



FOOTBALL
QUEENSLAND

CLUB SUPPORT HANDBOOK



CLUB SUPPORT



PURPOSE OF THIS GUIDE

Football clubs play an important role in delivering a safe, social and competitive environment for people to participate in our game.

This guide is designed by Football Queensland to assist committee members in operating successful and well-managed clubs.

Club committees are encouraged to use this guide as a tool to find resources and guidance available through Football Queensland channels.



CLUBS & PARTICIPANTS

Affiliated clubs provide participants with access to the Australian football pyramid within Queensland.

The connected pathways, overseen and administered by Football Queensland provide aspirational players around the state with the opportunity to progress from grassroots competitions all the way to selection in Australia's national teams.



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Responsibilities

Clubs must be **incorporated as a legal entity** and comply with all legal requirements of being incorporated. More information on becoming incorporated can be found [here](#). Refer to the [Incorporated Associations Guide from the Office of Fair Trading](#) for more information.

Every club has a **constitution** that is a basic set of rules for the operation of the Club. It contains key information detailing what the club is about and outlines rules and requirements for the club's governance. Learn more about club constitutions [here](#).

A **club committee** consists of members who are elected to govern the club on behalf of its members. The structure of a club committee is outlined in the constitution. Notwithstanding the information in the club constitution, FQ strongly recommends a committee consist of a President, Vice President, Secretary, Treasurer, Member Protection Information Officer & Club Coach Coordinator or Technical Director. For small clubs, a committee of 5 or 6 people is suitable however a maximum of 9 committee members is recommended for bigger clubs.

The basic responsibilities of all committee members:

- Read and be familiar with your constitution
- Understand the conditions under which the club is affiliated to Football Queensland
- Understand your club's purpose – why you exist
- Set the club's strategic, long-term direction in your strategic plan
- Attend all committee meetings and meetings of members, including being well prepared and playing an active role in the club's decision making
- Keep a close eye on the club's financial position at all times
- Engage proactively with members.

All committee members must hold a valid blue card for the duration of their role. View our [Blue Card Club Guide](#) for more information.



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Responsibilities (Continued)

Committee meetings are an essential part of running a club and are typically required to ensure compliance with the Club's constitution. These are the most regular formal meetings that a club holds and the committee should use these meetings to set the club's plans for the year (or for the longer term), review how things are going and make decisions on behalf of the club's membership. More information on running effective committee meetings can be found [here](#).

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

The club constitution will set the timing of the **Annual General Meeting (AGM)**. The AGM is a formal meeting which addresses the reports from outgoing committee members, adopting the financial statement for the financial year just finished and electing the incoming committee.

Several resources are available to assist clubs when preparing and facilitating their AGM:

- [AGM Preparation Fact Sheet](#)
- [Notice of AGM Template](#)
- [Proxy Form Template](#)
- [Operational Position EOI Template](#)
- [Management Committee Nomination Form](#)
- [AGM Agenda Template](#)
- [AGM Minute Keeping Template](#)
- [AGM Attendance Register](#)
- [Ballot Paper Template](#)

Incorporated clubs are required to lodge an annual return with the Office of Fair Trading within one month of holding an AGM. The club is liable to penalty under the act for failing to do so. More information can be found [here](#).

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Role of Committee Members

Suggested roles that should be filled each year (in addition to those listed in the club's constitution):

- **President:** Helps the committee prioritise its goals and keeps the committee on track by working within the club's framework. At an operational level, the major function of the president is to facilitate effective committee meetings.
- **Vice President:** Works closely with and supports the club president to fulfil their duties. Will undertake the duties and responsibilities of the President if they become unavailable for any reason.
- **Secretary:** Primarily responsible for all administration duties and provides the coordinating link between members, the committee and various stakeholders.
- **Treasurer:** Ensures that a financial management and reporting system is in place and operable so the club committee has an accurate understanding of the financial status of the club at all times.
- **Member Protection Information Officer:** First point of call for any enquiries, concerns or complaints about harassment or abuse. Helps to improve awareness of child protection and helps to provide a safe and enjoyable sporting environment.
- **Club Coach Coordinator or Technical Director:** Provide relevant and valued coach support in the club environment, and to monitor and mentor coaches to conduct appropriate quality football activities that will enhance the players' and coaches' experience.

