



Planning Your Club's Future

*As Presented by Leisa Donlan
Chief Executive Officer, Association of Rotational Moulders
Australasia*

What Will We Focus On?

- Operational Planning
 - Workload & Goals
 - Budgets
 - Risk
- Succession Planning
 - Managing Volunteers
 - Committee Dating
 - Speed Dating
- Strategic Planning
 - Starting Immediately
 - Integrating The Plan

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Operational Planning

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Workloads & Goals




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Induction Meeting

- Only needs to be 10-15 minutes
- Should cover:
 - Their position description
 - Read through of policies relating to them
 - Discussion of the clubs management flow chart
 - Any special rules or regulations
 - Written acknowledgement of:
 - Any equipment they have taken custody of
 - Their willingness to abide by the club's policies
 - Proof of identification and blue card (if required)
 - Contact details for their supervisor
 - Details of any training they currently have or are willing to undergo




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Committee Position Descriptions

- Including (Get Your Volunteers To Write):
 - Job title
 - Their immediate supervisor & other committee contact details
 - Place & time they will be expected
 - Their specific duties & responsibilities
 - Special skills or training required
 - Details of their induction
 - Performance review information



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Presidents

Great Presidents Are Leaders

- Always behave well
- Conciliate & protect
- Sets the tone & club culture
- Is the public face of the club
- Inspires and challenges
- Chairs great meetings





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Vice Presidents

Great Vice Presidents Help & Plan

- Support & help the President wherever possible
- Never slide through the year doing nothing
- Communicate the club's message to the members
- Take responsibility for future planning
- Can be excellent volunteer managers



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Secretaries

Great Secretaries Are Super Organised

- Well connected to members & volunteers
- Understand legal aspects of their job
- Excel at communication
- Manage preferences & friendships properly
- Control the size of their job
- Respond quickly



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Treasurers

Great Treasures Understand Money

- Know how to report on money
- Understand how cash flows
- Realise the state of club assets
- Liaise & share in fund raising
- Apply for or support funding applications
- Are always looking for dollars



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Other Committee Members

Great Committee Focus On Their Job

- Put some planning in place for their tenure
- Accomplish work in their portfolio
- Innovate new ideas for the club
- Monitor themselves & each other
- Congratulate each other on good work
- Understand everyone is different but everyone cares



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All Committee Should

- Be well prepared
- Attend all meetings or be available at the club to speak to members
- Recruit new committee members and volunteers throughout the year
- Realise their responsibilities and takes them seriously
- Asks questions (best outside of meeting)
- Put systems in place for the future
- Think strategically
- Handle people and conflict with confidence
- Have great communication skills



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Personal Communication Skills


- Think before you speak
- Always be respectful
- Consider your listeners
- Be clear about what you want
- If you lose your temper, explain & leave
- Understand some people need time to consider new ideas
- Be brave & firm but not nasty

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What's The Right Number?

Committees Don't Need To Be Big To Work..


- Often filled with positions we don't need
 - Does your publicity officer get you noticed?
- Create problems for quorums if too high
 - GM Cx2+1 CM Cx½+1
- We don't ask for any performance level
 - We're grateful if anyone puts their hands up

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Raise The Bar!

Focus These Guys On The Work.....

- **Myths** (Elected at AGM ... Never seen again)
- **Ghosts** (Come to meeting .. Never speaks)
- **Oath Takers** (Make promises they don't keep)
- **MC's** (Try to take credit but don't do anything)
- **Avoiders** (May come to meetings but don't want a job)


Outline Jobs (Create Jobs If Needed)
Encourage Participation
Train
If not working, dismiss them from committee

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Raise The Bar!

Manage These Guys For A Better Culture

- **Backstabbers** (Won't admit they have a problem with you)
- **Attention Hogs** (Don't let others talk)
- **Detail Junkies** (Get stuck on small things)
- **Club Addicts** (Take it all to heart or stay forever)
- **Complainers** (Go outside the committee)
- **Brick Walls** (Never think something new is a good idea)
- **Scary Monsters** (Exhibit bad behaviour)


Address the behaviourIf not working, dismiss them from committee

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Raise The Bar!

