

# Summer 2019-20

Sports club resource kit



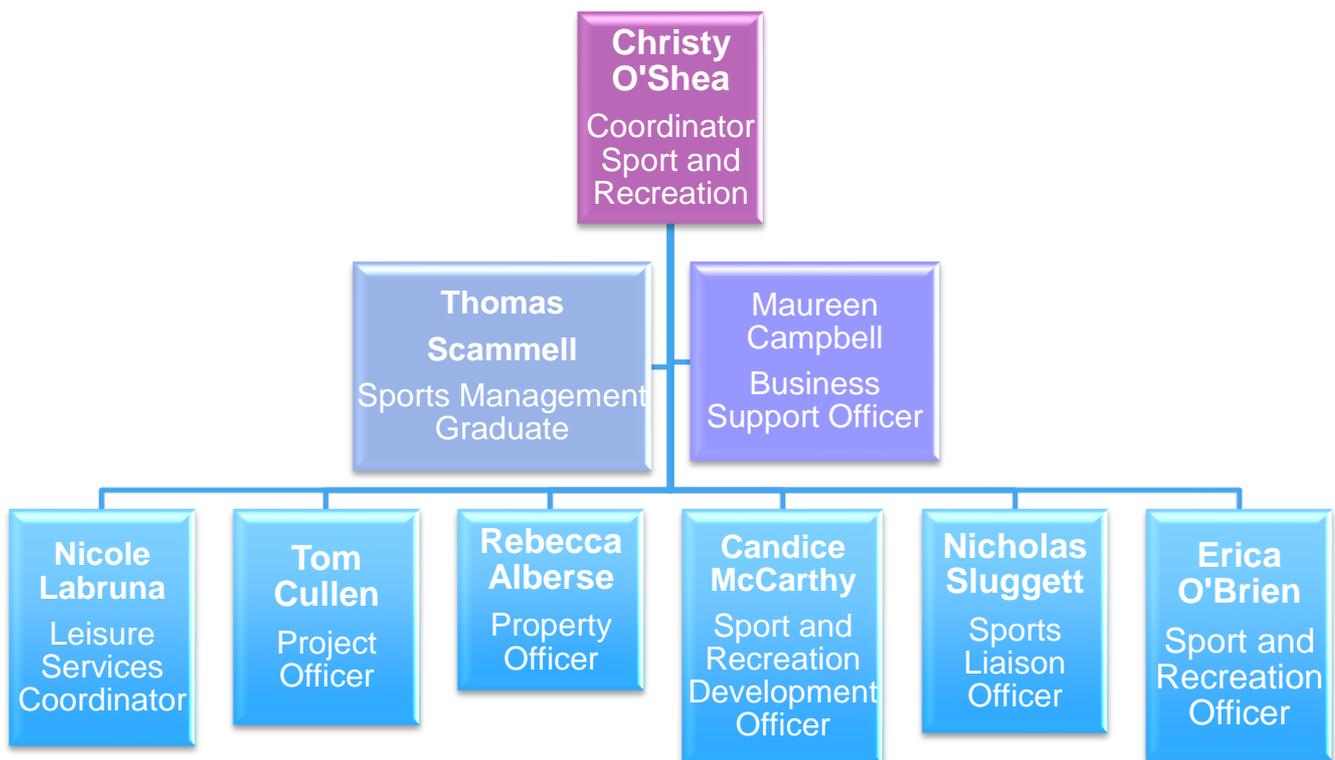
## Overview

The contents of this booklet will provide clubs with valuable information and tools, necessary to manage their club through best practice for the summer season.

This kit will be provided each season to allocated tenant clubs and will provide update information such as grant funds/programs; governance and administration tips; Council information; sports related programs and practices; templates and finally, tools.

The City of Greater Dandenong has a commitment to provide our clubs with the best available resources and the opportunity to create sustainable and inclusive clubs, enabling participation for all across our great municipality.

Please find below more information on our Sport and Recreation team. Should you have any questions, please feel free to contact any of our staff.



