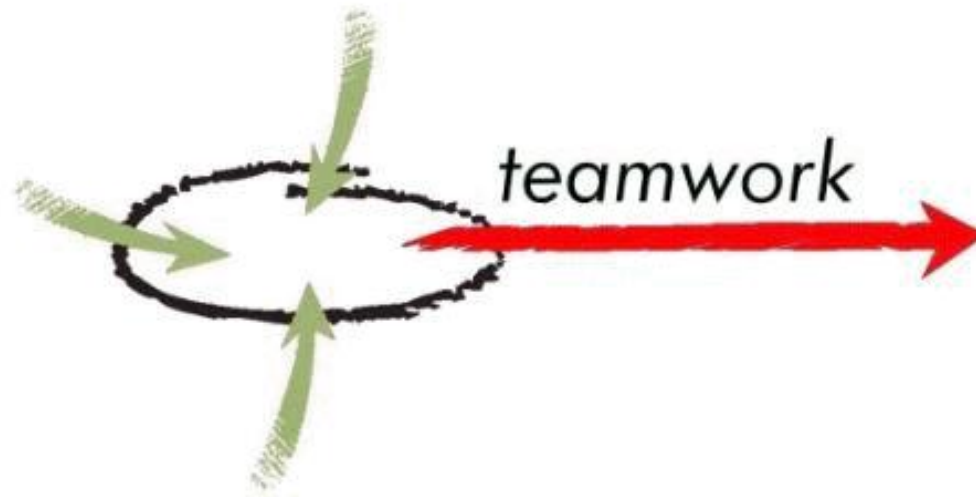




# **BUSINESS PLAN MEETING**



## Contents

- 1.Introduction to a Plan
- 2.What makes a successful and great football club?
- 3.Business Plan
4. Budget impact
5. What can I do to reduce the risk of poor performance?
6. Club Structure
7. Insurance, Membership and Contracts
8. Ground and Risk Management
- 9.Community Focus and Sponsors

# INTRODUCTION TO A PLAN

● 1



## **Introduction**

**A Business Plan is the result of thorough consultation taken by members of the Rugby League Club with a wide range of influences including competitors, peers, players, coaches, spectators, media, players, ex players and supporters.**

**The Club's strengths and weaknesses have been analysed and with the development of a model defining a successful football club, a number of initiatives formulated to ensure that the correct path is negotiated and travelled.**

**A Business Plan provides positive feedback on how the club is operating especially in the areas of ground and sponsor management, player behaviour, committee participation and talent levels, areas that the Club intends to keep moving forward.**

**Your Business Plan is a moving, living, breathing document that will be used to measure your success and continually be updated and modified as you move forward.**

## CREATING A TIMELINE FOR THE PLAN

- JULY/AUGUST – SURVEY YOUR AFFILIATES i.e. Players, Coaches, Committee, Supporters, Opposition and Supporters
- SEPTEMBER/OCTOBER – COMPILE SURVEY RESULTS, COMPLETE CLUB CONSTITUTIONAL REQUIREMENTS, REVIEW CURRENT STATUS IN RELATION TO SURVEY
- NOVEMBER – DRAFT BUSINESS PLAN WITH PROPOSED TIMELINES, ROLES AND RESPONSIBILITIES
- DECEMBER – FORMALISE BUSINESS PLAN
- JANUARY TO AUGUST – WORK IN CONJUNCTION WITH PLAN, REVIEWING MONTHLY AT MEETING
- THE WHOLE PROCESS CYCLES AGAIN EXCEPT THAT YOU HAVE REDUCED THE TIME REQUIRED TO ESTABLISH A PLAN AND ARE WORKING CONSTANTLY WITH THE GOALS AND TARGETS



P.O. BOX XXX  
SKULL CAVE  
NSW 2XXX



**RUGBY LEAGUE CLUB**

**1st August 20XX**

**Mr John Doe  
1 Somewhere Street,  
TOWN NSW 2XXX**

**Dear John,**

**Re: Phantoms Rugby League Business Plan**

The Phantoms are currently revising our performance in recent seasons in Group X as part of a Business Plan we are formulating to ensure our long term participation and success in the competition.

I have attached a questionnaire, and would appreciate your response in an effort to work through issues that may be stifling our club and to also take your valued opinion on future directions we may take to strengthen our performance both on and off the field.

Your response may remain anonymous if you wish and we will simply use the information you have provided to assist in the future development of the club.

I have attached the Agenda for our Business Plan meeting and you may attend or return the questionnaire, either way your response will be greatly appreciated.

**Yours Faithfully,**

**Kit Walker**

## **10:00 INTRODUCTION**

Planning – benefits of forward planning and goal setting

Operational – necessity to review and ensure forward progress

## **10:15 GENERAL THINKTANK: OPEN FORUM**

Where is Our Club at?

Where have we succeeded?

Where have we failed?

Where do we need to improve?

Where do we want to be?

Next Year

Five Years

## **11:00 PLAYER SURVEY REVIEW AND CLUB QUESTIONNAIRES:**

Review of Player Survey conducted at end of 20XX Season

Discussion of response to questionnaires submitted anonymously and input to Business Plan.