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Role of Committee Members

In addition to the mandatory roles, committee members may also fill the following roles as required by the Club:

Registrar	Volunteer Coordinator	Social media Coordinator	Sponsorship Coordinator	Senior/junior Coordinator
Uniform or Equipment Coordinator	Canteen Operator	Groundskeeper	Media / Publicity Officer	Team Manager Coordinator

All committee positions with the club should be accompanied by a position description which provides the core features for each role. This assists in keeping members on task and aids in recruiting new committee members.

Position descriptions provide members with:

- A clear list of tasks and directions for their role
- An indication of the time required to complete the tasks required
- A written commitment to the club
- A list of essential skills required to complete the job
- A notation of who the position reports to.
- Position description templates can be found [here](#).

All position descriptions should also contain a financial delegation. A financial delegation determines how much a committee member may spend without seeking approval of the entire committee. Certain roles may require higher budgets than other committee members e.g. Club President, Club Treasurer or Canteen Coordinator.

A committee induction should be performed for all new members which includes discussing and reviewing the position description of the role. When committee roles change a detailed handover should occur.

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Committee Communication & Technology

All clubs should utilise generic email addresses for committee members that are owned by the club and retained. This ensures all communication can be accessed by the Club if required.

For example: president@yourclub.com or secretary@yourclub.com

Please ensure that Football Queensland is notified if there is a change to club email addresses.

It is also considered best practice for clubs to be set up digitally with a suitable platform for document storage. This reduces the risk for information to be lost or withheld by outgoing members in personal accounts.

An online platform should provide the club with a document library (with additional storage available for purchase if required), virtual meeting capability and a chat function for direct messaging. All intellectual property remains the asset of the club and not individual committee members.

Learn more about [Google Suite](#) and [Microsoft Suite](#) as suitable platforms.

Club Policies

Clubs may create new policies for the committee and members as required to assist and improve the operation of the club.

These steps should be considered creating a new policy:

1. **Assess** – does the policy already exist, is the policy enforced, does it need updating?
2. **Support** – gather the support of the club committee
3. **Create** – draft the new policy to cover who, what, when, why and how
4. **Non-compliance** – strategy to deal with breaches or non-compliance
5. **Promotion** – consider the timing when promoting to new members
6. **Review** – set dates to review the policy and seek feedback

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Committee Insurance

As a Football Queensland affiliated club, insurance is provided for personal injury, public and products liability and professional indemnity and management liability. Find out more regarding the insurance coverage [here](#).

Management liability provides protection for the club, it's directors, officers and committee members as a result of any wrongful act whilst acting for and carrying out the duties on behalf of the club. More information on the coverage can be found [here](#).

Contents insurance is not provided by Football Queensland and should be investigated by the club if required. To obtain your clubs' certificate of currency, click [here](#).

Delegation of Authority

Within some club constitutions, a delegation of authority framework will exist. Delegations of authority are a key element to ensure effective governance and management of a club by providing formal authority to particular committee members to engage in certain tasks or incur financial liabilities on behalf of the club.

The purpose of the delegation of authority framework is to delegate functions within the club in a manner that facilitates efficiency and effectiveness and increases the accountability of committee members.

For example, delegation of authority framework may provide the Club Executive Committee (usually President, Vice President, Treasurer and Secretary) with the authority to complete certain tasks when required outside of a committee meeting. Where possible, any decisions made under the delegation of authority should be presented at the next committee meeting to be endorsed or debated by the committee.

Tasks may include:

- Enter into supply contracts
- Purchase goods to a set value
- Manage club activities on a day-to-day basis

All clubs are encouraged to have a delegation of authority framework.

Clubs Queensland has created a [Delegation of Authority Framework template](#) for use.

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Best Practice for Clubs

Good financial management is perhaps the most common factor that separates successful clubs from those struggling to grow, or even survive.

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

- Creation, management and monitoring of the annual club budget
- Maintaining up-to-date records of all income and expenditure
- Maintaining the club's cash flow
- Dealing with money received and banking
- Creation and submission of financial reports to the committee
- Payment management for paid employees, players and volunteers
- Submitting tax returns (BAS) if required
- Financial statements for annual report
- Maintenance of financial accounts suitable for auditing

Affiliated clubs must provide an audited financial report to Football Queensland each year. This enables Football Queensland to further support clubs with their annual compliance requirements with ASIC or the Office of Fair Trading.

