**PERTH NETBALL ASSOCIATION**

**CLUB GOVERNANCE WORKSHOP**

**EXPLANATORY NOTES & RESOURCES**

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# Introduction

* 1. **Purpose of Workshop and Resources**

This governance workshop and resources have been developed by the Perth Netball Association (PNA) and Elite Business Performance (EBP) to:

1. assist PNA clubs to understand and fulfill their obligations;
2. assist club committee members to undertake their roles and responsibilities;
3. reduce potential issues that may arise;
4. provide guidance and frameworks for dealing with governance matters and issues; and
5. provide resources to make the governance task of club volunteers easier and less time consuming, allowing more time to focus on netball.

Not all of the resources will be relevant to all clubs. It is important that clubs determine which, if any resources, are suitable to their needs and implement a governance structure and underpinning documentation that is suitable to their needs and fit for purpose.

Some of the resources have been developed on the basis of what could be considered “minimum” requirements/standards and additional “best practice” standards. The size and complexity of a club may be a consideration in determining the extent to which the club uses the resources provided.

* 1. **Disclaimer**

Whilst a great deal of care has been taken in providing this workshop and the resources, clubs should take note of the following disclaimer:

The information provided in this workshop and the resources provided are for your information only. The Perth Netball Association Incorporated and Elite Business Performance Pty Ltd accept no responsibility for the accuracy of the information or resources provided or your reliance thereon.

You should seek your own advice (legal or otherwise) to ensure any documents prepared by you from any of the templates or resources provided are both suitable to your clubs needs and comply with any relevant legislation, regulations, policies, procedures or the like, which your club is obliged to comply with.

* 1. **Copyright**

Many of the templates that have been produced specifically for PNA netball clubs, are subject to copyright and are for the exclusive use of PNA netball clubs ONLY.

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* 1. **Governance - a definition**

There is no single definition of Governance.

Some possible definitions include:

*Governance concerns three key issues:*

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

(Australian Sports Commission, 2018)

*Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance.*

(Governance Institute of Australia)

* 1. **Good Governance**

Ten Principles that promote good governance are:

1. *Purpose and strategy* - The organisation has a clear purpose and a strategy which aligns its activities to its purpose
2. *Roles and responsibilities* - There is clarity about the roles, responsibilities and relationships of the board
3. *Board composition* - The board’s structure and composition enable it to fulfil its role effectively
4. *Board effectiveness* - The board is run effectively and its performance is periodically evaluated
5. *Risk management* - Board decision making is informed by an understanding of risk and how it is managed
6. *Performance* - The organisation uses its resources appropriately and evaluates its performance
7. *Accountability and transparency* - The board demonstrates accountability by providing information to stakeholders about the organisation and its performance
8. *Stakeholder engagement* - There is meaningful engagement of stakeholders and their interests are understood and considered by the board
9. *Conduct and compliance* - The expectations of behaviour for the people involved in the organisation are clear and understood
10. *Culture* - The board models and works to instil a culture that supports the organisation’s purpose and strategy

(Australian Institute of Company Directors, Not-for-Profit Governance Principles)

These principles are equally applicable to large and small organisations whether governed by a board or a committee. It is recommended that clubs consider adopting and implementing these general principles.

Sport Australia has developed and promotes nine sport governance principles and standards for sporting organisations. Whilst developed primarily for National Sporting Organisations and State Sporting Associations, the principles and standards can provide a reference point and additional information for local clubs.

The sport governance principles can be accessed here: <https://www.sportaus.gov.au/governance/principles>

The sport governance standards can be accessed here: <https://www.sportaus.gov.au/__data/assets/pdf_file/0006/913515/Sport-Governance-Standards-Final.pdf>

# Incorporation

* 1. **What is incorporation?**

Broadly speaking, incorporation means setting up a separate legal structure, recognised by the law, as being separate and distinct from its members.

* 1. **Importance of incorporating**

General rule - Courts only recognise:

* + Natural persons – humans
	+ Statutory persons – corporations

Unincorporated Organisations are:

* + individuals coming together to express a common interest
	+ do not exist in the eyes of the law
	+ indistinct from its members

By incorporating an organisation is protected by a *Corporate Veil,* meaning:

* + The corporation is distinct from its members
	+ Members interests are protected
	+ It is the organisation that gets sued, not the individual members

Thus, the veil protects members – creditors cannot access the personal assets of members.