## **12:00 LUNCH:SPONSORSHIP AND MARKETING**

Guest Speakers who provide discussion as to strategies that may help increase sponsorship, public profile and improve your media image.

## **1:00 COMPLETION OF DRAFT BUSINESS PLAN**

Interaction with all attendees using worksheet

## **3:30 TIMELINE FOR COMPLETION OF MASTER PLAN**

## **3:45 MEETING CLOSE**



P.O. BOX XXX  
SKULL CAVE  
NSW 2XXX

**RUGBY LEAGUE CLUB**



## **BUSINESS PLAN QUESTIONNAIRE**

Please tick where you think is best to describe the Club and add any comment wherever possible

### **How do you view your Club?**

Poor \_\_\_ Average \_\_\_ Good \_\_\_ Above Average \_\_\_

### **Player strength compared to competition standard**

Poor \_\_\_ Average \_\_\_ Good \_\_\_ Above Average \_\_\_

### **Player depth compared to last season**

Improving\_\_\_ Unchanged\_\_\_ Worse\_\_\_

### **Club Management since last season**

Improving\_\_\_ Unchanged\_\_\_ Worse\_\_\_

### **How do you rate your Clubs performance?**

Worse than Expected \_\_\_ As Expected \_\_\_ Better than Expected \_\_\_

**What is your definition of a successful Club within the Group competition and why?**

**How can your Club be a successful club?**

## Promotion

What promotions do you like to see?

**Sub-Junior Games \_\_ Masters Football \_\_ Kids Activities \_\_**

How often would you expect the Senior Club to provide Coaching Clinics for the Junior Club?

**Once a Year \_\_ Twice a Year \_\_ Three a Year \_\_ More than three \_ \_**

When looking for news on your club where do you go?

**Club Web Page \_\_ Daily Newspaper \_\_ Television News \_\_ All \_\_**

Would you consider including women's sport in the itinerary?

**Women's Oz Tag \_\_ Women's Touch \_\_ None at All \_\_**

**What attracts you to the game?**

**Other than improving our football how else can we attract locals and opposition supporters to our games?**

**Rate from 1 to 10 (if below 5 a quick reason as to why or alternative suggestion)**

**Club Colours**

**Club Playing Apparel**

**Club Name**

**Club Logo**

**Club Venue**

**Sponsor Venue**

**Player Behaviour**

**Supporter Behaviour**

**Coaching Staff**

**Management**

**Sponsorship**

**Old Boys Support**

# WHAT MAKES A SUCCESSFUL AND GREAT FOOTBALL CLUB?



● 2

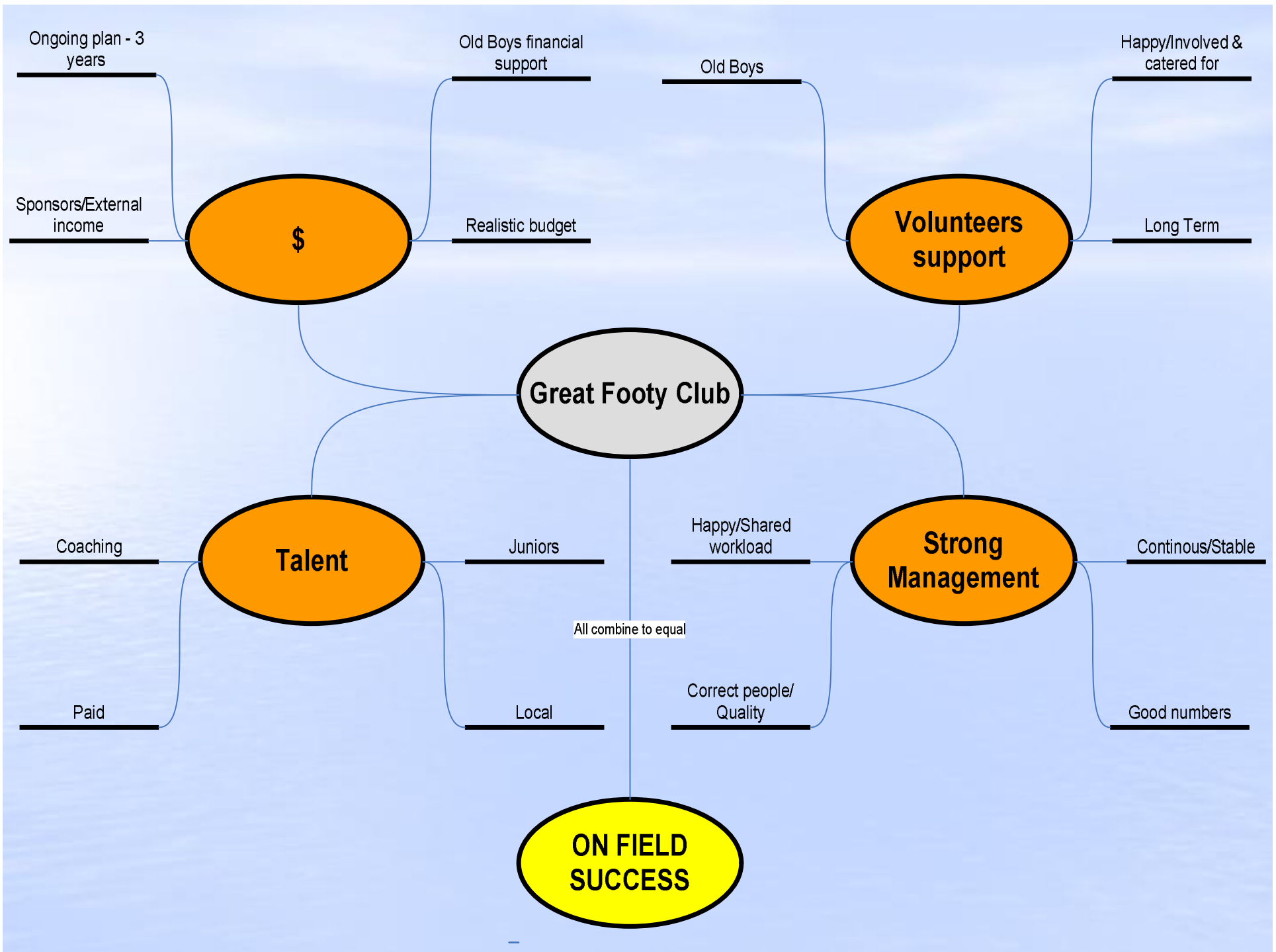
# What makes a successful and great football club?