The level of the club's incorporated determined the auditing requirements e.g. For level 1 incorporated associations, a registered auditor or certified accountant must audit the financial statements. Find out more [here](#).

GST Registration

Clubs that turnover \$150,000 or more must be registered for GST per the requirements of the Australian Taxation Office. If the club has a turnover of less than \$150,000, registering for GST is voluntary. This decision should be made based on the administrative needs of the club.

Find out more about registering for GST and GST implications for grant and sponsorship funding [here](#).

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Club Budget

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

The benefits of a successful budget include:

- Increased financial control
- Avoiding nasty surprises
- Better financial decision making
- Alignment to club goals & strategy
- Keeping committee members motivated

Find out more to assist in creating your club budget [here](#).

Revenue Generating Opportunities

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

Sponsorship

Football clubs, large and small, are ideally placed to create genuine financial and commercial value for businesses. View FQ's [Sponsorship Guide](#) for assistance in attracting and retaining long term sponsors.

Grants & Funding

Opportunities for funding are available to clubs across QLD each year to improve facilities and purchase new equipment. Successful grant applications are based on good planning. Learn how to plan the best projects for grants and tips for preparing a great application [here](#). View upcoming grants for clubs [here](#).

Canteen & Bar

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



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Facilities Hub & Guides

Football Queensland has created a series of Facilities Guides to assist clubs, sport/recreation consultants and local council authorities in assessing facility opportunities, developing plans and delivering enhancements to football infrastructure.

Visit the Facilities Hub [here](#) or click on the below guides to learn more:

- [Building Development](#)
- [Project Planning](#)
- [Field Dimensions](#)
- [Field Construction & Management](#)
- [Modular Sporting Facilities](#)
- [Football Lighting](#)
- [Solar Power Guide](#)
- [Shelter & Grandstands](#)
- [Line Marking](#)



Preferred Suppliers

Football Queensland has a range of preferred suppliers who are industry experts and available to assist clubs at any stage of their facility planning process.



Official Modular Partner



ELECTRICAL & DATA

Official Lighting & Solar Partner



Official Shelter & Grandstand Partner

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Key Register

Clubs should maintain a key register to meet compliance obligations for premises and maintain a high level of security.

Members who are provided with keys should sign them out with a register and return them at the end of the season to be re-allocated.

First Aid & Automated External Defibrillators

Clubs must provide access to the following for all members on gameday:

- Stocked and maintained sports first aid kit
- Stretcher (handheld)
- Ice and ice bags

All FQ licensed clubs in Queensland are also required to have at least one Automated External Defibrillator (AED) accessible when games are being played, to provide participants and attendees with the best possible chance of surviving a sudden cardiac arrest.

The Community Heart fundraising platform has been created to assist clubs in obtaining a life saving AED for their local community. Register your club on the platform [here](#).



