



CLUB DEVELOPMENT HANDBOOK

Updated 28 February 2023

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NOTE: FOR FOOTBALL OPERATIONS RELATED INFORMATION PLEASE REFER TO THE SMJFL FOOTBALL OPERATIONS HANDBOOK

LEAGUE OVERVIEW

South Metro Junior Football League

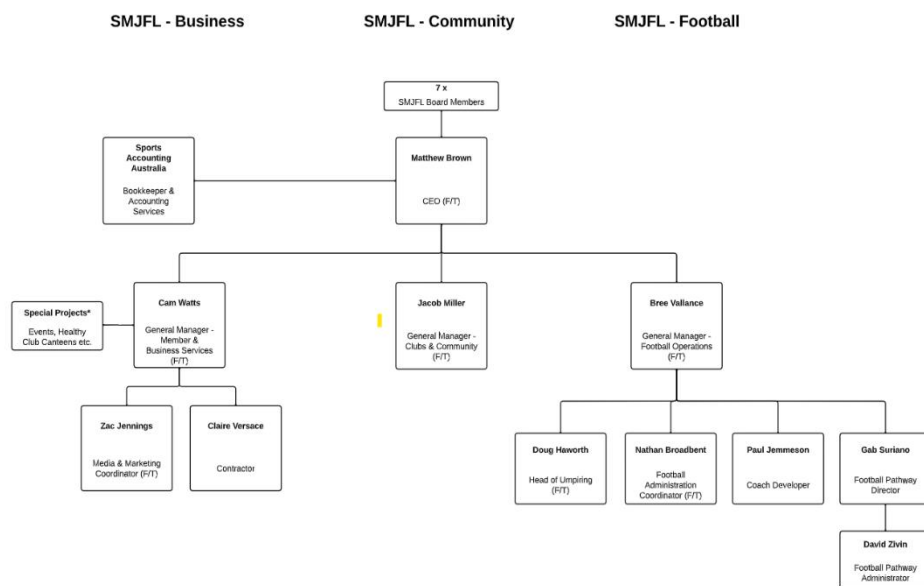
The South Metro Junior Football League (SMJFL) came into existence in 2012, after the Moorabbin Saints Junior Football League (MSJFL) was renamed to better represent the League’s geographical spread and its presence in south-east metropolitan Melbourne.

In 2022, the SMJFL consisted of 25-member clubs, 454 teams playing Australian Rules football across 68 different divisions and 6 Local Government Agencies (LGAs) and Parks Victoria. The SMJFL caters for age groups ranging from Under 8s to Under 18s, including the following girls age groups – Under 10, Under 11, Under 12 Under 13, Under 14, Under 15, Under 16 and Under 18.

With more than 10,500 participants involved in the League each weekend, 2023 will be one of the biggest years yet in the history of the SMJFL.

The league also operates an Umpire Academy which overseas and supports 645 umpires ranging from ages 14 and above.

SMJFL Staff:



Why SMJFL?

'It's about the kids'

SMJFL is one of the largest junior sports competitions in the country. Fostering an environment where child safety and empowerment is at the forefront of everything we do.

Vision

Continue to be the industry leader in the administration and delivery of junior sport whilst positively contributing to the community

Mission Statement

To provide kids a safe, supportive and inclusive environment while promoting health and wellbeing and maximising participation in Australian Rules Football

Values

The SMJFL believes in:

FUN – *passionate, energetic and innovative*

ACCOUNTABILITY – *through open and transparent communication*

INTERGRITY – *independent, honest, fair and impartial*

RESPECT – *by promoting tolerance and fairness for all*

SMJFL STRATEGIC PLAN 2022 – 2024

Pillars

Pillar 1: Governance

To ensure the organisation is managed in a way that ensures the long-term viability of the league

- Ensure best practice management of the league's financial resources
- Be an employer of choice
- Ensure SMJFL governance rules, processes and policies are fit for purpose.

Pillar 2: Football

Deliver quality football competitions and development opportunities that are inclusive, safe and fun

- Ensure an equitable competition
- Support clubs to be more sustainable.
- Work with relevant stakeholders to enhance pathway opportunities for the league.
- Further develop the Umpire Academy to maintain industry best practice.
- Develop the Coaching Academy to be industry best practice.

Pillar 3: Community

Collaborate, develop and support all stakeholders.

- Build Strong connections with relevant stakeholders.
- Promote diversity throughout the community to increase participation.
- Foster health and wellbeing through various resources, training and education.

Pillar 4: Facilities

- [Secure long-term access to key facilities.](#)
- [Continue to advocate for football facilities that better address current and future needs.](#)
- [Continue to develop relationships with key stakeholders for prospective venues.](#)

CLUB MANAGEMENT

For a club to grow and be successful it needs to operate effectively

The [Toyota AFL Club Help](#) has a variety of resources which have been developed to support club management, see below:

[Club Management](#)

- [Club Committees](#)
 - Club Constitution
 - Club Incorporation
 - Club Committee Role
 - Club Committee Structures
 - Establishing A Committee
 - Developing Your Committee
 - Managing Conflict
 - Delegation
 - Annual General Meetings
 - Committee Meetings
 - Succession Planning
 - Club Committee Season Calendar

- [Club Management Templates](#)
 - Meeting Rules
 - Committee Meeting Agenda
 - Committee Meeting Minutes
 - AGM Notice of Meeting Template
 - AGM Agenda
 - AGM Meeting Minutes
 - Club Annual Report
 - Committee Nomination Form

- [Planning](#)
 - Strategic Planning
 - SWOT Analysis
 - Mission Statements
 - Club Values
 - SMART Goal Setting
 - Succession Planning
 - Financial Planning
 - Communication Plan
 - Marketing Plan
 - Community Facilities Development
 - Vision Statement
 - Club Committee Season Calendar
 - Club History

- [Financial Management](#)
 - Club Treasurer
 - Financial Reporting
 - Financial Risk Management
 - Tax Compliance
 - Insurance
 - Financial Planning
 - Operating Club Finances

- [PlayHQ](#)
 - PlayHQ Training Webinars
 - PlayHQ Resources
 - PlayHQ Support
 - PlayHQ FAQ's

- [Volunteer Management](#)
 - Managing Conflict
 - Delegation
 - Volunteer Coordinator
 - Volunteer Recruitment
 - Volunteer Retention
 - Volunteer Recognition
 - Volunteer Dismissal
 - Succession Planning
 - Club Appointed Umpires
 - Volunteer Job Descriptions
 - Umpire Recruitment For Junior Clubs

- [Risk Management](#)
 - Managing Conflict
 - Financial Risk Management
 - Insurance
 - Risk Management Process
 - Complaint Hearing
 - Code of Conduct
 - Poor Sideline Behaviour Juniors
 - Poor Sideline Behaviour Seniors
 - Creating a Policy
 - Contracts
 - Australian Consumer Law for Fundraising
 - Make a Complaint

Club Governance

Governance is the process of directing and managing organisations. Influencing how organisational objectives are set and achieved, dictating the rules and procedures for making organisational decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

Effective governance requires leadership, integrity and judgement. Furthermore, effective governance ensures that the decision making is made more effectively and that the organisation demonstrates, transparency, accountability and responsibility in everything they do.

