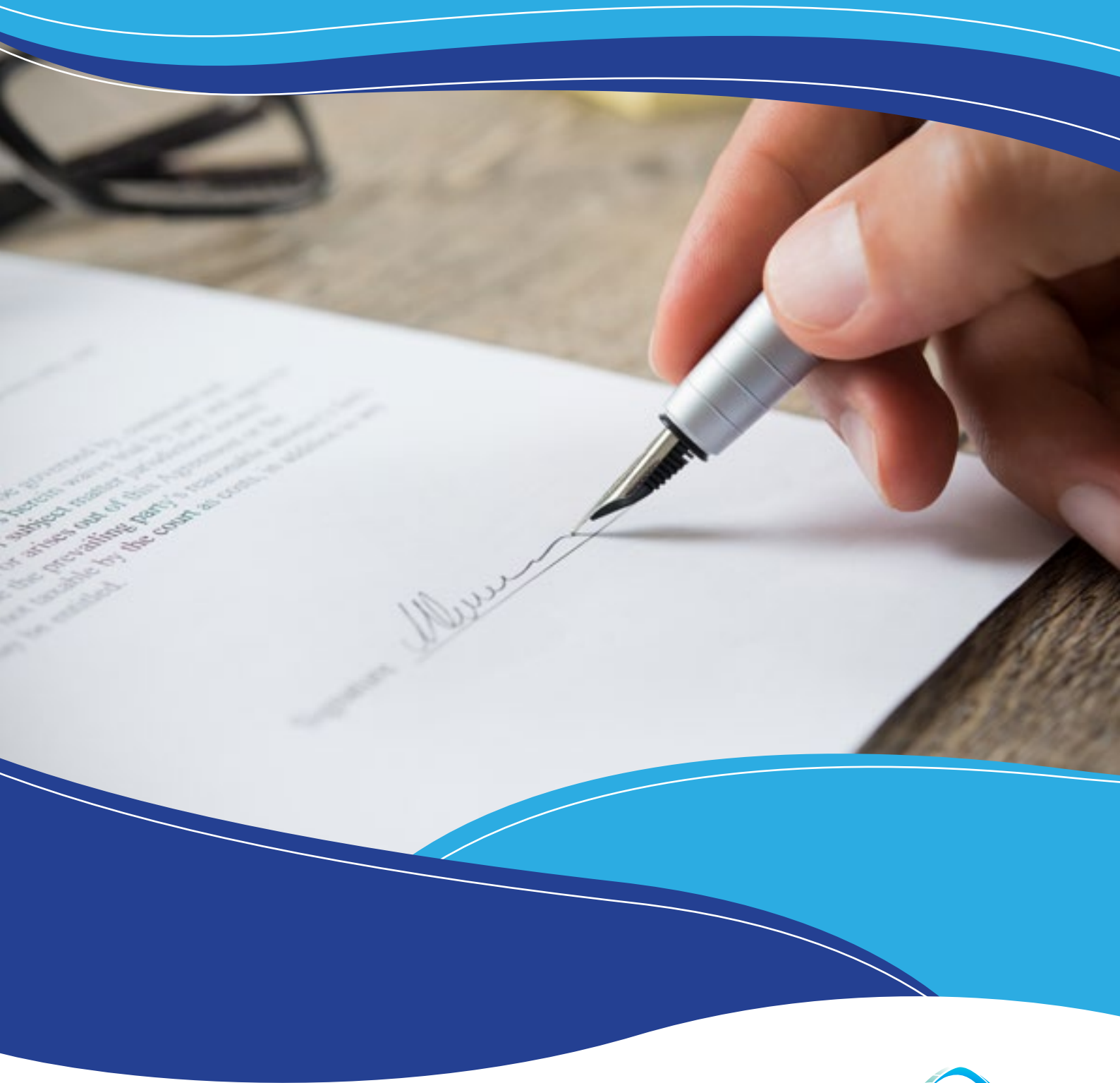


VIO Management Guide

Developing Sustainability



rockingham.wa.gov.au



Important tip!

When your committee changes it is helpful to inform the City of the change of contact details such as emails, phone numbers and positions.

This can be done via email at **customer@rockingham.wa.gov.au** and ideally soon after your AGM each year. It is also helpful to have a person within your VIO delegated to be the person responsible for liaising with the City. If the City doesn't know your current details, our officers don't know who to contact to keep you informed about issues and opportunities relating to your VIO.

Volunteer Involving Organisation (VIO)

Volunteer Involving Organisations (VIOs) are clubs, groups and organisations managed and run by volunteers within the community. VIOs include sporting clubs, resident associations, parents and citizens groups, community groups, clubs and organisations, both incorporated and unincorporated.

Introduction

This guide has been developed to support the City's developing sustainability program and to assist Rockingham VIOs and their hardworking volunteers. Healthy, successful VIOs are generally those that are proactive, organised, communicate regularly, have structured policies and procedures, and importantly, value and reward their volunteers and members.

This guide aims to address committee management challenges relevant to all VIOs in developing a good relationship with the City and the community. It is applicable to all Rockingham VIOs, new or existing, as a starting point for information relating to facilities, bookings, committee management, marketing, promotion, training and funding opportunities with links to find further information available in this guide.

The National Standards for Volunteer Involvement

volunteeringaustralia.org/policy/national-standards-and-supporting-material/

Volunteering Australia's National Standards for Volunteer Involvement provide a best practice framework for supporting the volunteer sector in Australia. The Standards are easy to follow and are adaptable to different organisation types and different forms of volunteering which reflect the diversity of the growing sector.

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Successful Committees – Roles and Responsibilities

A good committee is the key to your success. The committee has a big role to play in the strategic focus for the VIO and its sustainability in the future.

Responsibilities of a committee include:

- ensure compliance with all legislation including Association Incorporation legislation, insurances, member protection, fundraising, food handling, liquor licensing and occupational health and safety
- ensure the VIO is run according to the rules of its constitution, purpose, policies and procedures
- oversee the financial affairs of the VIO
- minimise risks associated with VIO activities
- ensure sustainability of the VIO (financial, volunteers, participants, facilities and community reputation)
- define and deliver the VIO's objectives in a strategic plan
- define the VIO culture and make sure the expectations are met
- ensure the competitive and social needs of the VIO are met
- recruit, empower, recognise and reward volunteers in the VIO
- communicate regularly with all VIO members
- collect, protect, maintain and handover critical VIO information from one year to the next.

With all this responsibility, and remembering that most committees are made up of hard-working volunteers, it can be overwhelming and easy for the committee to overlook these core responsibilities. Often, committees get caught up in the operational components of running a VIO and on-field achievements rather than focusing on the strategic elements necessary for running a healthy, sustainable and successful VIO.