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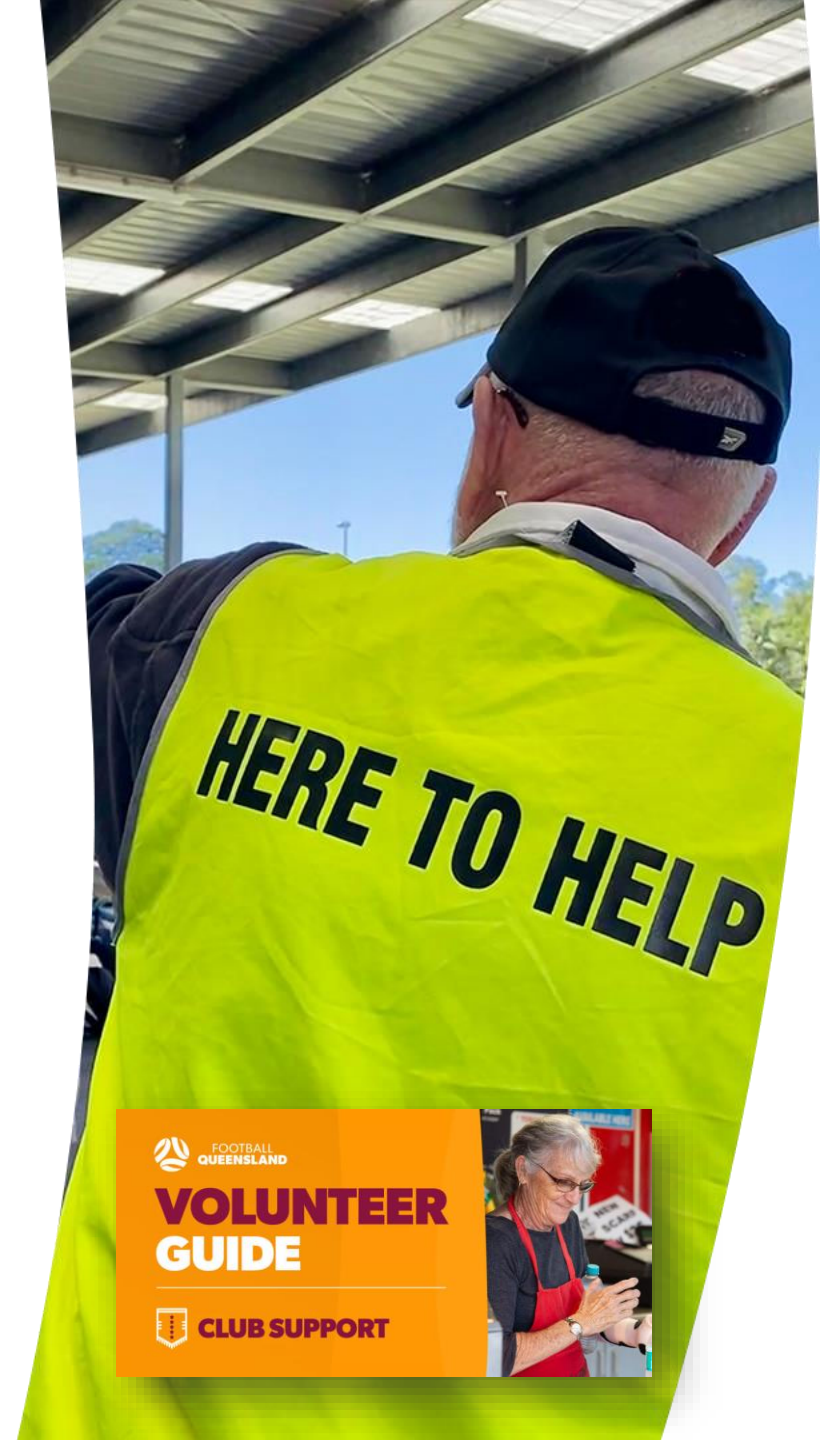
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Engaging volunteers

To assist in building a strong foundation for volunteers to join, stay and encourage others to help, the following is recommended.

- **Understand volunteers:** Identify why people volunteer and how your club can create opportunities for them to assist
- **Volunteer coordinator:** Establishing someone who can coordinate the work being done by the various volunteers involved in the club. This also includes assisting with recruiting, retaining and rewarding volunteers as well as supporting individual volunteers.
- **The Four R's:** Recruitment, retention, recognition and review are the key aspects for every club's volunteer program facilitated by a volunteer coordinator. There are plenty of volunteers in every club just waiting for someone to personally ask them to help.
- **PlayFootball registration:** Clubs should ensure their volunteers are registered to receive benefits including FQ insurance cover, support and resources, opportunity to be nominated for award and receive recognition.
- **Blue Card requirements:** All volunteers within a club (both voluntary and paid) over the age of 18 must hold a valid blue card for working with children. Learn more about this [here](#).

For more information on volunteers, read [FQ's Volunteer Guide](#).



**VOLUNTEER
GUIDE**

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Club Coach Coordinator and/or Technical Director

All clubs must appoint a Club Coach Coordinator or Technical Director to enhance the coaching and playing experience for all involved at their local club.

The appointed person provides support for coaches within the club environment who in turn delivery quality experiences for young players.

View FQ's [Club Coach Coordinator Guide](#) for a position description and further information.

Registration, Blue Cards & Lanyards

Coaches, managers and team officials at every level of the game, must be registered in PlayFootball with the club and hold a valid blue card for working with children.

This registration provides insurance coverage and will enable the registrant to receive an official lanyard to access the field/technical area to fulfil their duties.

Find out more about the Blue Card process [here](#).



