

CLUB SUPPORT HANDBOOK



CLUB SUPPORT



**FOOTBALL
NSW**

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PURPOSE

Football plays an important role in delivering a safe, social and competitive environment for players to participate in our game.

This guide has been designed by Football NSW to support committee members to operate successful and well managed clubs.

We encourage club committees to actively use this guide to find resources and guidance which is available through Football NSW channels.

CLUBS AND PARTICIPANTS



Affiliated clubs provide participants with a pathway via the Australian Football pyramid with NSW.

The pathways, overseen by Football NSW, Associations and affiliated clubs, provide aspirational players around the state with an opportunity to progress from grassroots competitions all the way to being selected in Australia's national teams.

STATE TEAMS & PATHWAYS



CLUB RESPONSIBILITIES



Most Associations require that clubs are **incorporated as a legal entity** and comply with all legal requirements of being an incorporated association.

Running an Association

Every club has a constitution that is a basic set of rules that govern the club. It contains key information outlining the rules and requirements for the club's governance.

Constitution and Rules

A **club committee** consists of members who are elected to govern on behalf of the club and its members. The structure of a club committee is outlined within the constitution.

Football NSW suggests that an executive committee consists of a President, Vice President, Secretary, Treasurer, Registrar, Member Protection Information Officer and Club Coach Coordinator or Technical Director.

Further committee roles can also be utilised, such as MiniRoos, Youth and Senior Coordinators. For small clubs a committee of a 5-6 people is suitable, however a maximum of 9 committee members is recommended for bigger clubs.

Club committees have the following responsibilities:

- Be familiar with your club's constitution.
- Understand the conditions under which the club is affiliated to its association.
- Understand your club's purpose.
- Ensure the club has a strategic long-term vision.
- Attend and be prepared for all club committees and have an active role in the decision making of the club.
- Review club financial position periodically.
- Engage positively and proactively with club members.

CLUB RESPONSIBILITIES (CON'T)

Committee meetings are an essential part of running a club and are typically required to ensure compliance with a club's constitution. These are regular, formal meetings that the club holds, and the committee should use these meetings to set up the club's plans for the season, review how the club is currently being governed and to make decisions on behalf of the club's membership.

General Meetings or **Special General Meetings** are held as required to deal with significant issues such as amending the club's constitution or changing the club's name. They offer members an opportunity to be heard and are designed to encourage constructive debate, leading to informed decisions. Members are not traditionally invited to committee meetings but must be invited to all general meetings including the AGM.

The club constitution will give an idea around the timing for the club's **Annual General Meeting**. The **AGM** is a formal meeting which addresses the reports from the outgoing committee members, adopting the financial for the recent financial year and electing incoming committee members.

Resources to assist clubs when preparing for their AGM:

- AGM Agenda Template
- Nomination Form Template
- Notice of AGM Template
- Template Position Descriptions
- Meeting Minutes & Agenda Template
- Meeting Minutes Template
- AGM Minutes Template

The above resources can be found on the Football NSW Club Support Hub.



ROLE OF COMMITTEE MEMBERS



Suggested roles to be filled each year, in addition to those listed in the club's constitution:

- **President:** The role of the President is to provide the principal leadership and responsibility for the club and the committee. The President is primarily responsible for ensuring the club sets and meets its goals and objectives, is administered according to the Club constitution and completes all legal and compliance obligations.
- **Vice President:** The role of the Vice President is to support the President in providing primary leadership and responsibility for the club and the committee. In the absence of the President, the Vice President will fulfill the President's roles.
- **Secretary:** The Secretary is the chief administration officer of the club. In partnership with the President, the Secretary is responsible for ensuring that the club is run in accordance with the club constitution, rules, by-laws, policies and procedures.
- **Treasurer:** The Treasurer is responsible for the financial supervision of the club to allow the committee to provide good governance. The Treasurer will regularly report on the club's financial status to both the committee and the club members.
- **Registrar:** To manage and administer the club's membership in an effective and efficient manner. This includes a close relationship with the local association and member federation, through the use of the national registration platform and competition management system.
- **Member Protection Information Officer:** The Member Protection Information Officer (MPIO) is the first point of call for any enquiries, concerns or complaints about harassment or abuse. The MPIO provides information and moral support to persons with concerns/complaints. The position of MPIO at a club helps to improve awareness of child protection and helps to provide a safe and enjoyable sporting environment.

Model Constitutions and Templates



ROLE OF COMMITTEE MEMBERS (CON'T)

In addition to these key roles, there may be other key volunteers filling the following roles as required by the club.