Get Rid Of These Guys

- Bullies (Discourage others)
- Friends of Bullies (Tend to replace committee)

Tough Committee Code of Conduct
Chair needs to be very strong
Work together & find a bully buster
Tell them they are bullying
Dismiss them from committee



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Better Than Breathing...

Your Club Wants Aces

- Active people
- Communicate Well
- Enthusiastic & Ethical




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Committee Manual

- Constitution & By Laws
- Policies & Codes of Conduct
- Position Descriptions & Contact Numbers
- Authorities & Delegations
- Minutes of Past 12 Months
- Contracts, Agreements & Funding
- Strategic & Recruitment Plans
- Ongoing Sponsorship or Other Obligations




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Meetings.....

If you had to identify in one word, the reason why the human race has not achieved and never will achieve, it's full potential, that word would be meetings !
Dave Barry, Humorist



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Types of Meetings

- Management Committee Meetings**
 - Committee only
- General Meetings** (Regular, Special or Annual)
 - Involve all members
 - Can be called by members
- Subcommittee Meetings**
 - Delegation from committee
 - Focus on single issue

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The Chair Recognises.....

- No required meeting system
- Different groups meet in different ways
- Formal systems
 - Roberts Rules of Order (Adversarial)
 - Cross Examination Debate (Adversarial)
 - Parliamentary System (Adversarial)
 - Nominal Group Meetings (New System)
- Informal systems

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Committee Meeting Schedule

1. Planning, Induction & Authorities
2. Budget & Personal Goals
3. Normal Meeting & Report
4. Normal Meeting & Report
5. Normal Meeting & Report
6. Review Budget & Club Plan
7. Normal Meeting & Report
8. Normal Meeting & Report
9. Report & Succession Plan
10. Normal Meeting & Report
11. Normal Meeting & Report
12. Review Financial Report & Prepare for AGM

AIAQ requires a minimum of four meetings per year But do you need to get together to meet?

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Working Apart

Consider using VOIP (Eg Skype) or other electronic meeting technology

Flying Minutes or Resolutions By Circular

- Can be via email, fax or letter
- All Directors vote
- Is recorded in the minutes of the next meeting as a decision
- Should be individually numbered and state a concise MOTION with background information.

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Everyone Helps For Effective Meetings

- 10 Days Before Meeting
Ask for brief written reports from committee
- 7 Days Before Meeting
Send out Agenda, Minutes & Reports
- 1 Day Before Meeting
Text to Remind Committee of Meeting
- During The Meeting
Consider using mobiles for reminders
Ask for completion dates
- 1 Day After Meeting
Send out minutes or Action List

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Everyone Should Speak!

IN MEETINGS, ALL SHOULD:

- Report on last month's accomplishments and this month's goals
- Participate in debate
- Suggest new things
- Take part in strategic planning
- Use good manners

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General Business

If you choose to use it

- Always ask at the beginning of the meeting
- Advise members you won't make a decision at the meeting at which a problem is raised

If you choose not to use it

- Have an alternative way for members to have their issues addressed


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Use Digital Voice Recorders

(\$90 - \$250)



Invasion of Privacy Act Sec 43 (1)

- Can tape if you are a party to the conversation.
- Club should have written guidelines that meetings will (or will not) be recorded.



