



Department of
Sport and Recreation

Club Business Workshop

Governance – How to run your club



Our whole
community wins

Key ingredients



**common
sense**



Learning outcomes

- Responsibilities of a committee member, role of the president
- Why having a 'constitution' helps operations
- Developing policies and procedures to guide club operations
- Recruit and retain committee members
- How to conduct efficient and effective meetings



Association Incorporation Act 2015

- Obligations under the Act
- 1987 v 2015 – changes
- Where to access more detailed information




Good governance is.....

- Common sense and knowing what your responsibilities are
- Listening to your members and responding to them
- Carefully monitoring the activities and finances of your club
- Attending and actively participating in club meetings
- Developing some basic risk management practices for your committee and your club



Characteristics of good governance

- **Discipline** – operating to accepted standards, ‘doing the right thing’
 - **Transparency** – being open and honest and making it easy for members and others to see what the club is doing
 - **Independence** – the club comes first, individual interests are properly managed
 - **Accountability** – providing information, answering questions and addressing the concerns of members
 - **Responsibility** – leading the club, setting an example and accepting the consequences of club behaviour
 - **Fairness** – recognising the rights and balancing the interests of all club members
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Activity – How is your club governed? (Pages 5 & 6)

Characteristic	Your club's situation YES/NO - Notes
Discipline – Are standards, systems and procedures in place? Do you adhere to these?	
Transparency – Is it clear to all how the club is managed and run?	
Independence – Is there a proper process to manage conflicts of interest?	
Accountability – Are decisions communicated throughout the club and the Committee held accountable?	
Responsibility – are all club members held accountable for their actions?	
Fairness – are the rights of all members recognised and respected?	



Good governance leads to a well managed club which results in:

- Good culture and an enjoyable environment
- Stronger volunteer base
- Satisfied members (and growing membership)
- Cohesive and effective committee of management
- Good systems, processes and practices
- Good internal and external communication
- Enhanced reputation in the local community and in the sport/recreational area
- Improved sustainability and likely growth
- More likelihood of attracting sponsors



'The 10 simple rules of committee membership'

- Knowing what's required of you
- Applying common sense
- Listening
- Engaging with club members
- Knowing what goes on around the club
- Attending scheduled meetings – and actively participating
- Keeping an eye on club finances
- Developing and applying simple policies and procedures
- Promoting and encouraging the involvement of others
- Making informed decisions

**simple is
beautiful.**

Usual committee roles (What does your Constitution say?)



President/Chairperson



Vice President/Deputy
Chairperson



Treasurer



Secretary

Core functions of the committee

- Defining and managing the club's purpose, direction and priorities
- Being aware of the external operating environment and adjusting the club's position to suit
- Managing and monitoring club programs and its involvement in events and competitions
- Managing risk
- Ensuring the club complies with all legal and governing body requirements
- Actively involving members in setting and monitoring the club's direction and activities
- Managing finances
- Reporting to members and being accountable for actions
- Planning for succession




Activity – How does your Committee of Management perform? (Pages 7 & 8)

- Think about how the Committee of Management operates at your club?
- Are all the Board members displaying the characteristics and behaviours listed?
- Is there room for improvement?
- What needs to happen to develop and improve the Committee?



Associations Incorporation Act 2015

- Provides a framework for groups to pursue common interests of a sporting, recreational, social, political, economic, cultural, spiritual or professional nature
 - As many as 20,000 organisations operating in WA under the Act
 - Must operate as not-for-profit organisations
 - Provides a simple and inexpensive way for clubs to establish a formal structure independent of individual personalities
 - Body corporate with perpetual succession
 - Creates a legal entity that limits personal liability
 - May operate like other businesses – open and operate bank accounts, buy and sell property, shares, goods, borrow funds, invest money, enter into contracts, employ people
 - Commercial trading activity must be secondary to the main purpose of the association
 - The trade off is.....the Act provides a club certain legal advantages in return for accepting certain legal responsibilities
 - New Act became law from 1st July 2016.
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The trade off....rules/constitution

	RULES
1	Name
2	Purpose(Object)
3	Membership requirements
4	Register of members
5	Membership fees
6	Powers of Committee
7	Quorum and meetings
8	Member notification
9	Time and manner of notices
10	% members to call meeting