* 1. **Advantages of incorporating**

There are a number of advantages in being incorporated, including:

* + Protection for members - generally not liable for club debts or liabilities – “limited liability”
	+ Perpetual status – organisation continues despite a change in the individual members
	+ Ability to, inter alia:
		- enter into contracts (including leases or licence agreements)
		- own land
		- open bank accounts
		- borrow money
		- receive grants
		- sue or be sued
		- employ staff

It should be noted that an incorporated association can NOT distribute profits to members.

* 1. **How to incorporate**

Incorporation of a not-for-profit organisation in Western Australia is governed by the Associations Incorporation Act 2015 (WA) (Act). The Department of Mines, Industry Regulation and Safety (DMIRS) is the WA Government Department entrusted with the administration of not-for-profit organisations incorporated under the Act.

There are some very good resources on the DMIRS website with respect to incorporated associations. <https://www.commerce.wa.gov.au/consumer-protection/associations-and-clubs>

The following process can be used to incorporate:

Once incorporated, a club has obligations to members and some minimal reporting requirements to DMIRS. A comprehensive good governance guide for incorporated associations in WA has been produced by DMIRS. The guide is a good resource and can assist committees in managing their clubs.

<https://www.commerce.wa.gov.au/books/inc-guide-incorporated-associations-western-australia>

* 1. **Template Constitution/Rules**

A *template Constitution/Rules* is provided that has been developed specifically for PNA Netball Clubs.

The template should be modified where necessary to ensure it is fit for purpose.

The template has “Notes” that relate to some of the important legislative requirements and general comments by way of explanation.

Clubs amending the template should ensure that any amendments do not impact upon compliance with the 19 mandatory matters that must be included the Constitution/Rules as contained in Schedule 1 of the Act.

# Committee

* 1. **Structure**

The structure of a club’s committee will depend upon the size and complexity of the club and the tasks needing to be performed.

Ideally the committee will comprise between 7 and 9 members with a mix of elected members and appointed members. The ability to appoint committee members allows the club to obtain the necessary diversity, skills and experience to govern and manage the club effectively.

The template Constitution has been prepared allowing for a mix of elected and appointed committee members. Clubs are able to change this “mix” within the template.

The template provides for the following “Officeholders” of the club to be elected:

* + President
	+ Vice President
	+ Secretary
	+ Treasurer

The balance of the elected positions (General Committee members) can be allocated specific tasks eg Registrar.

The appointed positions (Appointed Committee members) are appointed (if desired) by the Officeholders and the General Committee members to compliment the diversity, skills and experience on the committee. For example someone with financial skills/experience to oversee the financial aspects of the club would be beneficial.

Ultimately, the most appropriate structure should be determined by the members based on the characteristics and circumstances of the club.

* 1. **Roles and Responsibilities**

Clearly defined roles and responsibilities of committee members will assist the club in ensuring the workload is spread across the committee and that tasks are completed in a timely manner.

General responsibilities of all committee members are to:

* + always act within the law
	+ ensure the club complies with the Act and any other relevant legislation
	+ act in accordance with the authority/powers contained within the constitution
	+ act in “good faith” and for a “proper purpose” in the interests of the club
	+ exercise due care and diligence
	+ not improperly use information or his/her position for personal gain or to cause detriment to the club
	+ not to trade whilst insolvent (incur a debt when the club cannot pay that debt or there are reasonable grounds that the club will become insolvent) – hence, understand the club’s finances
	+ declare any “material personal interests” as soon as these become known

To assist clubs in meeting these responsibilities, a *template Governance Charter* is provided. The Governance Charter is comprehensive. It provides a framework for the operations of the committee, including:

* + roles and responsibilities
	+ code of conduct (including confidentiality)
	+ conflict of interest policy and procedures
	+ risk management policy
	+ delegation of authority
	+ sub-committees/working groups
	+ committee induction and process and
	+ media protocol
	1. **Position Descriptions**

Clear position descriptions are important a club committee to recruit the right people and ensure that everyone on the committee understands their role.