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Annual General Meetings

- Usually poorly attended, 50 Chairs – 6 People
 - Boring, lack of notice (*the George Clune rule*)
- Danger of them being controversial
 - Either too many people or not enough
 - Embrace controversy but handle it professionally
 - Remember if your constitution is silent your committee makes a decision about process
- Danger of lack of nominees
 - Recruitment not a priority with club
 - Plan well ahead for succession to take the pressure off
- Can be made fun or entertaining & be catered for in budget
 - Consider adding \$1 each week for AGM Sausage Sizzle etc

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6 Vitals of AGM

- Attendance Register
- Reports (May be President, Committee or other)
- Financial Reports or Audit
- Level of Insurance
- Appoint or endorse auditor
- Election

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AGM Countdown

Tasks Before The Meeting

- Follow up with accountant for financial information & ensure the final report is accepted at a committee meeting
- Arrange meeting location & time
- Send out notification of the meeting according to your rules
- Send out notification of resolutions & agenda
- If necessary send out proxies
- Read the constitution
- Update your membership list & ensure you know who is entitled to a vote

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At The AGM

Special Resolutions Are

- Decision to Incorporate (Sec 6)
- Change of Name (Sec 35)
- Change to the Rules (Sec 48)
- Decision to wind up (Sec 89)


Tasks At The Meeting

- Ensure proxies or voting rights are established when people enter the ROOM (better to ask them to be sent to the electoral office before the meeting)
- Make sure everyone signs the attendance register & keep a copy!
- Address the agenda & notified resolutions only (if you allow proxies, you can't change anything even if no proxies come back)
- Ensure "handover" takes place properly eg someone is there to chair the meeting during elections
- Don't forget you need a 75% majority of eligible voters for a SPECIAL resolution to be passed (No postal votes are allowed for special resolutions)
- Allow enough time for questions on the audit or financial reports
- For ordinary resolutions (everything other than Special) use the rules in your constitution

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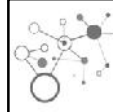
The Annual General Meeting

- Let's Talk About Proxies
 - Most “rules” give a choice of two kinds
 - Specific yes or no
 - Power of a vote
 - Both responses need careful management and a system to ensure they work legally
 - You need a minimum of two officials to count
 - **CHECK YOUR RULES ABOUT WHO CAN BE A PROXY, IT MAY NOT NEED TO BE SOMEONE WHO IS A MEMBER!!**

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The Annual General Meeting


Let's Talk About "The Floor"

- Prior nomination is always best
- If nominating from the floor you must ask if they meet the criteria
- Business from the floor is strictly optional at the discretion of the chair, committee & members
- Special Resolutions not previously notified can't be accepted, only discussed
- Illegal resolutions can't be acted on, even if the members vote in favour
- Don't let members bully you during an AGM

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After The AGM

- Prepare the minutes as soon as possible
- Make sure you know where the attendance list is and keep it with the minutes for next year
- Notify Fair Trading about any changes in the committee
- Submit your annual report
- Advise your insurance company or Association of new committee members
- Safely store the attendee book if you use one
- Arrange for some training between outgoing committee and incoming committee

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Postponing AGMs

What If We Don't Have A Quorum Or Our Audit?

- Committee Meetings
 - Those present may be able to continue and have decisions endorsed by rest of committee
 - Try not to adjourn a committee meeting if possible
- General Meetings
 - If you need to adjourn follow your constitution

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Renton's Meeting Rules

www.nickrenton.com



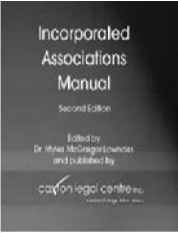

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Incorporated Associations Manual

www.caxton.org.au



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Budgets



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Expert Opinion.....on Boards & Finances


"All board members share equal responsibility to monitor the financial health of the (club). Board members should never defer to the treasurer's or a committee's views without first considering the issue themselves.

Australian Sports Commission

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Provide Comprehensive Plans & Reports

- Prepare a budget at the beginning of every year.
- Monitor income & expenses to the budget.
- Ensure financial obligations are able to be met.
- Profit & Loss, Balance Sheet, Bank Reconciliation to every meeting.
- Make bank statements available to all.
- Never sign blank cheques.