Poor governance can be a result of inexperience, conflicts of interest, inability to manage risk, inadequate or improper financial controls and poor systems and reporting. Ineffective governance practices not only impact the club but can filter down to affect the sport.

Governance concerns three key issues:

- How an organisation develops strategic goals and direction
- What systems a board/committee has in place to ensure the strategic goals are being achieved and that it complies with legal and regulatory obligations
- Ensures that the board/committee is acting in the best interests of its members

Club Composition & Roles

Most clubs will have an established management committee from when the club was first formed. The committee is a team who are responsible for managing a club on behalf of its members. It is recommended that all organisations ensure that they have a clearly defined structure that outlines the roles, responsibilities and powers of their committee. This structure should be clearly documented and should:

- Enable strategic guidance of the club through:
 - Conducting the club's long-term planning
 - Developing club policies and procedures
 - Manage external relationships
 - Liaising with members
 - Conducting appraisals on club performance
- Outline the respective roles, responsibilities and powers of the committee
- Ensure the committee is monitored and managed effectively and outline how they are accountable to their members
- Ensure a balance of authority so that no single individual has unfettered powers.
 - Ensure that the majority of committee members are elected by its constituents, in particular the President/Chairperson

The size and structure of a committee will vary depending on the size of a club. The traditional structure of a club may have the following areas of operation:

- Football
- Administration
- Financial
- Facilities
- Communications/Social

Committee Positions within a Club – Resources available from [AFL Club Help](#) including:

- Chairperson/President
- Vice President
- Treasurer
- Secretary
- Registrar/Membership Officer
- Child Safety Officer
- Facilities Manager
- Football Operations Manager

Guide to Effective Meetings

When committees meet, they can often get caught up in “shop talk” and fail to follow through on agreed actions. In order to prevent this from occurring it is important for meetings to be managed effectively. The chairperson/president should manage the meeting as per the agenda. Throughout the meeting they should:

- Ensure discussion stays on topic
- Ensure everyone's voice is heard
- Decide when discussion should be brought to a close
- Not engage unless their opinion is sought
- Summarise the issue to aid in decision making
- If it is apparent that a decision can't be made, then the item should be allocated to a working committee for report at the next meeting.

Most committees are made up of volunteers and as such meetings should be run efficiently and effectively. Some key points to be remembered for effective meetings are:

1. All briefing papers should be read prior to the meeting, not at the meeting
2. Committee members are expected to fulfil their roles between meetings, the purpose of a meeting is to check on progress of agreed actions
3. Each committee member shares collective responsibility and ownership of agreed decisions irrespective of their person view or vote on the matter.

Volunteer Management

Volunteers are the backbone of football clubs. According to an unpublished study by Dr Lisel O'Dwyer in 2014, it estimated the annual economic contribution of volunteering in Australia at \$290 billion. Volunteers often will also incur expenses related to their volunteering such as phone calls, printing, travel cost, etc.

The number of sport and recreation volunteers has remained steady over the past five years, but the way they volunteer has changed. With today's busy lifestyles, people prefer to volunteer for shorter periods on single or limited projects. They want a fulfilling experience and for someone to thank them for their efforts. Clubs must have a Volunteer Management Program that is innovative and flexible if they are to better meet the needs and expectations of the modern volunteer.

Recruiting Volunteers

Some clubs are quite large and have a long history of volunteering, others may not have the processes or procedures in place to assist in finding and retaining volunteers. Below are some steps your club can take to assist in finding suitable volunteers:

Assess your needs

Before you begin recruiting for volunteers it is important to conduct a self-assessment to determine the requirements for your club.

VOLUNTEER AREA	NO. OF VOLUNTEERS	WHEN REQUIRED	SPECIFIC TASKS
E.G. TEAM MANAGERS	1 PER TEAM MIN.	THURSDAY END OF TRAINING AND MATCH DAYS (SUN MORNINGS)	ATTEND INDUCTION, PREPARE MATCH DAY PAPERWORK, ORGANIZE MATCH DAY VOLUNTEERS, SUBMIT RESULTS ONLINE, ASSIST COACH WITH ADMIN. WHERE NEEDED
E.G. CANTEEN MANAGER	1 MINIMUM	SUNDAY MORNING WHEN GAMES ARE SCHEDULED	ATTEND INDUCTION, MANAGE VOLUNTEERS, INDUCT VOLUNTEERS OPENING/CLOSING OF CANTEEN, CASH HANDLING, BANKING, REPORT TO COMMITTEE

Recruitment

If you need assistance in finding the right volunteers for your club there are a number of websites that you can advertise on:

- [Sportspeople](#)
- [Seek Volunteer](#)
- [GoVolunteer](#)
- [Good Company](#)

Ensure that you are advertising well ahead of when you want the volunteers to start as you need time to advertise, receive responses, interview and appoint volunteers. Where possible it is best to look within your membership base before searching externally. Universities and Tafes may also have students looking to complete volunteer work placements relevant to your roles.

Screen Volunteers

In order to ensure that you maintain a child safe and enjoyable environment it is important that you screen all volunteers. Most clubs throughout the country don't have a formalised system in place for screening volunteers and in some instances, it isn't always necessary or practical to do so. The steps outlined below are a recommended best practice to ensure that you are creating the best environment for your members. This following process outlines steps that your club can take to determine the suitability of volunteers for the roles within your club.

- **Create a Position Description:** This will ensure that you and the candidate understand the needs and requirements of the role
- **Applications:** Where possible or required have an application process which collects the basic information (name, address, contact details, referees)
- **Interview:** Develop some standard questions to ensure every interview has a consistent format
- **References:** Follow up with referees particularly for roles in which there is a high level of risk e.g. treasurer, child safety officer etc
- **Working with Children Checks:** being a junior league every person you appoint should be completing a Working with Children Check, at a minimum, which is uploaded into Everproof. This assists in maintaining a child safe environment.
- **Induction:** You should appoint a buddy/mentor/volunteer coordinator to ensure every volunteer understands their role in relation to your club
- **Supervision:** Where required there should be regular supervision and reviews based on the position description
- **Revision/Feedback:** to ensure the relevancy of the roles and the value of the volunteers you should conduct reviews with your volunteers and modify the roles where required

Retaining Volunteers

When recruiting volunteers, it is important to understand why people want to volunteer for your organisation. The motivation behind why people volunteer can have a huge impact on the length of their contribution to the organisation. Ensuring that your volunteers feel valued through empowerment and recognition will assist in retaining and recruiting volunteers.