The obvious indicator of a successful football club is premiership numbers and longevity. To win premierships over a long period of time, a number of characteristics are evident, though the degree or strength may vary.

Below is an independently provided table showing the strength of characteristics of two very successful Country rugby league clubs.

Club1	Character	Club2
Strong/Many	Management/Committee	Minimal/Quality
Ample Budget	\$	Minimal \$
Strong	Juniors	Generally OK
Long/Strong	History	Long/Strong
Good Quality/Strong numbers	Talent	Good Quality

Strength is determined by the number and the quality of the features that make up the characteristic; the greater the number, the greater the quality of features of each characteristic over the whole spectrum, the greater the success.



# What do we do now?

**Plan and Implement Change** - Don't get hung upon what has happened in the past  
- Strive for on field success  
- Determine hard and soft standards

**Implement the strategies and/or address the issues that will improve the quantity and quality of the characteristics of a great footy club**  
- identified during the business planning process.

Marketability . Good image

Financial Sustainability

Winning Team Culture & on field success

Functional Committee and support structure

Personnel & Junior Development

## **BUSINESS PLAN QUESTIONNAIRE RESULTS OVERVIEW**

**Please tick where you think is best to describe the Club and add any comment wherever possible**

How do you view Phantoms?

**Poor** \_\_\_ **Average** \_\_\_ **Good** \_\_\_ **Above Average** \_\_\_

Player strength compared to competition standard

**Poor** \_\_\_ **Average** \_\_\_ **Good** \_\_\_ **Above Average** \_\_\_

Player depth compared to 2006

**Improving** \_\_\_ **Unchanged** \_\_\_ **Worse** \_\_\_

Club Management in recent seasons

**Improving** \_\_\_ **Unchanged** \_\_\_ **Worse** \_\_\_

How do you rate Phantoms performance?

**Worse than Expected** \_\_\_ **As Expected** \_\_\_ **Better than Expected** \_\_\_

**What is your definition of a successful Club within the Group X competition and why?**

DEDICATED PLAYERS WITH REGULAR TOP 6 FINISH,

GOOD MANAGEMENT WITH LOTS OF WORKERS

GOOD FINANCIAL LONGEVITY

**How can Phantoms be a successful club?**

MORE JUNIOR DEVELOPMENT WITH BIG JUNIOR NUMBERS,

QUALITY BUYS (HIGH QUALITY PLAYER COACH)

FAMILY INVOLVEMENT

LONG TERM VIABILITY PLAN

**Promotion**

What promotions do you like to see?

**Sub-Junior Games** \_\_\_ **Masters Football** \_\_\_ **Kids Activities** \_\_\_

How often would you expect the Senior Club to provide Coaching Clinics for the Junior Clubs?

**Once a Year** \_\_\_ **Twice a Year** \_\_\_ **Three a Year** \_\_\_ **More than three** \_\_\_

### **What attracts you to the game?**

FRIENDSHIPS AND FAMILY, JUNIOR PROGRESSION (FAMILY SUCCESSION)

### **Other than improving our football how else can we attract locals and opposition teams to our games?**

LUCKY GATE PRIZES

½ TIME PRIZES (KICKING COMPETITIONS ETC)