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Monthly Financial Reports

At least original bank statement & cash book report

Best option

- Profit & Loss Year to Date Vs Budget
- Balance Sheet
- Outstanding Debtors
- Outstanding Creditors
- Bank Reconciliation
- Cash Flow


Free Software

- www.ato.gov.au/nonprofit

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Recent Changes


- Level 1 – Over \$100G
 - No changes
- Level 2 – Between \$20G & \$100G
 - Accountant to confirm accounts (not audit)
- Level 3 – Up to \$20G
 - Treasurer's Statement Only

– INSURANCE NOT MANDATORY FOR L2 & L3

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What Should Be Audited

- Financial Records
- Minutes of Meeting
- Asset Lists

Cost of Audit?

- Anything from \$0.00 to \$3,000.00 depending on cost & activity is reasonable for most clubs
- Huge turnovers & lots of transactions will be more expensive

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Understand For Your Audit

Notes To Accounts - Qualified Audit

- Except For: auditor disagrees with committee on accounting policies but doesn't warrant adverse opinion.
- Adverse: when effects of disagreement are material and there is misleading or incomplete information
- Disclaimer: limitation is so material the auditor is unable to express an opinion.




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Tax Free Status


- Awarded by the ATO on request of your accountants
- Relevant if income comes only from members
- Can be repealed by ATO
- Cost savings in accounting
- Isn't affected by registration for GST



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Donations, Art Unions & Bingo



CLUB OFFERS BOOBY PRIZE

Queensland Office of Gaming Regulation

- Category One
 - Proceeds less than \$2000, gross proceeds to winner & done on day of event
 - Tickets to members & guests only
 - Money is prize & back to association
 - Restrictions on prizes (more than \$10,000 cash, surgery, tobacco, weapons, casket tickets etc)
 - No permit or license necessary





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Bank Accounts

- Lots of new options for non profits
- Can cater for multiple signatures online
- Cheque account plus term deposit is somewhat old fashioned solution
- Good management of bank accounts can reduce costs & save on fundraising





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Risk




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Insurance, Risk & Disaster

- Affiliation
 - Could only include participant cover
 - Usual excess on claim \$5,000
- Public Liability
 - May be required by Incorporation (Level?)
- Association Liability
 - May be included in affiliation **Check!
- Volunteers
 - May not be covered by affiliation or insurance, even if affiliated
- Assets
 - Some council's self insure, find out how the assets you use are protected
- Risk
 - Formal risk assessment is vital for every day operations & disasters
- Disaster Recovery
 - Recent events prove a great club will have a disaster recovery plan and disaster mitigation plan!




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Employees & Volunteers

- Workplace Health & Safety
 - Regular venue assessment
 - No bullying or harrasment
- Responsible Service of Alcohol
 - Protecting staff or volunteers
- Discrimination
- Personal Legal Actions
 - Protection Orders
 - Custody Agreements


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Disclosure Statements

- Meaningless to get participants to sign "I agree not to sue you" form
- Helpful to get them to sign "I have been told of the dangers" form



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Permanent Storage Of Information:

- Have key documents scanned to electronic copies
- Keep records on “back end” of site or use group sites for storage
- Ensure even electronic copies have multiple copies made
- Consider obtaining “club” computers and adopt “back up” policies for committee

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Get On The Cloud!

Keep records on “back end” of site or use group sites for storage www.google.groups.com.au or windows live for free!

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Websites Are Already Obsolete

- Don't rely on members to look for your site & information
- All marketing should drive to the site
- Site should at least link to social networking
- Needs to be updated constantly
- Should include a communication tool for members

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Great Communication

besiktas i.k. 1.7 million fans

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Succession Planning



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Managing Volunteers







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Policies For Volunteers

Member Protection Policy Is A Vital Tool



- Discuss A Club Culture You All Want
 - Anti Harassment
 - Bullying
 - Discrimination
- Complaints Procedure
 - Always use the same system
 - Have clear instructions for emergencies
 - Put together a "contact tree"
- Remember once you have it you have to "police" it.