Most clubs appoint people to key roles such as President, Secretary and Treasurer however few provide support to their most valuable resource, volunteers! Why not appoint a Volunteer Coordinator, who's role it is to support and guide volunteers at your club? The Volunteer Coordinator duties can include:

- Assignment: - working out what your club requires volunteers for
- Develop position descriptions for each role (see resource for examples)
- Plan recruitment strategies
- Recruit in line with your club's Child Safety Recruitment Policy
- Create induction kits and programs
- Develop policies and procedures for volunteers
- Create and manage a volunteer database
- Arrange training and education procedures
- Develop a recognition program

By having someone to manage volunteers you can ensure you have the correct amount of staff for the roles available and the right people for these roles. Although the general thought is the more volunteers the better, if you don't have enough work for your volunteers they may start to feel underutilised and undervalued. On the other hand, if you don't have enough volunteers your existing volunteers may begin to feel that they are being stretched too thin and this will cause undue stress. Getting the balance right is integral to ensure the ongoing contribution of volunteers at your club.

Rewarding Volunteers

A volunteers' motivation for ongoing involvement rests on their feeling of worth and accomplishment. The act of recognising and rewarding volunteers ensures that your volunteers' efforts will not go unnoticed, which is essential if you want your volunteers to stay involved in your club.

Volunteers like to be recognised in variety of ways and acknowledging their individual needs and benefits sought by volunteers is important. To determine what works best for your volunteers, ask them! For some, the act of being asked for input is recognition enough. The more you know about a person or group, the more you can personalise the recognition. Get to know your volunteers, build a relationship on mutual respect and appreciation that can be transmitted in everyday language. Never give recognition for personal gain or if it isn't deserved as you will lose respect and may belittle your volunteers.

Recognition and reward programs do not need to be complex. The easier they are to set up and manage the more likely they will be adhered to. Some guidelines to volunteer recognition are:

1. Immediate – recognise efforts as soon as possible
2. Specific – give personal recognition over general when possible
3. Consistent – recognise everyone's achievements, avoiding favouritism
4. Sincere – mean what you say, be genuine
5. Enthusiastic – be positive and upbeat

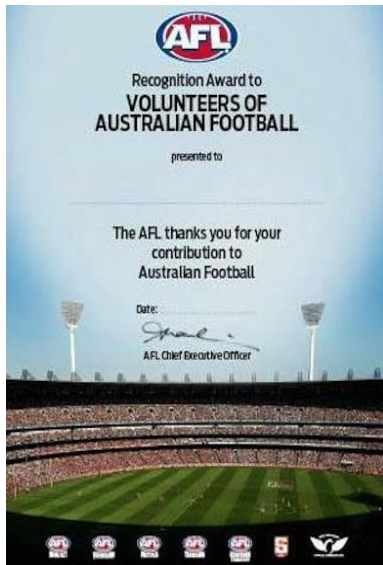
Some avenues for recognising your volunteers are listed below:

- Special awards for volunteers:
 - volunteer of the month and of the year – presented at monthly meetings and the AGM
 - life membership for long serving or exceptional volunteers
- Articles on individual volunteers published in the club newsletter, local paper, website or social media
- Providing volunteers with identification badges, pins, caps and T-shirts
- Get volunteers to train and mentor other volunteers
- Have the teams or committee write thank-you notes to every volunteer
- Nominate your volunteers for local and state awards
- Hold a 'Volunteer Night' at the beginning and end of each season for all volunteers
- Reimburse volunteers for all 'out of pocket' expenses
- Provide recognition certificates to every volunteer
- Acknowledge volunteers at all club meetings
- Provide letters of reference to volunteers
- Send birthday cards to volunteers or get-well cards when they are sick
- Participate in the ASC's Thanks Coach or Thanks Official Programs (adapt to other administrative positions around club)

- Participate in the AFL Volunteer Recognition Program and any state/territory football recognition programs
- Reduce club membership fees for volunteers, depending on their level of involvement
- Pay for any coach/umpire/administration courses, providing that in return, coaches, umpires and other volunteers make a commitment to the club

AFL Volunteer Certificate Recognition Program

The AFL have created AFL branded volunteer recognition certificates.



1. [Download certificate](#)
2. Right click and save the file to your computer
3. Open the file using Adobe Reader
4. Edit the Name and Date by clicking on the existing text and then typing the name of the person you wish to recognise and the date you want listed on the certificate
5. Click file, save as to save the certificate to your computer
6. You can then arrange to print these yourself or professionally through a local printing company (e.g. Officeworks) and distribute as you wish

PLANNING

Club Planning

No matter what level, activity or size planning is key to the success of any club. Without adequate planning many clubs are reactive, responding to situations as they arise, and fail to consider future needs.

Planning helps to:

- Evaluate the club by looking at the where the club has come from, where is it now, where it wants to go and how it is going to get there.
- Identify the club's main objectives.
- Encourages member involvement at all levels.
- Improves financial planning and accountability.
- Adjust to changes in the current environment.
- Ensure that resources (human, physical and financial) are used effectively.
- Bring order to what can be a hectic volunteer business.

Planning Process

In order to give planning the required attention it needs it is important to set aside a designated time, perhaps a day or half a day for a planning meeting. The meeting should be long enough to develop the basic framework of the plan. The length of the meeting will be determined by the size and complexity of your club. Subsequent meetings should be planned out to ensure that planning and reviews are ongoing.

It is important to ensure that you try to involve as many people in the planning process as possible. The more people who are consulted in the development process will ensure that the plan will be an accurate reflection of your club. An additional benefit of this is that when people feel included in the process they develop a sense of ownership and will be more willing to contribute to the plan's implementation and success. People you should consider involving are:

- Committee members
- Volunteers
- Coaches
- Players
- Parents
- Paid Staff
- Facilities Operators
- Officials
- Sponsors
- Council
- Stakeholders

After the initial planning process ensure a draft is circulated to gather feedback from members to ensure you are addressing the needs of the whole club.

Strategic Planning

A strategic plan differs from the everyday planning for the club. A strategic plan will help to give the club direction in the coming years (usually 2-4 years). It is a document that takes into account the strengths and weaknesses of the organisation, the external opportunities and threats and the strategies that can be put in place to address or build on these. Your strategic plan can be quite flexible to accommodate for any unexpected challenges.