Incorporation

Incorporation provides your VIO with its own legal identity, separate from its members. Although there is no legal requirement for your VIO to be incorporated, incorporation provides your VIO with a number of benefits:

- protecting your VIO members from being sued, or being individually liable, for the actions of the VIO
- increasing your VIO's eligibility for grants
- allowing your VIO to enter into leases, open bank accounts and borrow money in its own name
- registering your VIO name, ensuring no one else can use it and
- allowing your VIO to apply for a liquor licence.



It is not the role of the committee to run the club; it is the role of the committee to ensure the club is run



– Sports Community 2016.



Constitution

A constitution is a basic set of rules that govern how your VIO will operate. It should outline the VIO's purpose, list the rules of operation and set out the members' rights and responsibilities.

As part of the incorporation process, a VIO must lodge its constitution with the Department of Mines, Industry Regulation and Safety.

For further information about incorporation contact the Department of Mines, Industry Regulation and Safety on 1300 136 237 or visit their website - commerce.wa.gov.au/consumer-protection/associations-and-clubs

There are a number of reasons why your VIO should adopt a constitution:

- it is a requirement before your VIO can become incorporated
- it provides information to your members about the purpose of the club and guidelines regarding its daily operations
- it can be used to resolve internal conflicts and disputes.

It is recommended that your constitution is reviewed every three to five years and updated as necessary.

If you decide to make changes to your constitution, the changes will need to be adopted by your members during the VIO's Annual General Meeting and resubmitted to the Department of Mines, Industry Regulation and Safety.

Resources

- Establishing your VIO constitution:
dsr.wa.gov.au/clubs/developing-your-club/establishing-your-club-rules
- Model Rules for Incorporated Associations Guide:
commerce.wa.gov.au/publications/model-rules-associations-2016
- Starting a new club:
dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/1-starting-a-new-club.pdf
- A guide to incorporated associations:
commerce.wa.gov.au/consumer-protection/inc-guide



Record Keeping (Passing on Knowledge)

One of the biggest challenges of a committee is gathering and documenting the knowledge accrued over the years and ensuring the information is readily available for future committees. It is also important to have this information available to share with your members when appropriate. Every year, new committee members take over committee roles, and are often operating with limited information or direction. This can hold the VIO back from progressing. The following list can help your VIO ensure awareness of important documents. Ensure everything is safely stored, ready to be shared as required.

General

- Copy of the VIO's rules (your constitution).
- Copy of the VIO's policies and procedures.
- Liquor licence information.
- Insurance Policies.

Financial

- All certified financial statements presented to members at AGMs including accompanying reports.
- All previous years' budgets.
- Any BAS statements lodged with the Australian Tax Office.
- All information relating to bank accounts and other financial assets, including statements and the details of signatories to the accounts.
- All information relating to the financial obligations of the VIO.
- List of club debtors (people who owe the VIO money) and creditors (people the VIO owes money).
- Financial records must be retained for at least seven years in accordance with the Australian Tax Office.

Planning

- VIO strategic plan/business plan/objectives.
- Risk management plan.
- Facility development plan.
- Fundraising strategy or plan.
- Position descriptions and the details of those currently filling each role.
- Player/coach/official development strategy or plan (S).
- Volunteer development plan.

Registers

- VIO membership register.
- List of current players and their contact details (S).
- List of any players with suspensions or disciplinary action outstanding (S).
- Historical playing records of all players who have played at the VIO (S).
- A list of all social functions, activities and events the club has run in previous years.

Social Media and Websites

- List of the VIO's social media sites, logins and passwords.
- List of VIO's website pages, logins and passwords.

Contracts and Agreements

- Copy of players' and coaches' contracts (S).
- Employment contracts and agreements.
- Supplier agreements.
- Sponsor agreements.
- Affiliation agreements.
- Facility usage agreements.
- Financial obligations.
- Volunteer agreement.

Sponsors

- List of all VIO sponsors, their contact details and details of each agreement.

Key VIO Contacts

- All current committee members.
- All employees.
- All previous committee members for the past 10 years.
- Coaches, team managers and captains (S).
- Government contact (if applicable)
 - Local Council
 - State and Territory
 - Federal.
- Media contacts.
- Association contacts.
- Supplier contacts.

Roles of Committee

Having clearly defined roles and responsibilities of each committee member is really important so everyone is clear about their job and function. It is a good idea to have position descriptions outlining requirements of the role, ensuring that the volunteer will understand the requirements when they accept the role.

Depending on the size of your VIO, your committee may consist of the following positions or a combination of:

- President
- Vice President
- Secretary
- Treasurer
- Volunteer Coordinator
- Fundraising Coordinator
- Marketing and Promotions Officer
- Junior or Senior Teams Officer
- Social Functions Coordinator
- Local Government Liaison Officer

Resources

- [President Guide](https://dsr.wa.gov.au/clubs/club-roles/president)
dsr.wa.gov.au/clubs/club-roles/president
- [Secretary Guide](https://dsr.wa.gov.au/clubs/club-roles/secretary)
dsr.wa.gov.au/clubs/club-roles/secretary
- [Treasurer Guide](https://dsr.wa.gov.au/clubs/club-roles/treasurer)
dsr.wa.gov.au/clubs/club-roles/treasurer
- [Lighten the Load and Delegate](https://dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/8-lighten-the-load-2011.pdf)
dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/8-lighten-the-load-2011.pdf
- [Strategies for Solving Problems](https://dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/9-you-have-the-answers-2011.pdf)
dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/9-you-have-the-answers-2011.pdf



Meetings

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

For meetings that are both productive and effective, ensure:

- distribution of an agenda to all meeting participants prior to the meeting
- agenda items are clear and understandable
- required information for your specific agenda items has been prepared
- the meeting starts on time
- the agenda is strictly followed, unless directed otherwise by the meeting
- all discussions are kept on topic, to ensure the meeting finishes on time with all actions allocated to committee members.

There are a number of different meetings that your club may need to hold:

General meetings – these include your Annual General Meeting and special or extraordinary meetings called by members. General meetings are open to all members of your VIO and deal with specific issues that require discussion by all members.

Committee meetings – these are the most frequently held meetings and are generally only attended by committee members, or people specifically invited by the committee. They are held to discuss the management and running of the VIO.

Subcommittee meetings – depending on the size and nature of your VIO, you may have subcommittees that deal with specific areas, for example fundraising or social activities. These committees will need to meet to coordinate specific activities and will often be required to report on progress to the general committee. These meetings should be held as often as determined necessary by the subcommittee.

Resources

- Effective VIO meetings
dsr.wa.gov.au/clubs/managing-your-club/meetings/effective-club-meetings
- Ten Steps for Running VIO Meetings
dsr.wa.gov.au/clubs/how-to-guides/managing-your-club/meetings/making-meetings-effective



Healthy VIO Policies

It is recommended that your VIO develop and implement a range of policies to ensure the health and safety of your members. Each State Association if applicable, will have a Member Protection Policy which may incorporate some of the policies listed below. Speak to your State Association for a copy. These policies document the principles and procedures your club should follow in regards to health and safety.