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Blue Cards

- Every committee member must have one
 - Children & Young People & Child Guardian Act S109(2) If the person is a corporation, each **executive officer** of the corporation whose principal place of residence is in Australia must have a current positive notice.
Maximum penalty—500 penalty units or 5 years imprisonment.
 - Executive Officer, of a corporation, means any person, by whatever name called and whether or not the person is:
 - A director of the corporation, who is concerned or takes part in
 - the management of the corporation.



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Blue Card Exemptions

- Police & Teachers only exempt during employment
 - *(not while volunteering)*
- Volunteers must have the card before they start
- NQ has written policy for child protection that clubs must adopt
 - *(not just blue cards)*
- Penalties are up to \$50,000
- Ensure a committee members is aware of your club's responsibilities & makes sure you meet them
- Get more info on www.ccypcg.qld.gov.au or from NQ
- Should your club require ALL volunteers to have a blue card and has exemption from commission to allow them to apply

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Goodies...

Your Club Wants Aces

- Active
- Communicate Well
- Enthusiastic & Ethical





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The Big Changes

- People are less likely to step forward on their own
- People have to be reminded of their promises
- People have to be recognised and rewarded.

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Assess Your Club's Needs

- Decide when, where & how many volunteers you need for each activity
 - Break each activity down into specific roles
 - Allocate "reasonable" amounts of time required (try to limit to 2 hours maximum)
 - Ensure everyone gets a break and their role is covered
 - Allow parents time to watch their children participate
 - Too many is as bad as too few

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Build A Volunteering Culture

- Start with your first contact with members
Review your membership application
- Consider rebates, discounts etc for volunteers
- Prepare some marketing to hand out on membership



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Build A Volunteering Culture

- Marketing for volunteer opportunities
- Talk about your expectations
- Lots of pictures at club, on web, in paper etc
- Start right at the beginning
- Develop & use a system



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Finding Volunteers In Your Club

Membership Application is a must have for any club & provides a mine of information to help you match volunteers to jobs and make it more likely to get a "yes":

- Name & Address
- Telephone Home & Mobile
- Email
- Job & Employer
- Other Skills
- Other Qualifications
- Interests
- Volunteering Opportunities
- Interested In Being On Committee
- Reference
- Identification Check
- Blue Card Check




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Youth Volunteering


- Need a cool website for free?
- Fantastic emails for your club
- Photographs of participation
- Listen to their suggestions
- Give youth a forum to discuss



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Why Don't People Volunteer?

- Never been asked!
 - Face to face or on the phone
 - Newsletters don't work
- Worried they are going to be flogged.
 - Strict rules about time volunteering
- Afraid they can't do the job!
 - Easy to solve with information & training



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Committee Dating





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Legal Requirements For Committee

Incorporated Associations Act - Incorporated Association Committees

Committee Members Must Be

- Members
- Living
- 18 years or older
- Reside in Queensland if Secretary (65kms of border)
- Not be insolvent or a bankrupt
- Not be convicted of an indictable offence (In last ten years)
- Not be a mental patient within the legal meaning (Mental Health Act)



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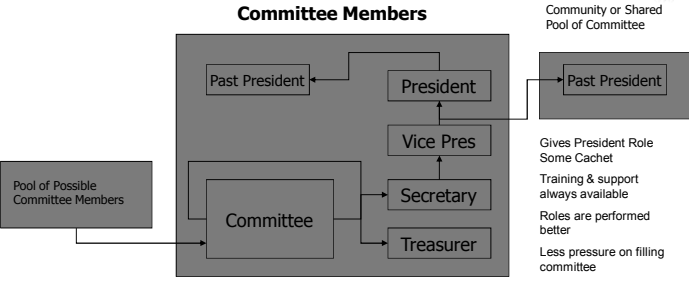
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Ascendancy Plans

