

# Working with Clubs

A guide for council sport and recreation professionals



Government  
of South Australia

Office for Recreation  
and Sport



Local  
Government  
Association  
of South  
Australia





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# CONTENTS

INTRODUCTION . . . . .	1
STRATEGIC ALIGNMENT . . . . .	2
SPORT AND ACTIVE RECREATION TRENDS . . . . .	3
POSITIVE WORKING RELATIONSHIPS . . . . .	4
CLUB DEVELOPMENT . . . . .	5
CLUB GOVERNANCE . . . . .	8
CHILD SAFE ENVIRONMENTS . . . . .	10
WORK HEALTH AND SAFETY . . . . .	12
LIQUOR LICENSING . . . . .	13
FACILITY PLANNING AND MANAGEMENT . . . . .	14
PROFESSIONAL DEVELOPMENT AND NETWORKING . . . . .	16
USEFUL WEBSITES . . . . .	18



**SURF RESCUE**

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**SURF RESCUE**  
**SMA**

# INTRODUCTION

As a local government professional who provides and manages sporting and active recreation facilities and services, you appreciate the important role sport and active recreation play in our community.

You also know the value of clubs as a place for the community to participate in sport and active recreation and for social interaction, companionship and support.

Councils play an important role in ensuring clubs:

- are well managed and sustainable
- provide a strong and vibrant culture to their members
- have a strategic plan and a clear vision
- are in a strong position to secure funding
- are financially stable
- have strong membership bases
- have access to and retain volunteers who feel valued
- have well trained coaches and officials
- provide a safe and welcoming environment
- provide access to facilities that are well managed and effectively used by the community
- develop partnerships to promote and deliver sport and active recreation opportunities that aim to increase participation.

**Tip:** Peak bodies and State Sporting Organisations also assist clubs with planning and training needs - visit [www.sportsa.org.au](http://www.sportsa.org.au)

A key challenge facing Councils is to ensure that sport and recreation facilities will meet future needs, while being affordable and fit for purpose. To deal with this, they are looking at a range of strategies, including:

- focusing on multi-function and shared-use facilities, including joint use of school facilities
- consolidating facilities
- working closely with local communities, including sports clubs, to increase participation in sport.

Councils are in an ideal situation to develop, support and encourage clubs to improve their programs and experiences. They also can help increase the participation of local residents in sport and active recreation pursuits, leading to healthier and more enjoyable lifestyles.

This guide is intended to help you deliver positive sport and active recreation outcomes within your community.

It provides key information on areas such as trends, club development, governance, child safe environments, Work Health and Safety, liquor licensing, communication and facility planning and management. It also includes tips and a list of useful websites.

# STRATEGIC ALIGNMENT

It is important for clubs to align with state and local government strategic directions. The South Australian Strategic Plan's sport and recreation target 83 is "to increase the proportion of South Australians participating in sport or physical recreation at least once per week to 50% by 2020".

The Office for Recreation and Sport's vision (Strategic Plan 2013-2015) is:

***"All South Australians enjoying lives enriched through regular participation in sport and active recreation".***

The Office has three strategic priorities:

1. Build a capable and sustainable industry
2. Deliver better places to participate and perform
3. Achieve sporting excellence.

Strategic priority 1 calls for the Office's partners to be sustainable and capable of delivering results. Specific actions include:

- 1.1 Target investment in the industry to deliver agreed strategic outcomes
- 1.2 Foster enhanced governance and performance by facilitating alignment between national and state sporting organisations and clubs
- 1.3 Improve whole of sport participation pathways and inclusive delivery
- 1.4 Develop a skilled paid and unpaid industry workforce
- 1.5 Facilitate industry development and reform via industry advisors, STARCLUB and other initiatives in unison with other tiers of government.

Given the finite resources available for developing sport and active recreation, the Office aims—in partnership with local communities—to invest in a way that provides the maximum benefits to participants and the broader community.

Wherever possible, sporting clubs are encouraged to align with each Council's:

- community and strategic plans
- sport and recreation plans
- site master plans and feasibility studies
- local laws
- sport and recreation policies and procedures.

