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Champion club overview

Champion Clubs is a club development initiative funded by the Department of Sport and Recreation, in partnership with the City's of Cockburn, Melville and Fremantle.

The club development program is about empowering clubs to become flourishing and self-sustainable entities. The program aims to assist clubs to create healthy, welcoming and inclusive sporting environments to increase participation by gaining and re-engaging members. The health benefits of participating in sports clubs have been well documented. As such, the program not only aims to empower clubs, but in turn hopes to improve the health of those in the community through the social and physical benefits of belonging to a sports club.

Club Management Guide

Welcome to the inaugural Champion Club’s Management Guide. This guide is just one of the resources created by the Champion Clubs program to assist our sporting clubs and their hard working volunteers. Each club has its own story to tell, but there are many characteristics that are shared amongst all sports clubs, regardless of the sport played. Healthy, successful clubs are generally those that are proactive, organised, communicate and promote regularly, have structured policies and procedures that cover all topics from sun protection to conflict management and importantly they value and reward their members. These clubs are not always the clubs with the teams that win championships, but they do almost always have a positive and welcoming feel. This guide aims to address club management challenges relevant to all sporting clubs, draw on best practices that clubs have implemented and found to be successful and provide innovative ideas and advice for your club.

For more information on any of the topics presented please contact the Champion Clubs, Club Development Officer, 08 9411 3676 or email recreation@cockburn.wa.gov.au

The Champion Club program has been developed around the following Champion Club attributes:

- Communication
- Healthy clubs
- Administration
- Marketing
- Planning
- Inclusion
- Opportunities
- Network of support
Making the most of committee meetings

Meetings are a key vehicle for running your sport or recreation club. Below are some great ideas to help your club take action and achieve great results in your regular meetings.

1. Planning is a must-do. Make sure you have a clear agenda that is preset and adhered to.
2. The meeting should begin and end on time.
3. Minutes must be recorded. Keep it to a who, what, when, where and how structure and ensure the important details are recorded.
4. The chairperson is there to facilitate rather than dominate. They should leave the meeting as soon as possible after it is closed and if there is a break, should remove themselves from discussion so it remains unofficial.
5. Keep meetings short and simple (no more than an hour). This will encourage people to come back and stay interested. Less people will attend if it is too much of a time commitment.

Communicate to members - and then communicate again!

You may have been involved in sport for many years, but don’t assume that everyone has. New members, and even old may not actually understand much about your club. Recent research has highlighted many misunderstandings about sports clubs. For example, it’s common for members to think club committees are paid to run sports clubs (you may scoff, but it’s true)!

Communicate thoroughly and openly on club news, operations (e.g. wet weather plans, code of conducts etc.) and contentious issues (e.g. where member fees go, discipline). This will ensure there are no misunderstandings. It’s easy to criticise when you don’t know. For example it is common for members to complain that fees are ‘too high’, or ‘a rip off’. Give members and prospective members a breakdown of fees so they know where the costs are coming from. A simple act such as this can increase member’s confidence in your club.

Plan - Ask yourself, what do our members need to know and how will we tell them? The plan doesn’t have to be complicated, jot it down on a piece of paper.

Target your members - Stay committed to your communication plan and devise methods of communication that are creative and that will reach your targeted demographic.

Ongoing - The truth is you can probably never communicate enough. Be consistent. If you have a newsletter make sure you continue to produce it. If you have a Facebook page continually update it. There is no point using communication mediums that become obsolete or that members aren’t aware of. Be committed to informing your members and your club will be better for it.

Clubs Online - Department of Sport and Recreation

Clubs Online is a new place for clubs in Western Australia to interact, share ideas and find help for anything club related.

Visit the Department of Sport and Recreation’s website www.dsr.wa.gov.au under the Clubs Online link.
This custom made website for clubs offers the following useful resources:

- find a club website - list your club’s details
- club events calendar
- volunteer exchange - linking volunteers with clubs
- club resources and templates
- blogs on club issues
- forum discussions
- case studies and latest news.

Clubs Online also offers your club the opportunity to create its very own website that is free of charge and simple to use. Local government club development officers and state sporting association development officers will be using the Clubs Online website to upload resources, contribute to forum discussions and create blogs.

### Communication strategies

**Fremantle City Dockers Junior Football Club**

In 2011 the Fremantle City Dockers (FCDJFC) attained Silver Level accreditation. This indicates excellent administration and management practices and Champion Club of the South Fremantle Junior District Council.

To achieve this high standard, the FCDJFC had implemented a communication strategy to ensure the players, the parents/guardians and officials were better informed of what was required of them in the codes of conduct and the rules of the game (by laws). Their members were informed on a regular basis of what was happening with club activities (canteen, functions, fundraising, and fixtures). Importantly it aimed for maximum exposure for their sponsors.

The action taken to maximise this information flow was:

1. Bi annual newsletter – club contacts, fixtures, events, training and match day duties, annual reports, links to AFL websites, and colour banners of club sponsors and their contact details.
2. Club webpage – club contacts, fixtures, events, training and match day duties, club documentation (by laws, codes of conduct, risk management, emergency contacts, registration forms, etc.) and links to SFDFDC, WAFC, AFL websites, colour banners of club sponsors and their contact details and photo gallery.
3. Membership email distribution.
4. Committee meetings – bi monthly general committee meetings and monthly executive committee meetings.
5. Club Facebook – the club’s most successful medium in place to inform the members of what is happening with 450+ followers. A designated club person posts club information, but it is the free flowing information amongst players, parents and even coaches to their players that is unprecedented and so very effective.

### Creative communication

Social media is all the rage and is more than just a place to re-connect with friends. More and more businesses are joining the social networking revolution to advertise, increase awareness and communicate with their members.

**Facebook** - with more than 500 million members (8 million of which are Australian) there are so many reasons why your sports club should have an active Facebook. A Facebook page is a great opportunity to create conversation around your club, promote events, update fans with news and run competitions. Remember, once you get to 25 ‘likes’ claim your username, i.e. facebook.com/yourclub for all of your promotion.