A strategic plan will include:

- A vision and/or a mission statement
- Core business areas of the organisation
- Goals and objectives related to these business areas for the period of the plan
- What needs to be done to achieve the objectives
- Timelines for achieving goals/objectives
- Outline the financial risk of meeting the goals/objective
- Outline how you will measure the success of the goals/objective
- Outline the priorities within the goals/objective

From the strategic plan you can separate any immediate (within the first 12 months) goals/objectives into a separate document call the operational plan that lists the priorities for the coming 12 months.

Marketing Plan

A marketing plan outlines the strategy that your organisation will utilise when marketing. It should outline:

- the product or service you are offering
- who you are offering it too (your target audience),
- what your objective is
- the process you will take in implementing the strategy.

It is recommended that you have a marketing plan for each service or product that you are offering as the process and reasons for the marketing plan will differ. Please refer to the [Marketing and Fundraising](#) section of this handbook for further information.

Financial Planning

It is important that all clubs have sound financial management to operate effectively. By ensuring that the financial aspects of the club are in order they can plan for the future with a sound understanding of budgetary constraints.

Clubs that have poor financial planning often struggle to account for finances and experience cash flow issues which can inhibit growth. It is critical that clubs, in particular presidents and treasurers, have a basic understanding of the key financial processes and requirements and develop sound work practices to ensure the workload is minimized. Please refer to the [Finance](#) section of this manual for more detailed information.

Succession Planning

Succession planning is the process that ensures that your club doesn't cease to operate if one or multiple members relinquish their commitment. The questions that are often asked are:

- Why is it always the same people who put their hand up to help out?
- Why is it always the same people attending meetings?
- What would happen if they left the club tomorrow?

Most of the clubs' volunteer turnover occurs at the Annual General Meeting (AGM). A succession plan is necessary in identifying potential leaders within the club to be and providing them with opportunities and development pathways to leadership positions. Clubs that plan for a transition process into leadership positions are less likely to experience disruptions to their operations as there are people who have the tools and experience to step in when roles are vacated.

Important Tools in Succession planning:

- **Strategic/Business Plan:** This is a working document that outlines the club's goals and priorities. It should be consulted throughout the year to ensure the clubs actions are in line with its goals.
- **Position Descriptions:** This will assist in recruiting new people to the various roles within the club, outlining responsibilities and the expected time commitment and required skills. Some sample job descriptions have been included in the Appendix.
- **Policies and procedures manual:** This outlines the day-to-day tasks at your clubs and who is responsible for completing them. It should also contain the club's policies on health and safety issues, selection processes and volunteer management.
- **Reporting procedures:** these show the lines of reporting back to the committee, either directly or through sub-committees
- **Educational and development opportunities:** providing education and development will assist in increasing job satisfaction and will assist in developing the skill level of each volunteer.
- **Mentoring youth members:** by encouraging youth members to assist committee members you can assist young people in developing skills that will not only benefit them but the club. By learning these skills from the people who are actively working around the club you will have people who can cover the role in the interim or for a longer term if the position is vacated. By empowering young people with in the club you will find that they will be more willing to give back in the future.

Barriers to succession planning:

- **The gatekeeper:** the one person while holds all the knowledge within a system only they understand
- **The irreplaceable:** believing that some members/volunteers are irreplaceable
- **Poor records:** lack of formalised reporting procedures
- **Poor management:** A lack of volunteer management (recruitment, training, screening, orientation, recognition, replacement)
- **Exclusivity:** certain members (usually senior members) take all the administrative responsibility, restricting the development of other members with interest in the area
- **Lifers:** committee members who have served the club for many years and are unwilling or fearful of stepping down
- **Fear of Change** a culture within the club that is averse to change

Outgoing committee members should always pass on as much knowledge as possible either to the committee or the person replacing them. Through knowledge sharing new members can gain insight to the roles and develop an understanding of past experience to help avoid future pitfalls and achieve success.

LEGAL AND RISK MANGEMENT

Legal Responsibilities

One of the biggest legal decision that your club will face is whether or not to incorporate, it is a particularly important for those people who sit on the executive committee or who have decision-making functions within the club. This decision is about assessing the level of risk that members are willing to take on behalf of the club and it should regularly review their situation, especially if there is a signification change within the organisation.

To assist in deciding if your organisation should incorporate you should look at what activities your organisation undertakes now and what it plans to undertake in the future. Although there is no legal requirement for a football club or association to become incorporated, there are legal ramifications of being unincorporated. The legal rights and obligations of an unincorporated club will fall on the individual members in the eyes of the law.

Before you make any decisions in this area the SMJFL recommends that you seek professional or legal advice that is specific to your situation.

What is incorporation?

Incorporation gives your club its own legal identity, making it a separate legal entity from its members. This means that it is the entity that has rights and obligations under the contract, not the individuals that make up the club. Once incorporated the club can enter into a contract, sign a lease, employ people and sue and be sued.

Limited Liability

Limited liability offers a significant benefit creating a distinction between the club and its members protecting them from personal liability for the club's operations.

It is important to remember that the directors/officers of and incorporated club will have duties that are prescribed by legislation. If a director or officer breaches their duties then limited liability will not protect individuals. Some of the duties that are prescribed by legislation are:

- Always act in the best interests of the group
- Always be honest and careful in your dealings with both the group and on behalf of it
- Be informed of what the group is doing and how it fairs financially
- Ensure proper financial records are kept
- Ensure all debts are paid on time

There is also the possibility that breaches of other state or Commonwealth legislation may affect the personal liability of people in a position of governance. For example, environmental and work health and safety legislation now often provides that both a company and its directors or persons in its management will be guilty of committing offences committed by the group regardless of involvement. If unsure of your obligations, ensure you seek further professional or legal advice.

Obligations of Incorporations

Prior to deciding to incorporate your club should consider if it can comply with the costs, requirements and ongoing obligations of incorporation. Those involved must be willing to dedicated time to complete certain tasks (such as organising meetings and keeping proper financial records). It also means that certain aspects of your organisation become publicly available (for example, the names of certain office bearers, some financial information and the rules of incorporation for your group).

Each structure will have specific requirements depending on the state or territory in which you are based. In general, some requirements of becoming incorporated for an unincorporated not-for-profit group are:

- Have a name (which may include 'Incorporated' or 'Inc' or 'Limited' or 'Ltd' after it)
- Have a constitution, a set of written rules, with purposes that the groups agree to operate in accordance with
- Pay a registration fee to the relevant state, territory or federal government (this may be up to \$500)
- Have a minimum number or members that are required to hold certain positions in the group (e.g. secretary, treasure, management committee)
- Record names of members in these positions and provide them to government, which will be made publicly available
- Hold specific meetings and keep records
- Provide the government with financial information regarding the organisation
- Pay an annual fee to government

Other requirements may vary depending on your structure. Your organisation must be sure that these are commitments that they are willing to make prior to incorporating.