## Planning in New Communities

In communities with new residential development, it is important to consider sport and recreation facility and service provision early in the planning process.

This may involve working closely with the private development sector and the State Government's Department of Planning Transport and Infrastructure and should take into consideration:

- the Planning Strategy for South Australia (The 30-Year Plan for Greater Adelaide and plans for regional areas of the state) – visit: [www.sa.gov.au/planning/strategy](http://www.sa.gov.au/planning/strategy).
- individual Council development plans – visit: [www.sa.gov.au/developmentplans](http://www.sa.gov.au/developmentplans).

# SPORT AND ACTIVE RECREATION TRENDS

Awareness of sport and active recreation trends can help you understand the profile of sport and active recreation participation, identify gaps and plan for facilities and programs to meet the needs of local communities.

You can source information about trends from:

**Sports and Physical Recreation:** A Statistical Overview, Australia 2012 – visit [www.abs.gov.au](http://www.abs.gov.au).

**Out and About Regional Research,** which details participation in exercise, recreation and sport for 12 South Australian regions – visit [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

## Megatrends

The Future of Australian Sport report (CSIRO/Australian Sports Commission, April 2013) identifies six sports ‘megatrends’ that may redefine the Australian sport sector over the next 30 years:

### A Perfect Fit

Individualised sport and fitness activities are on the rise (Standing Committee on Recreation and Sport, 2010). People are fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives.

### From Extreme to Mainstream

This megatrend captures the rise of lifestyle, adventure and alternative sports that are particularly popular with younger generations.

### More than Sport

The broader benefits of sport are increasingly recognised by governments, companies and communities. Sport can help achieve mental and physical health, crime prevention, social development and international cooperation objectives (Cameron & MacDougall, 2000; Schmitz et al., 2004).

### Everybody’s Game

Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an ageing population. This will change the types of sports we play and how we play them.

### New Wealth, New Talent

Population and income growth throughout Asia will create tougher competition and new opportunities for Australia both on the sports field and in the sports business environment.

### Tracksuits to Business Suits

Market forces are likely to exert greater pressure on sport in the future. In some sports, elite athletes have had considerable pay rises and large sponsorship deals.

For more information about the future of Australian sport visit [www.ausport.gov.au](http://www.ausport.gov.au).

# POSITIVE WORKING RELATIONSHIPS

Building effective working relationships with local community sport and recreation clubs and associations is critical as a local government professional. Communication is an important part of managing these relationships, as it helps align the perceptions and expectations of both clubs and Councils.

Experienced sport and recreation professionals offer this advice:

- Develop key partnerships and relationships
- Do the simple things to get respect
- Ask questions and take an interest in how clubs are operated
- Meet with clubs at their committee meetings or when convenient for them (will require out of hours work)
- Consult with your sport and recreation community
- Consider communication strategies from a club perspective
- Respect the rich history of a club –then and now

- Inclusion – all Australians have the opportunity to participate
- Councils have varying protocols and policies
- Explain the benefits of club development and why it is important
- Discuss the benefits of working with local government.

Some clubs still see Councils as a barrier rather than a partner. It is important that clubs understand the pivotal role of Councils in sport and recreation provision, and that Councils reassure clubs they are committed to working with them, not against them.

**Tip:** Encourage clubs to provide a single point of contact that can be handed over when personnel change, such as [clubname@internetprovider.com.au](mailto:clubname@internetprovider.com.au)





## CLUB DEVELOPMENT

Ongoing club development is important for improving local sporting and active recreation organisations. It is the basis for building long-term club sustainability, accessing grants, developing volunteers and ensuring overall club success on and off the field.

The benefits of strong and sustainable clubs for Councils include:

- less reliance on Councils for financial and other forms of support
- a healthier community through increased participation in sport and active recreation
- local economic benefits through financially sustainable clubs
- stronger and more resilient communities through the social networks and ties created within clubs.

### STARCLUB

The STARCLUB Club Development Program has been developed by the Office for Recreation and Sport to guide South Australian clubs and associations towards success and sustainability. The program is focused on continuous improvement against a set of criteria.