The template constitution includes a brief description of the roles of the key people on the committee, such as the President, Secretary and Treasurer however the position description should provide more specific details about the role.

Benefits of Position Descriptions include:

* + Club committee members, volunteers and any other people working at the club have a clear understanding of their role
	+ Assists the club to meet its Incorporation, Working with Children and other legislative compliance obligations
	+ Guides the committee on the different skills required for various roles and any qualifications/accreditations
	+ Helps committee members and volunteers understand the relationships between their role and others at the club
	+ Helps the club to communicate and hold others accountable to accepted standards of behaviour

More Information:

[Play By The Rules](https://www.playbytherules.net.au/resources/templates/spectator-behaviour-policy)

[Sport Aus](https://www.sportaus.gov.au/governance/resources)

The *template Position Descriptions* provided, are divided into those positions that are considered essential for a club and those that are considered “Best Practice”. The more volunteers a club can recruit, the greater the potential for the workload to be shared and the less likely it is that valued volunteers will “burn out” too soon. While it would be ideal to have a separate person appointed to each different role, the reality is that some of the ‘Best Practice” roles, if deemed necessary, are likely to be absorbed by other positions.

* 1. **Sub-Committees/Working Groups**

The appointment of sub-committees or working groups is highly recommended to help in the efficient management of a club.

Appreciating that it can often be difficult to obtain committee members, it is sometimes easier to obtain members willing to contribute to a specific task with a specific time commitment. For example, an Equipment and Uniform Working Group to undertake an audit and provide recommendations to the committee could be formed with a finite task.

One of the major benefits of sub-committees/working groups is that the heavy load normally undertaken by a few committee members can be spread, allowing the committee to focus on the more strategic tasks that may need to be completed by the club. “Working on the business” as opposed to in the business.

* 1. **Template Governance Charter and Position Descriptions**

The following templates are provided that have been developed specifically for PNA netball clubs.

* + Committee Governance Charter
	+ Position Descriptions (suggested minimum requirements) for:
		- President
		- Vice President
		- Secretary
		- Treasurer
		- Registrar
		- Complaint Manager
	+ Position Descriptions (best practice) for:
		- Grading Coordinator
		- Uniform Coordinator
		- Equipment Coordinator
		- Sponsorship/Fundraising/Social Coordinator
		- Communication Coordinator
		- Umpire Coordinator
		- Coaching Coordinator
		- Team Coach
		- Team Manager

# Meetings

* 1. **Types of Meetings**

There are several types of meetings that a club may hold:

* + Annual General Meeting
	+ Special General Meetings
	+ Committee Meetings
	+ Sub-committee/Working Group Meetings

The requirements for calling and holding General Meetings and Committee Meetings are contained within the club’s Constitution. The template Constitution provided establishes the notice and other requirements to conduct formal meetings.

Regardless of the type of meeting, the most efficient and effective meetings are planned in advance, have a set agenda, and ensure decisions/resolutions are appropriately recorded, actioned and completed.

* 1. **General Meetings**

Clubs should first and foremost look to the Constitution when convening a meeting of the members. Specific notice timeframes should be adhered to, as should compliance with giving notice to members, and the requirement for specifying the nature of business to be conducted at the meeting.

The requirement to provide relevant information and documentation at general meetings is also contained within the club’s Constitution. Requirements can include agenda (setting out business to be transacted), notices of motion (including any proposed special resolutions), and financial reports to name a few. The Secretary (or other nominated person) should ensure she/he understands these requirements and is prepared well in advance of the meeting to minimise the risk of non-compliance.

Clubs are referred to and encouraged to read and understand Rules 45-54 of the template Constitution that deal specifically with general meetings and the requirements thereof.

* 1. **Committee Meetings**

*Annual Calendar*

The committee should meet as often as is necessary to ensure the affairs of the club are appropriately governed/managed. This may require more meetings during the season than in the off-season.

Ideally and particularly in the case of larger clubs, an annual meeting calendar can be beneficial. The benefits of an annual calendar include allowing committee members to plan ahead to maximise attendance at meetings, and helping to ensure that nothing is overlooked.