- Volunteer Coordinator
- Social Media Coordinator
- Sponsorship Coordinator
- Club Coach Coordinator
- Grants Coordinator
- MiniRoos, Youth and Senior Coordinators
- Equipment Officer
- Canteen Coordinator
- Groundskeeper

All positions within the club should be accompanied by a position description which provides the core responsibilities of each role. This assists in keeping volunteers on task and aids in the recruitment process.

Position descriptions provide committee members with (these can be found on the FNSW Club Hub).

- A clear list of tasks and directions for their role.
- An indication of the time required to complete these tasks.
- A written commitment to the club
- A list of necessary skills required for the role.
- A notation of who the committee member reports to.



COMMITTEE COMMUNICATION & TECHNOLOGY



All clubs should use generic club email addresses for committee members that are owned by the club and retained. This ensures all communications can be assessed by the club if required.

For example: **president@clubnamefc.com** or **secretary@clubnamefc.com**

It is also considered best practice for clubs to set up digitally with a suitable platform to document storage. This reduces the risk of information being lost or withheld with committee member changeovers.

An online platform should provide the club with a document library, a place to centralise and store all documents, it could come with a central messaging service and capacity for online meetings. It is important to remember that all Intellectual property remains the property of the club and not individual committee members.

Club Policies

Policies can be created by the club for the committee and members as required to assist and improve the governance and administration processes.

With any new policy the following steps should be considered.

- Does the policy already exist, is it enforced, does it need updating?
- Ensure the committee is supportive of the proposed policy.
- Draft a new policy to support the club committee.
- Create a strategy to deal with noncompliance.
- Consider timing on when to introduce the members to the new policy.
- Set dates to review and seek feedback.

CLUB INSURANCES



Football NSW provides an insurance program for Associations and their member clubs, as well as all committee members, players, team officials, match officials and club volunteers. These insurances include Personal Accident insurance, General liability insurance (including Public liability, Product liability and Professional indemnity insurances) and Management liability insurance.

Find out more about insurance coverage

Management liability provides protection for the Club and its Directors, Officers and committee members as a result of any alleged wrongful act whilst undertaking their roles in an official capacity on behalf of the club. Note that Management Liability insurance is a Claims Made policy, so as soon as the Club becomes aware of circumstances which may result in a claim under this policy, then details of the potential claim must be notified immediately to Gow-Gates Insurance (Brokers and insurance Managers for Football NSW) to ensure the club meets the requirements to claim under the policy.

The insurers of Football NSW and its Associations and Clubs expect that all reasonable steps are taken to manage risk and prevent injury or damage to person or property. To assist with this Risk Management and Injury Prevention information is provided on the FNSW Insurance website.

Risk Management and Injury Prevention information

Property and contents insurance is not provided by Football NSW as the various assets of each club are different. Clubs can obtain this independently or seek assistance from Gow-Gates insurance (Brokers for FNSW) who can arrange cover for these items under a Sports Property Insurance Package.

Sports Property Insurance information

A Certificate of Currency (CoC) is proof that your Association/Club holds a current insurance policy.

Request a Certificate of Currency

BEST PRACTICE FOR CLUBS



Good financial management is a common factor that separates successful clubs from those who are struggling to grow or survive.

All clubs regardless of size, require sound practices for financial management and reporting. The club treasurer is responsible for:

- Financial transactions are recorded into the clubs accounting system.
- Maintaining a list of club assets and liabilities.
- Provide a monthly profit and loss reports.
- Provide a list of revenues outstanding and payments to be made.
- Submitting tax returns (e.g. Business Activity Statements and Instalment Activity Statements) as required.
- Preparation of financial statements for annual report.
- Maintenance of financials suitable for auditing purposes.
- Preparing a club budget and cash flow projection each year.

Whilst the Treasurer may prepare financial reports, etc., all Committee members share in the responsibility of ensuring that the Club's finances are in order, that members' funds are being well managed and that the Club can meet its obligations as and when they fall due.

GST Registration

Clubs that turnover more than \$150,000 must be registered for GST per the requirements of the Australian Taxation Office.

If the club has a turnover of less than \$150,000, registering for GST is voluntary.

GST Registration information 

CLUB BUDGET

All clubs should have a budget to cover all club activities and plans in the short and long term. Having an effective budget is a great tool to help your club manage its finances and plan for a healthy and successful future.

The benefits of a good budget include:

- Increased financial control
- Avoidance of nasty surprises
- Better decision making
- Alignment to club goals and strategy
- Keep committee members motivated



REVENUE GENERATION/SPONSORSHIP



Clubs can pursue additional revenue generating opportunities outside of player registration fees to assist with cash flow, purchases and facility upgrades.

Sponsorship

Football Clubs regardless of size are ideally placed to create genuine financial and commercial value for businesses.

The FNSW Sponsorship guide can be used to assist in attracting and retaining long term sponsors and can be found on the FNSW Club Hub.