## Index:

1. Information on community grant funding-Council
2. Governance and Administration tips
3. 'Change Our Game' update
4. Creating gender equitable clubs
5. Succession planning
6. Working with Children legislation updates
7. Effective marketing/fundraising ideas for sports clubs
8. Club health check quiz
9. Useful websites/links
10. Reminders for summer 2019/20 season
11. Example: Club business plan template
12. Recipe ideas for the canteen or dinner nights at the club

## Available grant funding-Council community grant programs

The City of Greater Dandenong provides financial assistance in the form of grants and donations to community groups and individuals for activities that will benefit local residents.

For an overview of Council's community funding programs please see the table below.

If you require further assistance please contact Council's Community Funding Team on 8571 1432 or email [commgrants@cgd.vic.gov.au](mailto:commgrants@cgd.vic.gov.au).

Program	Funding Available	Frequency
<a href="#">Community Support Grants Program</a> <b>Up to \$20,000 for one-off projects, programs and events that will benefit the Greater Dandenong community.</b>	Up to \$20,000	Open twice a year-the next commences as of 1 February 2020.
<a href="#">Community Response Grants Program</a> <b>Small grants for community groups and individuals to apply for to help them to achieve their goals and ambitions.</b>	Up to \$1,000 for groups and \$500 for Individuals	Open all year

\*For more information on additional grant funding programs provided by the Victorian State Government and various other stakeholders, please see Councils Sport and Recreation webpage at <http://greaterdandenong.com/sportandrec>

## Governance and Administration tips

### Why plan?

Clubs need to plan for their long-term viability in order to sustain what they already have or to grow.

Planning helps to:

- Look at where the club has come from, where it is now, where it wants to go and how it is going to get there
- Identify the club's main objectives
- Encourage members to get involved in club development
- Improve financial performance and use resources effectively
- Adjust to changes in the current seasonal or social sports landscape which impact the club and community
- Ensure that resources (human, physical and financial) are used effectively
- Evaluate the club, its environment and sustainability

Without adequate planning, the committee frequently only deals with immediate problems and fails to consider future needs.

### What is a club business plan?

A club business plan is a document that is designed to give the club direction in the short to medium term (2-5 years).

It takes into account the internal strengths and weaknesses, the external opportunities and threats, and details strategies to address or build on these.

In general a club plan incorporates:

- Vision and/or mission statement
- Core business areas of the organisation
- Goals/objectives related to these business areas for the period of the plan
- Strategies/tasks to be undertaken to achieve the goals/objectives
- Timelines for the completion of those strategies/tasks
- Resource implications, i.e. what will it cost in people and monetary terms?
- Performance indicators i.e. how will you know when the strategy/task is completed in line with expectations?
- Priorities for action i.e. what should be undertaken in year one, what in year two, what in year three, etc?

All the tasks that need to be achieved within the following 12 month period can be separated out of the club plan and placed into a separate document called an operational plan, i.e. those priorities for action over the next 12 months.

## Who should be involved in the planning process?

Try to involve as many people in the planning process as possible. The more people who are consulted in the development of the plan, the more it will reflect the true direction of your club.

If your members also feel the plan belongs to them they will be more comfortable in assisting with its implementation. Invite a group of people to a planning meeting to brainstorm the plan basics. This group should be representative of:

- Board/committee members
- Volunteers
- Sport participants
- Paid staff
- Coaches
- Facilities operators
- Officials
- Sponsors
- Parents
- Council
- Other stakeholders in your club/community

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



## 'Change our Game' update

(courtesy of the Office for Women in Sport)

By 1 July 2019 all sport and active recreation organisations funded by Sport and Recreation Victoria and the Victorian Government will be expected to comply with the mandatory 40% women on boards quota.

In December 2015, the Inquiry into Women and Girls in Sport and Active Recreation – *A Five Year Game Plan for Victoria* – was released. The Victorian Government committed to implement all nine of the Inquiry's recommendations to enhance participation by women and girls and to increase their engagement in leadership and governance roles.