FLYERS FOR ACTIVITIES AND SPONSOR PROMOTIONS

GOOD REPORTS IN MEDIA

MORE "PHANTOMS" PROMOTION TO SHAKE OFF OLD LOSING STIGMA

### **Rate from 1 to 10 (if below 5 a quick reason as to why or alternative suggestion)**

<b>Club Colours</b>	<b>7.83</b>
<b>Club Playing Apparel</b>	<b>7.52</b>
<b>Club Name</b>	<b>7.23</b>
<b>Club Logo</b>	<b>7.345</b>
<b>Home Ground Venue</b>	<b>7.345</b>
<b>After Match Venue</b>	<b>5.365</b>
<b>Functions Venue</b>	<b>7.545</b>
<b>Player Behaviour</b>	<b>6.615</b>
<b>Supporter Behaviour</b>	<b>7.065</b>
<b>Coaching Staff</b>	<b>6.72</b>
<b>Management</b>	<b>7.395</b>
<b>Sponsorship</b>	<b>7.795</b>
<b>Old Boys Support</b>	<b>4.715</b>

# BUSINESS PLAN

●3





# Business Plan DRAFT

# Marketability/Good Image

Strategy or Issue	Initiative or Outcome	Target Date	Lead
Improve image	Develop and promote code of behaviour for club members including <ul style="list-style-type: none"> <li>- Player etiquette.</li> <li>- Club dress.</li> <li>- Attendance and behaviour at functions.</li> <li>- Club, Team, Player and Public respect.</li> </ul>		
Improve publicity	Develop a plan with format and procedure for media events including <ul style="list-style-type: none"> <li>- Player News.</li> <li>- Club Events.</li> <li>- Match reporting.</li> <li>- Media enquiries.</li> <li>- Match day functions and activities.</li> <li>- Media relations.</li> </ul>		
Match Day functions	Develop a schedule of match day functions incorporating <ul style="list-style-type: none"> <li>- Junior Clubs.</li> <li>- Presentations.</li> <li>- Saturday fixtures.</li> <li>- Sunday fixtures.</li> </ul>		

# Financial Sustainability

Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Match Day activities	Develop a program of activities to maximise attendances and income <ul style="list-style-type: none"> <li>- Programs &amp; Doubles.</li> <li>- Masters Footy.</li> <li>- Match day competitions.</li> <li>- Lucky gate prizes.</li> <li>- Half Time activities.</li> <li>- After match presentations</li> </ul>		
Sponsorship	Develop sponsorship packages that <ul style="list-style-type: none"> <li>- Incorporate long- term agreements.</li> <li>- Integrate sponsors into club.</li> <li>- Incorporate sponsors marketing at club functions/matches.</li> <li>- Incorporate commercial techniques and are attractive to current and potential sponsors.</li> </ul>		
Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Old Boys	Activate an "Old Boys" network.		
Memberships	Introduce membership packages that are attractive to current and former members, supporters and "Old Boys"		
Catering	Maximise catering potential <ul style="list-style-type: none"> <li>- Determine location, facilities required, staffing and provisions available.</li> </ul>		
Raffles/Mini Numbers/Joker Poker	Develop a strategy to maximise income Develop and coordinate season raffle's		

# Winning Team Culture & on field success

Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Home Ground fortress/Pressure from all grades	Incorporate into code of conduct and behaviour Create a "culture" statement		
Player Liaison	Develop procedures for <ul style="list-style-type: none"> <li>- Insurance Claims.</li> <li>- Registration recovery.</li> <li>- Contract management.</li> <li>- Injury management.</li> <li>- Training Management.</li> </ul>		
Coaching support	Purchase suitable equipment (may vary from training to match review equipment according to budget) Develop a performance management and development program for all coaches		
Recruitment and retainment	Implement an <ul style="list-style-type: none"> <li>- Elite player scheme</li> <li>- Retention &amp; Recruitment committee</li> </ul>		

## Functional Committee and Support Structure

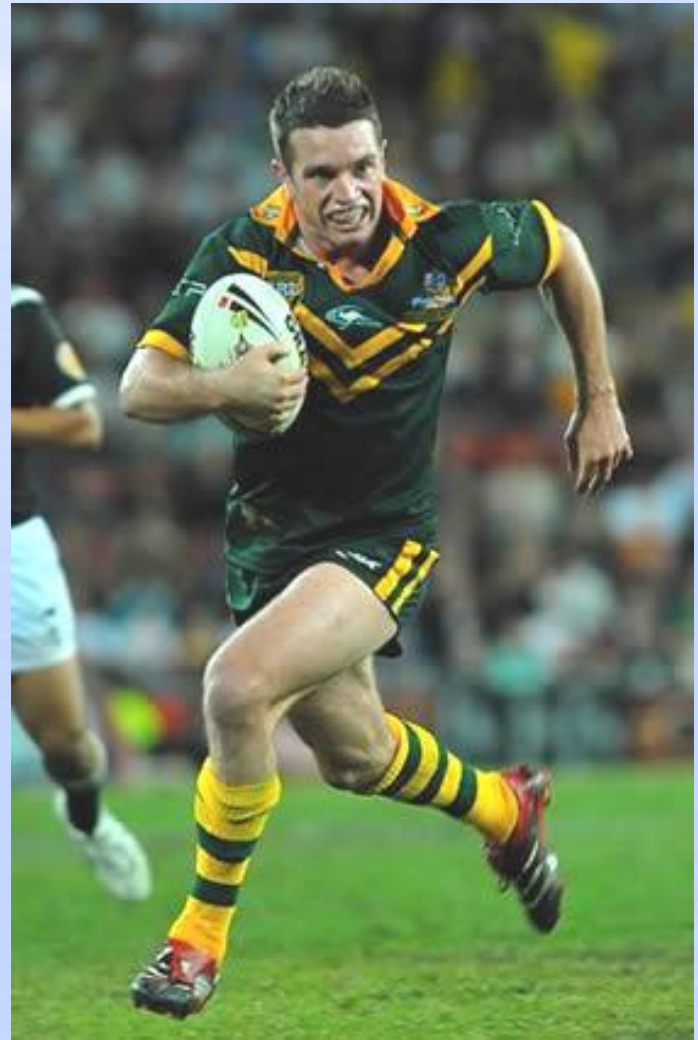
Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Activities	<p>Complete descriptions for all activities identified in club structure</p> <p>Assign all activities to members of the committee with a succession plan for critical or risk activities</p>		
Health Check	Develop a network of external observers to advise on Club issues and initiatives		
Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Relationship Management	<p>Integrate into season activities social events that cater for</p> <ul style="list-style-type: none"> <li>- Coaches</li> <li>- Juniors</li> <li>- Committee</li> <li>- Parents</li> </ul> <p>Incorporating gender, age profile</p>		