Canteen

In addition to providing members with food and drinks, a canteen with good management practices can be financially rewarding. The club committee in most cases is responsible for managing the operations of the canteen.

Grants

Opportunities for grant funding are available across NSW each year to improve facilities and purchase new equipment. Successful grant applications are based on good planning.

Please don't hesitate to reach out to our facilities, government relations and funding team to discuss further – enquiries@footballfacilities.com.au

View Available Grants



FACILITIES HUB AND GUIDES

Football NSW has created a series of facilities guides to assist clubs and local council authorities in assessing facilities opportunities, developing plans and delivering enhancements to football infrastructure.

The Facilities hub contains the following guides:

- Building Development
- Drainage and Irrigation
- Field Markings and Equipment
- Grass Field Maintenance
- Football Lighting
- Project Management
- Provider Procurement and Management
- Synthetic Fields
- Football Scoreboards
- Modular Sporting Facilities

[Visit the Facilities Hub](#)



Key Register

Clubs should ensure they maintain a keys register to meet compliance obligations to premises and to maintain a high level of security.

Members who are responsible for keys should sign them out on the register and ensure they are returned at seasons end to be reallocated.



VOLUNTEER ENGAGEMENT

To assist in building a strong foundation for volunteers to join, the following is recommended.

Understand volunteers: Identify why people volunteer and how your club can create opportunities for them to assist.

Volunteer Coordinator: Establishing a role to oversee and coordinate the work being done by the various volunteers involved with the club. This role should also encompass reward and recognition, recruitment and volunteer support.

The Four R's: Recruitment, retention, recognition and review are key aspects of the volunteer coordinator's role.

Registration: Clubs need to ensure their volunteers are registered on PlayFootball, as this ensures they are covered by the Football NSW insurance program as well as assisting with the club's ability to meet WWCC compliance.

[View the Football NSW Volunteer Guide](#)



CLUB COACH COORDINATOR AND/OR TECHNICAL DIRECTOR



It is recommended that clubs appoint a Club Coach Coordinator (CCC) or Technical Director to enhance the coaching and playing experience for all involved at their local club.

The appointed person provides support for coaches within the club environment, delivering a great experience for all participants of the game.

Coaches, Managers, and Committee members at every level of the game must be registered in PlayFootball with their club and meet WWCC requirements.

Clubs should liaise with their local association to explore opportunities to host or participate in coaching courses.

About the Club Coach Coordinator Program



COACH EDUCATION AND COACH DEVELOPMENT

Coaching Courses

Clubs can host community coaching courses including the MiniRoos Certificate Course or the Foundation of Football Course at any time during the year. These courses are run by qualified coaches organised by Member Associations and/or Football NSW.

The Technical Area Newsletter

The Technical Area is a monthly newsletter from Football NSW's Technical Team sharing collateral for NSW coaches including; coaching resources, training videos, upcoming events and courses, and articles, designed to improve a coach's and a club's capacity to deliver a best practice youth development program.



REFEREES



In NSW there are over 5,000 referees across the state. Managed by their local referee branches, these match officials cover fixtures from junior grassroots all the way up to the highest state-based competition, the NSW NPL Women's and Men's competitions as well as variety of football formats including small-sided/modified, social competitions, summer football and futsal.

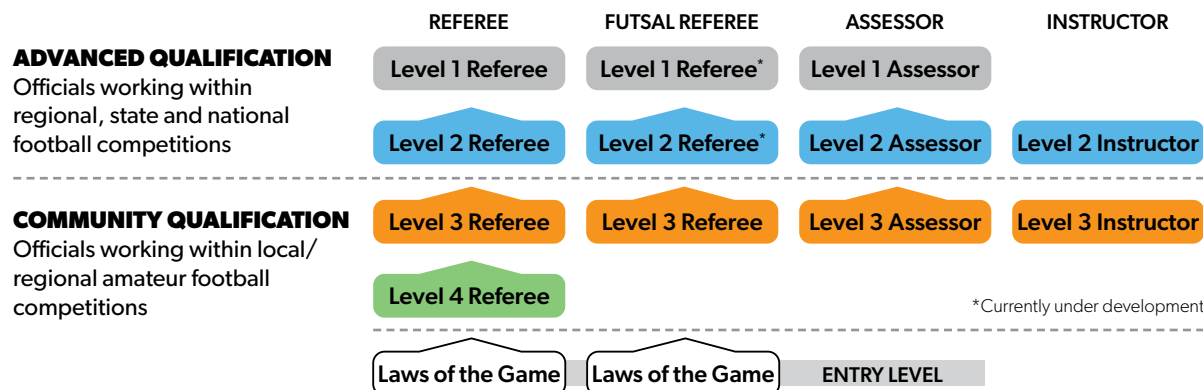
The FNSW Referees Department works with the 30+ local Associations and branches to help facilitate training and education for match officials across the state, as well as to implement strategies to promote refereeing and boost overall numbers.