Sport Australia provide template annual calendar and planning tools which can be accessed here:

<https://www.sportaus.gov.au/governance/resources>

*Agenda*

All committee meetings should have an agenda circulated in advance of the meeting. When drafting the agenda, it is good practice for the secretary/president to consult with committee members on matters to be placed on the agenda. The template Constitution provides that 48 hours notice of meetings should be given to committee members unless the business is urgent. *(Rule 37 template Constitution)*.

A *template Agenda* is provided for clubs. This template is aligned to the template Committee Member Report and Committee Meeting Minutes.

The template agenda is structured such that the most important matters are dealt with first. There are further explanatory notes within the template agenda.

Clubs will notice that one of the standing agenda items is Conflict of Interest Disclosure with regard to Agenda items. The inclusion of this item on each agenda will assist clubs to comply with disclosure requirements.

The other item it is suggested the club discuss at each committee meeting is financial reports given the importance of this aspect in the financial viability and sustainability of the club. There is a separate section on Finance as part of this governance resource.

*Committee Member Reports*

The provision of written reports, circulated prior to a committee meeting can have a significant effect on the duration, efficiency and effectiveness of committee meetings.

The reports need not (and should not) be lengthy but should encapsulate key issues that require a decision, discussion or are for the information of committee members.

Provision of such reports before the relevant committee meeting allows committee members to be prepared in advance. This not only leads to greater efficiency but also more considered and better decision making.

A *template Committee Member Report* is provided for clubs. This template is aligned to the template Agenda and Committee Meeting Minutes and has further explanatory notes within.

*Quorum*

Clubs should ensure a quorum is present at each committee meeting. The template Constitution allows for a quorum of 3 or 50% of the committee whichever is the greater. If a quorum is not present within 30 minutes of the designated start time, the meeting is adjourned to another time and at that subsequent meeting 2 committee members will constitute a quorum. *(Rule 40 template Constitution)*.

*Chair*

The chair of committee meetings should be the President or in her/his absence, the Vice President. If neither are present or willing to act as chair, the committee members present should choose one of them to act as chair of that meeting. *(Rule 38 template Constitution)*.

*Use of technology to be present at Committee Meetings*

Committee members may be present at a committee meeting through being connected via telephone or other means of instantaneous communication. *(Rule 39 template Constitution)*.

Use of technology to be present allows greater flexibility and enhances the prospect of a quorum for each meeting.

*Minutes*

The minutes of each committee meeting need to be prepared and must record:

* + The names of committee members present and any other attendees
	+ The business considered at the meeting
	+ Any motion on which a vote is taken at the meeting and the result of the vote.

The minutes can be kept in an electronic format but should be signed or approved as correct.

*(Rule 42 template Constitution)*.

A *template for Committee Meeting Minutes* is provided for clubs. This template is aligned to the template Agenda and Committee Member Report and has further explanatory notes within.

Clubs are referred to and encouraged to read and understand Rules 36-44 of the template Constitution that deals more specifically with committee and sub-committee meetings.

The above Committee Meeting explanatory notes are, in most respects, equally applicable to any sub-committee or working groups formed by the club. The below templates can be modified for use by sub-committees/working groups.

* 1. **Templates- Committee Meetings**

The following templates are provided that have been developed specifically for PNA netball clubs.

* + Committee Meeting Agenda
	+ Committee Member Report
	+ Committee Meeting Minutes

# Planning

* 1. **Purpose and Importance**

*“If you fail to plan you are planning to fail” – Benjamin Franklin.*

There are several benefits to planning. These can include:

* + agreeing objectives and outcomes for the club
	+ proactive rather than reactive decision making
	+ coordination and allocation of resources (human and financial) toward achieving the agreed objectives and outcomes
	+ improved communication with members
	+ reduction in issues that may arise

A club that does not have a plan may find that it lacks direction, is reactive in its decision making and is constantly having to deal with issues that arise in an ad hoc manner.

* 1. **Planning Process**

The planning process undertaken by a club and resultant plan will depend upon the size and complexity of the club and the resources it may be able to commit to planning.

Any planning process essentially involves a “gap analysis” or asking the following questions:

* + **Where are we now?**

The current status/situation of the club.