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Coaching Courses

Clubs can host community coaching courses including MiniRoos Certificate, Skill Training, Game Training or Senior Certificate at any time during the year. These courses are run by qualified coaches organised by FQ.

Clubs can register their interest to host a course [here](#).

[Advanced coaching courses](#) are held across the state and are available for all registered coaches to attend.

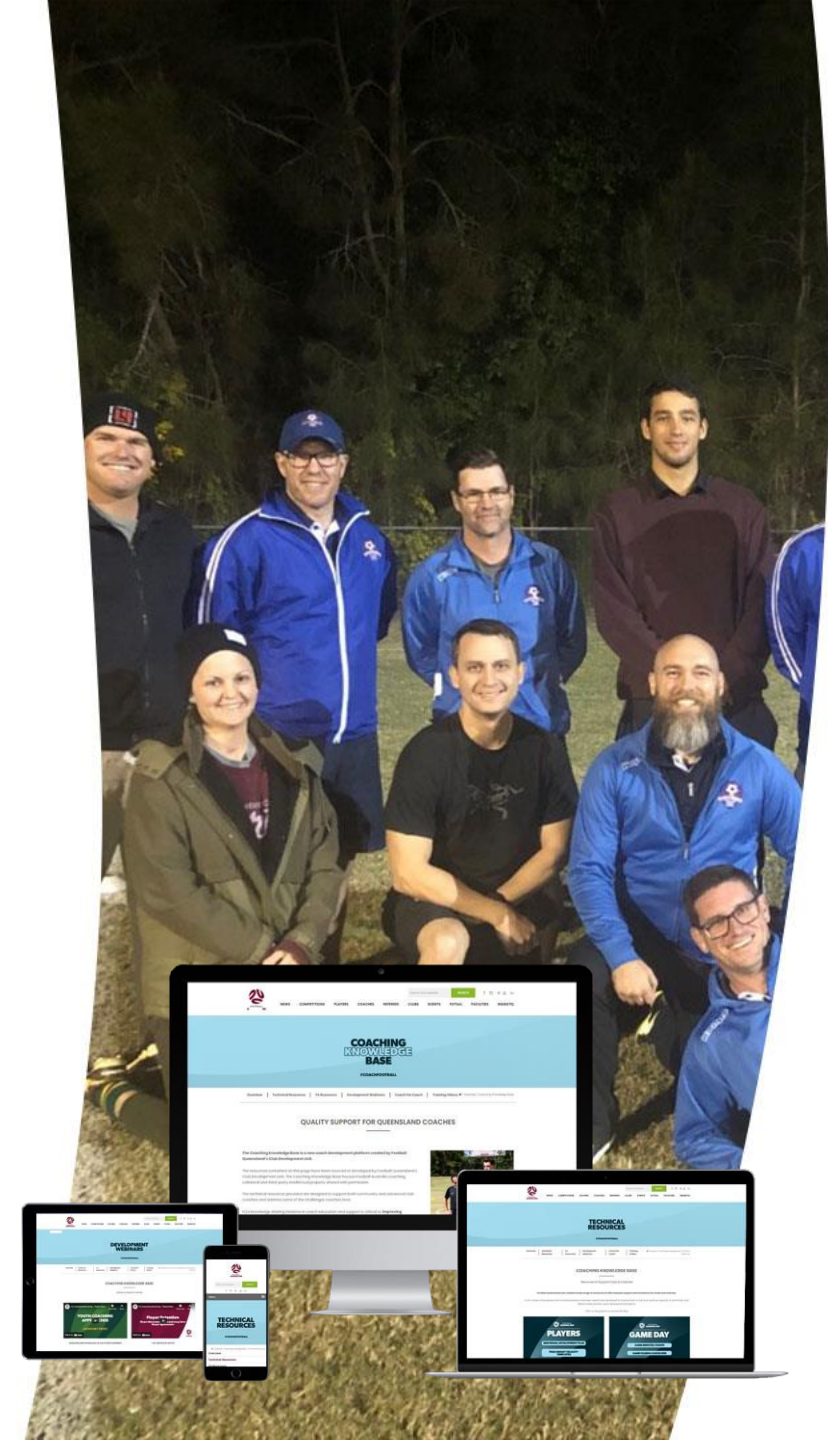
Coaching Knowledge Base

The [Coaching Knowledge Base](#) houses a suite of collateral for Queensland coaches including technical resources and training videos, development webinars, and Football Australia resources, and is also designed to improve clubs' capacity to deliver a best practice youth development program.