**Twitter** - create an account and make sure you use a simple username, one that will be easy to promote, i.e. twitter.com/yourclub. Follow all of your supporters, your sponsors and locals in general. Eventually your numbers will grow. Start ‘tweeting’ all club news including who’s playing on the weekend, details on an event, links to website pages and your Facebook page.

**Email Newsletter** - an email newsletter can be one of the cheapest and most effective forms of communication. Your email newsletter can keep players, friends and families, members and supporters and even past players updated as to the club’s activities. This will provide valuable promotion for membership, events and more. Once your email database increases, you may be able to sell it as another sponsorship property.

**YouTube** - create your own YouTube channel and start uploading videos including match highlights, player interviews and more. By uploading club videos you give supporters the opportunity to engage with your club when they’re at work, at home or browsing on their mobile phone.
Healthy clubs

Use this checklist as a guide to assessing your club’s current practices across a range of health issues. This checklist can also help with your club’s regular policy review.

Smoking
- smoking is not allowed in any indoor areas of the club
- all functions held at our club are smoke free
- we have designated some areas outdoors as smoke free
- no cigarettes are sold on our premises
- appropriate no smoking signage is displayed in our club.

Alcohol & other drugs
- low strength and non-alcoholic beverages are at a cheaper price than full strength drinks
- water is readily available
- no alcohol is served to patrons under the age of 18 years or to intoxicated patrons
- no alcohol is used for prizes/awards
- use of illicit & performance-enhancing drugs are not tolerated
- the use and administration of medications is monitored and controlled.

Sun protection
- we have increased the amount of permanent and portable shade at our club
- we have rescheduled as many of our events as possible to avoid the peak UV period of 10.00 am to 3.00 pm
- we provide/sell or make sunscreen available to members and participants
- we have introduced wide brimmed hats as an additional choice for members and participants.

Sports safety
- we conduct regular safety inspections of playing areas and equipment
- warm up, stretching and cool down sessions are conducted at all training and competition sessions
- water is provided in individual bottles for participants
- members, coaches, officials and players are given the opportunity to complete seminars, workshops or SMA accredited courses in sports injury prevention and treatment
- the use of protective equipment is promoted and encouraged for all age groups and mandatory for certain age groups.

Healthy eating
- healthy food alternatives are available to our members and spectators
- healthy food choices are cheaper than less healthy foods
- safe food handling and preparation procedures are followed.

The healthy club checklist was provided by Sports Medicine Australia. For more healthy club information please visit www.sma.org.au
Liquor licencing - rights and responsibilities

Alcohol has become a large part of sports culture, but it is also an area that needs to be well managed. There are a number of legal requirements to having alcohol in your club, including holding a liquor licence. The Department of Racing, Gaming and Liquor (DRGL) has three types of licences that may be eligible to clubs:

1. **Club (full) licences** - this type of licence allows liquor to be supplied to a member, or guest in the company of a member, for consumption on and off the premises, for example a yacht or bowling club.

2. **Occasional licences** - this type of licence is applicable for ‘occasional’ events where alcohol is to be sold or is included in ticket prices.

3. **Small occasional functions** - small occasional functions are exempt from requiring a liquor licence provided the serving of liquor is ancillary to the purpose of the function and:
   - the total number of attendees does not exceed 100 and the service of liquor is limited to 2 hours or
   - the total number of attendees does not exceed 75 and the service of liquor is limited to 4 hours
   - the function must commence after 6.00 am and finish by 10.00 pm on the same day.

Visit [www.rgl.wa.gov.au](http://www.rgl.wa.gov.au) for more information. Please be aware that all licence applications are subject to local government approval so please contact your environmental health officer before applying for any type of licence or prior to the sale of any liquor on the sporting premises.

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**City of Fremantle**

Environental health officer

T: 08 9432 9999

E: health@fremantle.wa.gov.au

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**Play by the Rules**

The Play by the Rules website is an excellent resource for clubs, providing information on how to achieve a safe, ethical and fair sporting environment. The website uses interactive scenarios to help clubs discover effective and fair practices when dealing with a number of ‘difficult’ issues clubs can be faced with.

The website gives an overview of discrimination and child protection laws across Australia and illustrates your club’s rights and responsibilities under these laws.

For more information or to access their free online training visit [www.playbytherules.net.au](http://www.playbytherules.net.au)
Risk management checklist

What is risk management? A risk management document is a document prepared to assess possible risks and create response plans to mitigate these risks. It does not have to be complex.

The following checklist is paramount for an effective risk management plan, which is needed to ensure a safe sporting environment for your members.

1. Appoint a risk manager to be responsible for all aspects of the risk management process.
2. Identify ‘key’ people (i.e. head coach, event manager, and finance director) who will be involved in managing risk.
3. Identify risks – what can happen, why and how?
4. Analyse risks.
5. Evaluate risks.
6. Design a risk elimination and reduction plan.
7. Implement the plan.
8. Communicate the strategies to all appropriate levels of the club.
9. Ensure the board addresses risk management periodically as a meeting agenda item.
10. Monitor and review strategies at least annually and report to the board through the risk manager.

For a comprehensive overview of risk management, including a sample risk management plan, visit www.dsr.wa.gov.au/can-you-risk-it

Child safe environments

All sporting clubs are subject to the Children’s Protection Act (1993). The Working with Children (WWC) check aims to increase the safety of children in our community by helping to prevent people who have a criminal history that indicates that they might harm children, from working with them. The WWC check is administered by the Working with Children Screening Unit of the Department of Child Protection.

The WWC legislation applies to many people who work with children including self employed, paid employees and volunteers or unpaid people. There are a number of people who do not require a WWC Check because they are exempt. The following are the most common exemptions:

- volunteers and students on unpaid placement under 18 years of age
- employers of children and people who work alongside children as fellow employees unless otherwise doing child related work
- parents volunteering in connection with their child’s activity may be exempt (this exemption does not apply to parents volunteering in connection with overnight camps).

Once you’ve identified that a person is in child related work, you should request the person to show or obtain a WWC check. Application forms are available at authorised Australia Post outlets.