## Personnel & Junior Development

Strategy or Issue	Initiative or Outcome	Target Date	Responsibility
Focus on Junior's	Develop a coaching and promotional program for <ul style="list-style-type: none"> <li>- Under 7's to under 12's</li> <li>- Under 13's to under 15's</li> </ul> Refer match day functions Coaching <ul style="list-style-type: none"> <li>- Sponsor the attainment of higher accreditation for lower grade coaches and junior coaching coordinators</li> </ul>		
Scholarships/ Employment Certificates	Develop, encourage and introduce <ul style="list-style-type: none"> <li>- Educational/University/TAFE scholarships</li> <li>- Attainment of White Cards, RSA's or other employable certifications</li> </ul>		

# BUDGET IMPACT

●4



# Negative Budget implications

- Scholarships
- Elite player scheme
- Coaching
  - Level 2 Coaching program
  - Video & match analysis
- Additional catering facilities
- Match day activities
  - Printing
  - Prizes

# **Positive Budget implications**

- **Grants through positive community input**
- **Increased Sponsorship through improved image**
- **Increased Gate and Canteen takings through improved performance**
- **Reduced player payments through improved enjoyment**
- **Greater Old Boys financial contribution**

# POOR PERFORMANCE?



●5

# WHAT ARE THE RISKS OF AN UNPLANNED SEASON?

- FINANCIAL FAILURE
- COACHING FAILURE
- PLAYER FAILURE
- LOW ESTEEM OF PLAYERS
- LOW ESTEEM OF COMMITTEE
- LOW ESTEEM OF SUPPORTERS

# WHAT ARE THE SOLUTIONS?

- **CONSERVATIVE BUSINESS PLAN**

**PLAN FOR LONGEVITY NOT OVERNIGHT SUCCESS** (3 – 5 YEARS) , BE PATIENT WITH PLAYER DEVELOPMENT AND SET AN AFFORDABLE RECRUITMENT BUDGET.

- **MONITOR PERFORMANCE**

**REVIEW REGULARLY** AND ENCOURAGE INTERACTION BETWEEN PLAYERS AND COACH, COACH AND COMMITTEE. CREATION OF A PERFORMANCE HANDBOOK PRIOR TO PRE SEASON TRAINING WILL HELP.

- **BUILD A “HARD WORK ETHIC”**

**AFTER GOOD FOOTBALL COMES GOOD TIMES NOT VISE VERSA**, CREATE A CULTURE THAT SAYS WORK HARD AT TRAINING AND ON THE FIELD AND A POSITIVE IMAGE WILL FOLLOW.

- **EMPATHISE AND UNDERSTAND**

**SHAKE OFF MISCONCEPTIONS** REGARDING YOUNG PLAYERS BY TAKING TIME TO UNDERSTAND X AND Y GENERATION AND USING RESOURCES THAT THEY ALIGN WITH.



**PERFORMANCE &  
DEVELOPMENT**  
*HANDBOOK*

# Generation X, Y and Z

*Understanding – Communicating – Motivating – Leading – Managing – Inspiring – Developing – Retaining*

Description	Born	Current Age	Population	% of Population
<b>Builders</b>	<b>Before 1946</b>	<b>61+</b>	<b>3.5m</b>	<b>17%</b>
<b>Boomers</b>	<b>1946 -1964</b>	<b>42-60</b>	<b>5.3m</b>	<b>26%</b>
<b>Generation X</b>	<b>1965 -1979</b>	<b>27-41</b>	<b>4.4m</b>	<b>21.5%</b>
<b>Generation Y</b>	<b>1980 -1994</b>	<b>12-26</b>	<b>4.2m</b>	<b>20.5%</b>
<b>Generation Z</b>	<b>1995 -2009</b>	<b>Under 12</b>	<b>3.1m</b>	<b>15%</b>

## Communicating with Gen X and Gen Y

### **Communication Styles**

Generation X and Y have little regard for formalised communication and find communication channels and processes to be frustrating. If they seek answers, they want them now and will seek out the appropriate source to acquire the information. Key factors in communicating with Gen X and Gen Y are;