It defines 25 steps to successful club management in five key categories:

- Well Managed
- Coaches and Officials
- Volunteers Valued
- Positive and Welcoming
- Safe for All.

Councils can access STARCLUB data by visiting the Office for Recreation and Sports myRecSport online tool.

To access myRecSport visit

**[www.recSPORT.sa.gov.au](http://www.recSPORT.sa.gov.au)**.

STARCLUB data will help identify the main areas of support their clubs require.

You can get more details about STARCLUB at **[www.recSPORT.sa.gov.au](http://www.recSPORT.sa.gov.au)**.

## Strategic Planning

A strategic plan is a document designed to give an organisation direction in the short to mid-term (2 to 4 years). It takes into account the internal strengths and weakness and the external opportunities and threats to the organisation, and details strategies to address and build on them. The *Strategic Planning – A Guide for Recreation and Sport Organisations* resource provides advice on what is included in a strategic plan. Visit: [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

## Risk Management

*Risk Management - A guide for recreation and sport organisations* gives an introduction to the risk management process, legal concepts, issues to be aware of and a collection of resources to assist organisations with managing risk. You can access the guide at [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

## Financial Management

Managing the finances of a sport and recreation organisation can be complex. Resources to assist organisations in implementing effective financial processes are available at [www.ourcommunity.com.au](http://www.ourcommunity.com.au).

## Policy Development

Our Community Policy Bank provides a range of free policies and procedures relevant to boards of directors and committees at [www.ourcommunity.com.au](http://www.ourcommunity.com.au).

**Tip:** Contact your State Sporting Organisation or National Body for their policy templates. They may already have a policy you can adopt and implement.



## Workshops

The Office for Recreation and Sport and Councils can work in partnership with you to deliver a variety of workshops to your clubs. Workshop topics include:

- Club Development / Management
- Governance / Committee Structures
- Risk Management
- Volunteer Management
- Child Safe
- Club Culture
- Strategic Planning
- Succession Planning
- Inclusion.

## Play by the Rules Club Tool Kit

Play by the Rules offers some basic policies and guidelines to help clubs get up and running. The tool kit and other resources, news, and free online training are available at [www.playbytherules.net.au](http://www.playbytherules.net.au).

## Volunteer Development

### V-STAR

The Office for Recreation and Sport has developed V-STAR – a powerful on-line volunteer management tool to support clubs with their volunteer practices.

You can access V-STAR by visiting [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

Further information to assist in volunteer development is available through The Office for Volunteers [www.ofv.sa.gov.au](http://www.ofv.sa.gov.au), Volunteering SA at [www.volunteeringsa.org.au](http://www.volunteeringsa.org.au) and Volunteering Australia at [www.volunteeringaustralia.org](http://www.volunteeringaustralia.org).

**Did you know:** there are about 4500 sport and active recreation clubs and associations in South Australia.



# CLUB GOVERNANCE

Governance is the system by which organisations are directed and managed. Good governance practices are essential for any organisation to function effectively.

As Councils often have a close working relationship with many local clubs, they can play an important role in helping clubs improve their governance practices. This will develop stronger and more sustainable clubs and generate positive flow-on effects for your community from a social, economic and health perspective.

## Sports Governance Principles

The Office for Recreation and Sport promotes the Australian Sports Commission's *Sports Governance Principles*. Whilst they are aimed at National and State Sporting Organisations many of the principles are relevant to sporting clubs. To download a copy of the Sports Governance Principles visit [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

## Legal Structures

The legal structure adopted by most sport and recreation organisations is Incorporated Association (under the *Associations Incorporation Act 1985*). It is particularly suitable for small, community-based groups. An incorporated organisation is a legal entity with an existence separate to its members. The process to become incorporated is relatively simple and inexpensive.

Some features of incorporated associations:

- they have their own corporate identity
- they can sue and be sued
- they can enter into contracts
- they are eligible for a wide range of government grants
- affairs are usually run by a committee or board of directors
- documents lodged are kept on a public register.

Other, less common, structures include companies limited by guarantee, trusts and foundations.