For more information go to www.checkwwc.wa.gov.au
 Setting the standards

Having policies and procedures regarding behaviour including actions that your club will allow and prohibit is important to ensure a high level of behaviour standards within your club environment. Furthermore, establishing ground rules can be useful as they give the team leader a point of reference when evaluating and dealing with conflict.

Your club should have a code of conduct for administrators, coaches, officials, players and parents. They outline the agreed standard of behaviour for everyone. Check with your national and/or state sporting body first. If they don’t have codes for you to adopt, establish your own.

While having a code of conduct is great, it will become almost useless if it sits on the shelf gathering dust. You can’t enforce rules that people don’t know exist. So get it out there.

- Attach the relevant code of conduct to membership/registration forms and require members to sign the code as part of the registration process
- include the codes of conduct on your club website
- write an article in your newsletter about appropriate behaviour, focusing attention on the codes of conduct
- attach the code of conduct to your club’s notice board.

For more information please visit www.dsr.wa.gov.au/codesofconduct
Marketing

Finding a sponsor
Sponsorship has become a viable avenue for funding to assist your club. Finding and enticing a sponsor is a difficult task. Below are a number of hints that may help your club when seeking sponsorship.

Finding a sponsor:
1. Pick a company: One that has some relevance to your team.
2. Do your research: Find out about your sponsor, and what they do.
3. Create a link: Find something in common between the business and your club, whether it be the family focus or community focus. Shared values can be an attraction for the sponsor.
4. Don’t be afraid to use your contacts.
5. Be professional: Even if you know the sponsor, make sure you still compose a formal letter and proposal for each sponsor to ensure they see what they are going to get out of the sponsorship relationship.
6. Be creative: Your club isn’t just a ‘sports club’. It encourages social and physical wellbeing within the community. Don’t be afraid to oversell.
7. Keep your sponsor updated: Send photos with their logo, update them on numbers at games and let them know the success of your team. This will encourage continued support and they can use the pictures in their marketing.

Remember, a sponsorship relationship is mutually beneficial. Be creative with the sponsorship proposal and clearly state everything that you can offer them, such as:
- advertising space on signage, t-shirts, website etc
- invitation to events and/or priority seating
- opening an event, presenting uniforms or awards
- display their logo on programs, newsletters, invitations or uniforms (be creative)
- the right to set up a stall or information at games
- public acknowledgment at all games and events.

Understanding what people want
Why do people play sports? What are the barriers? It is important to understand what drives people toward or away from sports participation when you are trying to market your club. According to the Australian Bureau of Statistics the highest rated reasons for participating in sports are health and fitness, enjoyment, well being and social/family reasons. The barriers are time, cost and transportation.

Do your research
Understanding your demographic can assist the development of your marketing plan. If health and fitness is a driver, promote your club as another way to stay fit and healthy. Be creative with your marketing and if you have the research to back it up—it will make your marketing more effective!

Remember!
Many organisations focus on attracting new members and forget about retaining and valuing the members they currently have. The most important marketing plan is to develop a plan with strategies to improve the basic services the club presently provides.

This is the most cost effective marketing strategy and can be more effective in the long term.

For a sample marketing plan please visit www.dsr.wa.gov.au/69
Get your club out there!
Marketing is about getting your club out there. Take advantage of these free marketing opportunities through the Department of Sport and Recreation and the City of Fremantle.

The Department of Sport and Recreation
The Department of Sport and Recreation
Find a club website is a free online search device for people searching prospective clubs in their area.

City of Fremantle - Recreation
- Download copies of the Club Management Guide
- Kidsport applications
- Recreation projects
- Youth grant guidelines
- Youth access and travel grants.
For more information visit www.fremantle.wa.gov.au
or
E: activefreo@fremantle.wa.gov.au

Fremantle Libraries’ Information
E: freinfo@fremantle.wa.gov.au
T: 08 9432 9999
Add your club’s information to FreInfo, Fremantle’s online community database. Find it in the community services page of www.fremantle.wa.gov.au

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or
E: activefreo@fremantle.wa.gov.au

Champion Clubs
Champion Clubs have their own Champion Clubs Calendar:
www.cockburn.wa.gov.au/Community_Services/Recreation_Services/Champion_Clubs/
Promote your club registration days, events or big games to the public via this free online calendar.
Contact your club development officer with details or for more information.
E: recreation@cockburn.wa.gov.au

Fremantle City Library
A service of City of Fremantle and Town of East Fremantle
Planning

Succession planning

Succession planning is vital to the continuity of your club. If the workload falls to only one or two people, the quality and fortunes of the club can quickly decline when those people leave.

A succession plan will ensure that if someone steps down, another person can step into their shoes and pick up where they left off. Organisations that plan for smooth transitions of leadership positions are less likely to experience disruptions to their business. This ensures that when the time for a changeover comes, it can be managed with minimum disruption.

Keys to a good succession plan include:

- having job descriptions so that current volunteers know what they should be doing, and what might be expected of new volunteers
- having a business or strategic plan so that anyone who is new to a committee can find out exactly what the future priorities are
- having a policies and procedures manual so that volunteers know how everything should be done.

Remember!

Before conducting any type of plan for your club, it is important to know where you are now and how you got there. A useful way to assess how your club is performing, is through a SWOT analysis. This means looking at your club's strengths, weaknesses, opportunities and threats.

SWOT Matrix

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<th>Strengths</th>
<th>Weaknesses</th>
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<td>e.g. Good location</td>
<td>e.g. Poor marketing</td>
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<th>Opportunities</th>
<th>Threats</th>
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<tr>
<td>e.g. New schools being built nearby</td>
<td>e.g. New competition</td>
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Club best practice

South Fremantle Women’s Football Club makes sure that each committee member is given a file with a job description of their portfolio and a USB. From there, they are responsible for compiling a 'how to' guide for the various tasks that they undertake in their roles and any relevant documents are saved to the USB. The president of the club, Sally Allomes explains that “each year the file is passed on to the next person who undertakes that role and they can add to it. This way, new committee members have some info on how things were done and are not left floundering.”
Seven essentials of a good business plan

**Vision:** Without a vision, your club or association will have no focus.

**Commitment:** Be committed to the vision. Successful clubs and associations have a strong level of commitment to their vision.