- Member Protection Policy.
- Safety Guidelines for Clubs.
- Sun Smart Policy.
- Alcohol Policy.
- Drugs Free Policy.
- Smoke Free Policy.
- Child Protection Policy.
- Infectious Disease Policy.
- Incident Management Policy.
- Safe Sport Policy.

Risk Management

Your VIO has a duty of care to your members, players and spectators and a legal obligation to protect them from harm. The objective of risk management is to minimise the risk of damage or loss to people, property and finances for your VIO. It is crucial that your VIO develops a risk management plan to assist in minimising risks that exist within your VIO.

Developing a risk management plan is a five-step process:

- establish the situation.
- identify risks.
- assess risks.
- treat risks.
- monitor and review on an ongoing basis.

Resources

- Risk Management Guide
dsr.wa.gov.au/clubs/managing-your-club/management-and-planning/a-club-guide-to-risk-management
- Healthy VIO Policies
dsr.wa.gov.au/clubs/healthy-clubs

Planning and Goal Setting

Strategic/Business and Operational Plans

Many VIOs underestimate the importance of good planning. It is really easy to get caught up in the day-to-day operations of running a VIO, without looking into the future and ensuring the sustainability of the VIO. Unfortunately, lack of planning is why so many VIOs find themselves in difficulties. Although there is a great deal written about plans and the planning process, put simply, planning is like developing a road map for the VIO. It helps the VIO to see where it is going, how and when it is going to get there.

Planning helps to:

- look at where the VIO has come from, where it is now, where it wants to go and how it is going to get there
- identify the main objectives of the VIO
- encourage the members to get involved in the development of the VIO
- adjust to changes in the current environment that have an impact on the organisation
- ensure that resources (human, physical and financial) are used effectively
- evaluate the organisation
- bring order into the hectic business of running a VIO.

A strategic plan doesn't have to be complicated; it can be as simple as a few pages. It should however, include the following sections:

- **Vision:** Without a vision, your VIO will have no focus.
- **Commitment:** Be committed to the vision. Successful VIOs have a strong level of commitment to their vision.
- **Timelines:** Create timelines showing when particular targets or milestones will be achieved.
- **Objectives:** Avoid a long list of objectives as it is probably not realistic and will make it difficult for you to achieve.
- **Reporting:** focus on performance and trends that help determine change. Report on membership numbers over the past few years, volunteer commitment and methods of fundraising to provide an overview of past and present VIO operations.
- **Contingencies:** Account for the risks your VIO might face and work out contingency plans. An analysis (Strengths, Weaknesses, Opportunities and Threats) will help determine a VIO's threats and weaknesses.
- **Change:** Any major changes affecting your VIO should be indicated in the planning. For example, a local school closing could impact on membership numbers at a netball club or association. A good plan will incorporate measures to prepare for this change so that member numbers remain stable or increase.

Many funding providers will not accept funding applications without seeing a VIO's Strategic Plan first, so it's a good idea to get started on one if you don't have one. Don't know where to start? The City's Community Capacity Building Team can support your VIO in developing a strategic plan for the future. Contact the City on 9528 0333 or look out for free workshops that offer support in this area.

Financial Plan

Financial planning is critical to ensuring the financial health of your VIO. It should be undertaken with both a short-term and long-term focus. The committee should complete a budget for the operation of the VIO each year, as well as a budget with a three to five year timeframe, so the committee understands the VIO's financial position going forward.



Feasibility Studies / Needs Assessments

Well-planned infrastructure helps to create well-connected, healthy and active communities. Some examples of these projects include; community centres and venues for seniors, youth and children, outdoor recreation spaces and sport and leisure facilities.

A needs assessment can be undertaken to help identify the needs of your members, so you can introduce programs or services that will benefit them. Your members should be consulted during a needs assessment to ensure you understand the impact a specific project, event or idea may have on them.

A feasibility study is used to determine whether an idea or project is achievable, sustainable and financially viable. If your VIO is considering any major projects (e.g. capital works, relocation, mergers), it will be useful to first undertake a feasibility study. Depending on the size of the project, it may be necessary to engage an external consultant to undertake the feasibility study.

As a minimum, it is recommended that your VIO completes a business plan and a budget each year. Undertaking a planning process each year will further assist your VIO to remain sustainable and financially viable moving forward.

Infrastructure and Planning Development Grants (IPDG)

Incorporated not for profit groups can apply to the City of Rockingham for IPDG funding for projects related to infrastructure on City owned or managed land, such as development, modification or extension of community facilities.

IPDG funding can contribute up to 50% of the project cost, to a maximum grant amount of \$30,000. Examples of previously funded projects include needs and feasibility studies, architectural designs, construction costs, and development of supporting infrastructure such as shelters.

For more information visit the Community Grants Program page of the City's website, or contact the Community Infrastructure Planning team on 9528 0333.

Resources

- Planning for your VIO
dsr.wa.gov.au/clubs/managing-your-club/management-and-planning/planning-for-your-club
- Facility Planning Guide
dsr.wa.gov.au/support-and-advice/facility-management/developing-facilities/facility-planning-guide
- Needs Assessment Guide
dsr.wa.gov.au/support-and-advice/facility-management/developing-facilities/needs-assessment-guide
- Feasibility Study Guide
dsr.wa.gov.au/support-and-advice/facility-management/developing-facilities/feasibility-study

Inclusive VIOs

Creating a safe, welcoming and inclusive VIO is really important for attracting members to your organisation, as well as developing a good reputation. The committee has a duty of care to ensure that all participants in any VIO activities are safe at all times, and this means more than feeling physically safe.

Code of Behaviour

A code of behaviour, or code of conduct, is a set of guidelines that defines what your VIO believes to be an acceptable level of behaviour. It explains how your VIO expects its members to behave and encourages a commitment to ethical and professional behaviour.

A code of behaviour should be developed for each group of people within your VIO, committee members, participants, players, parents, coaches, spectators, officials and administrators. A copy should be provided to each member, as part of the registration process.

Having a Code of Behaviour available to all can assist in managing behavioural issues if and as they arise.

For further information visit the Play by the Rules website playbytherules.net.au

Note: Intended for Sports clubs, however also a useful tool for all VIOs.

A good way to ensure that you develop a good VIO culture is to follow these four easy steps:

- define your expectations and behaviours
- document your desired outcomes and expectations (develop a policy, procedure or code of conduct)
- continually communicate the expectations to create buy-in (share the documents)
- re-enforce positive and address negative behaviours (ensure you follow your procedure).





Inclusion

Inclusion is about being part of a whole, having the opportunity to take risks, have choices, make mistakes, be as independent as possible and enjoy participating in recreation, arts, sport and leisure alongside other people in the community.