	RULES
11	How funds are controlled
12	The start the financial year
13	Intervals between meetings
14	Process for changing rules
15	Use of common seal
16	Custody of records
17	Inspection of records
18	Dealing with disputes
19	Distribution of property

Differences between 1985 and 2015

- Under “Powers of Committee” – the circumstances under which members can be paid out of club funds
- Under “Member Notification” – all members must be able to attend general meetings
- New Rule – Percentage of members required to call a general meeting
- New Rule – the day on which the club’s financial year commences
- New Rule – Procedure for dealing with member disputes
- New Rule – How the club’s property will be dealt with upon winding-up



Other important stuff

- Register of members – residential, postal or email address acceptable
- A copy of the club rules must be provided to every member – electronic version appropriate
- Committee member duties specified in the Act – bankrupts or people convicted of fraud and other offences disqualified
- Three tiers for financial reporting



More important stuff

- Annual Association Statement to be lodged with Department of Commerce – online, no later than 6 months after end of club's financial year
- Not-for profit clause:
 - *The property and income of the association must be applied solely towards the promotion of the objects or purposes of the association and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to any member of the association, except in good faith in the promotion of those objects or purposes.*
- Clubs have until 1 July 2019 to make the changes



More detailed information

- www.commerce.wa.gov.au/who-we-assist/not-profit
- www.commerce.wa.gov.au/publications/associations-rules-checklist
- www.commerce.wa.gov.au/publications/model-rules-associations-2016
- www.commerce.wa.gov.au/inc-guide-incorporated-associations-western-australia



Activity – How well is your club governed? (Page 11)

- Are Board roles clearly defined and documented?
- Are meetings conducted in a proper way?
- Are there formal processes and procedures in place?
- Does the Committee look to the future and discuss development and improvements?



Simple written policies and procedures such as.....

- Membership rules, categories and fees
- Coaching requirements
- Codes of conduct
- Parent and player behaviour
- Fair play and sporting behaviour
- Child protection policies
- Communication policies
- Complaint handling procedures
- Ground usage
- Team presentation and dress codes
- Homework – Activity - Page 12



Not another meeting!




Meeting Core Elements

- Consideration of key issues that impact on the club's current and future operations and the things that may stop the club achieving its goals and objectives
- Identification of risk factors that could impede or disrupt the club's ability to operate efficiently and the development of strategies to manage these risks



Efficient and effective meetings – no secret!

- Meetings start and finish on time
 - Limit meetings to two hours
 - Deal with the 'big stuff' first
 - Distribute the agenda and any supporting papers with sufficient time for committee members to read and respond
 - Everyone reads the meeting agenda and any papers prior to the meeting
 - Members come prepared with questions and comments
 - The Chairperson ensures that the agenda is followed and time allocations are adhered to
 - The Chairperson ensures all committee members participate in the discussion
 - Members are respectful of the Chairperson's role.
 - Debates are robust and conducted in a courteous manner – remember it's not personal.
 - Member contributions are relevant and concise focusing on the agenda item
 - Committee meetings should try to focus on some strategic issues rather than just day-to-day operational matters.
 - Members are happy to accept collective decisions even if they have voted against.
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Department of
Sport and Recreation

Sport grows around volunteers



Without volunteers there would be no clubs, no teams, no coaches and no oranges at halftime. Thank you for making sport and recreation possible.

#IVD2016  @dsrwa

Recruitment and retention

- Identify potential committee members
- Induct new committee members
- Develop job descriptions for formal roles
- Recognise and appreciate on a regular basis
- Notice when people go the extra mile or when people are overloaded (and take action!)
- Have fun – smile a lot
- Match the person to the task
- Offer development opportunities
- Have a succession plan



Activity – How well does your club recruit and retain Committee members (Page 15)

- How does your club recruit and retain Committee members?
- Does the process work well?
- Do you have a succession plan?
- How can you improve the way you manage the changes to the Committee?



Summary

- Formal processes
- Structured approach
- Systems, policies and procedures
- Use of simple documentation
- Decide what to do and stick to it
- Tell everybody how things happen and stick to it
- Perpetual succession not personality driven
- Order not chaos
- Fun not despair