**Timelines:** Create timelines showing when particular targets or milestones will be achieved.

**Objectives:** Avoid a long list of objectives as it is probably not realistic and will make it difficult for you to achieve.

**Reporting:** Focus on performance and trends that help determine change. Report on membership numbers over the past few years, volunteer commitment and methods of fundraising to provide an overview of past and present club operations.

**Contingencies:** Account for the risks your club or association might face and work out contingency plans. A SWOT analysis will determine a club or association’s threats and weaknesses.

**Change:** Any major changes affecting your club or association should be indicated in the business plan. A local school closing could impact on membership numbers at a netball club or association. A good plan will incorporate measures to prepare for this change so that member numbers remain stable or increase.

The seven essentials of a good business plan was provided by [www.dsr.nsw.gov.au](http://www.dsr.nsw.gov.au)
Inclusion

Sport for everyone

Every participant in sport, regardless of the role, has a right to be treated with respect, dignity and fairness and to participate in an environment that is enjoyable and safe. Harassment, abuse and other forms of inappropriate behaviour in sport deny participants these rights. The Equal Opportunity Act (1984) refers to policies and plans put in place to ensure that no person is discriminated against on the basis of gender, sexuality, marital status, pregnancy, race, age or physical or intellectual impairment. Make sure your club is in compliance with equal opportunity legislation. Not only does being inclusive broaden your membership base, it also will help to make your club a diverse and vibrant place to be a part of.

How inclusive is your club

Use this checklist as a guide to assessing how inclusive your club is. This checklist can also help with your club’s regular policy review. Contact your club development officer if you would like to go through your club’s results or would like assistance in the implementation of inclusive policies.

Questions to ask about your club include:

Memberships
- is your club membership open to all people, regardless of age, gender, race and ability
- do you actually invite people of different age, gender, race and ability to join your club
- is it easy to find out about your club
- is it easy to join your club
- do you offer flexible payment options
- is your club membership and are club activities affordable for a range of people
- do you help people fill out membership forms if they have difficulty understanding the information
- do you make new members feel welcome
- do staff, volunteers and members offer advice and support about the club to new and existing members
- do senior members of the club look after new members?

Fair go for all
- are training sessions and times suitable for people using public transport
- is your club easily accessible with wide doors, ramps and accessible change rooms
- are your signs easy to read
- does the club provide activities for people to socialise and make friends

The Fremantle Hockey Club has a 75 year history in Fremantle. The club is comprised of 28 teams across all age groups plus two premier league teams. The club has invested in junior development and provides:
- one on one junior mentoring program
- junior coach development program
- Hooked in to Hockey program implemented in local schools.

The Fremantle Hockey Club firmly embrace the concept of inclusion and have programs in place such as the Hockey for All program which is designed to attract cultural groups and people with different needs into the sport of hockey.

The club have demonstrated track record in ‘good’ governance with well defined volunteer roles and effective management structure. Effective strategies are used by the club to retain volunteers such as waiving of fees in recognition of coaching contributions. The club has developed on-line registrations through their web site and is tapping into social media opportunities.
- is everyone treated equally and with respect, regardless of age, gender, race and ability
- is it clear to everyone that offensive comments or jokes about race or religion will not be allowed
- are club/committee members trained to include people of different age, gender, race and ability
- can your club adapt or modify club activities to suit different needs
- does your club encourage feedback from club members?

**Females**
- are there opportunities for women or girls to participate
- is there enough lighting to ensure club facilities like car parks are safe
- are there separate female change rooms and facilities
- is the club flexible about uniforms? Are women welcome to wear extra clothing, or cover their heads, for example?

**Policies and processes**
Does the club have policies and processes in the following areas?
- harassment and discrimination
- child protection
- codes of conduct
- working with children legislation
- equitable volunteer/staff selection process
- member protection policy.

This ‘how inclusive is your club’ checklist was provided by the Department of Sport and Recreation Western Australia (www.dsr.wa.gov.au).

**Disability Services Commission - local area coordination**
Local area coordination has been supporting West Australians with disability since 1988. Local area coordinators (LAC’s) have local knowledge and can help people with disability plan for and achieve a good life. Provision of information, advocacy and assisting people to plan, organise and access support and services are important parts of the role. LAC’s work with family members and others involved in supporting people with disability, helping to further strengthen their caring role. In addition, LAC’s work to help make local communities more inclusive and welcoming. This is achieved through education, advocacy and partnerships with local community members, businesses, government and non-government organisations.

LAC support is available to people with intellectual, physical, sensory, neurological and/or cognitive disabilities who are under the age of 65. Each LAC works with between 50 and 65 people with disability, providing support which is personalised, flexible and responsive.

To locate the local area coordinator for your area go to the local support directory at http://communitylife.disability.wa.gov.au or contact the local area manager (Fremantle) on 08 9331 4685.

**KidSport**
The KidSport program helps young people play sport by providing up to $200 for club registration fees. The program is for young people who face barriers to participating in locally organised sporting clubs, aged 5-18 years, who live in the City of Fremantle.

Application forms are available online at the City of Fremantle website www.fremantle.wa.gov.au or from the Fremantle Town Hall, 8 William Street, Fremantle.
Opportunities

Youth grants
The City of Fremantle offers two additional youth sporting grants to individuals under 21 years of age. Travel grants of up to $300 assist young sports people to meet the costs associated in attending state, national or international sports competitions. Youth access grants of up to $200 assist young people who face barriers to participating in locally organized physical activity programs. The grant can pay for coaching fees, program fees and expenses (excluding sporting club memberships). To enquire about or apply for a KidSport, youth access or youth travel grant contact the City of Fremantle Sport and Recreation Officer on 08 9432 9999 or email activefreo@fremantle.wa.gov.au.

City of Fremantle community development funding

The Community Sport and Recreation Facility Fund
The Department of Sport and Recreation Community Sport and Recreation Facility Fund (CSRFF) is available to clubs for projects that increase participation in sport and recreation through the development or enhancement of sporting and recreational facilities. The CSRFF will contribute a maximum of one third towards the total project cost.