	Key Factors
<b>Informal</b>	<ul style="list-style-type: none"><li>• Formal communication channels are not preferred</li><li>• Use informal conversations and settings</li></ul>
<b>Open</b>	<ul style="list-style-type: none"><li>• In touch with their emotions and want to provide support</li></ul>
<b>Straight forward</b>	<ul style="list-style-type: none"><li>• Appreciate uncomplicated language</li><li>• Used to “awesome” rather than “good”</li><li>• Enthusiastic and supportive if aware of the situation</li></ul>
<b>Honest</b>	<ul style="list-style-type: none"><li>• Honesty is appreciated – good or bad</li><li>• Don’t like to be excluded</li><li>• Will seek information if they believe they have been excluded</li></ul>
<b>Encourage their input</b>	<ul style="list-style-type: none"><li>• Acknowledge that their input is important</li><li>• Input will be provided whether asked for or not</li></ul>
<b>Feedback</b>	<ul style="list-style-type: none"><li>• Provide feedback on a regular basis, not just in formal sessions</li><li>• Feedback must be honest</li><li>• Reasons for comments and decisions must be provided</li><li>• Will be challenged if they believe the assessment is incorrect</li></ul>

# BEST OPTIONS?

- Mobile Phone Text Messaging
- Email
- Website News and Promotion
- Chat Rooms such as BEBO and MY SPACE
- Anonymous Questionnaires
- Open Invitation to “Decision Making” events

# CLUB STRUCTURE

●6



- **DEFINITION OF CLUB**

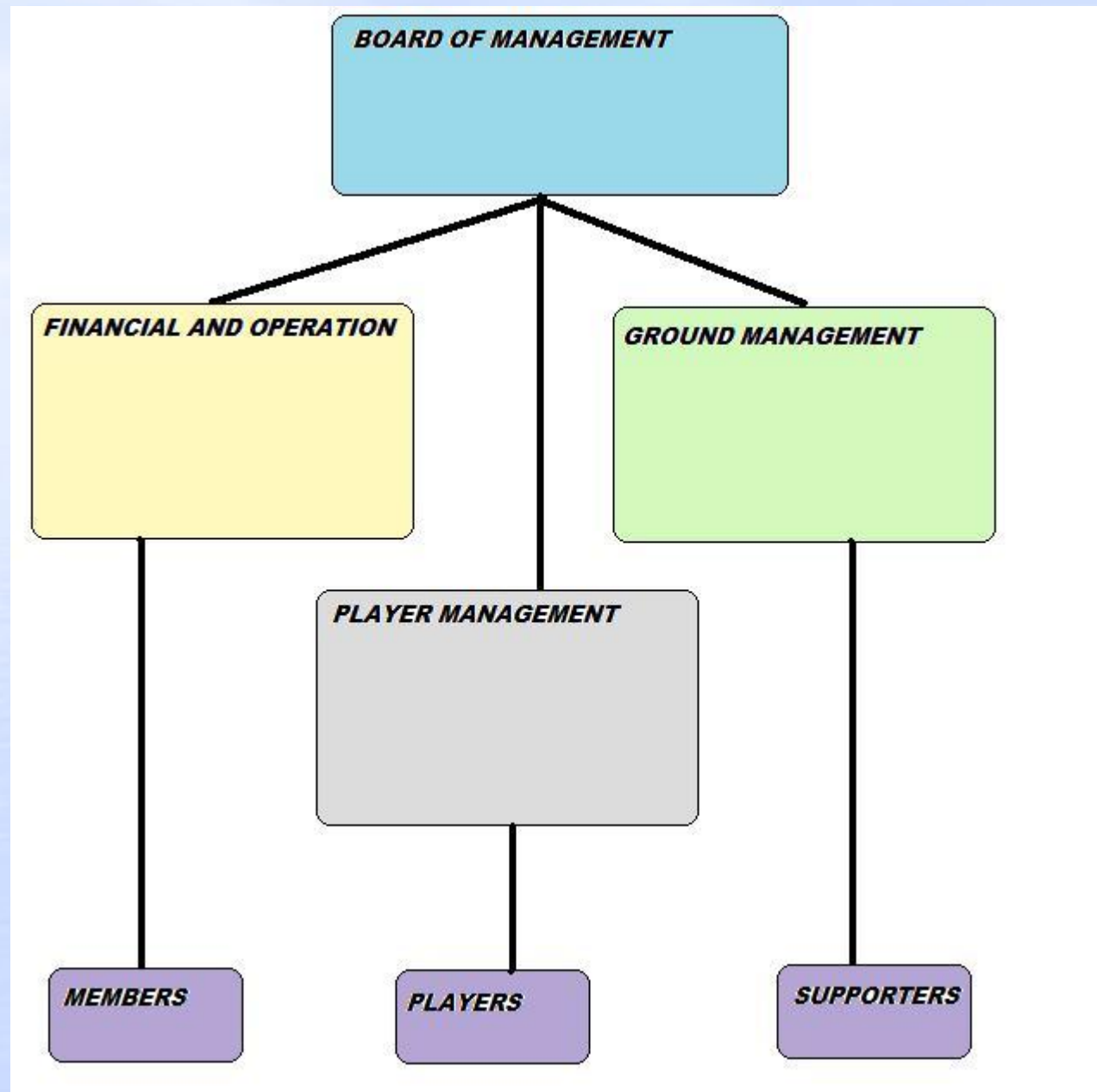
an association of persons participating in a plan by which they agree to work for some common object usually jointly supported and meeting periodically in order to secure some advantage