The starting point for match officials in Australia is the junior football match official course. The theory aspect of this course consists of online modules and the practical flags and whistles session is conducted by local referee branches usually in the preseason (December – March) to the grassroots winter season.

Visit the Football NSW Referees website

Referees are a valuable part of the game and becoming a referee is a great way to be involved, get fit and earn money. If you're interested in becoming a referee, or would like some more information about the process, you can reach out to your local branch who will get you started.

Find your local Branch



For qualified referees who are interested in supporting and coaching up and coming referees, FNSW and referee branches offer Level 3 Assessor (Referee Coach) courses. This qualification provides an opportunity for referees 18+ to mentor, coach and assess upcoming new and developing referees. This course gives them the tools to provide assistance and advice in a mentoring capacity.

Referee Assessor/Coach Courses

REFEREES (CON'T)

Refereeing has pathways from grassroots through to the state, national and international level. FNSW develops, trains and allocates the match officials on the NSW NPL Youth, Men's and Women's competitions.

Junior referees have the opportunity to enter into the junior pathway via the Referee Development Panel (RDP).

Referee Development Panel

Senior referees who want to continue their progression can apply to join the FNSW Referees Senior Branch. If you have aspirations to take your refereeing to the next level, fill in the expression of interest.

Join the Senior Branch

FNSW runs multiples upgrade courses for referees and match day coaches throughout the year. Check upcoming course dates or register your interest.

Referee Upgrade Courses

All match officials aged 18 or over in NSW are required to have a valid employee (paid) Working With Children Check. Apply or check the current status of your WWC.

Working with Children Check



RECRUITMENT AND RETENTION

Marketing Platforms

Clubs can build a strong online presence within their local community which creates touchpoints and drives retention and recruitment strategies. The Club Digital and Media guide can be found on the FNSW Club Hub.

Retaining Your Members

Implementing retention strategies with assist in ensuring existing club members return to your club each season. For further information you can find the Club Participant Retention Guide on the FNSW Club Hub.

Attracting New Members

Implementing strategies and initiatives to recruit new players, coaches, referees and volunteers is vital to continue the growth of your club. For further information you can find the Club Participant Recruitment Guide on the FNSW Club Hub.

Participation Programs

FNSW can support clubs with new programs and resources to attract new members, from MiniRoos to Women and Girls, and Walking Football, just to name a few.

Please contact the Football NSW Legacy team for further information, more information on programs can be found in the Club Participant Recruitment Guide on the FNSW Club Hub.



IDENTIFYING TYPES OF RISK



No matter the size of a club, managing risk is a key club responsibility. Clubs should develop a risk management plan, which allows club to be proactive instead of reactive and in turn create a safer environment for members.

There are four main types of risks that may arise:

Physical risks; Involving personal injury, environmental and weather conditions, involving club assets such as property, building, grounds, equipment. This can also include injury to players or club members, as well as gear and equipment owned by the club.

Financial Risks; Involves the assets of a club which includes theft, fraud, membership fees, insurance costs and penalties and fines by government. This may also include the risk of losing a sponsor, or the club making a loss on events.

Ethical Risks; Involve actual or potential harm to the reputation of your club. May be seen in the loss of the organization or individuals good name by acquiring a negative image by poor behavior at your club.

Legal Risks; The responsibilities imposed on providers, participants and consumers arising from laws made by Federal, State and Local Government authorities. This could include the risk of not complying with Child Protection legislation or having a Member Protection Information Officer.

**Football NSW Risk
Management information**

Risk management templates

**Club Risk Management and
Compliance information**

MEMBER PROTECTION



Football Australia aims to ensure that core values, good reputation and positive behaviours and attitudes are maintained in football.

This **Member Protection Framework** assists Football Australia and Football NSW in ensuring that every person involved in football in Australia is treated with respect and dignity, and is kept safe and protected from abuse, bullying and harassment and discrimination.

Clubs should have a dedicated Member Protection Information Officer (MPIO), who is the first person that club members raise concerns and complaints with.

Member Protection Framework

Dealing with Conflict

It is vital clubs have clear rules regarding acceptable behaviors and the process to follow when a dispute is raised. These rules may be included in the club's constitution, by-laws or any other formal document that members agree to abide by, such as a code of conduct.

Football Australia has a **National Code of Conduct** which clubs may rely on to take action where their members have breached this code.

Clubs are encouraged to provide members with the opportunity to provide feedback and raise issues in a welcoming matter.

National Code of Conduct



RESOURCES IN THE CLUB SUPPORT SERIES



Visit the Football NSW Club Support webpage