Ascendancy produces capable, knowledgeable directors
Smooth handovers, continual planning
But check your constitution


Nomination leaves everything to chance
People nominate even if they don't really want to
Lack of motivation to be a good committee member

Committee Members



Community or Shared Pool of Committee

Gives President Role Some Cachet
Training & support always available
Roles are performed better
Less pressure on filling committee



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Committee Recruiting

- Identify four good quality prospects for each vacancy
- Make initial approach (Amway not Tupperware)
- Get someone else on committee to follow up
- Suggest they attend a meeting to see what it's like



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Committee Recruiting

- Tupperware or Amway?
 - Don't be hesitant or negative
 - Clear your mind of the negatives
- Recruiting is "sales" based
 - Be prepared for the chat
 - Tell positive stories
 - Tell them why you need them & what you want them to do
 - Offer training and support
 - Give them time to consider



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Speed Dating




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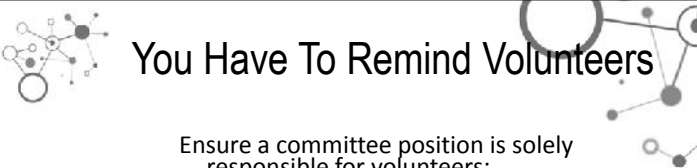


Speed Dating (Short Term Volunteers)

- Make sure you know how many you need
- Be prepared to get on the phone and ask for help
- Listen when people are offering you a hand
- Don't be shy about asking every day for more help.



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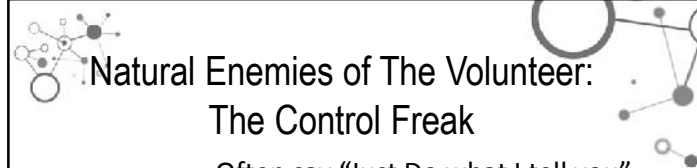


You Have To Remind Volunteers

Ensure a committee position is solely responsible for volunteers:

- Call shortly before the event and make sure they will be available
- Try to reduce the amount of hours each has to work
- Be aware of any financial contribution made by volunteer and offer to reimburse or make a clear policy
- Make sure all volunteers know about any changes
- Consider using SMS, email or other technology

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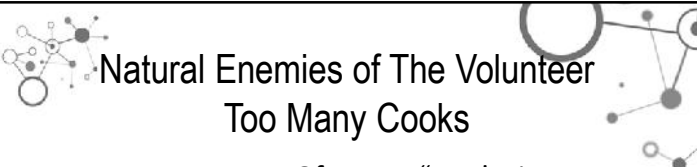



Natural Enemies of The Volunteer: The Control Freak

Often say "Just Do what I tell you"

- Only wants volunteers that do what they are told
- Hates growth, change & new ideas
- Won't be flexible in how people do their jobs
- Sticks to known solutions instead of investigating new things

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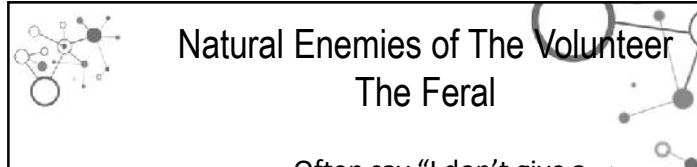



Natural Enemies of The Volunteer Too Many Cooks

Often say "Don't Listen To Them...Do It My Way"

- No-one's clear about goals
- Everyone has different priority
- Club gets high jacked on different issues depending on personal interests

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Natural Enemies of The Volunteer The Feral

Often say "I don't give a %\$#@^ just do what I &^%* & tell you"

- Inflict their personality on others
- Are often insulting & insensitive
- Don't always know they scare people away

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Natural Enemies of The Volunteer The Opportunist

Often say "Since I'm volunteering, I shouldn't have to pay"

- Make decisions to reward themselves without agreement
- Is the beginning of blurring the line between the club's belongings and personal belongings
- Rewards are great, but only with full committee discussion & agreement