The three levels of funding include:

<table>
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<th>Funding Level</th>
<th>Total project value</th>
<th>Closing date</th>
<th>Examples of projects</th>
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| Small grants (between $2,500-$50,000)  | $7,500 - $150,000   | January and August | • floodlighting  
• new cricket wickets  
• backing nets  
• court resurfacing or upgrades. |
| Annual grants (between $50,000-$166,666) | $150,000 - $499,000 | September        | • pavilion upgrades  
• floodlighting  
• synthetic pitches. |
| Forward planning grants (between $166,667-$4m) | $500,000 - $12m | By negotiation   | • major swimming pool construction  
• multipurpose leisure centre. |

Please contact the City of Fremantle on 08 9432 9999 to discuss your project before commencing the application process.
Creating pathways

According to the Department of Sport and Recreation, many players discontinue playing during the transition from junior to senior sport. Therefore to prevent losing players over this period, it is vital to create links between juniors and seniors (whether the same club or different).

Creating the links

- Run club social events for both junior and senior players
- Encourage senior coaches to regularly attend junior games
- Encourage junior players to volunteer at senior games and vice versa
- Encourage senior players to assist with coaching junior teams
- Make junior training times immediately precede senior training
- If different clubs, encourage networking of presidents
- Distribute retention letters to all 17’s players at the conclusion of the season, giving them details for senior team/club contacts
- Develop promotional information that can be distributed to junior players and their parents about the importance of long term involvement in sport.
Why do people volunteer?
Almost two thirds of those who became involved in volunteering in the last 10 years were asked by someone (35%) or did so because they knew someone involved (29%).

They were rarely recruited through media promotion with only 5% doing so as a response to a media report or an advertisement.

The top reason for volunteering was; helping others or the community (57%), followed by personal satisfaction (44%) and to do something worthwhile (36%).

Become a volunteer friendly club

Plan
People always say they want more volunteers, however, before recruiting volunteers it is important to plan as follows:

- Think about how you are going to recruit them
- once recruited, plan for their arrival
- then plan how you are going to keep them.

Be specific
According to a Volunteering Australia survey, volunteers without job descriptions were more likely to report feeling unsupported in their work, inadequately trained and without opportunities to participate in decisions that affect them and their work. They were more likely to experience uncertainty or conflict and confusion with paid workers in their organisation. Despite the advantages of written position descriptions, the National Survey of Volunteers conducted by Volunteering Australia in 2006 revealed that 42% of volunteers surveyed did not have written position descriptions for their roles.

A good position description clarifies the responsibilities and support arrangements for a volunteer. It helps volunteers to be clear about what is expected of them and feel confident in their role.

Communicate
Make sure you keep your volunteers in the loop. Organise an orientation/induction so they can get to know how your club runs, its main goals and what is expected of them. Hold meetings with them over the course of the year to check how they are going and see if they could use any further assistance.

For more information on volunteers and volunteer management visit the Volunteering Australia website at http://www.volunteeringaustralia.org.
Recognise

When volunteers are recruited to your organisation it makes the utmost sense to make every effort to retain them. It is a costly proposition to recruit and train replacement volunteers. The time lost in recruiting replacement volunteers can result in lengthy periods where a club may not be able to deliver the additional service that a volunteer may offer.

One important way of encouraging your volunteers to remain with your organisation is to give them adequate recognition. To be effective, recognition should be both consistent and ongoing.

Be creative. Recognition doesn’t have to be costly, but it will ensure volunteers feel valued and they will be more likely to continue to support your club.

Some ideas for recognition are:

- discount their fees
- give them seasonal or life membership (after exceptional club service)
- present them with good service certificates
- publicly acknowledge their efforts at an event or through club publications
- nominate them for local, state and federal volunteer awards
- provide them with vouchers or discounts at a sponsor’s business
- hold a volunteers’ function; provide them with a meal
- establish an honour board
- write reference letters for them (to assist with employment prospects)
- fund their training and/or accreditation in connection with club related activities
- name an event or award after them
- provide them with replica premiership medals, flags, and cups
- provide them with club shirts or caps or any other club marked paraphernalia.
<table>
<thead>
<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Abuse-alcohol and drug</td>
<td>Australian Drug Foundation</td>
<td>Would you like to create a positive image of your club when it comes to managing alcohol responsibly? By joining the good sports program and participating in accreditation courses, your club will be closer to addressing anti-social behaviour.</td>
<td>The Good Sports accreditation program is an initiative of the Australian Drug Foundation. It assists sporting clubs to manage alcohol responsibly, reduce alcohol related problems and promote a responsible attitude towards alcohol in a safe environment for all.</td>
</tr>
<tr>
<td>Abuse-Child</td>
<td>Department of Child Protection</td>
<td>Has a club coach noticed that one of their players has been abused at home? Not sure how to proceed?</td>
<td>Department of Child Protection can assist clubs who are concerned for the safety and well being of their players.</td>
</tr>
<tr>
<td>Abuse-child Discrimination, harassment and member protection.</td>
<td>Play by the Rules</td>
<td>Need information to help you deal with issues and concerns about discrimination and harassment? Looking for ways to silence the sideline loudmouth? Ensure the safety of junior members? Deal with the team bully?</td>
<td>Play by the Rules provides information and online learning for community sport and recreation clubs. It shows how to prevent and deal with discrimination, harassment and child abuse and develop inclusive and welcoming environments for participation.</td>
</tr>
<tr>
<td>Alcohol and liquor licensing</td>
<td>Department of Racing, Gaming and Liquor</td>
<td>Wanting to sell alcohol at your club events, training sessions or game days?</td>
<td>Clubs wanting to sell alcohol need to apply to the Department of Racing, Gaming and Liquor for a club, club-restricted or occasional liquor license.</td>
</tr>
<tr>
<td>Alcohol training</td>
<td>ClubsWA</td>
<td>Does your club serve alcohol? If your club is considering serving alcohol then your club is required to have a qualified bar manager on site.</td>
<td>Clubs WA provide the Responsible Service of Alcohol Accreditation course needed to comply with the Liquor Control Act (1988).</td>
</tr>
<tr>
<td>Bank accounts</td>
<td>Local bank branches</td>
<td>Does your club have problems with tracking payments? Is there a cash flow problem? Is there only one signatory needed for cheques?</td>
<td>Some banks have community grants and sponsorship available. Be sure to ask what your bank can offer you when setting up an account. Always have at least two cheque signatories.</td>
</tr>
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| Club resources | Department of Sport and Recreation  
www.dsr.wa.gov.au/clubsonline  
info@dsr.wa.gov.au  
08 9492 9700 | Want to develop a free club website? Is your club interested in improving its management practices? Striving to make your club strong off the field? Want to expand your advertising medium? Looking to develop your coaches and officials? | The Clubs Online website provides a medium where clubs can upload their details, create their own website, contribute to blogs and forums, and access club resources and templates. Accreditation courses for coaches and officials are also available. |
| Community resources | Our Community  
www.ourcommunity.com.au  
sevice@ourcommunity.com.au  
03 9320 6800 | Does your club need risk management advice? Are there insurance, training, marketing, or technology questions you need answered? | Our Community is a social enterprise that provides advice and tools for not-for-profit community groups. |
| Coaching and officiating courses | State Sporting Associations  
www.dsr.wa.gov.au/find-my-ssa | Would your coaches or officials like to expand their knowledge? Do you have new members wanting to become more involved? | Seek advice from your state sporting association in regards to courses being run in your area. |
| Criminal record checking – Working with children check | Working with Children Check  
www.checkwwc.wa.gov.au  
08 6217 8100 | Unsure as to who in your club requires a Working with Children Check? | The Working with Children (Criminal Record Checking) Act 2004 was introduced to ensure a consistent and high standard of checking for certain people who work with children. |
| Criminal record checking – National Police Clearance | WA Police  
www.police.wa.gov.au  
08 9222 1111  
Department for Communities  
www.communities.wa.gov.au  
08 6217 8500 | Want volunteers to get a police clearance? Is there a volunteer driving the team bus to and from games? | The Department for Communities together with the Western Australia Police, run a program providing WA organisations with a National Police Check for their volunteers at a reduced fee. |
| First aid | St John Ambulance Australia  
www.stjohn.org.au  
08 9334 1222 | Does your club want to train your members in First Aid? | St John Ambulance Australia provides training opportunities for club members in a variety of courses. Clubs can purchase first aid equipment and request attendance at events. |
| First aid – sport specific | Sports Medicine Australia  
www.smawa.asn.au  
Info@smawa.asn.au  
08 9285 8033 | Does your club wish to learn how to treat its players for injuries sustained? Intending to train a volunteer to manage sports injuries this season? | Sports Medicine Australia delivers professional courses in sports first aid and sports training, as well as educational resources for coaches, trainers and participants. |
| Inclusion | Inclusion WA  
www.inclusionwa.org.au | Would your coaches like assistance in addressing the challenges related to inclusion? Would your club like to be more involved? | Inclusion WA is a dynamic organisation dedicated to enriching the lives of all people, including CaLD, indigenous and people with disability, by facilitating inclusion in sport. |
## Club resource guide

<table>
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| Incorporation | Department of Commerce  
www.docep.wa.gov.au/associationsguide  
1300 136 237 | Is it time to amend your club's constitution? Starting up a new club? Consider becoming incorporated and give your club authority to enter into formal agreements. | Clubs can submit an application to the Department of Commerce to either amend its constitution or become incorporated under Associations Incorporations Act 1987. |
| Insurance | State Sporting Associations  
www.dsr.wa.gov.au/find-my-ssa | Need insurance for your club? Looking for insurance to cover public liability, players, officials and committee members? | Seek insurance for members through your State Sporting Association. This insurance is recommended in providing the most suitable cover for your club as it is customised to your sport. |
| Insurance | Local Community Insurance Services  
www.lcis.com.au  
insurance@lcis.com.au  
1300 853 800 | Need insurance for you club? Struggling to get appropriate insurance cover for your members, committee and directors? | Local Community Insurance Services is an insurance provider established to manage the needs of clubs and community groups within Australia. |
| Membership | Active After-School Communities (AASC)  
infoaasc@ausport.gov.au  
08 6389 7003 | Is your club looking to recruit new junior members? Would you like to reward unpaid volunteers in coaching roles? Would you like new equipment and access to free courses? | The AASC program is a springboard for club growth. It involves affiliating your club and coaches to local schools to deliver fun programs with the aim of joining school children up with your club. |
| Post office box | Australia Post  
www.auspost.com.au  
13 13 18 | Is your mail getting lost or sent to a previous committee member? Would you like your mail to be safe and provide a professional business address? | Your club has the opportunity to utilise an Australian Post Office Box to ensure your mail remains secured. |
| Local promotion opportunities | Fre-Info (http://www.freemantle.wa.gov.au/communityservices/Community_information_database_Fre-info)  
Fremantle Herald (http://www.fremantleherald.com/fremantle/)  
Fremantle Gazette (http://fremantle.inmycommunity.com.au/) | Do you want to become a household name? Do you want to be listed in local community sport directorates? | Fre-Info is a free community database where you can search for almost anything in the Fremantle area. You can also get your name into local newspapers, the Gazette or Herald by contacting reporters and offering opportunities for stories. |
| Promotion - other | Facebook and Twitter  
Find a club  
www.clubsonline.dsr.wa.gov.au/find-a-club | Social media marketing can connect you to a broader audience across all ages groups when compared to hard copy newsletters and emails. Is it hard to find information on your club? Are you looking for more members? | Your updates should be short and to the point and catchy. The Department of Sport and Recreation “Find a Club” is a free online search device for people searching prospective clubs in their area. |
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<td>Sports dimensions</td>
<td><a href="http://www.dswa.gov.au/sportsdimensions">www.dswa.gov.au/sportsdimensions</a></td>
<td>Need to mark out your pitch for the start of the season? This website offers information regarding the designing of and marking out for a range of sports.</td>
<td>This guide provides information on playing surfaces, goal posts, run-off, fencing, lighting, field of play, nets, etc.</td>
</tr>
<tr>
<td>Tax, GST and ABN</td>
<td>Australian Taxation Office</td>
<td>Does your clubs treasurer need to clarify a taxation issue? Want to apply for an Australian Business Number (ABN)? Want to seek advice in establishing financial processes?</td>
<td>The Australian Taxation Office provides guides on tax basics for non-profit organisations, capital gains tax, fringe benefits tax, gifts and fundraising, GST, income tax, record keeping and volunteers.</td>
</tr>
<tr>
<td>Volunteers</td>
<td>Volunteering WA</td>
<td>Want the latest ideas on effectively managing volunteers? Trying to organise enough volunteers to help out at training, on the committee, run the canteen, or at games?</td>
<td>Volunteering WA provide a range of resources, volunteer referral service, volunteer management practise, training, workshops, forums, regular e-newsletters, bulletins and more.</td>
</tr>
<tr>
<td>Volunteers</td>
<td>Go Volunteer</td>
<td>Looking for volunteers for your club? Interested in matching your volunteers to your club’s needs?</td>
<td>GoVolunteer assists clubs in finding individuals within their area who have expressed an interest in volunteering.</td>
</tr>
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## External sponsorship opportunities