**WHO RUNS YOUR CLUB?**

**You do!!!**

# EMPOWERING YOUR RESOURCES

- ARE THE SAME FEW PEOPLE RUNNING YOUR CLUB?
- ARE YOU "OPENING THE DOOR" FOR PEOPLE TO BE INVOLVED IN YOUR CLUB?
- DO YOU HAVE A SUCCESSION PLAN?



# INSURANCE, MEMBERSHIP AND CONTRACTS



●7



# INSURANCE

# INSURANCE BREAKDOWN

WHAT DO I GET FOR MY DOLLARS?

- Public Liability
- Products Liability
- Property in Care, Custody or Control
- Professional Liability
- Errors and Omissions
- PERSONAL INJURY AND ACCIDENT
- Not For Profit Liability

# What are alternatives to the existing policy?

Following the Department of Sport and Recreation Risk Management Check List


- Public Liability?
- Wage protection?
- Health Cover?
- Professional Indemnity?

Cost these items individually and you will find the cost of CRL insurance package very reasonable.

# PLAYER EXCESS

## **THE SINGLE BIGGEST COMPLAINT ABOUT CRL INSURANCE PACKAGE IS THE 4 WEEK EXCESS**

- **COST TO TOP UP EXCESS RANGES FROM \$487.24 TO \$925.80 AND PROVIDES A 2 WEEK EXCESS AND EXTRA BENEFIT FROM \$200 PER WEEK TO \$400 PER WEEK**
- **EMPLOYEES CAN HAVE AN INCOME PROTECTION COMPONENT ADDED TO THEIR EMPLOYER CONTRIBUTION SUPERANNUATION FUND WHICH IS NEGLIGIBLE TO THEIR OVERALL PACKAGE (APPROX. \$200-\$300 P/A DRAWN IN PART EACH PAY)**
- **OTHER INSURERS SUCH AS AON COMBINED INSURANCE HAVE WAGE PROTECTION PACKAGES FOR SELF EMPLOYED PERSONS WHO CAN EITHER SUBSCRIBE THEMSELVES AND USE AS A TAX DEDUCTION OR HAVE THE CLUB NEGOTIATE AS PART OF THEIR PLAYING PACKAGE (APPROX. \$1000 FOR \$600 PER WEEK RETURN)**



# CONTRACTS

# PERFORMANCE BASED CONTRACTS FOR ELITE PLAYERS

- AVOID SIGN ON FEES
- REGISTER CONTRACT WITH COUNTRY RUGBY LEAGUE TO ENSURE CLUB PROTECTION
- TARGET "ELITE" PLAYERS  

BETTER TO PAY NOTHING THAN TO SIGN A PLAYER FOR MONEY WHO IS OF NO HIGHER STANDARD THAN THE PLAYERS YOU'VE GOT
- REWARD PLAYERS ON FIELD TIME AND PERFORMANCE

**Form 1**

**RUGBY LEAGUE  
PLAYING CONTRACT**

**Club: WHATEVER CONTRACT IS RESOLVED IN JANUARY BY  
PLAYER MANAGERS**

**Player:**

**Season: -**

(Player is required to sign page 22 and initial pages 2, 20 and 21, All references to Group or Region Number and Dates must be completed. **Please read carefully**)

# Membership Contracts

- Protection against unpaid Registration costs.
- A lock down on player movements during the season.

A MEMBERSHIP CONTRACT CAN BE CONSTRUCTED AROUND THE CLUB'S WORKING MECHANISM AND CAN INCLUDE SUCH ITEMS AS CLUB SHIRTS ETC AND IS OFTEN VIEWED BY THE PLAYERS AS SIMILAR TO THE REQUIREMENTS WHEN PLAYING IN A TOUCH OR LEAGUENET COMPETITION

## **Membership and Playing Contract**

**AGREEMENT** made on .....  
BETWEEN \_\_\_\_\_ Rugby League Club  
Of  
("the Club")

AND .....  
Of  
("the player")

THE PARTIES AGREE

### **1. TERM**

This Agreement will begin on the date of execution or the date of the 1st training session of the Club in 20\_\_ Season whichever is the earlier and shall terminate on \_\_\_\_\_ 20\_\_ .