Workshops & Webinars

Workshops and webinars are also facilitated during the year hosted by various coaching and technical staff.

Previous sessions including match analysis, coach development and mentoring can be viewed in the [Coaching Knowledge Base](#).



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Club Development

Club Development is Football Queensland's quality assurance and club support process to provide better services for our members, players and coaches across the state.

FQ's Club Development Unit undertakes a club assessment process each year with clubs involved in advanced junior competitions, providing a consistent 'best practice' guide for club technical staff and driving progress in youth development planning, delivery and outcomes.

As clubs progress through the connected football pyramid to advanced competitions, Club Development Ambassadors offer support in developing the technical capacity and standard of clubs to ensure all participants are benefiting from high-quality participation experiences.

The club assessment process also forms part of the FQ Club Shield, which identifies participating club academies as a Gold Academy or a Development Committed Academy based on a number of factors including the extensive technical assessments undertaken by the Club Development Unit.



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Club Referees

Some clubs have internal referee programs to assist with officiating games in-house. Successful club referee programs have a Club Referee Coordinator who is responsible for appointing, developing and supporting the group.

The Club Referee Coordinator is the connection between the club and the Football Queensland referee department. Guidance and assistance is provided to Club Referees through the Club Referee Coordinator.

Contact referees@footballqueensland.com.au to start a club referee program.

Registration & Blue Cards

All referees including club referees, must be registered in PlayFootball and hold a valid blue card if over the age of 18. This registration provides insurance coverage and the ability for resources and relevant information to be provided.

Find out more about the Blue Card process [here](#).

Referee Courses

To increase the number of qualified referees within a local community, clubs can host an entry Level 4 course.

To express your interest in hosting a course, email referees@footballqueensland.com.au. Current Level 4 courses can be found [here](#).



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Key Tools for Recruitment & Retention

Marketing Platform

Clubs can build a strong presence within the local community which creates touchpoints and drives retention and recruitment strategies. Find out how with [FQ's Marketing Guide](#).

Keeping Your Members

Implementing retention strategies will assist in ensuring existing club members return each year. These strategies can be rolled out over the course of a season and are discussed [here](#).

Attracting New Members

Introducing strategies and initiatives to recruit new players, coaches, referees and volunteers will drive recruitment. Learn about recruitment strategies [here](#).

Participation Programs

FQ can assist Clubs in running new programs to attract new members from MiniRoos to Women & Girls and Walking Footballers. Hear more about available programs [here](#) and how to get started.

Clubs can also access FQ's free marketing portal to download logos, templates and request graphics to be created. Register for the portal [here](#).



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Identifying Types of Risks

Risk management is the practice of identifying and understanding risks, such as the potential of committee members resigning or the club encountering financial difficulties and implementing processes to manage them.

Having a risk management plan allows the club to be proactive rather than reactive which in turn creates a safer environment for members.

There are four main types of risk that may arise:

Physical Risks	Financial Risks	Ethical Risks	Legal Risks
<ul style="list-style-type: none">• Involving personal injuries, environmental and weather conditions and the assets of the Club such as property, buildings, equipment, grounds.• This can include injuries to players or Club members as well as gear and equipment owned by the club.	<ul style="list-style-type: none">• Involve the assets of the Club and include theft, fraud, membership fees, insurance costs and penalties and fines by the government.• This may also include the risk of losing a sponsor or the Club making a loss on events.	<ul style="list-style-type: none">• Involve actual or potential harm to the reputation of your Club.• May be seen in the loss of the organisation or individual's good name by acquiring a negative image by poor behaviour at your club.	<ul style="list-style-type: none">• The responsibilities imposed on providers, participants and consumers arising from laws made by Federal, State and Local Government authorities.• This could include the risk of not complying with Child Protection legislation or having a Member Protection Information Officer.

Learn more about implementing a risk management plan [here](#).

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Member Protection

Football Australia aims to ensure that core values, good reputation and positive behaviours and attitudes are maintained in football. The Member Protection Framework assists Football Australia and Football Queensland to ensure that every person involved in football in Australia is treated with respect and dignity, and is kept safe and protected from abuse, bullying and harassment and discrimination.