Risk Management

It is important to be aware of what can occur at your football club and take the necessary steps to reduce the chance of incidents occurring. Given the increasing occurrence of individuals holding organisations accountable for their actions and the difficulty of obtaining the appropriate insurance, risk management is a vital aspect to modern football management at all levels.

It is important to take a structured approach to risk management in order to demonstrate to insurers and others that as a club you have taken the appropriate measures to reduce, if not to eliminate risk.

Importance of Risk

If you don't take risk seriously it increases the potential that someone could get seriously hurt, leaving your club open to legal action. Steps to avoid this:

1. Appoint a risk manager within your club to review the risks you face.
 - a. Utilise fresh eyes e.g. a council representative
2. Document your risk management policy so you can refer to it as required
3. Undertake regular risk assessments in the following areas:
 - a. Physical Risk
 - b. Financial Risk
 - c. Ethical or moral risks
 - d. Legal Risks
 - e. Child Safety Risks

Negligence

Negligence as stated in common law is the failure to exercise reasonable care that a normally careful person would in any given situation. Clubs and their members need to be aware that they can be held legally responsible for injuries and losses that may occur in the conduct of activities.

While much of what is in the Wrongs Act applies the common law of negligence, there are some modifications. The most important is that an occupier or manager of land is not liable for obvious dangers (see Section 53 & 54 of the Victorian Wrongs Act 1958).

However, Section 50 of the above Act, provides that:

"A person (the Defendant) who owes a duty of care to another person (the Plaintiff) to give a warning or other information to the Plaintiff irrespective of a risk or other matter, satisfies that duty of care if the Defendant takes reasonable care in giving that warning or other information."

Clubs have a duty of care to warn users of potential hazards to assist in reducing the likelihood of incident (e.g. faulty equipment, trip hazards, etc)

Insurance

Having the most appropriate and comprehensive insurance cover is vital for all clubs involving volunteers. It is the responsibility of the club to be familiar with the policy and its clauses and provide details to members and volunteers.

SMJFL Insurance

As a benefit of affiliation with SMJFL, clubs are covered by the Australian Football National Risk Protection Programme, managed by Marsh. All clubs within the league are covered at a Bronze level of cover for Personal Accident Insurance

Types of insurance

Types of insurance you might wish to consider:

- **Public Liability Insurance:** To cover an organisation for its legal liability to third parties for personal injury or property damage caused by an occurrence in connection with the insured organisation's business activities
- **Personal Accident Insurance (covered by affiliation with SMJFL):** To cover volunteers for any out-of-pocket expenses following accidental injury, disability or death while carrying out their work on behalf of the organisation. This type of insurance would normally cover loss of income
- **Directors and Officers Liability:** To compensate committee members and office bearers for loss, including legal costs, where they have committed a wrongful act in the running of the organisation
- **Professional Indemnity Insurance:** To compensate the organisation for loss incurred through a claim made against the organisation for breach of professional duty arising from negligence, errors, omissions, defamation, loss of records or documents, dishonest acts, etc by volunteers or paid staff
- **Motor Vehicle Comprehensive Insurance:** To cover vehicles owned and driven by volunteer or paid staff for loss or damage to the vehicle or third-party property
- Other types of insurance for clubs to consider include property/contents, products liability and events insurance

Safeguarding Children and Young People

From 1 July 2022, the new Child Safe Standards will apply to sporting organisations that operate and provide sporting services to children within Victoria (including National Sporting Organisations). The Standards apply to organisations as a whole, not only the areas that work with children. The standards are flexible and principle-based initiatives to increase the safety of all children within the organisation.

The Standards apply to all personnel in an organisation. This includes:

- Board of Management / Committee Members
- All paid staff (CEO, Executive, Employees)
- All Volunteers (Coaches, officials, administrators, scorers etc)
- All students on placement
- Any contractors the organisation engages

In response to the introduction of these standards, the South Metro Junior Football League (SMJFL) and all of its affiliated clubs must implement a number of measures to ensure compliance and to instil a culture of child safety into the organisation.



FINANCE

Financial Operations

The treasurer/financial manager is responsible for the day to management and reporting of the club's financial resources. Within this role it is recommended that they adopt best practices in financial management in order to be able to report on the financial position of the club. The output of these reports should be presented at the management, committee or board meetings. The following practices should be occurring:

- Constitutional requirement for an annual financial report
- A suitably trained treasurer
- Appropriate accounting system e.g. cash book/ ledgers/ journal
- Existence of approved bank accounts
- Cheque signing authorities - at least three registered with two signatories required at all times
- Set reporting practices for the management committee - standing agenda item for finance
- Asset register and management of assets
- Auditor
- Adopt an annual budget

Club records and reports summary

It is recommended that the treasurer/financial manager maintains the following records:

- Receipt book with carbon copy page
- Petty Cash payment voucher/book
- File for accounts payable
- File for receipts from accounts paid/expenses
- Purchase order book
- Asset register
- Bank Accounts including:
 - Deposit Books
 - Cheque Books
 - Bank Statements
- Liabilities
- Contracts (including Leases)
- Members' registration detail

Reports

- Cash Book (Receipts and Payments)
- Income and Expense Summary (Also known as the Profit and Loss Statement)
- Balance Sheet
- Budget Related Report
- Petty Cash
- Annual Returns
- Auditing
- Accounting for GST
- Depreciation
- Payroll
- Asset Insurance

Budgets

Budgeting is a vital tool in effective club management. Most organisations in particular, government, large national corporations and multi-national corporations all operate with budgets. The reasons behind this can be applied to any organisation such as clubs. A budget provides a club with a better mode of planning, providing greater control over activities and making the club more accountable to its members. In some cases, it can be a catalyst for change, motivating members to achieve financial growth through results.

A budget should be drawn up to meet the needs of the club for the upcoming period, usually a year at a time. Longer term budgets may be required if a substantial future expense is being planned for, such as a facility upgrade or large equipment purchase.

In most cases the financial plan (budget) will be created by the treasurer. All members in particular those involved directly in generating income (such as fundraising) and those involved in spending club funds should have input into the process. The more people that have input into the budget the less likely that important expenditures will be overlooked. This inclusive consultation process should ensure that there is more likely to be full agreement on how the club is financially managed. Members will be more inclined to follow the spending restrictions if they assisted in creating them. During the planning process the strategic and/or business plan should be consulted to assist in finding any additional areas of income and determining any major areas of expenditure in the coming year. From this process the budget can be drawn up outlining when money can be spent and when it should be held in reserve for future projects/payments. The club's financial performance can be measured against the budget through a reconciliation of monthly accounts. These reports should be presented to the committee at regular intervals to ensure that the clubs spending is measured and accountable.