Questions to ask to determine how inclusive your VIO is:

Memberships

- Is your membership open to all people, regardless of age, gender, race and ability?
- Do you actively invite people of different age, gender, race and ability to join?
- Is it easy to find information about your VIO?
- Is it easy to join your VIO?
- Do you offer flexible payment options?
- Is your membership and activities affordable for a range of people?
- Do you help people fill out membership forms if they have difficulty understanding the information?
- Do you make new members feel welcome?
- Do volunteers and members offer advice and support about your VIO to new and existing members?
- Do senior members of the VIO look after new members?

Fair go for all

- Are sessions and times suitable for people using public transport?
- Is your VIO easily accessible with wide doors, ramps and accessible change rooms?
- Are your signs easy to read?
- Does the VIO provide activities for people to socialise and make friends?

Making some small changes can open the door to new membership opportunities, which in turn increases your VIO's financial potential.

Remember, there is some important legislation that your VIO is required to adhere to such as the Equal Opportunity Act and Disability Discrimination Act.

eoc.wa.gov.au/about-us/the-equal-opportunity-commission-wa

Resources

- Inclusive Clubs:
dsr.wa.gov.au/clubs/developing-your-club/being-an-inclusive-club/how-inclusive-is-your-club
- Inclusion WA:
inclusionwa.org.au

Fundraising, Sponsorship and Grants

If your resources allow it, it is great to have someone dedicated to sponsorship and fundraising. This ideally should be someone separate to the Treasurer. You could also develop a small subcommittee that focuses on a plan for raising funds for the VIO over the financial year.

The Seven Pillars of Fundraising

fundingcentre.com.au/help/fundraising-pillars

Many organisations run into trouble because they only have one or two sources of funding, or because they only have two or three people actively involved in raising money. If any of the funding sources or any of the committee members leave, the organisation will likely find itself in trouble. An organisation needs its funding to come from as many sources as possible. While it will continue to stand if one or even a few pillars are pulled away, it's considerably weaker. Reduce the support base to just one pillar, and the organisation's position becomes perilous.

To survive and thrive in a changing world, a not-for-profit organisation should develop a fundraising plan that rests on these seven pillars of fundraising:

- grants
- donations
- crowdfunding
- memberships
- special events (open days, social events, end of season wind ups)
- sales (e.g. uniforms, plant sales and other merchandise)
- community-business partnerships (sponsorships).

To ensure your organisation is solid and sustainable in the long-term you need to be drawing from as many sources as possible.





Sponsorship

Sponsorships can be lucrative for a not-for-profit organisation. It is recommended that VIOs take a strategic, long-term view towards obtaining sponsors and make sure you really understand what your sponsor wants out of the relationship.

It should always be viewed as a business relationship, one which should be mutually beneficial. For the VIO, there should be financial returns (or the equivalent - free premises, products or exposure, for example). For the business, there needs to be a commercial or reputational advantage.

When you make a pitch to a potential sponsor, you need to be able 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.

There are eight main opportunities sponsors look for:

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

All of these help, in some way or other, to contribute to their financial bottom line. Cultivating long-term agreements with potential sponsors is great for securing ongoing financial security.

Remember, sponsorship relationships require ongoing development and acknowledgement.

Resources

- Sponsorship Guide
dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/11-seeking-and-servicing-2011.pdf

Grants (All VIOs)

Don't forget about community grants that are available to your VIO. Having someone who can confidently complete grant applications and follow them up is great for gaining extra funding for your organisation. You can support a person to take on that role by identifying training in how to complete grant applications. Applying for grants may seem overwhelming at first, but developing a good relationship with a grant funder is a really successful way of gaining ongoing funds for your VIO.

City of Rockingham Community Grants Program

rockingham.wa.gov.au/Community/Community-Grants-Program

The City operates a Community Grants Program, to assist incorporated groups, groups, clubs, not-for-profit organisations/association, or those limited by guarantee; to implement events, projects and initiatives held within the City of Rockingham. The Community Grants Program guidelines and eligibility are available on the City's website.

The grants available to groups include:

Minor Grants

| | |
|---------------------------|---------------|
| Travel Subsidy Grant | \$150 - \$500 |
| Youth Encouragement Grant | Up to \$500 |
| General Grant | Up to \$3000 |

Major Grants

| | |
|-------------------------|------------------------------|
| Major Grant | Between \$3,001 and \$10,000 |
| Major Event Sponsorship | Up to \$20,000 |

City Infrastructure Grants

| | |
|--|---|
| Leased Property Grants (Maintenance) | Up to \$10,000 |
| Leased Property Grants (Rates Subsidy) | Equal to Rates Levy |
| Infrastructure and Planning Development Grants | Up to 50% of project costs; not exceeding \$30,000. |

Act-Belong-Commit - Mentally Healthy WA

actbelongcommit.org.au/organisations/become-a-partner

If your VIO offers opportunities for mentally healthy engagement, strives to improve individual and community wellbeing, or is keen to change the way people think about mental health, you may like to consider becoming an official campaign partner. By becoming a partner you can raise awareness and participation in activities that promote good mental health, strengthen individual resilience, reduce stigma associated with mental illness, and build more mentally healthy communities.

Lotterywest

lotterywest.wa.gov.au/grants/how-to-apply

Each year Lotterywest supports hundreds of community groups and VIOs with grants totalling over \$100 million. Grants are available to not-for-profit organisations to support charitable or benevolent initiatives with a public benefit within WA.



Grants (Sport and Recreation VIOs)

Healthy Club Sponsorship (S)

healthway.wa.gov.au

The Healthy Club Sponsorship Program provides an incentive for sporting clubs to identify and address a range of issues that have the potential to improve the health and safety of their members and supporters. Clubs can use the sponsorship to implement a range of health and education initiatives within their club.

For example:

- purchasing shade structures, first aid equipment and/or water bottles
- training existing or new members on injury prevention, coaching and umpiring and safe alcohol service.

In return for sponsorship, clubs must go permanently and totally smoke free and develop a Healthy Club policy that addresses:

- smoking
- sun protection
- sport safety
- alcohol and other drugs
- healthy catering.

Community Sporting and Recreation Facilities Fund (CSRFF)(S)

[dsr.wa.gov.au/funding/facilities-\(csrff\)](http://dsr.wa.gov.au/funding/facilities-(csrff))

The CSRFF provides financial assistance to community groups and local governments to develop basic infrastructure. The program aims to increase participation in sport and recreation, with an emphasis on physical activity, through rational development of sustainable, good quality, well-designed and well-utilised facilities.

Priority will be given to projects that lead to facility sharing and rationalisation. Multi-purpose facilities reduce infrastructure required to meet similar needs and increase sustainability.

The types of projects which will be considered for funding include:

- Change rooms and ablutions
- New playing surfaces—ovals, courts synthetic surfaces etc.
- Floodlighting projects
- Sports storage
- Resurfacing of existing sports surfaces. It is expected that facility managers will budget for these items as part of the ongoing operation of the facility, frequently over 7 to 10 years, and will be considered a low priority for funding. If supported, a resurfacing project may attract a reduced funding percentage.
- Clubrooms including social space, kitchen, administration areas and viewing areas. Please note that these areas have a minimal impact on physical activity and would be considered a lower priority.



