Acknowledgements

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Sport SA

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Community Sport and Recreation

Thousands of sport and active recreation clubs and associations deliver many activities to their local communities each week throughout South Australia. The majority of clubs rely on the efforts of their volunteers to manage, coach and officiate their activities.

Participation in sport and active recreation has many benefits to the individuals and the wider community such as:

- increased social interaction and support;
- positive self esteem and confidence;
- challenge and competition;
- achievement and leadership;
- improved individual physical and mental health;
- skill development;
- employment in the industry and associated industries;
- economic benefits of sport and recreation tourism, such as special events;
- safer communities through reduced anti-social and criminal behaviour;
- increased community pride;
- improved societal health and wellbeing; and
- reduction in healthcare costs.

Just as community clubs play a major role in achieving these outcomes, Local Government also plays an important role.
Role of Local Government

The range of services provided by Local Government is in response to the needs and priorities determined by local communities. Councils consult widely and prepare strategic management plans in response, which guide their annual programs. The services can vary greatly from one Council area to another depending on the Council’s geographical location, size, development, growth patterns and population profile. [Source: SA LGA]

Local Government has a responsibility to provide for the wellbeing of its community, including the provision of community and recreational services and facilities to its community. It does this through the provision of sports grounds, clubrooms, courts, swimming pools, sports centres and parks, often in partnership with the community.

A key issue facing local government is ensuring that sport and recreation facilities will meet future needs while being affordable and fit-for-purpose. To deal with this, Councils are looking at a range of strategies including:

- a focus on multi-function and shared use facilities including schools;
- facility consolidation; and
- working closely with local communities, including sports clubs.

Building a close working relationship with local government is an important step for all sporting and active recreation organisations, especially when planning for new facilities and services.
Working in Partnership with the Council

Currently, Local Government in South Australia is made up of 68 separate councils covering city and country areas. Visit [www.lga.sa.gov.au](http://www.lga.sa.gov.au) for a map of all Councils in SA.

Each local government has an elected Council as well as specialist staff such as:
- Recreation and Sport Officers;
- Recreation Planners;
- Parks and Gardens Managers;
- Property Manager/Officers; and
- Community Development Manager/Officers.

In country areas you may have a STARCLUB Field Officer working in your region, looking after the needs of sport and active recreation organisations. Refer to [www.recsport.sa.gov.au](http://www.recsport.sa.gov.au) for the latest contact details. In some smaller Councils, you may liaise directly with senior staff such as the Chief Executive Officer, Deputy Chief Executive Officer, Director or General Manager. For specific enquiries you may need to liaise with specialist staff.

**Tip:** Most Council’s have a Customer Service Team or staff member who can assist you with your initial inquiry and direct you to the person who can assist you.
Elected members led by the Mayor represent you on your local 
Council and often represent a specific ward within your Council. 
You should identify your local elected members and keep them 
informed of what your organisation’s plans are by sending them 
information and inviting them to matches and special events 
such as presentation nights.

Developing a good relationship with your local Council is very 
important. The Council is often the land owner and may have 
contributed to the development of the facility your club utilises. 
Council often conducts the maintenance of the grounds and 
buildings you use.

**Tip:** Having a designated person from your club to 
manage the relationship with local government is 
a good idea.

<table>
<thead>
<tr>
<th>Common Enquiries</th>
<th>Likely Departments/Staff Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development, extension or upgrade to a facility.</td>
<td>Recreation Planning, Property, Town Planning</td>
</tr>
<tr>
<td>Use of a facility for training and competition</td>
<td>Sport and Recreation Officer, Facility Manager, Bookings Officer</td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>Parks and Gardens</td>
</tr>
<tr>
<td>Facility Maintenance</td>
<td>Property Management</td>
</tr>
<tr>
<td>Management Agreements [leases/licences, etc]</td>
<td>Sport and Recreation Officer, Property Management</td>
</tr>
<tr>
<td>Liquor Licensing Enquiries</td>
<td>Property Management</td>
</tr>
<tr>
<td>Food Handling and Preparation and Public Pools and Spas</td>
<td>Environmental Health Officers</td>
</tr>
<tr>
<td>Traffic Management</td>
<td>Engineering</td>
</tr>
</tbody>
</table>

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important. The Council is often the land owner and may have 
contributed to the development of the facility your club utilises. 
Council often conducts the maintenance of the grounds and 
buildings you use.
Tip: Peak bodies and State Sporting Organisations are equipped to assist your club with planning and training needs. Having the support from your regional sport association (e.g., League) is also important when working with local government.
Club Development

Club development is an ongoing process to improve your sporting and active recreation organisation.

Local Government and other service providers may facilitate the delivery of a range of programs at low or no cost to assist sport and active recreation organisations. This may include training and development in the following areas:

- Club and Facility Management;
- Risk Management;
- Volunteer Management;
- Child Protection; and
- Responsible Service of Alcohol.

STARCLUB

The Office for Recreation and Sport offers the STARCLUB Club Development Program which aims to guide clubs and associations towards success and sustainability. The program has a set of criteria to measure against and is focused on continuous improvement. To register with the program visit [www.recsport.sa.gov.au/starclub](http://www.recsport.sa.gov.au/starclub).