Drawing up a budget

The following is a guide that can be used in preparing a budget:

1. Identify all possible sources of income and expenditure
2. Obtain estimates from all budgeted areas such as administration and programs
Make an estimate as to the amounts that are likely to be spent and received. You may be able to use previous year's figures to assist in gauging these estimates. The budget is an estimated guess of what the coming years expenditure and income will be.
3. Make adjustments for inflation and likely increases in costs from previous years
4. Where possible calculate the amount to be paid or charged for an expense
This is necessary when there are large items of capital expenditure, e.g. purchasing new equipment or completing renovations.
5. Once the income and expenditure has been estimated, draw the draft budget.
Income should prove slightly higher than expenditure to ensure that your club is financially sound.

Once the draft is completed, circulate it to relevant members for feedback. Please refer to the [Club Budget Template](#) as a guide for creating your own budget.

Potential Hazards

In many club administrations there is a lot of focus on the operational aspects of the club and a lot less on the administration, fundraising and finances. As a result, many clubs have a large number of volunteers who step in to help out without the appropriate training and guidance. Common pitfalls in financial management at club level are:

- Payments of accounts and players in cash
- Volunteer bar/canteen personnel are often unsure of prices, procedures and responsibilities
- Unfair pressure on fill-in staff to provide free goods to acquaintances such as free entry, drinks, food, etc
- Stock for bar/canteen is ordered, sold and paid for by one person
- Raffle tickets bought and sold by one person who passes proceeds to treasurer
- Sponsorship agreements are in writing
- "Contra" agreements are incorrectly reported or recorded
- Lack of planning for social events such as timing and communication of events
- Undefined or unclear policies in place regarding cash handling and management

Hazard Avoidance

Through the implementation of policies and procedures in addition to proper induction and training processes many of the above pitfalls can be avoided.

If your club requires financial management support please reach out to the SMJFL General Manager, Clubs & Community. We are here to help.

MARKETING AND FUNDRAISING

Marketing

Marketing is the process of matching a product or service with a group or individual who are may be wanting it.

Marketing is a planned approach to selling your product or service and enables clubs to attract and retain players, members and volunteers. There are five key steps that should be taken when marketing.

1. Defining the service

Before you commence any marketing, you need to identify and understand the product that you are offering. If you don't clearly understand what you have on offer it is doubtful that anyone else will either. If you are unsure of how to define your product begin by listing the benefits that your club or activity offers. Be specific as this will form the basis of your marketing strategy.

2. Setting objectives

In order to achieve your goal you will next have a clearly defined idea of what it is. If your club has a strategic/club plan it should be stated here.

3. Defining the target market

In order to create a successful marketing strategy it is important to ensure that you are aiming it at the appropriate group of people. You will achieve the best results when you tailor your program to suit the audience that you want to reach. Consider the following list when determine your target audience:

- Age
- Gender
- Marital Status
- Occupation
- Ethnic Groups
- Religious background
- Educational background
- Location
- Leisure interests
- Availability for recreational interests

Consider common factors that your audience shares as this may assist with your campaign.

4. Developing the marketing strategy

Once you have identified your objectives and outline your target audience you can begin to develop your marketing strategy. By knowing your audience you should be able to determine the best mediums to used and locations to target.

5. Compiling the marketing plan

A [marketing plan](#) is a documented strategy that outline the steps you will take to achieve your objective. It should outline:

- A description of your product/service
- A description of your target market
- A summary of your objectives
- Outline the steps you plan to take in implementing your strategy.

It should be referred to regularly to ensure that the objectives are being met.

**It is important to remember that a marketing plan will require a financial outlay. Ensure that this is documented in the club's annual plan and budget.*

Fundraising

Fundraising is the process of receiving funds through donations in return for goods and/or services for specific projects or club activities. Many clubs rely on the funds received through fundraising to help provide additional equipment or to fund the renovation of a facility.

Fundraising should be carefully planned to convince the funding sources (public, companies, agencies) that the project is a worthwhile and efficient use of their funds.

Public Register and Exemptions

As per the Fundraising Act 1998, any person or organisation that undertakes fundraising must register as a fundraiser unless they are exempt from registration. Consumer Affairs Victoria maintains the public register of all registered fundraisers. The register is open to the public and enables them to determine whether an organisation that they are considering donating to is currently registered.

It is important to note that although registered organisations will be on the register it is not a complete list of all organisations that are permitted to fundraise, as it does not include the names of organisations that fundraise but are exempt from the need to register.

Exempt organisations

Organisations do not need to register under the *Fundraising Act 1998* (the Act) to conduct fundraising appeals, but must otherwise comply with all the requirements of the Act, if they:

- receive less than \$10,000 gross in a financial year from fundraising
- are not paid for conducting the fundraising, and
- use only unpaid volunteers.

The following organisations do not need to register under the Act to conduct fundraising appeals and do not need to comply with any requirement in Part 3 of the Act - but they must comply with all other requirements of the Act:

- state government schools, school councils, registered non-government schools and some kindergartens
- universities, TAFE colleges and other tertiary education institutions
- public and denominational hospitals, public health services, state-funded residential care services and other registered health agencies funded by the state government
- religious bodies that have authority to marry people
- political parties registered under the Victorian or Commonwealth Electoral Acts
- trade unions registered in Victoria
- federally registered associations of employees, associations of employers or enterprise associations
- licensed children's services that receive funding for a kindergarten program from the Department of Education and Early Childhood Development
- the Anti Cancer Council.

Because all of these organisations are exempt from registration, they do not appear on the public register.

Exempt activities

Organisations are not subject to the Act if they only undertake:

- raffles, lotteries or other gaming activities authorised or permitted under the *Gambling Regulation Act 2003* (raffles and bingo require a separate permit from the [Victorian Commission for Gambling and Liquor Regulation website](#))
- asking a person to pay a fee to become a member of an organisation
- fundraising that takes place within an organisation and is targeted at past and present members and their relatives (rather than the general public), even if the fundraising is for an outside cause
- fundraising in the workplace for the benefit of an employee or his or her close family
- receiving grants from a government body
- receiving sponsorships from commercial organisations (such as corporations, partnerships or trusts) permitted to donate money or benefits to charity
- memorial gifts (such as donations in lieu of flowers being sent to a funeral)
- fundraising for a patriotic fund within the meaning of the *Veterans Act 2005* (this activity is regulated under the *Veterans Act 2005*). For more information, view our [Patriotic funds section](#).