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Natural Enemies of The Volunteer The Dead Horse Flogger

Often say "We've got a core group that we can really rely on, so we just use them"

- Overwork loyal & reliable volunteers
- Don't get on the phone & follow up


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Enemy Eradication Program

Get Your Volunteers To Write Position Descriptions:

- Job title, Their immediate supervisor & contact details
- Place & time they will be expected
- Their specific duties & responsibilities
- Any basic qualifications they need, Special skills or training
- Details of their induction
- Should be simple, easy to understand and clear about responsibilities & authority (laminated paper is great)




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Volunteer Rewards

Monitoring System Is Vital

- Book for "sign in" & "sign off"
- Keep track of hours being volunteered
- Rewards should match contribution & performance.
 - Should have a range of different options for different people



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Free Recognition Ideas

- Include list of volunteers
 - Notice board
 - Newsletter
 - Email
 - Website
 - Newspapers
- Use PA system when people are around
- Ask for feedback and input
- Say thank you



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Volunteer Rewards



- Clothing, pins, buttons, hats
- Thank you notes
- Certificates
- Free food or drink
- Pictures with teams & kids
- Training & accreditation
- Articles & Awards
- Pictures on the web, clubhouse & in local stores






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Volunteer Rewards

- **AT LEAST CONSIDER COVERING COSTS**
 - Don't be proud of showing a profit if your club's volunteers subsidise the club
 - Cover costs of phone, travel and other out of pocket expenses for committee
 - Cover travel costs or equipment costs for other volunteers




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Volunteer Rewards

- **MOVING TO PAID VOLUNTEERS**
 - Free Or Discounted Participation
 - Some clubs now offer free membership or participation to committee to make it competitive
 - Rebates for "non volunteering"
 - Take payment at beginning of year
 - Ensure funds kept are used to pay staff to do jobs volunteers were supposed to do




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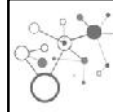
Spend Some Money

- Either for recognition or rewards
 - Club development program (SRQ)
 - Grantslink Volunteer Grants from Families, Housing, Community Services & Indigenous Affairs (\$1,000 - \$5,000)
 - Kmart, Coles etc will often give \$5 gift cards (up to \$200)
 - Partner with local business (eg free coffee and they will probably buy cake)



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Enemy Eradication Program

APPOINT A VOLUNTEER CO-ORDINATOR

- Assess the needs of the club in general and for special events
- Provide job descriptions for all volunteers
- Ensuring policies are in place to protect the volunteers and the club
- Develop a budget for volunteering in the club
- Recruit, select, appoint and deploy volunteers
- Make sure each volunteer has necessary training & support
- Recognise all volunteers where appropriate
- Make sure if volunteers don't fit the club they are exited quickly and professionally via an established system






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Strategies for when all else fails

- There are keys to resolving conflict
 - Constitution
 - Strategic Plan
 - Clubs Aims
 - Members
 - Contract / Liability
 - Directors Code of Conduct or
 - Governance Charter or Committee Manual
 - Member Protection Policy**
 - Controlling Legislation
 - Resignation



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Strategic Planning






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Trends In Your Club

Busy lifestyles, changing family structures & changing word patterns affect club	Shorter volunteer commitments, job sharing & flexible hours are more appealing. Set start and end dates.
Sense of community has diminished as has the concept of giving back. People don't volunteer for the sake of volunteering	Find creative ways to recruit volunteers. Promote your club as a fantastic product. Consider rewarding volunteers.
Baby Boomers are approaching retirement and will be looking for ways to put back into the community.	Baby Boomers have great skills to offer as retired professionals. Make volunteer jobs interesting to them and useful to club.
Steady decrease in number of young people volunteering. Don't understand benefits or considered too young to help.	Look at strengths of young people. Identify special positions. Promote benefits of participation on their resumes.