Australian Sports Commission Local Sporting Champions Program (S)

sportaus.gov.au/grants_and_funding

The Local Sporting Champions program is designed to support young people participating in state, national and international level sporting championships either as an athlete, coach or official. Eligible applicants can apply for \$500. General criteria is 12-18 years of age, Australian citizen and be participating as an athlete, coach, umpire or referee at state or national championships (including school championships).

KidSport (S)

dsr.wa.gov.au/funding/individuals/kidsport

KidSport enables eligible Western Australian children aged 5-18 years to participate in community sport and recreation by offering them financial assistance towards club fees. Applicants must have a Health Care Card or Pensioner Concession Card OR meet one of the four KidSport Financial Exceptions, and the applicant's primary place of residence must be in the local government area in which they are applying.

General tips for applying for grants

- Brainstorm. Think about what your VIO needs before you find out what is available. The best way to negotiate the world of grants is to think about your needs before you start thinking about what's available.
- Make a living list that's accessible to key people within the VIO and can be added to and refined as new needs arise and old ones subside. Use this list to inform your decisions about which grants you want to apply for.
- Before you accept the money, you must be sure you have the capacity to carry out the terms of the contract. After you've accepted the money, you have to deliver exactly what you said you would.
- The more you can establish ongoing trust with grant makers – that you can deliver projects on time, on budget, and in the same form as they were approved – the more hope you'll have of achieving a second or third round of funding, or even ongoing funding.
- Keep all your receipts for the acquittal process.
- Take photos of your event or project. This will help to provide a documented history as well as an opportunity to promote your club and event.

Resources

- Grants Directory
dlgc.wa.gov.au/AdviceSupport/Pages/LG-Grants-Directory.aspx
- Grants Link
grants.gov.au
- Grant Guru Community
community.grantready.com.au
- Healthway
healthway.wa.gov.au

Marketing, Promotion and Communication

Communication Plan

Marketing and promotion of your VIO is an important component of running a successful organisation. Communicating openly with your members on all things related to your operations such as policies and procedures, as well as potential contentious issues such as membership fees, will ensure there are no misunderstandings. A simple act such as this can increase members' confidence in your organisation.

Three different reasons to communicate and promote:

- 1 operational (instructional) – communicating policies and procedures, minutes etc.
- 2 relationship building (new members, community members who live near your VIO)
- 3 call to action (recruiting volunteers, informing people of events you have organised)

Communication Plan Development

- Plan - Ask yourself, what do our members need to know and how will we tell them? The plan doesn't have to be complicated, jot it down on a piece of paper.
- Target your members - Stay committed to your communication plan and devise methods of communication that are creative and that will reach your targeted demographic. (remember not everyone receives information the same way i.e electronic media or hard copy).
- Ongoing - The truth is you can probably never communicate enough. Be consistent. If you have a newsletter make sure you continue to produce it. If you have a Facebook page continually update it. There is no point using communication mediums that become obsolete or that members aren't aware of. Be committed to informing your members, and your club will be better for it.

Internal communication – The more your members are informed the more connected they will feel with the VIO. This will create a positive sense of community in your VIO and work towards a positive culture where people feel safe, included and informed.

Communication Methods:

- Website – a great online presence to promote activities.
- Verbal announcements – during meetings, awards etc. update the members on anything that is happening.
- Noticeboard – do you have a noticeboard with current information for all members?
- Committee minutes – these should be available to anyone who wants to check out what happens at committee meetings.
- Facebook - is a great opportunity to create conversation around your VIO, promote events, update fans with news and run competitions. It is also useful for internal communication regarding operational items.
- Twitter - create an account and make sure you use a simple username, one that will be easy to promote, i.e. twitter.com/yourclub. Follow all of your supporters, your sponsors and locals in general. Eventually your numbers will grow.
- Email newsletter - one of the cheapest and most effective forms of communication. Your email newsletter can keep players, friends and families, members and supporters and even past players updated as to the VIO's activities. This will provide valuable promotion for membership, events and more.
- YouTube – if you are really feeling creative, you can assign someone to create your own YouTube channel and start uploading videos, including match or project highlights, player interviews and more. By uploading videos you give supporters the opportunity to engage with your VIO when they're at work, at home or browsing on their mobile phones.

Resources

- [Marketing and Promoting Your Club](https://dsr.wa.gov.au/clubs/how-to-guides/promoting-your-club/marketing-plan)
dsr.wa.gov.au/clubs/how-to-guides/promoting-your-club/marketing-plan
- [Media Release](https://dsr.wa.gov.au/clubs/promoting-your-club/media-releases)
dsr.wa.gov.au/clubs/promoting-your-club/media-releases
- [Social Media](https://dsr.wa.gov.au/clubs/promoting-your-club/social-media)
dsr.wa.gov.au/clubs/promoting-your-club/social-media



Volunteer Management – Looking after your volunteers

What is volunteering?

Volunteering is time willingly given for the common good and without financial gain.

The heart and soul of any organisation is its people, which is why your VIO should have a strong emphasis on people development and supporting volunteers.

It is important to realise that people volunteer for different reasons. Once you realise why someone is volunteering, you can ensure they are feeling validated and valued as a volunteer in your VIO, by making sure they are getting recognised for their contribution.

Why do people volunteer?

- Altruistic motivations – caring, helping, offering, giving something back, social conscious.
- Connections – social inclusion and enjoyment, a wider social group.
- Self Interest – reward, self-validation, pride, power, gaining a sense of purpose, feeling good about volunteering, enjoying the role, ensuring the child's club is running appropriately.
- Emotional reasons – feelings of obligation, potentially guilt for not volunteering.

Empowering volunteers

It is important to have good structures in place to empower volunteers and make sure it's a positive experience, which could lead to volunteering over a longer period of time.

Elements that can empower volunteers include:

- Volunteer Management Plan
- Volunteer Coordinator
- ensuring they know what is expected to be done and by when (and to what standard)
- position descriptions
- inductions
- training
- support
- ensuring volunteers know who they go to for help and support
- monitoring and feedback
- retention strategy
- recognition.
- focusing on the National Standards for Volunteer Involvement.

Recruiting volunteers

Volunteers are the key to a successful VIO. Most successful VIOs have a large volunteer base that is passionate and committed to the VIO. Ensure you put the same effort into recruiting for all available positions. For example, sporting clubs often neglect to put the same effort into recruiting their off-field volunteers as they do their on-field volunteers (coaches, umpires and trainers).

Volunteering Australia's National Standards for Volunteer Involvement 2015 are recognised within Australia as the best practice framework for volunteer involvement.

REMEMBER: It is hard to be successful when a VIO is relying on the efforts of just one or two people.

Induction meetings

Having induction meetings for volunteers on a regular basis (even just annually) ensures that the volunteer feels valued enough to be included in important information, and also gives a sense of professionalism. Remember, volunteers are giving up their time. By ensuring they feel empowered, they are more likely to be happy with the experience, and continue volunteering for your VIO.