Even if you are an exempt fundraiser, you must still comply with general conduct requirements, including:

- all collectors displaying identification
- keeping collection tins and other receptacles secure

For further information regarding fundraising requirements in Victoria please visit:

<https://www.consumer.vic.gov.au/clubs-and-fundraising>

Sponsorship

Is an agreement between two or more parties in which there is mutual benefit. The agreements can be very specific but at its core all parties must give and receive value.

As there are currently hundreds of groups searching for sponsorship agreements it is recommended that you approach prospective sponsors with a proposal that is prepared and can be presented in a professional manner. The following points should be considered when looking for potential sponsors:

- What can you offer a potential sponsor?
Do you have an event or product that they can put their name to, if so, how can you ensure that they are putting their name to a quality event or team. Show evidence or past performance or detail how you/your members will uphold the value of their brand
- Assess the profit/loss of the venture.
There is no point in pursuing an avenue of sponsorship if it doesn't help to achieve your goal. Work out what both parties' goals to ensure that they will be met before finalising any agreement
- Identify funding requirements and the best avenue for fundraising.
Not all sponsorships need to be monetary in value. If your team needs new uniforms, a clothing sponsor can donate uniforms with their brand on them, if you are building or renovating your facilities, you can approach a sponsor to provide materials at cost price.
- Identify potential sponsors.
The best sponsors are those that have like-minded values who can work together to achieve goals.
- Contact the right person.
There is no point contacting the maintenance person to ask about sponsorships. Make sure you are speaking to the person responsible for marketing and sponsorships.
- Ask for an appointment to meet and present a proposal.
It is a lot easier to turn someone down over the phone. Arrange a face to face appointment, build a rapport with the company. Some organisations will like you to send the proposal ahead of time to be able to prepare questions. If you do send them a proposal make sure you have a copy.
- Most companies will not sponsor administration or staff rather looking for events or programs that will reflect the image of the company or will help to build a positive image for the company

If you do manage to arrange a sponsorship agreement, ensure that you read the contract thoroughly to ensure that you can fulfil all the clauses.

For any sponsorship enquiries contact Cam Watts General Manager – Member and Business Services at business@smjfl.com.au

Grants

Many government authorities provide grants and subsidies to assist organisations in funding their projects, equipment, events, etc. Each funding scheme will have its own set of criteria in order for funding to be granted. Grants are generally one-off payments for a particular item at a state price whereas a funding scheme is a more complex ongoing funding arrangement. The funding scheme will often be closely monitored and require reporting, receipts with the use of performance indicators/targets.

Applying for Grants

When applying for grants it is important to ensure that the grant that you are applying for is relevant to your club and the purpose for which you are seeking funding. Prior to applying for any grant from council you should contact the League's Chief Executive Officer regarding the grant.

When completing an application for funding ensure that any submission you make clearly identifies every aspect of this criteria in order for it to be a valid submission. Below are some tips to remember when applying for grants:

- Make it legible
- Fill in all the spaces
- Be aware of the application close date and make sure you submit your application on time
- Respond to questions accurately and concisely
- Don't make assumptions
- Get someone to proof read the application before submitting
- Use current buzz words in your application e.g. OH&S, communities working together, child safety. In the current political climate the majority of government funding is for projects that benefit families and the wider community
- Seek assistance when writing your application. SMJFL partner with Grant Professionals who can assist you with this process
- Keep copies of all relevant document to assist in fast lodgement of applications (club constitutions, ABN numbers, evident of incorporation)
- Retain a copy of your application for your records.

After finding out the result of the application always complete a self-assessment whether successful or not. This will help determine if you need to review your application process. If unsuccessful ensure you contact the funding body to determine why you were unsuccessful (e.g. Irrelevant or poor presented application, lack of funding for the number of applications received)

For any assistance with grant applications contact [Grant Professionals](#)

Where to find grants

Finding grants can be a difficult and time-consuming process. There are a variety of organisations that provide grants or can assist you in finding grants such as:

- Local governments
- The Department of Health and Human Services provide Government grants and assistance within Victoria through Grants Victoria. For information about available grant and assistance visit <https://www.vic.gov.au/grants.html>
- Sport and Recreation Victoria provide a range of grants and funding for local community clubs through to elite sport and recreations organisations in Victoria. For more information visit: sport.vic.gov.au/grants-and-funding/
- The Sports Australia offers a range of funding for individuals and sporting organisations, visit https://www.sportaus.gov.au/grants_and_funding for more information

MEDIA

Can we combine media and marketing here

Promotion

The purpose of undertaking promotional activities is to create exposure for the sport and for the club. The exposure that is created by these promotional activities can assist in increasing participation, membership and attendance as well as contributing to an increase in support and funding.

In an environment where there is an ever-increasing number of organisations vying for funding it is important for clubs to positively promote themselves to the wider community.

Media Management

Where possible it is a good idea to appoint someone to look after the media and promotional requirements at your club. They may not have set tasks or duties however it is important to ensure that they have the time, skills and support to manage this role effectively. It is important that the club outlines their objectives of any marketing and assists when necessary. Ideally the person appointed to this role should have a basic understanding of marketing principles. A good understanding of the workings of the media will also be beneficial.

It is important to remember that whoever is in this role will be acting as the face of the club and as such will influence the public profile of the club. As such it is important that this role is assigned carefully.

Avenues for promotion

Schools – Primary and Secondary Schools are a great avenue for new members. Assisting schools to run programs can be beneficial to clubs

Friend and Families of Members – Most organisations rely heavily on word of mouth from existing members. Clubs should develop strategies to continually encourage existing members to generate positive promotion and exposure for their club.

Other Sports – Many sporting clubs see other sporting clubs as competitor to them however most active children will play more than one sport. Opportunities may exist for clubs to share resources to mutually benefit each other and increase their membership base.

Community Organisations – local community organisations may assist your club in increasing its exposure and contribute resources for your club's promotional activities

Local Businesses – many local businesses may agree to a sponsorship agreement to exchange services for promotion. Refer to the [sponsorship section](#) in this document for more information.

Local Residents – local residents tend to represent a large portion of your club. It is important to ensure that local residents are kept informed of your club.

Local Shopping Centres – local shopping centre are a great place to generate exposure for your club to local residents

Local Government – local government sport and recreation officers may assist clubs in promoting themselves and their events through newsletters, websites or the community directory.