## Constitution

Incorporated associations and clubs set out their basic structure and methods of operating in writing. The product of this process is called a constitution. A constitution should:

- outline the organisation's purpose
- list all the rules of operation
- set out the members' rights and responsibilities.

A sport should be structured so that the constitutions of the state association, regional associations (where they exist) and clubs are complimentary and align

The Office offers constitution templates for sporting clubs, regional associations and state associations. The templates meet the requirements of the Associations Incorporation Act 1985 in South Australia and incorporate best practice governance principles set out by the Australian Sports Commission.

You can access the templates by visiting [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

**Tip:** When developing a constitution for a sport and recreation organisation use the free constitution templates provided by the Office for Recreation and Sport.

## Affiliation

Affiliation with state and regional associations provides clubs with a range of benefits including:

- minimised risk through insurance coverage (public liability, professional indemnity)
- streamlined management (IT systems, business planning)
- improved marketing (attracting new members)
- technical advice and support
- representation of the club's interests to key stakeholders
- participation in structured competitions

Each association will have individual requirements to become affiliated and these are usually outlined in the constitution.

## Committee Member Induction Guide

It is important for new committee members to understand how clubs are structured and managed, including their responsibilities. To support clubs to provide a comprehensive and practical induction to their committee members the Office has developed the *Committee Member Induction Guide*. The guide is available at [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

# CHILD SAFE ENVIRONMENTS

Everyone involved in sports clubs shares an important responsibility to care for and protect their young players. Clubs need to create an environment that supports children and welcomes them to take part.

A child-safe organisation is committed to protecting children from physical, sexual, emotional and psychological harm and from neglect.

This commitment extends beyond creating an environment that minimises risk or danger. It is about building an environment which is child-safe and child friendly, in which children feel respected, valued and encouraged to reach their full potential.

This commitment must be embedded in the organisation's culture, reflected in its policies and procedures, and understood and practiced at all levels.

## Criminal History Assessments

Clubs have a duty of care to take all reasonable steps to protect children from harm. Choosing employees and volunteers who are suitable to work with children is part of fulfilling this duty.

**Tip:** The Office for Recreation and Sport conducts Child Safe Officer courses and can deliver a course in partnership with local government.

## Prescribed Positions

In a sport and recreation context prescribed positions are those involving:

- Regular contact with children
- Working in close proximity to children on a regular basis
- Supervising or managing people who work with or around children on a regular basis.

The *Children's Protection Act 1993* requires clubs to conduct a criminal history assessment for each staff member or volunteer who holds a prescribed position.

## Child safe policies and procedures

Every sporting and recreational organisation that provides a service to children or young people must develop and implement a Child-Safe Policy. This is often incorporated into clubs Member Protection Policy.

A Member Protection Policy is a document aimed at providing ethical and informed decision-making and responsible behaviours to support all members of an organisation.

Clubs that are affiliated with state sporting organisations will generally accept this policy as part of the affiliation agreement. Organisations that are not affiliated need to develop their own policies.

Clubs are responsible for ensuring that all members are aware of its Child-Safe Policy.

**Tip:** Member Protection Policy template can be obtained through State Sporting Organisations or the Office for Recreation and Sport.



# WORK HEALTH AND SAFETY

The *Work Health and Safety (WHS) Act 2012 (SA)* came into effect on 1 January 2013. It is based on the 'model' Work Health and Safety Act developed by Safe Work Australia. The aim is to provide all workers in Australia with the same standard of health and safety protection regardless of the work they do or where they work and it has consistent compliance and enforcement arrangements across Australia.

If an association is run purely by volunteers it:

- is not captured by the WHS Act, and
- does not have duties under the WHS Act (however, common law obligations to ensure the safety of their volunteers remain).

If an association employs someone to carry out work it:

- meets the definition of a Person Conducting a Business or Undertaking
- falls within the scope of the WHS Act
- has a duty to all of its workers, including any volunteers.

The duty to volunteers is no different to the duty which applied under the OHSW Act. Visit [www.safework.sa.gov.au](http://www.safework.sa.gov.au) and [www.ausport.gov.au](http://www.ausport.gov.au).