Play by the Rules

Play by the Rules can help you get up and running with some basic policies and guidelines your club should have. It provides news, resources and free online training. Visit [www.playbytherules.net.au](http://www.playbytherules.net.au).

Volunteer Support


Good Sports

Forward or strategic planning is a very important aspect for any organisation, including volunteer organisations. A strategic plan should address areas such as:

- Participation and membership growth and retention;
- Facility development and management;
- Governance and risk management;
- Marketing and promotion;
- Coaching and officiating; and
- Financial management.

The STARCLUB Club Development Program encourages organisations to have a long term vision and strategic plan. Many Councils will be able to assist you prepare a strategic plan or provide you with advice on how to go about it. Your peak body may also have resources available to assist in this process.

**Did you know:** The State Strategic Plan has set a target of increasing the proportion of South Australians participating in sport or physical recreation at least once per week to 50 percent by 2020.
Community Hubs

The Office for Recreation and Sport Community Hubs framework has been developed 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

Case Study
A good example of a community sports hub is the Naracoorte & District Sports Centre. This facility is leased by Council to the Naracoorte & District Sports Centre Inc who in turn sub-lease to eight separate sport and recreation organisations. Facilities include a community level basketball and squash stadium, football oval, tennis and netball courts, hockey fields, soccer pitch and 4 clubrooms. The community is encouraged to use the facility to participate in both active and passive sport and recreation activities.
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.
# Facility Planning and Management

Planning for the development or upgrade of a facility is a complex task. It is important you speak with your local government early in the planning process to avoid any unnecessary delays.

<table>
<thead>
<tr>
<th>Step</th>
<th>Council Involvement</th>
<th>Indicative Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-planning</td>
<td>In principle approval as land owner (if applicable), input into feasibility assessment, community consultation.</td>
<td>3 to 6 months</td>
</tr>
<tr>
<td>Concept design</td>
<td>Input into future uses, shared-use opportunities, operation arrangements.</td>
<td>1 to 3 months</td>
</tr>
<tr>
<td>Detailed design and documentation</td>
<td>Development approval requirements.</td>
<td>1 to 3+ months</td>
</tr>
</tbody>
</table>
| 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                      |

The vast majority of community based sport and recreation facilities and playing grounds are located on Council owned or managed land. Therefore it is important that you discuss your proposals with Council to see if any approvals are required. This may include:

- developing, extending or refurbishing buildings, clubrooms and change rooms;
- installing, repairing and upgrading sports flood lighting;
installing and upgrading sport specific facilities [cricket nets, tennis courts, basketball rings, goal posts]; and
upgrading or maintaining any park infrastructure [fencing, playgrounds, paths, BBQs, shelters].

When seeking grants and financial assistance for facilities from Council and other bodies it is useful for the Club to demonstrate a financial commitment to projects. You may consider special fundraising activities or establishing a separate budget line for this purpose.

Where your 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 exclusive 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.

In the majority of cases, Councils tend to provide the maintenance services for sports grounds and buildings. This may vary from Council to Council and in some cases clubs conduct their own maintenance.

**Tip:** Legal advice should be sought when negotiating a long term tenure arrangement with your Council.
The conditions attached to your lease/license or permit will usually set out the maintenance responsibilities of clubs and councils.

It is a high cost for Councils to maintain sports grounds and associated facilities and specific expertise is often required to prepare high quality and fit-for-purpose sports facilities. Councils often have a customer request system or point of contact for maintenance and your club will benefit from regular liaison with the relevant department. Seek advice from Council prior to conducting any ground, building or other maintenance works.

Funding Opportunities

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

- Fundraising and sponsorship;
- Local Government (contact your local Council);
- Private Sector;
- Trusts, Foundations and Benevolences: www.philanthropy.org.au; and

Case Study
The Cummins Recreation Grounds Committee has recently secured funding to develop a combined changeroom and kiosk facility to service the community swimming pool, two local football clubs who share the oval and cricket club. The funding came from a range of sources including the local community bank, District Council of Lower Eyre Peninsula, Office of Recreation and Sport and contributions from the local sports clubs and community.
Legal Issues and Risk Management

Australia is becoming an increasingly litigious society. We are seeing increasing application of the law in sport and recreation. Club administrators who are often volunteers must be able to identify areas of potential legal risk and physical hazards.

An important first step for any sport and recreation organisation is obtaining incorporation. Incorporation is normally required to enter into a tenure arrangement or obtain funding from government agencies including Councils. It also offers a level of protection to individual members.

Councils are involved in ensuring compliance with a range of legislation and local policies that directly affect sport and active recreation clubs such as:

- Liquor licensing;
- Smoking;
- Safe food handling;
- Disability access and equity;
- Development planning;
- Community Land Management Plans;
- Specific Council legislation, by-laws and policies;
- Child protection;
- Parking;
- Noise and other disturbances; and
- Swimming pools and spa requirements.
Useful Websites

Office for Recreation and Sport – www.recsport.sa.gov.au
Sport SA – www.sportsa.org.au
Play by the Rules – www.playbytherules.net.au
Volunteering SA – www.volunteeringsa.org.au
Office for Volunteers – www.ofv.sa.gov.au
Australian Sports Foundation – www.asf.org.au