* + **Where do we want to be in the future?**

The direction the club wishes to take into the future, it’s objectives and the outcomes it wishes to achieve.

* + **How will we get there?**

An action plan that details the projects/tasks required to achieve each objective, the timeframe involved, who will lead each project and an estimate of any financial commitment required (budget).

*Planning - Working Group*

The formation of a Planning Working Group may be beneficial in spreading the workload of the committee and engaging with a cross section of members.

*Current status*

An analysis of a club’s current status provides a starting point from which to plan for the future. Data that may be relevant could include:

* + Number of members (by membership class)
	+ Number of teams (and number per age group)
	+ Financial position
	+ Sponsors/Preferred suppliers and revenue

*SWOT Analysis*

A useful tool to assist in the planning process is to undertake a SWOT Analysis, where the clubs Strengths, Weaknesses, Opportunities and Threats are identified.

|  |  |  |
| --- | --- | --- |
| **Internal to Club** | **Strengths** | **Weaknesses** |
| **External to Club** | **Opportunities** | **Threats** |

Sport Australia provide useful Guidance Sheets on:

* + Strategic Planning
	+ Vision Statements
	+ Value Statements

These are available for download from the Sport Australia website however for convenience have been including in the resources for clubs.

* 1. **Plan Structure/Contents**

The structure and content of a club’s plan will vary depending upon the club’s size, complexity and key objectives. A club may choose to have separate strategic and operational plans or one plan that combines both strategic and operational components.

Elements of a good plan include:

* + Values – core values that the club believes in
	+ Vision – what the club aspires to achieve
	+ Purpose – why the club exists
	+ Key Objectives/Outcomes
	+ Key Strategies – the strategies/tasks to be performed to achieve the objectives/outcomes
	+ KPI’s – Key Performance Indicators to measure performance

Whilst not necessarily within the plan itself, an accompanying budget that allocates the necessary financial resource to implement the plan is essential.

A template *Strategic/Operational Plan* is provided. The template allows for a mix of strategic and operational components and can be printed on one A3 page.

Objectives and strategies should be realistic and achievable (at a stretch). Unrealistic objectives and strategies if not achieved, may result in disillusionment.

The SMART acronym may be used to guide the development of key objectives:

* + **S**pecific
	+ **M**easurable
	+ **A**chievable
	+ **R**ealistic
	+ **T**imely

Identifying a “lead” person for each of the strategic topics (and underpinning strategies) whilst preparing the plan, will assist in the plans implementation and facilitate reporting on progress.

* 1. **Consultation**

Ideally, there will be a consultation process with members to provide an opportunity to have input into the plan and future direction of the club. This may take the form of a survey, workshops and the like or, in the case of smaller clubs, the circulation of a draft plan once prepared, for comment.

* 1. **Implementation**

Once the plan has been prepared, the first step to implementation is to have the committee formally adopt the plan and any budget allocation.

The plan should be promoted to members through appropriate communication channels and regular progress reports presented at committee meetings.

The committee may wish to prioritise those objectives/strategies that are considered particularly important.

It is not necessary for clubs to achieve ALL of the objectives in the plan. When reviewing the plan, those objectives not achieved can be reviewed to determine whether they are still relevant and need to be retained and worked towards.

* 1. **Planning Templates**

The following templates are provided that have been developed specifically for PNA netball clubs:

* + Strategic/Operational Plan

Additional Sport Australia resources provided:

* + Strategic Planning Guide
	+ Vision Statements Guide
	+ Value Statements Guide

# Finance

* 1. **Importance**

It goes without saying that paying attention to the finance component of a clubs operations is of the utmost importance. Keeping track of the finances is the **responsibility of ALL committee members**, not just the Treasurer.

 Financial management skills are important:

* + to ensure legal and reporting compliance obligations are met
	+ to make financial statements consistent and comparable
	+ to ensure the long-term financial viability and sustainability of the club

Having a committee member that has financial skills/experience/training eg Accountant or Bookkeeper would assist the club in ensuring that club finances are governed and managed appropriately.

Given the importance of accurate accounting and timely reporting on the club’s finances, clubs may wish to consider outsourcing the bookkeeping function (on a paid basis) if it is not possible to engage a volunteer with the appropriate skills to undertake this task.