**Tip:** In a local sporting club the PCBU is usually a senior club official or committee member who makes, or participates in making, decisions affecting the whole, or a substantial part, of the organisation.

## Risk Management

A key part of the WHS Act is risk management. This includes three main steps:

1. Hazard Identification
2. Risk Assessment
3. Risk Control.

The person conducting a business or undertaking must:

- identify the hazards for the specific workplace
- decide on risk control measures
- ensure risk controls are reasonably practicable for the specific workplace
- implement risk controls
- monitor risk controls
- review risk controls.

The Office for Recreation and Sport has developed a resource to help clubs develop a risk management plan, which can be downloaded at [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au).

# LIQUOR LICENSING

A liquor license authorises the licensee to sell and supply liquor in accordance with the terms and conditions of the license. There are currently 11 different categories of licenses available under the Liquor Licensing Act 1997 - visit [www.olgc.sa.gov.au](http://www.olgc.sa.gov.au).

In October 2012, the South Australian Cabinet approved the General Code of Practice. The new General Code of Practice took effect on 18 January 2013.

This Code includes measures relating to minors, promoting a responsible attitude towards the consumption of liquor, drink spiking, intoxication, disorderly or offensive behaviour, disturbances, risk assessment and staff training.

The Consumer of Business Affairs has issued Guidelines to assist licensees to comply with the new General Code of Practice. Visit - [www.olgc.sa.gov.au](http://www.olgc.sa.gov.au) to access Guidelines.

## Written Management Plan

A mandatory requirement of the Liquor Licensing General Code of Practice (regardless of a club's license type) is for local sporting clubs to produce a written management plan showing how the club identifies and mitigates risks associated with their license.

This plan must be incorporated into any bar staff/volunteer induction and refresher training. This training is not to be confused with the Responsible Service of Alcohol (RSA) training. This training should be in proportion to the risks, size and scope of the club's operations.

## Management Plan template

To help sporting clubs comply with this requirement, both Consumer of Business Affairs and the Good Sports Program have developed management plan templates.

Sporting clubs can access these templates by visiting [www.olgc.sa.gov.au](http://www.olgc.sa.gov.au) or [www.goodsports.com.au](http://www.goodsports.com.au).

## Responsible Service of Alcohol (RSA) Training

Under the new Liquor Licensing General Code of Practice, RSA training is now mandatory for any persons serving and supplying alcohol at venues operating under a CLUB LICENCE.

**NOTE: venues with a LIMITED CLUB LICENCE are generally exempt from this RSA requirement.**

Regardless of whether a club's liquor license type is exempted or not, Councils should encourage all sporting clubs to RSA train their bar staff. The sporting club committee is directly responsible for anything that happens at the bar, therefore training all bar servers in RSA will help minimise any risk and potential liability to committee members, volunteers, patrons or the sporting club.

# FACILITY PLANNING AND MANAGEMENT

## Community Sports Hubs

The Office for Recreation and Sport encourages the development of recreation and sport plans by local government and organisations that identify strategic responses to facility provision.

This response should include identification of opportunities for the development of Community Sports Hubs to encourage multi-use and sustainable community sporting facilities and precincts.

***“A Community Sports Hub is a local, regional or state level centre of sport and active recreation activities that optimises the shared use of location and facilities to meet the needs of the communities it serves. In serving this purpose, a Hub must strive to be sustainable, multi-use, accessible, safe, inclusive and relevant to its communities and connected to the principles of community building.***

***A Community Sports Hub is also a catalyst to build and bring communities together by delivering services that meet the needs of the community and serve other purposes such as providing a safe meeting place and hosting the delivery of community programs that develop community capacity and connectivity.***

***A Community Sports Hub is inclusive and open to all sectors of the community, including sport participants and members at all ability levels and age groups. A Community Sports Hub has sport in all its forms at its heart.”***

Source: Office for Recreation and Sport

**Tip:** Depending on the type of facility development, it may take more than two years to develop a facility from the initial concept to the final completion of construction.