Recommendation 3 was to 'Mandate gender balance and good governance principles. The Inquiry found a minimum quota of 40% should be set for female representation on governing bodies, and that a phase-in period of up to three years was reasonable for change.

Research shows that increased gender diversity on boards leads to improved organisational performance. The introduction of mandatory quotas aims to bring about long-term cultural change for Victorian sport in order to grow and strengthen sport and recreation organisations through good governance practices.

Organisations that are not at the mandatory quota by 1 July 2019 risk losing funding through the Supporting Victorian Sport and Recreation program.

## Creating gender equitable clubs

### *Tips and checklist ideas:*

Creating an inclusive club environment is a matter of good business as it is an issue of fairness. A balanced number of women and men on boards expands innovation by ensuring that multiple perspectives are considered, on behalf of the club and the given community.

Clubs who seek out women to be apart of their committee are tapping into a larger pool of talent and have the added benefit of being more effective at recruiting and retaining excellent committee members.

### *Advice/ideas:*

- Create a vision and/or goals for the club to achieve an equitable environment. Review the clubs culture and board practices to ensure it is promoting a flexible, diverse and inclusive environment.
- Undertake a gender audit-ensure that the clubs rules, policies and procedures, events and programming are not unintentionally excluding women.
- Clearly communicate your clubs commitment to a gender-balanced committee.
- Invite and encourage women specifically to get involved at the next AGM or club event. By using supportive sponsors or club champions (women currently holding a board position) involved in the club to promote the benefits of becoming more involved will create a sense of safety and comfort as women are often less likely to apply for committee positions.
- Host open days to encourage new members
- Run flexible programs and training sessions that can accommodate for women. i.e competitive and social opportunities for participation
- Displaying messages about expected standards of behaviour in prominent locations (ie. In club rooms and change rooms, through newsletters and on the club website)
- Acting promptly to address any inappropriate behaviour (i.e racist, sexist jokes, making fun of religious practices).

## Succession planning tips

(courtesy of [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au))

Developing volunteers is an important aspect in succession planning. The question is when do you start a succession plan for each role?

All organisations adopt different approaches and it will depend on many factors including the tenure of the position and the availability of personnel. Essentially it is never too early to start identifying and recruiting potential successors, exposing them to, and teaching them about the role.

To prepare potential successors, the club could:

- develop a plan to prepare potential successor volunteers
- identify potential successors
- establish a future leaders program to prepare young or potential volunteers
- establish a mentor program, where experienced people mentor new or young people into a role before they take it on, and in their first few months/year
- have a person shadow an existing volunteer in their role, i.e sit in on meetings or stand on the sidelines with a coach, which provides the opportunity to observe the role in a very non-threatening way
- introduce potential volunteers to key people who could give them greater insights and put them at ease with the role
- provide potential volunteers brief opportunities to take on part of a role, or a task associated with the role, or to act in the role when a position holder is on holidays or away
- ask for their opinion about the role and its potential
- determine small, short-term roles or tasks for youth.

## Working with Children (WWC) check updates

### Changes to legislation

Amendments to the *Working with Children Act 2005* (the Act) came into effect on 1 August 2017

The Royal Commission into Institutional Responses to Child Sexual Abuse made several recommendations aimed at strengthening the protection children receive through Working with Children Checks. The following amendments to the Act implement these recommendations:

1. Expand the definition of '**direct contact**' in the Act. The definition of direct contact now includes oral, written or electronic communication as well as face-to-face and physical contact.
2. Remove references to '**supervision**' from the Act. This means that even if a person's contact with children as part of their child-related work is supervised by another person, they will still need to apply for a Working with Children Check (Check).
3. Create a new occupational category of 'child-related work', known as 'kinship care'. Family members or other persons of significance caring for a child placed by Child Protection under the *Children, Youth and Families Act 2005* are required to obtain a Check.
4. Ensure that non-conviction charges (charges that have been finally dealt with other than by a conviction or finding of guilt) for serious sexual, violent or drug offences are considered as part of Check assessments and re-assessments.