Better yet, they may recruit other volunteers to come along as well. During an induction meeting, ensure all volunteers are given information such as:

- handover and supporting notes
- club rules and policies
- business plan
- work, health and safety
- main contact
- operational plan
- history of the organisation
- volunteering options
- position description and expectations
- contract information.

Volunteer recognition

Recognising your volunteers is important and many volunteers appreciate the recognition for their efforts. It is important you do this within your VIO on a regular basis.

The City recognises community volunteers by hosting a Volunteer Recognition Celebration during National Volunteer Week each year for VIOs. VIOs are encouraged to nominate a volunteer member to attend this event held during May. Nomination forms are available from the City during the nomination period (February-March).

Other National Volunteer Recognition opportunities include:

- National Volunteer Week (May each year)
- Thank a Volunteer Day (December each year).

Rockingham Volunteer Centre

rockingham.wa.gov.au/volunteering

The Rockingham Volunteer Centre (RVC) is the hub of volunteering for the community. The centre provides the opportunity for community members to register and assists them to search for volunteering opportunities within the City.

VIOs who are finding it difficult to fill volunteer positions can also become members of the RVC. The centre will then assist these organisations to find valuable members within the community to fill their vacant positions.

The RVC is located at the Rockingham Central Library on Dixon Road, Rockingham and operates on Monday to Wednesday from 9.30am to 2.30pm, Thursdays from 12.30pm to 5.30pm and on Fridays at a pop-up location (contact the RVC to see where).



Volunteering WA

volunteeringwa.org.au

Volunteering WA aims to build strong communities through volunteering and provides a range of resources, services and support so that people in Western Australia are aware of and understand the nature and scope of volunteer activity.

Resources

- National Standards for Volunteer Involvement
volunteeringaustralia.org/policy/national-standards-and-supporting-material/
- Recruiting Volunteers
dsr.wa.gov.au/support-and-advice/people-development/volunteers/recruiting-volunteers
- Volunteer Management Guide
dsr.wa.gov.au/clubs/how-to-guides/club-volunteers
- Officiating
dsr.wa.gov.au/support-and-advice/people-development/officiating
- Top 20 Tips for Officials
dsr.wa.gov.au/clubs/how-to-guides/club-roles/top-20-tips-for-officials
- Quality Coaching
dsr.wa.gov.au/support-and-advice/people-development/coaching
- Top 20 Tips for Coaches
dsr.wa.gov.au/clubs/how-to-guides/club-roles/top-20-tips-for-successful-coaching

Know your Local Government

Building relationships

Local government is an important stakeholder for your VIO and it is important to have an understanding of how local government works in order to build a good working relationship and understanding with the City. This section gives you some key information about the City that might make it easier to understand City processes and procedures. It also outlines some of the critical things VIOs will need to know, such as what do I do about keys, booking facilities, floodlights, mowing etc.

How does the City work?

Council is represented by a Mayor and nine Councillors who look after the interests of the community. The Mayor and Councillors serve to meet the requirements of the community and are readily available to residents. Council is different to the City of Rockingham; the City is the organisation that manages the administrative affairs for the Council and provides professional advice. The Council oversees the strategic direction of the City.

1. Council Meetings

Council meetings are held on the fourth Tuesday of every month at 6pm (always confirm before attending as times can change without notice) and the public is welcome to attend.

2. The Committee System

Much of the City's business is handled by two standing committees which meet monthly. The committees comprise five Councillors who review reports presented by City officers on a wide variety of topics. Committee recommendations are placed before the monthly meetings of full Council for final decisions. Council may accept committee recommendations, amend them, or send them back to the appropriate committee for further consideration.

Not everything has to go through the committee process. Any correspondence from individuals or organisations which cannot be handled through the City's routine processes and policies is referred to the appropriate committee through an officer's report. You will find most things can be managed operationally at an officer level, unless there is a decision required by legislation to be made at a higher level.

3. Advisory Committees

The City's Advisory Committees assist Council in making informed and sound decisions for our community now and into the future. Advisory Committee member composition includes Councillors, community members and City officers.

Council Elections

Ordinary elections for Council are held every two years. Council Electoral Rolls close in August prior to a Council election in October. If you are on the State Electoral Roll you are automatically enrolled as an elector. Voting in local government elections is not mandatory.



City Plans

rockingham.wa.gov.au/Our-city/Strategies-and-future-plans/Strategic-Community-Plan

Local governments are legislated to follow a Community Strategic Plan. Everything the City undertakes must contribute to the community's aspirations set out in this Plan. Each department within the City of Rockingham has an overarching plan that fits into the City's Strategic Development Framework.

Business Plan

rockingham.wa.gov.au/getmedia/131ee182-0860-4996-99d2-8d732e7e2d70/business-plan-november-2018.aspx

The City's Business Plan outlines the financial plan for the following 10 years. Essentially, the City has already determined what funds it has for the following 10 years based on rates and possible sources of revenue such as grant funding and how it will expend the funding. It is important to know what those plans are so you can plan for any new upgrades, developments or future facilities that might be beneficial for your organisation.

Asset Maintenance Plan

rockingham.wa.gov.au/getmedia/6f4f4f82-79b5-4ad3-8782-ecffdd038e56/Infrastructure-Asset-Management-Plan-2014-adopted-September-2014A-V1.PDF.aspx

The City also has a 10-year Asset Maintenance Plan which outlines the priorities for upgrading and renewing infrastructure relating to all City assets, including sporting facilities.

Community Infrastructure Plan

rockingham.wa.gov.au/Our-city/Strategies-and-future-plans/Infrastructure-and-Development/Community-Infrastructure-Planning

The City's Community Infrastructure Plan (CIP) is one of the most significant documents for community facilities including sport and recreation. The CIP guides the development, timing, design and location of community infrastructure over the next 10 years (including community centres, sporting facilities and reserves). It clearly identifies the services and facilities required for the City's emerging population based upon supply/demand analysis and identification of service catchments, and includes a forecast of costs that integrates with the City's Business Plan.

The information in the CIP is reviewed annually, and the community may be given the opportunity to comment and take part in determining the priorities for the area. Don't miss out on this opportunity! Let the City know you are interested and knows who to contact about these consultations. (register your interest with Rock Port cityrockport.com.au).



Rock Port

The City of Rockingham has a secure online portal to make it quicker and easier for community members and organisations to keep in touch with the City. Called Rock Port, the portal enables residents and ratepayers to connect and engage with the City anywhere, anytime using any PC, tablet or mobile device.

- Share your thoughts and add your influence by contributing to discussions about our strategies, projects and policies to help shape the direction of our City.
- Pay your rates and access your account summary.
- Tell us how happy you are to live in our beautiful City of Rockingham on the “Happiness Index”.
- Participate in surveys.
- Choose to receive information about topics that interest you, such as environmental news, seniors, volunteering (and get automatic updates as soon as they are available).
- Select the electronic publications you’d like to receive by email (such as the City Chronicle, community plans and strategies, the annual report and the minutes of Council meetings, eNews, Seniors Newsletter, Sports Newsletter).