Planning for the development or upgrade of a facility is a complex task.

Step	Council Involvement	Indicative Timeframe
Pre-planning	In principle approval as land owner (if applicable), input into feasibility assessment, community consultation	3 to 6 months
Concept design	Input into future uses, shared-use opportunities, operation arrangements	1 to 3 months
Detailed design and documentation	Development approval requirements	1 to 3+ months
Construction and Management	Building Inspections	Small structures (e.g. lights, storage) = 1 to 3 months Medium structures (e.g. toilets, small change rooms) = 3 to 6 months Large structures (clubrooms, grandstands) = 6+ months
Completion, Operation and Management	Provide Guidance, Advice and Support	Ongoing

Where a club uses a council building, reserve or sport facility, it is often a requirement that a formal agreement be entered into. There is a range of agreement types, as follows:

**Leases** – provides the lessee with full use of the property while allowing the lessee to sub lease to other parties with approval of the landlord. The term of a lease agreement is normally five or more years.

**Licences** – allows the property to be used at specific times consistent with the licence agreement. More than one licence holder may use a property. The initial term of a licence normally ranges from 1 to 5 years.

**Permits** – normally issued for a single event or for a specific season (e.g. use of a sports ground for weekly training). Permits normally require annual renewal.

**Management Agreements** – tend to be issued to professional management organisations or large sporting clubs for the management of major facilities such as indoor sports centres, swimming pools and commercial function facilities.

## Funding Opportunities

The development of community sport and active recreation facilities usually requires funding from a range of sources. These include:

- Local Government;
- State Government:  
[www.sa.gov.au](http://www.sa.gov.au) and  
[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au);
- Federal Government:  
[www.australia.gov.au](http://www.australia.gov.au);
- Private Sector;
- Trusts, Foundations and Benevolences:  
[www.philanthropy.org.au](http://www.philanthropy.org.au),  
Australian Sports Foundation:  
[www.asf.org.au](http://www.asf.org.au).



# PROFESSIONAL DEVELOPMENT AND NETWORKING

Participating in professional development and networking opportunities is an important role for the staff of local government, sport and recreation. The potential benefits include:

- establishing new contacts and improving current relationships
- sharing news and best-practice knowledge
- discovering partnership opportunities
- accessing the latest industry news, opportunities and trends
- getting advice and support
- increased confidence and development of friendships.

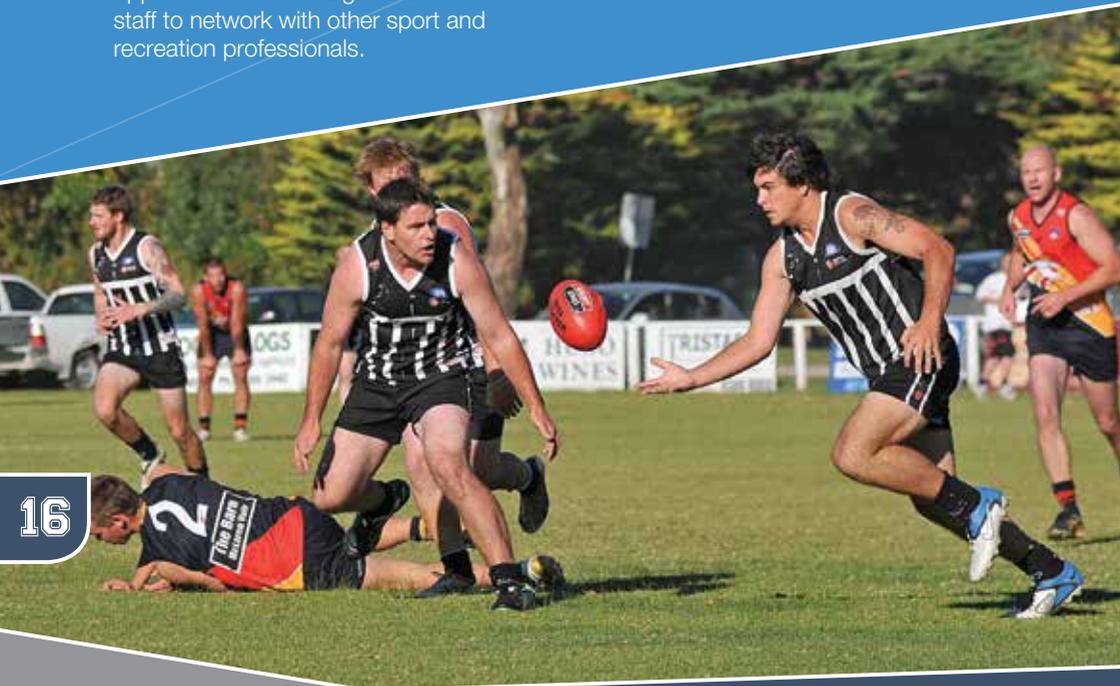
The following are examples of organisations / associations that provide opportunities for local government staff to network with other sport and recreation professionals.