Clubs should have a dedicated Member Protection Information Officer (MPIO) who is the first person that members raise concerns and complaints with. This means club matters are dealt with at the club.

A Member Protection Information Officer position description can be found [here](#). View the Member Protection Framework, complaints procedure and associated resources [here](#).

Additionally, clubs are encouraged to submit [match day incident report](#) through the FQ website.

Dealing with Conflict

It is important for clubs to have clear rules regarding acceptable behaviours and the process to follow when a dispute arises. These rules may be contained in a club's constitution, by-laws or any other formal document that members agree to be bound by, such as a code of conduct.

Football Australia has a [National Code of Conduct](#) which clubs may rely on to take action where their members' conduct is in breach of the Code. Each club should publish a clear process for their members to raise complaints about other members of the club.

Clubs are encouraged to provide members with the opportunity to provide feedback and raise issues in a welcoming manner. Providing members with an outlet to raise concerns and discuss will mitigate the chance of problems being escalated.

Ground Officials

When clubs are hosting games, a ground official must be appointed for every game. The role and responsibility of a ground official have been outlined [here](#).

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Club Support Guides

Football Queensland has created a suite of resources to enhance the level of support provided for clubs at all levels of the game. The below Guides (click the image to view) are housed within the [Club Support Hub](#) on the FQ website alongside other relevant resources to assist and provide guidance.



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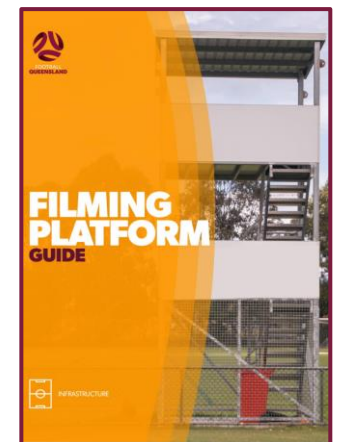
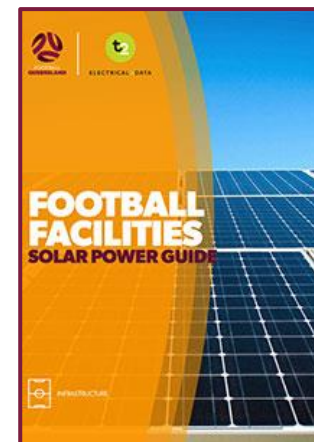
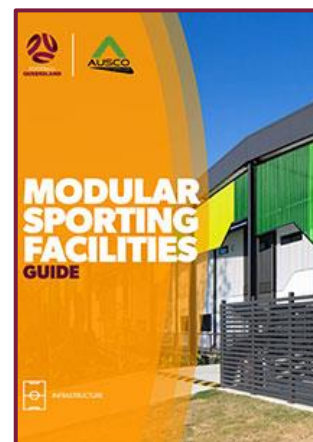
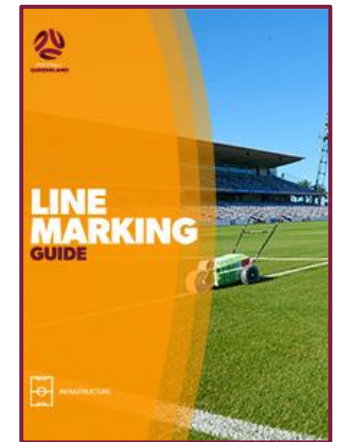
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Facility Guides

Football Queensland's dedicated [Facilities Hub](#) includes the below series of infrastructure-specific facilities guides, designed to provide guidance and support to clubs across Queensland on the development and upgrade of facilities and infrastructure. View each of the guides below and visit the Hub on the FQ website for more information.



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Coaching Knowledge Base

The following templates are available for all clubs to access through the [Coaching Knowledge Base](#) on the FQ website to use and modify.

Click on any of the sections to view the templates.



Additional Resources

- [Club Support Hub Webinars | Football Queensland](#)
- [Forms & Policies | Football Queensland](#)
- [National Club Development Program | Football Australia](#)
- [Running an Incorporated Association | Queensland Government](#)

For more information or assistance, please contact Football Queensland
at fqhq@footballqueensland.com.au



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