For any media enquiries contact Zac Jennings Marketing and Communication Coordinator at marketing@smjfl.com.au

Tips for promoting your club

1. **Have a clear purpose** – before commencing any form or promotion it is important to understand what you want to achieve. By detailing what you want to achieve you can determine the appropriate method to ensure you achieve your goals.
2. **Have a consistent theme** – it is important that all promotional material that you create conforms to consistent design. This will ensure that readers can quickly identify who the piece is from and can better connect to the message.
3. **Branding** – further to the theme it is important to ensure that your club's logo and title are on all promotional material.
4. **Create a compelling message** – when developing promotional material make sure that it is compelling. If you wouldn't want to read it why would anyone else?
5. **Promote regularly** – Clubs should ensure that they are in contact with their members on a regular and frequent basis. Consistency will assist in ensuring that you are on the minds of your members, however it is important to manage the balance between regular communications and bombarding members with 'junk mail'.
6. **Know your audience** – determine who you are marketing your promotions to and develop the material with them in mind. There is no point developing a social media campaign for an audience who doesn't have access or aren't interested in social media.
7. **Call for action** – Creating promotional material that has a task for the audience will encourage further communication for the club. For example, if you are recruiting new members, invite them to an information session, or get them to contact a member at the club.
8. **SMART goals** – in order to ensure that you have effective goals with your promotion ensure that they are Specific, Measurable, Achievable, Relevant, Time-bound

*If you are not having success with your promotional campaign, take a step back and assess the process. It may be a certain aspect of the campaign needs tweaking to better reach your audience, such as changing the mode of communication or message needs clarifying. If you are unsure asks your audience for feedback on the campaign.

Publicity

Publicity is a form of promotion. The main difference between publicity and other forms of media is that publicity is not paid for. Generally, it is in story or editorial form in print media or in the non-commercial portion of radio.

All areas of the media are well set up for covering sport, recreation and leisure events and if approached with a relevant idea may delegate someone to cover it. All forms of media, television, print and radio have varying requirements, it is important to contact those in each medium to determine their individual needs. Ensuring that you have a unique angle is important when trying to develop the media's interest. E.g. All four generations of the Jones family have made the representative team.

It is important to be realistic about what the media will cover. Just because AFL is your chosen activity doesn't mean everyone else feels the same way. The media's job is to provide news and entertainment not to humour local clubs.

SMJFL's media team are happy to assist clubs with their promotional and media activities and encourage member clubs to contact us with any news or stories for publication. Clubs should get into the practice of tagging SMJFL and sharing content with the marketing team through the channels below.



<https://www.facebook.com/SMJFL>



<https://www.instagram.com/smjfl>



<https://twitter.com/SMJFL>



<https://www.youtube.com/user/SMJFL>

Working with the Media

One of the most effective ways in which a club can promote themselves is through the media. In order to establish a favourable profile with the media it is important to understand how to deal with them.

Important things to remember:

- Know your subject and be prepared to answer questions
- Believe in the appeal of your product or event and be prepared to sell it to the news or sports editors or chiefs of staff (you will be competing against other clubs or events for the space or time slots)
- Find out what the media want and supply it where possible
- Develop a rapport with journalists and media personnel
- Have or prepare suitable photo/TV opportunities
- Prepare a list of statistics about your clubs, e.g. number of players, number of grand final wins, number of teams, number of volunteers, and know them well.

**The more you can cater to what the media want the more likely you will get what you want.*

SMJFL By-Law 37. Media Comment

As per SMJFL ByLaw 37, a member club or its members must not make any derogatory comment(s) to the media or in any public forum whether verbally or in writing (including any form of electronic communications & social media) about the League, its members or the performance of Umpires. Any such complaints should be made in writing to the Chief Executive Officer.

Social Media

SMJFL acknowledges that the use of Social Media is increasing and has become an important tool for communicating with members and the wider community.

The web is not anonymous. SMJFL Members should assume that everything they write can be traced back to them. It is important that SMJFL Members think of the web as a permanent record of online actions and opinions.

The boundaries between a member's profession, volunteer time and social life can often be blurred. It is therefore essential that members make a clear distinction between what they do in a professional capacity and what they do, think or say in their capacity as an SMJFL Member.

When using the Internet for professional or personal pursuits, all SMJFL Members must respect the SMJFL's intellectual property and follow the guidelines in place to ensure the intellectual property or its relationships with sponsors and stakeholders is not compromised, or the organisation is brought into disrepute

The SMJFL also supports the [AFL's National Social Media Policy](#) and recommends that anyone using social media adheres to the following:

- Always use common sense
- Stop and think before publishing
 - Are you contributing or detracting from the conversation?
 - Is it about the kids?
- Never assume what you upload is private
- Always respect the SMJFL, its clubs, competitors, players, fans and sponsors
- Make regular updates to keep members informed
- Like, share, #hashtag and promote great content about your club and the SMJFL
- Interact with your followers, support by following one another
- Do not use derogatory language or make defamatory statements
- Do not post inappropriate content (i.e. drinking, nudity, etc)
- Do not use SMJFL brand/logo without express permission from the league
- Ignore negative comments – never respond (if you feel a comment is in breach of the Social Media Policy or SMJFL by-law please contact SMJFL immediately)

RESOURCES

[AFL Education](#) – The AFL is committed to ensuring a safe, welcoming and inclusive environment for all people involved in Australian Football. To achieve this, the AFL will adopt a specific and consistent approach to a range of social issues, underpinned by education, awareness-raising activities, support services, social responsibilities, research and evaluation, and compliance.

[AFL Community](#) – The AFL has a variety of resources available to community AFL organisations around the country.

[Coaches](#) – The AFL has a variety of resources to assist in developing and training coaches

[Umpires](#) – Get the latest news, training tools and pathways for becoming an AFL Umpire

[Volunteer Roles](#) – Example job descriptions of roles available within a football club

[Club Help](#) – Connecting clubs and Volunteers

[Volunteering Victoria](#) – State peak body for volunteering

[Coaches' Box](#) – Everything coaches need to know about the accreditation process.

REFERENCES

Xero - <https://www.xero.com/au/>

AFL Community - www.aflcommunity.com.au

Centre for Management & Organization Effectiveness - <https://cmoe.com/blog/a-plan-versus-a-strategy-is-there-a-difference/>

Consumer Affairs Victoria - <https://www.consumer.vic.gov.au/clubs-and-fundraising/>

Facts and Stats - <http://volunteeringvictoria.org.au/wp-content/uploads/2016/08/Facts-Stats-10-Jan-2018.pdf>

Volunteer Management Toolkit - <http://volunteeringvictoria.org.au/repository/volunteer-management-toolkit/>

Facts and Stats - <http://volunteeringvictoria.org.au/wp-content/uploads/2016/08/Facts-Stats-10-Jan-2018.pdf>

What is incorporation and does our group need to incorporate - https://www.nfplaw.org.au/sites/default/files/media/What_is_incorporation_and_does_our_group_need_to_incorporate_CTH.pdf

Reference: https://www.sportaus.gov.au/governance/sports_governance_principles#governance