free online survey tool (such as Survey Monkey or Survey Gizmo) to send out to your members to complete.
- **Website feedback.** If you have a website, you can set up an area for members to provide feedback through this. This is also a good strategy to implement for all members to use, so hopefully you can hear of any discontent before it leads to members leaving.

Understanding why members leave is crucial for the sustainability of your club. It is also important to understand that not everyone is prepared to provide feedback, but those that do should be listened to. If one person has something negative to say regarding your club, you can be certain that there are potentially more out there who won't say anything but will take their membership elsewhere.

Some principles for great service for your members are:

1. Be happy if members voice their concerns to you. The ones you need to worry about are those who tell their friends about their concerns without telling you.
2. Make it easy for members to provide feedback. Members are much more likely to provide feedback if you make it easy for them.
3. Make member servicing everyone's responsibility. Adopt a policy of continually improving member service.





## 10.6 DEVELOPING AND MANAGING YOUR DATABASE

Keeping accurate records of all stakeholders ensures an organisation can conduct its business with maximum efficiency. An organisation that has accurate details of their members will always know how many members they have, where they live and if they are paid up or not, so any unpaid fees are quickly discovered.

Accurate databases also impact heavily on marketing and promotion. Sending email newsletters and other promotional material depends on having an accurate record of email addresses and phone numbers.

Dealings with sponsors and advertisers will be more effective when your databases are accurate and up-to-date as you are able to demonstrate to your potential sponsors and advertisers that you can easily access your own community.

### DATABASE TOOLS

Microsoft Excel is a readily available and easy to use program for database management.

### MAINTAINING YOUR DATABASES

Databases should be treated as an important asset and they should be maintained in the same way a club maintains their playing fields or clubrooms.

Stakeholders leave and join clubs regularly so database information changes regularly. Databases should be checked for accuracy at least three times a year, pre-season, post registration and at season's end.

### DATABASES TO KEEP

Organisations should consider keeping the following databases:

- membership (names and contact details)
- past players and members (names and contact details)
- staff (names, roles and contact details)
- volunteers (names, roles and contact details)
- skills database (names, skills including trades/experience/qualifications)
- sponsors (contact name, business name, sponsorship details)
- facilities and equipment (item, quantity)
- suppliers (name, items, price, discount).

## 10.7 CONSTITUTIONS

If you're an informal association of a few people sitting around a table, you don't have to have any rules at all. You can negotiate around each situation as it occurs. Most groups that last longer than a few meetings do find it useful to lay down some rules, just so that everybody knows what the boundaries are. And if the rules cause problems, you can change them at any time.

If you want to go a stage beyond that, you can make some of the rules harder to change - you can say that some changes have to be supported by a two-thirds majority, or have to be adopted after polling all the members. This means that people who join up can have some kind of certainty that the boundaries will stay where they are. You're deliberately restricting your flexibility. That's a constitution.

All incorporated not-for-profit organisations must, by law, have a constitution. It is sometimes known as their rules, or articles of incorporation, or articles of association.

### Model Rules

The basic form of the constitution of an incorporated not-for-profit organisation is generally drawn from the Model Rules as regulations to the [Associations Incorporation Act](#) in each state or Territory.

Organisations can modify this basic format, but some elements are compulsory. In particular, if you do not make provision for certain things the law will read them into your constitution anyway - "Where in relation to any matter the model rules make provision but the rules of an incorporated association do not make provision, the provision of the model rules shall, in relation to that matter, be deemed to be included in the rules of the incorporated association."

### Amending the Model Rules

If you're starting up a new organisation it's a good idea to make a few small changes to the model rules.

- 1. Put in your objectives.** Technically, you don't have to include your objectives or goals or mission in your constitution because you've already done that in the statement of objectives you lodged with the department when you were getting incorporated ("The objects of an incorporated association are the objects stated in the statement of objects that accompanied the application for its incorporation under this Act"). However, including them in the constitution as well makes it a lot easier for people to understand what you're on about.
- 2. Put in criteria for membership.** The model rules say that every new member has to be approved by the board. Many small groups ignore or overlook this provision, but it's there. It doesn't, however, say what the board should take into account in making these decisions, and this can place the board in a difficult position in the very rare circumstance that they do actually want to keep somebody out. If you put in something unspecific like "Committed to the objectives of the organisation" this gives you some cover.
- 3. Put in (if you want to) provision for voting by phone or email.** The model rules don't cover the electronic age, and it's not at all clear what they allow and forbid. If you want to be absolutely certain, write in your preferred options.

That aside, you can make any amendments that aren't ruled out by the words of the Act, but most groups don't bother.





**Amending your constitution**

A good constitution should not get in the way of what you want to do. If your constitution is causing you difficulties, look at it and see if there are changes that would help. This will create a certain amount of work (the procedures for changing your constitution are of course set out in the constitution, and involve a general meeting) but it may be necessary.

The reality is that it is difficult for the founders of any organisation to be able to see 10, 20, or (in the case of Australia's founders at federation) 100 years down the track and create a constitution that allows both the stability and flexibility to deal with emerging challenges. Sometimes the constitution is found wanting and needs change.

It's also true, though, that if you think that the constitution is causing you extra work (hassles organising a quorum, advertising meetings, rotating board members, etc.) it's worth considering whether the problem may lie somewhere else.

It may be a case of a governance or administrative system that doesn't motivate people to attend, get the message out to the community, or build a pool of good new board members.

**Accessing your constitution**

The organisation should have copies of the constitution available to give to new members, board members, stakeholders, and anyone else who's interested. Sometimes organisations get prickly and defensive and start treating the constitution as if it's some kind of state secret.

If this happens, go and ask the relevant department for the copy that the group lodged at incorporation.

**Extras and add-ons**

Not all of your rules need to be in the constitution; in fact, only the essentials should be. You will probably want to set down other rules to govern other areas of your operations; adopt these as policies, or standing orders, or guidelines. These will be binding on the organisation while they are in operation, but are much easier to revise if you change your mind.

Remember, though, that you're bound by the law, and the constitution, and (for the moment) your own rules, and nothing else. Many people seem to think that all disputes can be settled by referring to the right rule, if only one could find the rulebook. This is not the case. There's no point in asking, for example, "What are the rules about ...." unless you've got something about that in your constitution or your rules or your policies. If you haven't, then there isn't a rule. Not everything has rules. Decide for yourself, individually or as a board, or leave it up to the chair.

- Review your constitution annually and make proposed amendments for motion at the Annual General Meeting if necessary.
- The basic form of the constitution of an incorporated not-for-profit organisation is available for download <http://www.dob.nt.gov.au/gambling-licensing/business/business-licensing/incorporated-associations/Pages/default.aspx>





# REFERENCES

Adapted from *Committee Member Induction Essentials Pack* – SA Govt Dept of Sport and Recreation

Good governance in Territory motor sport – MotorSports NT Booklet

WA Govt Dept of Sport and Recreation

Sports Community

NTG – Dept of Business

Play by the Rules

Volunteering Australia

Our Community

Legislation - *Work Health and Safety Act 2001*

- *Care and Protection of Children 2007 (NT)*

- *Associations Incorporations Act 1985*

- *Associations Act 2012 (NT)*

Australian Securities Investments Commission (ASIC)

Office of Consumer and Business Affairs (OCBA)

Australian Tax Office (ATO)











AUSTEEL  
1252

MSD

signTech  
700