The Happiness Index

A key feature of Rock Port is the Happiness Index. It measures the degree to which an individual would recommend the services or products of a brand to another person. It is the first time that such a tool has been used for local government and provides an innovative way of measuring the community’s level of satisfaction with living in the City.

Tips for establishing a good relationship with your local government:

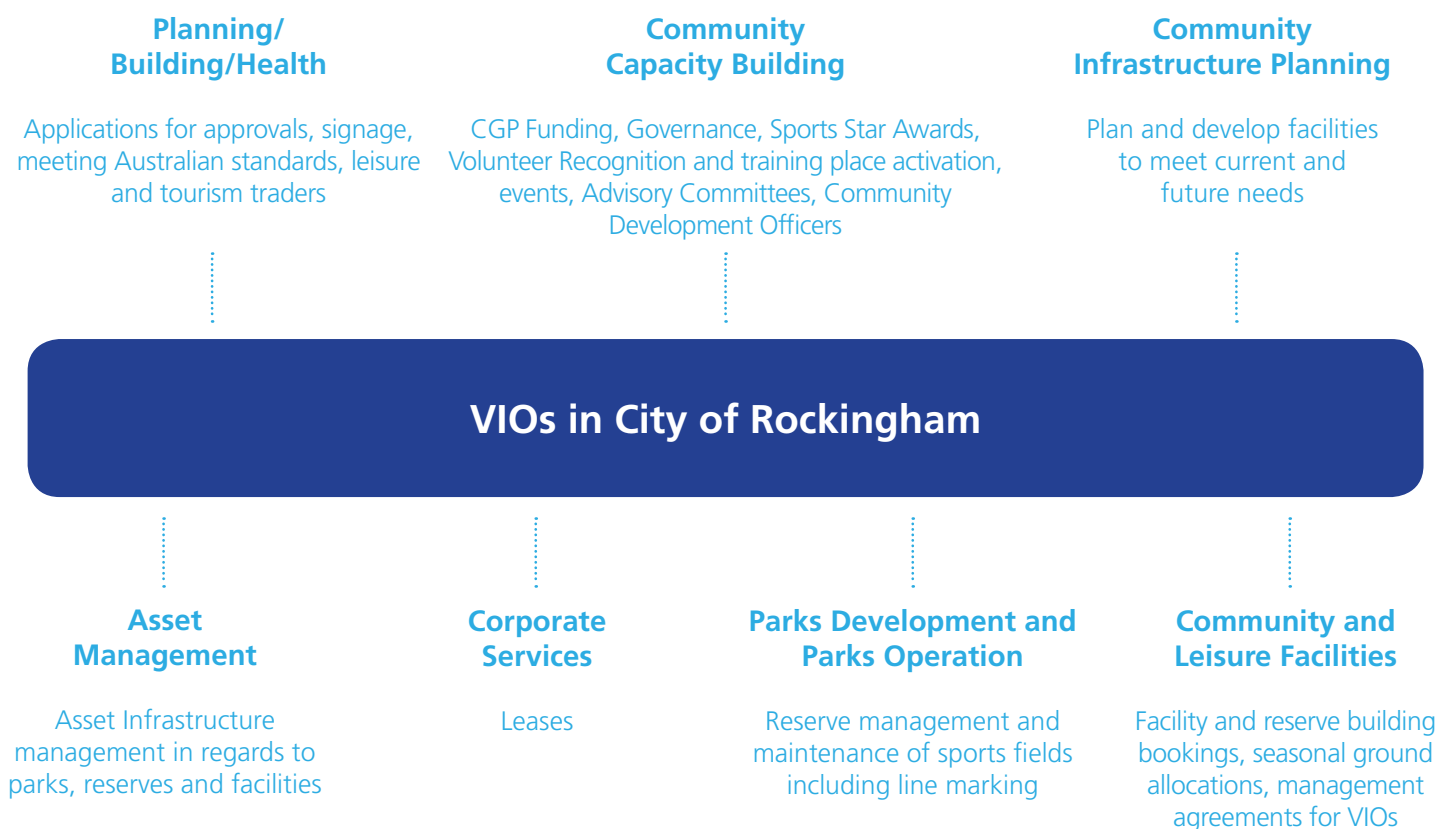
- Get to know the staff at the City - elected members, senior officers, community development officers and recreation and maintenance staff.
- Invite Council or City representatives to functions, asking them to present trophies/awards and, most importantly, show appreciation for the services they provide.
- Acknowledge your Council whenever you can, particularly in any public arena.
- Communicate with the City about any upcoming issues in a proactive and positive way.
- Don’t complain, but rather approach problems constructively and seek “win-win” solutions.
- Establish a positive public relations program by appointing one of your members to carry out defined tasks, such as issuing media releases and liaison with the City.
- Be good neighbours and form relationships with those who own property adjacent to your ground.
- Think long term – **because the City does!**

Sustainability Program

The Sustainability Program is a one-stop shop for information specifically to help VIOs improve how they operate on a day-to-day basis. Information contained on the City's webpage can assist VIOs to run more effectively and efficiently, and educate them on how to better service the Rockingham community.

It can be hard to know who to contact at the City for your enquiry because a range of departments at the City provide services to VIOs in Rockingham.

Below is an idea of how many departments are involved in ensuring VIOs are supported in Rockingham:



You can always call the City's friendly Customer Service team on 9528 0333 and they can direct your call. Alternatively, you can speak to the City's Community Development Officers and they can assist with your enquiry. It may be helpful for your VIO to nominate a person who is responsible for liaising with the City, usually this is a committee position held within your organisation.

One of the key roles of the Community Development Officers is to provide support to VIOs within the City of Rockingham. This includes providing workshop and training opportunities that can support your VIO as part of the sustainability program.

VIO Training

The City provides a number of free training workshops each year. Topics are chosen based on feedback provided by club committees on areas of administration and management in which they feel they need support. Examples of workshops include; sponsorship/fundraising, volunteer management, grants and grant writing etc. The City also often provides free first aid training and taping courses. Look out for these courses to gain free qualifications to upskill your volunteers.

Club Promotion Opportunities (S)

The City conducts winter and summer sport promotion days at local shopping centres (including Rockingham Centre, Warnbro Centre, Stockland Baldivis and Secret Harbour Shopping Centre) to assist local sport and recreation clubs to attract and register new participants, as well as helping to promote their club to the broader community.

The sports club promotion days are held in August and February each year in line with the upcoming winter/summer season registration period.

Annual survey

Each year the City conducts an annual short survey to gain important information from the numerous VIOs throughout the City. Please ensure you take the time to complete the surveys.



Approvals

What do I need approval for?