* 1. **Compliance**

The Act requires incorporated associations to keep financial records that:

* + correctly record and explain its transactions and financial position and performance; and
	+ enable true and fair financial statements to be prepared.

In addition, financial reports **must** be provided to members at the annual general meeting. The nature of the financial reports provided and whether or not they need to be audited depends upon the revenue of the association.

The template Constitution at Rule 57 deals with the compliance aspects of the club with regard to financial statements and financial reports.

* 1. **Control of Funds**

The template Constitution at Rule 56 deals with the control of funds of the club. Importantly:

* + all club income and expenditure must go through the club’s bank account
	+ all funds of the club must be deposited into the club’s account within 5 days of receipt
	+ the committee may incur expenditure on behalf of the club and authorise the treasurer to expend funds up to a specified limit without committee approval for each item of expenditure
	+ two signatories (from a number approved by the committee) are required for items of expenditure

In addition to these controls, some clubs may wish to introduce additional policies that provide extra rigour with regard to club finances.

* 1. **Software**

There are a number of accounting software packages in the market that are relatively inexpensive. Some of the benefits of using accounting software include:

* + reduction of potential for human error
	+ relatively quick data entry
	+ improved reporting capabilities
	+ security of data
	+ continuity (not reliant upon an individual)

It is recommended that clubs consider and make an informed decision as to whether they should use accounting software to manage their finances.

The most important thing is that the clubs finances are well managed, easy to find and easy to understand and appropriately backed up. More than one committee member should have access to the software and/or documentation used to manage the club’s finances.

* 1. **Budgeting**

Budgeting is important for clubs to ensure they are not trading whilst insolvent. It also allows clubs to set financial goals and allocate expenditure to priority areas.

Monthly financial reports – performance v budget – can also be prepared to enable the committee to monitor financial performance and make any necessary adjustments.

Clubs using accounting software will more than likely have budgeting functionality as part of this software which will allow the preparation of a budget and then reporting against that budget.

It is recommended that clubs prepare a 12-month cash flow budget. To assist clubs that might not be using accounting software, a *template 12-month cash flow budget* in Excel is provided. There are specific instructions within the template on its use.

* 1. **Understanding the Finances**

All committee members should be able to answer the following questions:

* + What do we own and owe - our net-worth or ‘financial position’?
	+ Is our net-worth going up or down i.e. what is our ‘financial performance’ over a specific period
	+ Can we pay our bills (as and when they fall due)?

And importantly…

* + Do we all (i.e. committee) understand our financial story?

The answers can be found in 3 basic reports:

* + The **trial balance** is a list of the balances in all of the club’s accounts at any one time – it always balances to nil
	+ The **balance sheet** tells a club’s net-worth (what is owned less what is owed) *at any point in time*, and includes the net of all income and expenditure accounts
	+ The **income and expenditure** report provides the detail of how our net-worth changes *over a defined period*.

Westpac produce a *Guide for Community Financial Officers* which is provided as a resource and would be beneficial for all committee members to peruse.

* 1. **Reporting**

Accurate and timely financial reports to the committee are essential for the good financial management of the club and in order for the committee to discharge its financial obligations.

Equally important is the need to ensure that the financial reports are in a format that is understood by committee members.

A simple format for reporting **income and expenditure** might include monthly and year to date performance against budget as per the example below. This format allows a quick comparison to be made as to how the club has performed for the month in question and also how it is tracking year to date.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Month Budget | Month Actual | Month Variance (+/-) | YTD Budget | YTD Actual | YTD Variance (+/-) | Annual Budget |

In addition to the monthly income and expenditure report, the committee should also receive a copy of the **balance sheet** at months end. The movement in assets (including cash at bank) can be tracked by comparing balance sheets generated at different dates. Some accounting software packages provide this functionality.

Based on the financial reports (the club’s financial position), adjustments may need to be made to increase revenue or cut expenditure.

Clubs may also need to produce **forecasts** from time to time that predict income and expenditure and the club’s end of year financial position. Forecasting will involve making assumptions with respect to anticipated income and expenditure and any movement in assets and liabilities. Forecasting is a useful tool to enable clubs to make appropriate financial decisions and to determine any adjustments that should be made.