## Effective marketing/fundraising ideas for sports clubs

### **Make use of a free, professional website program**

If anyone hears your team's name or wants to find out more about you, what is the first thing they will do? Search online for more information.

In times where everyone has a smartphone, the Internet is usually the first place people will go to find information on anything.

Therefore, it is crucial that your club has an up to date website and take full advantage of any (free) promotional avenues. You just never know what pathway networking can create for your club today, tomorrow and next week.

Put a call out to all club members, players, extended family, etc and ask whether an individual has a marketing or design background or if there is anyone who has contacts within the marketing/promotional field who may be able to assist the club for free or a minimal fee.

### **Build an email newsletter**

Programs like Mailchimp (<https://mailchimp.com>) allow users to create and manage professional newsletter, create email templates and manage for free, up to 2000 subscribers (if you exceed this, you probably don't need our help!).

### **Thinking outside the box when it comes to your next fundraising event or opportunity.**

The clubs next fundraising event or activity may include:

- A community car wash
- A plant sale
- Hold a local services auction
- Hold a fun run at the sportsground
- A movie night
- Hold a sports person/celebrity meet and greet
- Sponsor a 'player' or 'team'

## Club health check quiz

Now-a-days there are more and more avenues for clubs to identify opportunities and improvements to make their club more sustainable and a community leader.

Undertaking a club health check could be the fresh start your club is looking for. The difference between a good club and a great club may be in the organisation's management of decision making, capacity, and governance processes.

This helpful quiz looks at clubs from a business perspective, identifying areas of strength and top performances, as well as issues or improvements that will help aid future planning and ultimately, the sustainability of your club.

At the end of this evaluation, clubs will be provided with the following:

- an evaluation report
- an action plan focusing on capacity development
- best practice guides for club administration
- resources tailored for your club
- information on how to get further club development assistance.

It is recommended that clubs undertake health checks annually. Some sporting organisations such as Tennis Australia have already taken the lead in this space over recent years having implemented their own health checks which are easily adaptable to their own requirements.

<http://www qlbs.com.au/ASCHHealthCheck/Assessment/ASCHHealthCheck>

## Useful links

<b>AFL</b>	<a href="http://www.afl.com.au">www.afl.com.au</a>
<b>Cricket</b>	<a href="http://www.cricketvictoria.com.au">www.cricketvictoria.com.au</a>
<b>Soccer</b>	<a href="http://www.ffv.org.au">www.ffv.org.au</a>
<b>Hockey</b>	<a href="http://www.hockeyvictoria.org.au">www.hockeyvictoria.org.au</a>
<b>Athletics</b>	<a href="http://www.athleticsvictoria.org.au">www.athleticsvictoria.org.au</a> & <a href="http://www.lavic.org.au">www.lavic.org.au</a> & <a href="http://www.vicmastersaths.org.au">www.vicmastersaths.org.au</a>
<b>Basketball</b>	<a href="http://www.basketballvic.org.au">www.basketballvic.org.au</a>
<b>Netball</b>	<a href="http://www.vic.netball.com.au">www.vic.netball.com.au</a>
<b>Tennis</b>	<a href="http://www.tennis.com.au">www.tennis.com.au</a>
<b>Softball</b>	<a href="http://www.vic.softball.org.au">www.vic.softball.org.au</a>
<b>Bowls</b>	<a href="http://www.bowlsvic.org.au">www.bowlsvic.org.au</a>
<b>Petanque</b>	<a href="http://www.petanquevictoria.com.au">www.petanquevictoria.com.au</a>
<b>Volleyball</b>	<a href="http://www.volleyballvictoria.com.au">www.volleyballvictoria.com.au</a>
<b>Rugby League</b>	<a href="http://www.nrl.com.au">www.nrl.com.au</a>

Sport Aus – [www.sportaus.gov.au](http://www.sportaus.gov.au)

Change our Game [www.changeourgame.vic.gov.au](http://www.changeourgame.vic.gov.au)

VicSport – [www.vicsport.com.au](http://www.vicsport.com.au)