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Strategic Planning

1. Decide On Your Club's Vision
2. Make Some Assumptions About The Future
3. Assess The Issues (External & Internal)
 Economy, Statistics & Demographics, Culture, Technology, Environment
4. Set Goals
5. Implementation
6. Review




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Strategic Plan – 6 Easy Steps


1. SWOT Analysis
2. Wish List
3. Prioritize
4. Write Out Plan
5. Develop Actions
6. Update & Report



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STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Conduit For Members to Sport	Few Active Members	New Directions For Sport In Queensland	Lack of Resources
Support of Sport	Constitution	Recruit New Members	Larger Sports
Dedicated Parents On Committees	Low Player Numbers	Reform Decision Making Process	Drought
Core of Dedicated Workers	Parent & Friends Time	Use New Ideas	Lack of Parental & Friends Input
Keeness / Willingness	Communication Between Governing Body & Us	Unification of Club, Members & Body In Real Partnership	Lack of Trust Between Committee & Governing Body
Determination	Lack of Support From Parents	To Build a Strong Supportive Community and Focus On Moving The Sport Forward	Baggage From The Past Rumour & Gossip
Well Meaning Executive	Small Band of Volunteers	To Work With More Parents, Find Their Skills & Encourage Participation	Members Feeling Undervalued and Uninformed Withdrawing Support
Members, Parents, Coaches, Life Members	Members Contributions Sometimes Not Valued		Others Who Do Not Feel Involved
Highly Motivated Dedicated Executive With Great Skills & Abilities	Lack of Planning		Burnout For Those Involved




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	Short Term Action	Long Term Action	Delegation
1 Year			
Shorter Meetings	New system for meetings Reason for meetings	Policies Developed Governance Charter	Fred
Cheaper Electricity Bills	Investigate suppliers Find sponsor for lights	Self sustaining lighting (solar?)	John
4 Carnivals Per Year	Survey Members Write to controlling body Arrange Transport	Improve facilities Buy PA system	Pam
2 Years			
New Storage	Investigate funding options Get prices	Get permission from council / landlord Insurance	Annie
Meals / Catering Facility	Check out requirements Staffing?	Purchase caravan	Grace
3 Years			
Permanent Staff	Budget \$20,000 per year as we need \$40,000 in bank Find out about pay systems etc	Recruit someone to work from home initially Employment contracts etc	Brock
Longer Season	Write to controlling body Liaise with other clubs	Lobby controlling body Get letters of support	Alan
10 Years			
New Club House	Ask council for permission Investigate funding options Fundraising	Fundraising Investigate options to increase income	Carl

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Integrate The Plan!

- Don't put the plan in a drawer
- Add key goals to your normal meeting agenda
- Set actions for each goal each month
- Try to focus on a maximum of five goals at a time (one or two are better)
- Don't think it's not working if you are running late

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Think You've Got It Together?

- Next step for great committees is an assessment process.
- SWOT sent to members on committee performance.
- Each member assesses themselves and everyone else.
- Assessments are averaged, discussed and plans for improvement put in place.

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Top Change Tips

Ensure you do some risk analysis involving any changes before you implement them. Reduce as much of the risk associated with the change as possible. Help them manage the RISK, not the change.

Always present volunteers with a written model of the change. Let them spend as much time as needed with the Innovators and Early Adopters.

Never talk abstractly about changes you might make. You will only frighten your audience with uncertainties and concepts.

Allow volunteers to provide feedback on changes and how they could work. Ask them to better define the change, create communication aimed at the rest of the Early Majority.


Give them time to adapt the change to their environment, to improve on what the Early Adopters have done.

Provide plenty of positive feedback and encouragement...they need to know that they will not take the fall if it doesn't work.

Finally, encourage them to develop a full implementation plan, but watch the timing. Too slow and cautious and other people will lose interest. Too fast and these volunteers themselves will jump ship.

Communicate, communicate, communicate

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Managing The Change

Getting Your Committee On Board

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Questions?

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