* 1. **Cash Reserves**

It is appropriate for clubs to maintain sufficient cash reserves to provide a level of protection against often unforeseen or unplanned reductions in income or increases in operating expenditure. A cash reserve provides the means by which an organisation can respond to such unforeseen circumstances and is an important part of an organisations financial stability and long-term sustainability.

In the not-for-profit sector it is important to strike a balance between using existing funds for current operations and ensuring sufficient funds are saved for a “rainy day”. Whilst cash reserves are considered very important, this aspect is often neglected by organisations in the sporting sector in Australia.

There is no hard and fast rule as to the amount of cash reserves considered appropriate. An appropriate amount will be determined by the nature of the organisation and the environment in which it operates.

For a PNA netball club, cash reserves equivalent to 6-12 months of operating expenditure might be a reasonable guide as to a sufficient amount.

* 1. **Budget template**

The following template is provided that has been developed specifically for PNA netball clubs:

* + 12-month Cash Flow Budget

Additional resources provided:

* + Westpac Guide for Community Financial Officers

# Policies

* 1. **Importance**

Many aspects of a club’s operations are more easily handled outside the formality of the constitution. The rules in a constitution relate primarily to the formation and administration of the club, including compliance obligations and authority to act.

Policies are an integral part of operating a club and provide a framework within which decisions can be made. Decisions made in accordance with club policies provide greater objectivity and transparency of decision making.

Well drafted, regularly reviewed and updated policies are a sound risk management tool in themselves. They can enable a club to act consistently when issues arise.

Developing and adopting appropriate policies provides a club with the necessary framework to guide day-to-day decision making.

It is important that policies are communicated to members once approved.

Policies should be reviewed regularly (annually unless circumstances require more frequently) to ensure they remain contemporary and relevant.

* 1. **Benefits of Policies**

Policies can provide the following benefits:

* + Members have clear guidelines and a framework for action that helps them understand the operations and decision making at the club
	+ The club committee doesn’t need to keep discussing the same issues every time they arise. It is much more efficient to document a well thought out decision in a policy so it can be applied to any similar cases in the future, thus providing for more objectivity and transparency in decision making
	+ They can assist a club in meeting legal and compliance requirements more easily
	+ They are a useful tool to guide quality improvements
	1. **Terms and Conditions**

Whilst not strictly a policy, the agreement by members to be bound by certain **terms and conditions** is essential in enabling a club to operate effectively and efficiently.

Members agree to be bound by certain “terms and conditions” in the Constitution. Additional terms and conditions that are more specific than the agreement to be bound in the Constitution can be beneficial.

To assist clubs, *template terms and conditions* are provided. The terms and conditions provide for some of the common aspects of a netball club’s operations and provide a level of protection for clubs vis-à-vis the members.

**Acknowledgment:** *The template terms and conditions have been provided courtesy of the Floreat Force Netball Club who have agreed to make these available for use by other clubs.*

* 1. **Policy and Terms and Conditions templates/samples**

The following templates are provided that have been developed specifically for PNA netball clubs:

* + Communication Policy
	+ Complaint Handling Policy
	+ Inclusion Policy
	+ Refunds Policy
	+ Team Selection Policy
	+ Terms and Conditions

Additional information:

[Play By The Rules](https://www.playbytherules.net.au/resources/templates/spectator-behaviour-policy)

[Sport Aus](https://www.sportaus.gov.au/governance/resources)

# Child Safeguarding

* 1. **Importance**

The safeguarding and protection of children and young people is paramount. This is particularly so in a sporting environment where there is considerable interaction between children and young people, coaches, managers, parents and volunteers.

Child safeguarding is more than just ensuring your club has a Working with Children Register. It is about creating an organisation that supports and protects children, listens to them, and believes them.

A child safe organisation:

* + creates an environment where children’s safety and wellbeing are the centre of thought, values and actions
	+ emphases genuine engagement with and valuing of children
	+ creates conditions that reduce the likelihood of harm to children and young people, and
	+ creates conditions that increase the likelihood of identifying any harm.