<table>
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<tr>
<th>Name of Organisation</th>
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<th>Contact</th>
<th>Summary of Eligibility</th>
<th>Closing Date</th>
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<tr>
<td><strong>Active After School Communities (AASC)</strong></td>
<td>Purchase of sporting equipment, costs associated with running targeted sign on events, sport specific accreditation courses.</td>
<td>Australian Sports Commission <a href="http://www.ausport.gov.au/aasc">www.ausport.gov.au/aasc</a> <a href="mailto:infoaasc@ausport.gov.au">infoaasc@ausport.gov.au</a> 08 6389 7003</td>
<td>Incorporated sporting clubs who register with the AASC and utilise the program for promotion of their junior memberships. Up to $5000 is available depending on level of involvement.</td>
<td>Open all year</td>
</tr>
<tr>
<td><strong>Sport Incentive Program</strong></td>
<td>Australian Sports Foundation provides eligible clubs with the opportunity to raise funds for capital works projects.</td>
<td>Australian Sports Foundation <a href="http://www.asf.org.au">www.asf.org.au</a> <a href="mailto:info@asf.org.au">info@asf.org.au</a> 02 62 14 7868</td>
<td>Financially viable incorporated sport and recreation clubs can apply if undertaking facility development, facility feasibility study, equipment, team travel, hosting a major sporting event or for sport development.</td>
<td>Open all year</td>
</tr>
<tr>
<td><strong>Community Participation Funding</strong></td>
<td>Programs that increase physical activity among low participation groups, particularly indigenous and CaLD.</td>
<td>Department of Sport and Recreation <a href="http://www.dsr.wa.gov.au/community-participation-funding">www.dsr.wa.gov.au/community-participation-funding</a> 08 9492 9700</td>
<td>Grants between $1000 and $5000 are available to sport and recreation community organisations/clubs.</td>
<td>Open all year</td>
</tr>
<tr>
<td><strong>Community Sport and Recreation Facilities Fund</strong></td>
<td>Upgrades to facilities. i.e. synthetic playing surfaces and clubrooms.</td>
<td>Department of Sport and Recreation <a href="http://www.dsr.wa.gov.au/facilitiesfunding">www.dsr.wa.gov.au/facilitiesfunding</a> 08 9492 9700  City of Cockburn <a href="mailto:recreation@cockburn.wa.gov.au">recreation@cockburn.wa.gov.au</a> 08 9411 3654</td>
<td>Incorporated sport and recreation clubs may seek sponsorship for basic infrastructure upgrades to sport and recreation facilities. There are three types of grants – small, annual and forward planning. Sponsorship is available up to one third of the total project cost.</td>
<td>First Friday in March, and the first Friday in August every year</td>
</tr>
<tr>
<td><strong>Community Volunteer Grants</strong></td>
<td>Recruiting, retaining or up-skilling new and existing volunteers within sport and active recreation clubs.</td>
<td>Department of Sport and Recreation <a href="http://www.dsr.wa.gov.au/community-volunteer-grants">www.dsr.wa.gov.au/community-volunteer-grants</a> 08 9492 9700</td>
<td>Grants up to $2000 are available to incorporated not-for-profit sport and active recreation clubs.</td>
<td>1st May each year</td>
</tr>
<tr>
<td>Name of Organisation</td>
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<tr>
<td>KidSport</td>
<td>Assistance for eligible families to subsidise fees to join a sport and recreation club.</td>
<td>City of Fremantle <a href="mailto:activefreo@fremantle.wa.gov.au">activefreo@fremantle.wa.gov.au</a> 08 9432 9999 Clubs online <a href="http://www.clubsonline.dsr.wa.gov.au/KidSport">www.clubsonline.dsr.wa.gov.au/KidSport</a> 08 9411 3654</td>
<td>Low socio-economic status families are eligible to receive up to $200 annually for each of their children aged between 5 - 18 years.</td>
<td>Open all year.</td>
</tr>
<tr>
<td>Sports Leadership Grants for Women</td>
<td>Programs for coaches, officials and administrators, i.e. course fees, presenter fees, presenter travel, participant travel costs.</td>
<td>Australian Sports Commission <a href="http://www.ausport.gov.au/women">www.ausport.gov.au/women</a> <a href="mailto:leadershipgrants@ausport.gov.au">leadershipgrants@ausport.gov.au</a> 02 6214 1111</td>
<td>Both female individuals and incorporated sport and recreation clubs may apply for a one off grant of up to $5000 and $10000 respectively. Australian citizens or permanent residents aged 18 years or more can apply.</td>
<td>Around May each year.</td>
</tr>
<tr>
<td>Thank a Volunteer Grant</td>
<td>Community organisations to host Thank a Volunteer Day (Dec 5) events.</td>
<td>Department for Communities <a href="mailto:grants@communities.wa.gov.au">grants@communities.wa.gov.au</a> 08 6551 8413</td>
<td>Community organisations are eligible to apply but it is recommended that a range of community groups be involved in the event.</td>
<td>Around November each year.</td>
</tr>
<tr>
<td>Volunteer Grants Fund</td>
<td>Small equipment items that will assist volunteers in performing their tasks, i.e. laptops, equipment</td>
<td>Department of Families, Housing, Community Services &amp; Indigenous Affairs (FaHCSIA) <a href="http://www.fahcsia.gov.au">www.fahcsia.gov.au</a> 1800 183 374</td>
<td>Incorporated sport and recreation clubs may apply for equipment grants of between $1000 and $5000 each.</td>
<td>Around June each year.</td>
</tr>
<tr>
<td>Health Promotion Project Grant</td>
<td>Programs that aim to increase individual knowledge and skills, change behaviour, and environments to improve health.</td>
<td>Healthway <a href="http://www.healthway.wa.gov.au">www.healthway.wa.gov.au</a> <a href="mailto:healthway@healthway.wa.gov.au">healthway@healthway.wa.gov.au</a> 08 9476 7000</td>
<td>Grants are offered to incorporated organisations and community groups to run or trial innovative health promotion programs. You can apply for health promotion grants for under or over $5000.</td>