Our Communities – [www.ourcommunities.com.au](http://www.ourcommunities.com.au)

SRV – [www.sport.vic.gov.au](http://www.sport.vic.gov.au)

Play by the Rules – [www.playbytherules.net.au](http://www.playbytherules.net.au)

Disability Sport and Recreation, Victoria – [www.dsr.org.au](http://www.dsr.org.au)

AAA Play – [www.aaaplay.org.au](http://www.aaaplay.org.au)

Good sports program – [www.goodsports.com.au](http://www.goodsports.com.au)

Victorian Commission for Gambling and Liquor Regulation (VCGLR) –  
[www.vcglr.vic.gov.au](http://www.vcglr.vic.gov.au)

Working with Children Checks – [www.workingwithchildren.vic.gov.au](http://www.workingwithchildren.vic.gov.au)

First Aid information and courses - <https://enrol.cprfirstaid.com.au/>

## Reminders for summer 2019/20

### **Sport and Recreation website**

A reminder to check out our new and updated webpage for all the latest news, programs, events, club resources and where to sign up to join the mailing list to receive our regular newsletter:

[www.greaterdandenong.com.au/sportandrec](http://www.greaterdandenong.com.au/sportandrec)

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### **Casual bookings and use of sports fields beyond August**

For any casual bookings, as well as use of sports field from 1 March 2020 until the end of the summer season please ensure contact is made with Council to confirm process of approval for use.

Please contact Recreation on 8571 5470.

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### **Sports Awards 2019**

The City of Greater Dandenong Sports awards will be held on Wednesday 9 October at Tatterson Park Pavilion, Keysborough.

Nominations are closed however, please keep an eye out for RSVP details on our website at:

[www.greaterdandenong.com.au/sportandrec](http://www.greaterdandenong.com.au/sportandrec)

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## Example: Business plan template

### What is a business plan?

- A business plan is best described as a summary and evaluation of where your organization wants to go and the steps taken to get there.
- It should be the CLUBS vision and plan for the future.
- Planning the strategic direction for your club is necessary for the long term growth and prosperity.
- Ensures the club's resources are effectively used.

### What are the benefits?

- Establishes a decision making framework.
- Fosters cohesion.
- Will educate and motivate members.
- More effective interaction with external bodies.
- Effective succession planning.
- Identifies where resources and funds should be directed.
- Shows potential sponsors and funding agencies that we know our business.

### A business plan is not an operational plan

- Operational planning is the day to day planning for what your organisation is doing. Strategic/business planning determines the entire direction of the organization, including what it's not doing but should be doing. The two forms of planning must be integrated but not confused.
- Operational planning should respond to the strategic direction which is identified in the business plan.

### Where to from here, "the plan"

- Needs to be created by the members, not just the committee at the time.
- Be transparent for the entire club.
- Needs a time limit, e.g 5-10 years.

### **STEP ONE:**

#### **A) Club vision**

- The vision is where you want to be.
- The vision is a statement of your future.
- The vision sets the objectives to motivate members and focus our efforts towards.
- Our vision must be inspirational and something the club can strive towards.



Eg. “XXXX Club will have the most participants and provide the best sporting experience within the Dandenong region’.

### **B) Mission statement**

A clear statement or what your club does or should do.

A mission statement should encapsulate:

- overall objective
- reason for existence
- philosophy and purpose

Eg. “We will support our football community through strong leadership, sound communication and clear strategic direction”

### **STEP TWO: SWOT analysis**

#### **STRENGTHS**

Eg. Inclusive of age and gender participants.

#### **OUR WEAKNESSES**

Eg. Cost of registration fees

#### **OUR OPPORTUNITIES**

Eg. Modified training or competition activities.