More details about Child Safeguarding are available on the Netball WA website: <https://wa.netball.com.au/child-safeguarding>

The following notes provide information and resources to assist clubs to comply with their legal obligations and also to create safe environments for children and young people.

* 1. **Working with Children**

Western Australian legislation requires anyone involved in paid or unpaid “child-related” work to obtain a Working With Children (WWC) Check. Clubs have responsibilities under the WWC legislation to ensure that they are complaint with the law. Click [HERE](https://workingwithchildren.wa.gov.au/employers-organisations/managing-wwc-checks/responsibilities) for more details.

The WWC legislation provides exemptions for some classifications of child-related work. The most common exemptions for sporting clubs are for child volunteers and parents with children at the club. Click [HERE](https://workingwithchildren.wa.gov.au/docs/default-source/default-document-library/factsheet-2-child-related-work-and-exemptions-2015.pdf?sfvrsn=f6e7d44d_16) for more details.

To assist sporting clubs to meet their requirements under the WWC legislation, the WWC Screening Unit has developed a *Compliance Toolkit* for Sport and Recreation. The toolkit includes:

* + Compliance Checklist
	+ Links to Factsheets and Information Sheets
	+ Templates for a club WWC Policy and Procedure, WWC Record Sheets (Roles and Categories of Child Related Work)

A copy of the Compliance Toolkit is provided as a resource for clubs. Also provided is a copy of the suggested *Record Keeping Spreadsheet* produced by the Working with Children Screening Unit.

* 1. **Member Screening**

Following a guideline to screen volunteers is vital to ensure your organisation is taking appropriate steps to keep children and your members safe. An important part of this process is to frequently state a club’s commitment to member protection and child safeguarding. This can act as a deterrent for unsuitable people.

Netball WA has developed these [Member Screening Guidelines](https://wa.netball.com.au/sites/wa/files/2020-01/NWA-Member-Screening-Guidelines-2018.pdf) to help clubs ensure they have the knowledge and tools necessary to appropriately screen their members and ensure they get the right people for their organisation. A copy of the *Member Screening Guidelines* is provided as a resource.

* 1. **Guidelines for interacting with children**

These guidelines are for coaches and other club personnel to protect them from risk and to keep children safe. A template *Guidelines for Interacting with Children* is provided as a resource for clubs to adapt to their own circumstances.

* 1. **Child Safeguarding/Member Screening templates and guidelines**

The following templates and guidelines are provided:

* + WWC Compliance Toolkit
	+ WWC Record Keeping Spreadsheet
	+ Guidelines – Interacting with Children
	+ NWA Member Screening Guidelines

# Insurance

* 1. **Importance**

Appropriate insurance is a tool available to clubs to incorporate into risk management planning. The transfer of risk through insurance, can provide a level of protection for clubs, members of the committee, members and volunteers.

* 1. **Cover**

Membership with Netball WA includes cover for individuals and clubs under the Netball Australia National Insurance Program. This provides cover for all clubs affiliated with PNA as well as registered players, coaches, umpires and club volunteers.

The cover includes Personal Accident, Public Liability, Management Liability, Travel Insurance, Property Insurance and Cyber Insurance

Clubs can download a copy of their Certificate of Currency by following the instructions on the V-Insurance website.

* 1. **Minimising Risk**

Clubs can take the following steps to minimise risk:

* + Complete checklists before training and match days. Use the Safe Netball app or download the Gameday Checklist from the V-Insurance website.
	+ Keep an injury register/record of all injuries sustained in any netball related activity. PNA will do this for injuries on match days that are reported to the first aid post at Matthews (click [HERE](http://www.perthnetball.com.au/wp-content/uploads/2019/03/5.9-Injury-Report-.pdf) for a copy of the PNA Injury Report Form). A copy of the *PNA Injury Report Form* is provided.
	+ Ensure all members are registered on PlayHQ, including all club coaches, umpires, committee members and volunteers.
	+ Encourage coaches to be accredited.
	+ Ensure that your club is incorporated, maintains its incorporation status and its bylaws/policies are current.
	1. **Injury Report Form**

The following form is provided:

* + PNA Injury Report Form.

More Information:

[Netball Australia V-Insurance Website](https://vinsurancegroup.com/netball/what-is-covered-personal-accident-insurance/)