<td>At least four calendar months prior to project start.</td>
</tr>
<tr>
<td>Sport Sponsorship Program</td>
<td>Delivery of a program or event involving recognised sport or recreation initiatives that have physical activity as the primary focus.</td>
<td>Healthway <a href="http://www.healthway.wa.gov.au">www.healthway.wa.gov.au</a> <a href="mailto:healthway@healthway.wa.gov.au">healthway@healthway.wa.gov.au</a> 08 9476 7000</td>
<td>Incorporated sport and recreation clubs are eligible for Health Promotion under $5000, Health Promotion $5000 - $50000 or Health Promotion over $50000 Sponsorship.</td>
<td>At least four calendar months prior to project start.</td>
</tr>
<tr>
<td>Healthy Club Sponsorship, Healthway funded</td>
<td>Implementation of a range of health, safety, education and participation initiatives within their club, i.e. first aid supplies, sunscreen, injury prevention courses</td>
<td>Sports Medicine Australia <a href="http://www.healthyclub.org.au">www.healthyclub.org.au</a> <a href="mailto:healthyclub@smawa.asn.au">healthyclub@smawa.asn.au</a> 08 9285 8033</td>
<td>Incorporated sporting clubs, playing in a recognised sporting competition are eligible to apply for up to $3000.</td>
<td>February (winter sports) August (summer sports)</td>
</tr>
<tr>
<td>Community Events Grant</td>
<td>Various event costs. i.e. publicity, advertising, hire of venues/equipment, entertainment</td>
<td>Lotterywest <a href="http://www.lotterywest.wa.gov.au">www.lotterywest.wa.gov.au</a> 08 9340 5270</td>
<td>Not-for-profit organisations may apply for up to $20000 per financial year. Some documents needed to apply include constitution, annual report, audited financial statements, event management plan.</td>
<td>At least four calendar months prior to project start.</td>
</tr>
<tr>
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| Organisational Development Grant    | All kinds of development activities that benefit your organisation including: developing strategic, and fundraising plans, training for volunteers etc. | Lotterywest
www.lotterywest.wa.gov.au
08 9340 5270                                                           | Not-for-profit organisations may apply for up to $5000 for an individual’s professional development. They also cover up to 75% of costs such as course fees for education or training. | Open all year:                                                        |
| Furniture and Equipment Grant        | Purchase of furniture and equipment that meet your organisation’s needs.                  | Lotterywest
www.lotterywest.wa.gov.au
08 9340 5270                                                           | Not-for-profit organisations may apply for grants. Some documents needed to apply include: constitution, annual report and audited financial statements.            | Open all year:                                                        |
| Sponsorship                         | Events that engage local communities and promote health and/or fitness.                    | Bakers Delight – contact your local store or
www.bakersdelight.com.au
sponsorship@bakersdelight.com.au                                          | Incorporated sport and recreation clubs can apply for local sponsorship comprising of product, merchandise, monetary vouchers and promotional material.               | Around June each year:                                                |
| Local Community Involvement          | Sausage sizzles and fundraising opportunities, community DIY workshops, contributions and donations. | Bunnings – contact your local store or
www.bunnings.com.au                                                          | Junior sports groups can apply. Contributions can be made to community events, local amateur sports groups or fundraisers. | Open all year:                                                        |
| Local Community Support Program      | Help with fundraisers, raffles, community days and other activities.                       | Coles – contact your local store or
www.coles.com.au
1800 061 562                                                              | Incorporated sport and recreation clubs can apply to local supermarkets for donations by way of a Coles Gift Card. | Open all year:                                                        |
| Telstra Assistance Fund              | Equipment packages tailored to each sport or recreation club. i.e. AFL tackle pads, match balls. | Telstra
www.beinvolved.telstra.com
sponsorship.unit@telstra.com                                                | Grants for equipment packages are available to incorporated AFL, rugby league, netball and surf life saving clubs only. | Around June each year:                                                |
| Local Support                        | Help with fundraisers, raffles, community days and other activities.                       | Woolworths – contact your local store or
www.woolworths.com.au                                                         | Incorporated sport and recreation clubs can apply to local supermarkets for help such as a BBQ outside the store, lending equipment etc.                      | Open all year:                                                        |
Know your Fremantle contacts

Senior project officer - recreation
T: 08 9432 9999
E: activefreo@fremantle.wa.gov.au
Responsibilities:
Strategic sport & recreation planning, project management, recreation events, youth sport grants.

Sporting facility booking officer
T: 08 9432 9999
E: sportsbookings@fremantle.wa.gov.au
Responsibilities:
Booking of sporting reserves, facility maintenance requests.

Booking officer
T: 08 9432 9999
E: bookings@fremantle.wa.gov.au.
Responsibilities:
Booking of other venues in Fremantle, facility maintenance request, facility inspections.