Depending on the nature of your project, you may need City approval. Is your VIO considering an event or building/installing any of the following?

- goal posts
- field lights
- advertising/signage
- solar panels
- toilets
- playground
- shade structure
- patio
- court/field fencing
- storage sheds
- extensions
- sea containers
- retaining walls
- outdoor events.

There may be several approvals you need before undertaking any of these projects. This is due to the range of legislation from planning, building and public health regulations to which the City must adhere.

Before you begin communicating to your members about upcoming projects or events that your organisation plans to implement, be sure to contact the City to determine the required approvals first. Finding out first what is possible is far better than promising members a new fence (for example) and realising that due to the planning restrictions on the land, it is not possible.

rockingham.wa.gov.au/About-Us/Contact-us



Below is a list of the types of approvals you may need for some basic projects:

| Club Building/Projects | Application for Planning Approval | Application for Building Permit | Health Approval |
|--|-----------------------------------|---------------------------------|---|
| Storage sheds | Yes | Yes (conditions apply) | No |
| Floodlights | Yes | No | No |
| Goalposts | No | No | No |
| Clubrooms extensions | Yes | Yes | Yes |
| Retaining wall | Yes | Yes (conditions apply) | No |
| Court/field fencing | Yes | No | No |
| Toilet facilities | Yes | Yes | Yes |
| Playground | Yes | No | No |
| Shade structure | Yes (conditions apply) | Yes (conditions apply) | No |
| Solar panels | No | Yes | No |
| Advertising/signage (Sign Licence as opposed to Building Permit, this will be explained in detail)* | Yes | Yes* | No |
| Outdoor events | No | No | Yes – Outdoor event application form is required. rockingham.wa.gov.au/Our-city/ Doing-business-in-Rockingham/ Licences,-permits-and-regulations/ Holding-an-event |
| Liquor Licence (Club Restricted) | Yes (Section 40) | No | Yes (Section 39) |
| Sea containers | Yes | Yes | Maybe – dependent upon usage |

Licences and Other

Liquor Licences – Rights and Responsibilities

Alcohol has become a large part of our culture, but it is also an area that needs to be well managed by clubs. There are a number of legal requirements to having alcohol in your club, including having a liquor licence. The Department of Racing, Gaming and Liquor (DRGL) has three types of licences for which clubs may be eligible:

1. Club (full) licences - this type of licence allows liquor to be supplied to a member, or guest in the company of a member, for consumption on and/or away from the premises, for example a yacht or bowling club.
2. Club Restricted Licence – this type of licence allows liquor to be supplied to a member, or guest in the company of a member, for consumption on the premises only and during specified or restricted hours.
3. Occasional licences - this type of licence is applicable for 'occasional' events where alcohol is to be sold or is included in ticket prices.
4. Should you be hosting a function, you may be exempt from requiring a liquor licence provided serving of alcohol is ancillary to the purpose of the function and:
 - total number of attendees does not exceed 100 and the service of liquor is limited to two hours or
 - total number of attendees does not exceed 75 and the service of alcohol is limited to four hours
 - function must commence after 6am and finish by 10pm on the same day.

Visit rgl.wa.gov.au for more information. Please be aware that all licence applications are subject to local government approval so please contact the City's Community and Leisure Facilities team before applying for any type of licence or prior to the sale of any liquor on the premises.

Responsible Service of Alcohol (RSA) Training

Any individual who is involved with the sale, supply or service of alcohol in licensed premises is required, by law in Western Australia, to hold the Responsible Service of Alcohol certificate (RSA – SITHFAB201). Anyone who is working behind the bar must have an RSA qualification and it is the committee's responsibility to ensure that this is covered.

Responsible service of alcohol is one of the most crucial tools in providing consumers with safe, responsible venues that are committed to practicing harm-minimisation techniques.

Approved Manager

An approved manager is an individual person who has been appointed by the licensee of a liquor licensed premises to be the responsible person in charge of the premises.

An approved manager is only deemed approved once they have obtained a Restricted or Unrestricted Approved Manager ID Card from the Department of Racing, Gaming & Liquor.

rgl.wa.gov.au/liquor

The City from time to time promotes RSA and Approved Manager courses that are available to VIOs.



Working with Children Check

Many organisations are subject to the Children's Protection Act (1993). The Working with Children (WWC) check aims to increase the safety of children in the community by helping to prevent people who have a criminal history that indicates that they might harm children, from working with them. The WWC check is administered by the Working with Children Screening Unit of the Department of Communities, Child Protection and Family Services. The WWC legislation applies to many people who work with children including self-employed, paid employees and volunteers.

There are a number of people who do not require a WWC Check because they are exempt. The following are the most common exemptions:

- volunteers and students on unpaid placement under 18 years of age
- employers of children and people who work alongside children as fellow employees unless otherwise doing child related work
- parents volunteering in connection with their child's activity may be exempt (this exemption does not apply to parents volunteering in connection with overnight camps).

Once you've identified that a person is in child-related work, you should request the person to show or obtain a WWC check. It is your responsibility to ensure volunteers have the right qualifications. Application forms are available at authorised Australia Post outlets.

For more information go to workingwithchildren.wa.gov.au

Good Sports Clubs (S)

'Good Sports' is the largest health initiative in Australian sport and is kicking goals in every state and territory. It's for sport lovers involved in playing, watching or organising at any level – from grassroots right through to elite. The three-step accreditation process is simple but effective in improving the way alcohol is managed at sporting clubs.

Dedicated Good Sports officers guide you through the program step-by-step, from initial training (Level 1) and taking action (Level 2), to planning for the long term (Level 3). Other key health issues are covered too: Healthy Eating and Healthy Minds programs help tackle obesity and mental health issues in your club. Joining and progressing through the Good Sports program makes sporting clubs better for everyone involved.

See more at: goodsports.com.au/what-we-do/good-sports-program

Note: Intended for sports, however applicable to all VIOs.

Useful Resources

Every Club – Department of Local Government, Sport and Cultural Industries (DLGSC) (S)

dsr.wa.gov.au/clubs

Every Club is the latest program and will provide every club in the State with access to best practice resources on how to make their club succeed.

Whether it is bookkeeping, how to run a club Facebook page, engaging your members through social media, ideas for fundraising and better financial management, improved committee meetings or any of the other hundreds of small tasks club volunteers want to master – Every Club will be a one-stop shop for anyone to access. DLGSC also offers your club the opportunity to create its very own website that is free of charge and the major portal for processing KidSport Vouchers.

Play by the Rules (S)

The Play by the Rules website is an excellent resource for clubs, providing information on how to achieve a safe, ethical and fair sporting environment. The website uses interactive scenarios to help clubs discover effective and fair practices when dealing with a number of 'difficult' issues with which clubs may be faced with.

The website gives an overview of discrimination and child protection laws across Australia and illustrates your club's rights and responsibilities under these laws.

For more information or to access their free online training visit playbytherules.net.au





City of Rockingham

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