## Local Government Association of South Australia (LGASA)

The LGASA is recognised as the peak representative body for Local Government in this State and prides itself on being the Voice of Local Government South Australia. The Association provides leadership to Councils and representation to State and Federal governments and other key stakeholders.

The LGASA also provides fee-based services which include:

- conferences and events
- education and training courses
- residential programs and seminars.



## Local Government Recreation Forum (LGRF)

The LGRF is a free network for local government professionals who are involved in the planning and provision of recreation and sporting opportunities for their community.

LGRF members include metropolitan and regional local government professionals such as Recreation / Open Space Planners, Recreation and Sport Facility Managers, Community, Youth and Recreation and Sport Development Officers.

The LGRF meets 3-4 times per year to discuss recreation and sport issues and provide information exchange and networking opportunities.

## Parks and Leisure Australia (PLA)

PLA is a professional association which provides a broad range of services to members of the parks and leisure industry.

Membership ranges across staff and management of parks, garden, sports, aquatic, rehabilitation, aged hostels and recreation centres, at local and state government levels, students from tertiary institutions, academics, private consultants, private operators of facilities and many more. For more information on PLA and membership options visit [www.parksleisure.com.au](http://www.parksleisure.com.au).



# USEFUL WEBSITES

## **STARCLUB**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **Child Safe Environments**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **Cultural Diversity**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **Coloured Shirt Program**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **myRecSport**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **V-STAR**

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

## **Australian Bureau of Statistics**

[www.abs.gov.au](http://www.abs.gov.au)

## **Australian Sports Foundation**

[www.asf.org.au](http://www.asf.org.au)

## **Club Development**

[www.clubsonline.dsr.wa.gov.au](http://www.clubsonline.dsr.wa.gov.au)

[www.swimming.org.au](http://www.swimming.org.au)

[www.ausport.gov.au](http://www.ausport.gov.au)

## **Consumer and Business Services**

[www.olgc.sa.gov.au](http://www.olgc.sa.gov.au)

## **Good Sports**

[www.goodsports.com.au](http://www.goodsports.com.au)

## **Government of South Australia**

[www.sa.gov.au](http://www.sa.gov.au)

## **Local Government Association of South Australia**

[www.lga.sa.gov.au](http://www.lga.sa.gov.au)

## **Our Community**

[www.ourcommunity.com.au](http://www.ourcommunity.com.au)

## **Play by the Rules**

[www.playbytherules.net.au](http://www.playbytherules.net.au)

## **Social Inclusion**

[www.socialinclusion.gov.au](http://www.socialinclusion.gov.au)

## **Sports Dimensions Guide, The Department of Sport and Recreation WA.**

[www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)

## **The Future of Australian Sport**

[www.csiro.au](http://www.csiro.au)

## **Volunteer Support**

[www.ofv.sa.gov.au](http://www.ofv.sa.gov.au)

[www.volunteering.sa.gov.au](http://www.volunteering.sa.gov.au)

[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

## **Workplace Health and Safety**

[www.ausport.gov.au](http://www.ausport.gov.au)

[www.safework.sa.gov.au](http://www.safework.sa.gov.au)





# MANNUM ROWING CLUB

ESTABLISHED 1910