### **2. SERVICES**

The Player will –  
whenever and wherever reasonably required, during the playing season of the League, well and faithfully and to the best of his ability and skill play the Game for the Club in such team and grade as the Club shall specify;

# GROUND AND RISK MANAGEMENT

● 8



# GROUND MANAGEMENT

Each Participant is to receive :-

- One Ground Management CD ROM
- A handout of their relevant section of the Ground Management Training manual
- Copies of the sections from the CRL Risk Management Manual that is part of their training requirement.
- A copy of group/competition protocols that form a part of the overall training program
- Certificate of Attendance reflecting the training component they attend

## Recommended Roles within Ground Management

- **Ground Maintenance Officer** (and/or subcommittee)
- **Ground Controller** (manager)
- **Club Match Official**
- **Club FAO**

It is recommended that Clubs/Groups

**APPOINT and TRAIN**

**Personnel in these Roles**

at the beginning of each season

# TIME INVOLVED

- CLUB ADMINISTRATION – 1HOUR
- CLUB PERSONNEL – APPROX 3 HOURS

THE COURSE WOULD BE BEST RUN AT YOUR GROUND ON A WEEKEND MORNING OR AFTERNOON SO THAT ASPECTS PARTICULAR TO YOUR ENVIRONMENT CAN BE INCLUDED

The following people all have an impact on  
successful Management of a Ground

- **Club/Group Committee**
- **Ground Maintenance Officer**
- **Ground Controller**
- **Club Match Official**
- **Club FAO**
- **Other Club/Group Officials**
- **General Public**

It is very important for Clubs/Groups to

## **Recognize and Respect**

The role that personnel play in ground management once they are trained

**And allow them to perform their duties**

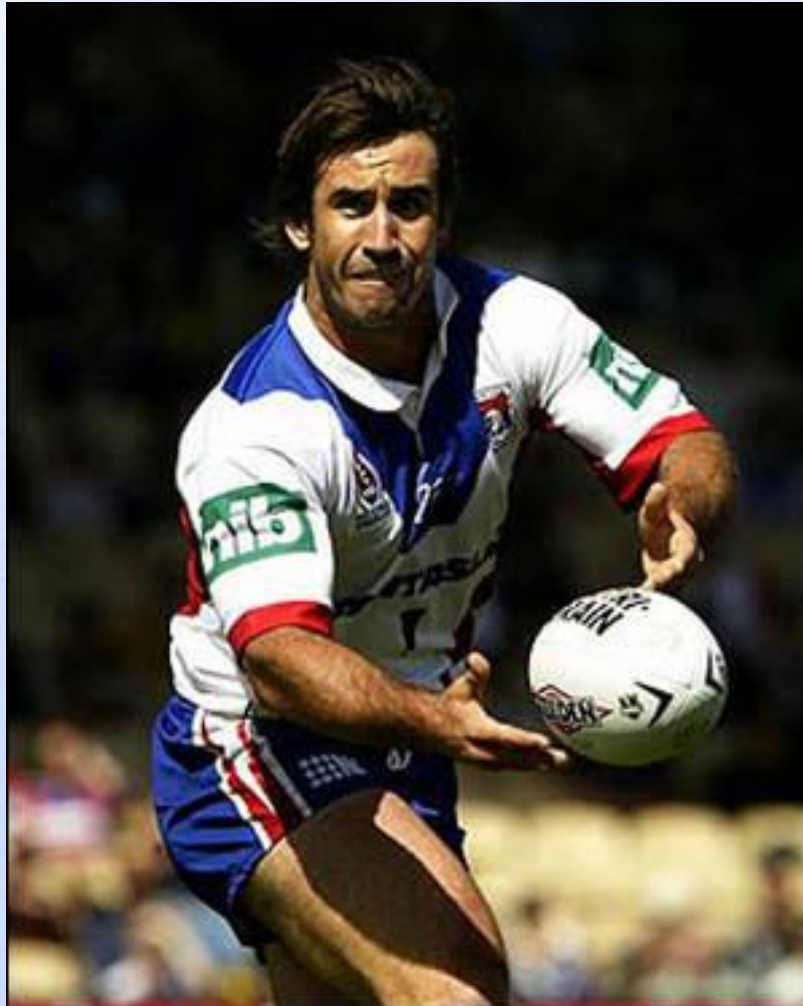
It is also very important that Officials

**Know and Understand**  
the  
**Boundaries of their**  
**Roles and Responsibilities**

# **ADDITIONAL COURSES**

- **RISK MANAGEMENT  
TRAINING COURSE**
- **CONFLICT RESOLUTION**
- **FIRST AID OFFICER**

# COMMUNITY FOCUS AND SPONSORS



●9

# GRANTS

- CONDUCT A "CULTURAL" OVERVIEW OF YOUR CLUB
- SEEK GRANTS THROUGH INTERNET SEARCH
- CONSULT WITH CRL
- BE PERSISTANT WITH REQUESTS

# SPONSORSHIP

- CONDUCT A “BEHAVIOURAL” OVERVIEW OF YOUR CLUB AND ENSURE A POSITIVE IMAGE
- MAXIMISE EXPOSURE BY INCLUDING ACTIVE WEB CONTENT, GAME DAY PROMOTION AND PASSIVE ADVERTISEMENT i.e. Letterhead, Faxes, Email
- KEEP YOUR CLUB IN THE PUBLIC EYE WITH REGULAR MEDIA CONTACT

**THANK YOU FOR YOUR  
PARTICIPATION**