## A SWOT analysis example:

	<b>Strengths</b>	<b>Weaknesses</b>
Internal Environment	<p>Our <b>STRENGTHS</b> in the internal environment:</p> <ul style="list-style-type: none"> <li>• People – volunteers/staff</li> <li>• Venue</li> <li>• Skills and expertise</li> <li>• Events</li> <li>• Athletes</li> <li>• Training and development</li> </ul>	<p>Our <b>WEAKNESSES</b> in the internal environment:</p> <ul style="list-style-type: none"> <li>• Lack of funds to reach all areas to broaden participation</li> <li>• Not enough staff power</li> <li>• Not enough volunteers</li> <li>• Ineffective structure</li> <li>• Ineffective governance and management practices</li> <li>• Poor strategic direction, planning and review</li> <li>• Communication</li> <li>• Internal conflicts</li> </ul>
	<b>Opportunities</b>	<b>Threats</b>
External Environment	<p>Our <b>OPPORTUNITIES</b> in the external environment:</p> <ul style="list-style-type: none"> <li>• Increase in athlete membership</li> <li>• Marketing and promotion</li> <li>• Strategic alliances with other organisations including entrepreneurs, government;</li> <li>• Current venue to raise revenue</li> <li>• Products and services that can promote revenue</li> <li>• Sports achievements/legacy</li> <li>• Increase support from government</li> <li>• Internet, promoting the sport</li> </ul>	<p><b>THREATS</b> in the external environment:</p> <ul style="list-style-type: none"> <li>• Lack of revenue</li> <li>• Declining membership</li> <li>• Decline in corporate support</li> <li>• Rising costs</li> <li>• Market presence</li> </ul>

## Recipe ideas

### Tuna, potato & herb risoni

- Preparation time: 15 minutes
- Cooking time: 20 minutes

#### Ingredients

- 500 g risoni (or alternate pasta)
- 2 potatoes (300 g), peeled and cut into 2 cm cubes
- 250 g sweet potato, peeled and cut into 2 cm cubes
- olive or canola oil spray
- 1 onion, finely chopped
- 300 g jar tomato and basil pasta sauce
- 1 tablespoon balsamic vinegar
- 1 teaspoon sugar
- 100 g baby spinach leaves
- 400 g can chunk-style tuna in brine, drained
- freshly ground black pepper
- 2 tablespoons shaved Parmesan cheese

#### Method

1. Cook the risoni, potato and sweet potato in a large saucepan of boiling water for 10-12 minutes or until tender.
2. Meanwhile, spray a nonstick frying pan with oil and heat.
3. Add onion and cook over medium heat for 2-3 minutes or until soft.
4. Add pasta sauce, vinegar and sugar.
5. Bring to boil, reduce heat and simmer for 10 minutes or until thickened slightly.
6. Drain risoni and vegetables and return to the saucepan.
7. Add spinach, tuna and pasta sauce mixture, and cook over low heat until heated through.
8. Season with ground black pepper and serve topped with Parmesan.

## Thai-style chicken salad

- Preparation time: 20 minutes
- Cooking time: 10 minutes

### Ingredients

- 500 g dried rice vermicelli noodles
- Olive or canola oil spray
- 500 g or 2 skinless chicken breast fillets, cut into thin strips
- 2 small mangoes, peeled and sliced
- 1 punnet cherry tomatoes, quartered
- 4 spring onions, sliced diagonally
- 1 Lebanese cucumber, halved lengthways and sliced
- 2 tablespoons lime or lemon juice
- 2 tablespoons MAGGI Fish Sauce
- 1 tablespoon soy sauce
- 2 tablespoons MAGGI Authentic Thai Sweet Chilli Sauce
- 1/3 cup fresh coriander leaves
- 2 tablespoons crushed peanuts, optional
- 1 small cos lettuce

### Method

1. Cook noodles in a large saucepan of boiling water until tender.
2. Drain, rinse thoroughly with cold water and drain well.
3. Spray a nonstick frying pan with oil and heat.
4. Cook chicken over medium-high heat for about 5 minutes or until browned and cooked through.
5. Place noodles, mango, tomato, spring onion, cucumber and chicken in a bowl.
6. In a small bowl or jug, mix lime juice and sauces.
7. Pour over noodle salad and toss well to combine.
8. Divide among serving plates, and sprinkle with coriander and peanuts. Serve lettuce on the side.