



SPORT **HQ**

# The Playbook

**DELIVERING**  
FOR QUEENSLAND



**Queensland**  
Government

## **Running a sport or racing organisation can be challenging, but we're here to help.**

Sport HQ is a free, easy-to-use online hub designed specifically for Queensland's sport and racing industries. It's built to support the people behind the scenes.

While these resources are useful for any not-for-profit organisation, they've been specifically tailored for incorporated sport and racing organisations operating in Queensland.





## **Sport HQ is here to support you so you don't have to figure everything out on your own.**

Whether your organisation is big or small, new or well established, Sport HQ is here to help you:

- save time with practical tools and templates
- build confidence through clear, step-by-step guidance
- and tackle real-life challenges faced by sport and racing organisations every day.

The Playbook is structured around common problems that sport and racing organisations regularly face.

If one of the common problems sounds familiar, scan the QR code to access the relevant Sport HQ resources, videos, guides and templates to help you find a solution.

## **Topics covered in the Playbook**



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# Planning and managing meetings

Meetings offer members an opportunity to be heard and are designed to encourage constructive debate, leading to informed decisions.

## Frequently asked questions about meetings

### Why are our meetings running too long?

- The **Meeting Basics video** gives quick tips to keep your meetings structured, efficient and on track.
- Read the **Meeting guide** to learn more about the foundations of a well-run meeting.
- The **Management committee meeting agenda and minutes** can help you keep on track.

### How can we make decisions and agree on actions?

- The **Informed decision making guide** will help you move from discussion to action.
- Use the **Mastering motions in meetings guide** to help ensure meeting motions are clear and result in concrete actions.

### Our Annual General Meeting (AGM) is coming up. Where do we start?

Use the **AGM preparation resource** and download the **AGM preparation checklist** to help you prepare for your meeting.

There are also several templates you can use including:

- **Notice of AGM**
- **AGM agenda**
- **AGM attendance register**
- **AGM minutes**
- **AGM proxy form**
- **Management committee nomination form**
- **Operational position expression of interest form**
- **Ballot papers**
- **Register of declared interests template**



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# Incorporation and constitutions

Incorporation and constitutions provide the legal foundation for your organisation, outlining how it operates, makes decisions and meets its obligations. This helps ensure your organisation runs effectively, remains compliant and is set up for long-term success.

## Frequently asked questions about incorporation and constitutions

### What's supposed to be in our organisation's constitution?

- As a committee member, you must always act in accordance with the constitution, so it's important that you have read and are familiar with its contents. Watch the **Incorporation and constitutions video** for a quick introduction.
- Read the **Governance document hierarchy guide** for information on where the constitution fits within your organisation's documentation.
- See **Understanding your constitution** if you're not certain what each section of your constitution means.
- For a deeper understanding, the **Incorporation and constitution terminology guide** includes common terms that appear in your constitution.

### Does it matter if our constitution is over 5 years old?

- It is a good idea to review your constitution every 5 years. **The benefits of reviewing your constitution guide** explains why it is important to revisit your constitution regularly.
- **The act amendments overview** also lists some recent changes to the *Associations Incorporation Act 1981*.

### Are we meeting our legal requirements as an incorporated association?

- To understand the important fundamentals, read **Legal requirements of incorporated associations** and **Financial reporting requirements**.

### Is our current structure still right for our organisation's size and future plans?

- The **Different governance structures for clubs in Queensland guide** provides an overview of different legal structures to help you decide which one is right for you.



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# Managing finances

Managing finances ensures your organisation's money is used responsibly and supports informed decision-making for long-term sustainability.

## Frequently asked questions about managing finances

How can I be confident reading and managing the organisation's finances, even as a committee member?

- It's not only the treasurer who should understand the organisation's financial statements. All committee members are accountable for your organisation's financial position.
- For a great overview of financial responsibilities, watch the **Financial basics video**.
- The **Basic understanding of financial statements** will help you read these key documents.
- The **Financial terminology** guide defines common financial terms.

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How can we protect the organisation's money from accidental loss or fraud?

- This guide to **Financial safeguards** provides practical steps to protect your organisation's money.

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What's the best approach to setting a budget?

- Watch the **Budgeting video** for a quick overview and read the **Guide to budgets**.

Are our membership fees priced correctly?

- Use the **Setting fees guide** and download the **Sports club fee calculator** to ensure your pricing keeps your organisation sustainable.
- Watch the **Fee calculator tutorial video** to learn how to get the most value from the calculator.

How can we raise more money for the organisation?

- Start with the **Making money guide** for creative and practical fundraising ideas.
- Read the **Sponsorship guide** to learn how to build valuable, long-lasting partnerships with local businesses.

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# Committee roles and responsibilities

Committee roles and responsibilities clarifies what is expected of each member to create effective teamwork and accountable decision-making.

## Frequently asked questions about committee roles and responsibilities

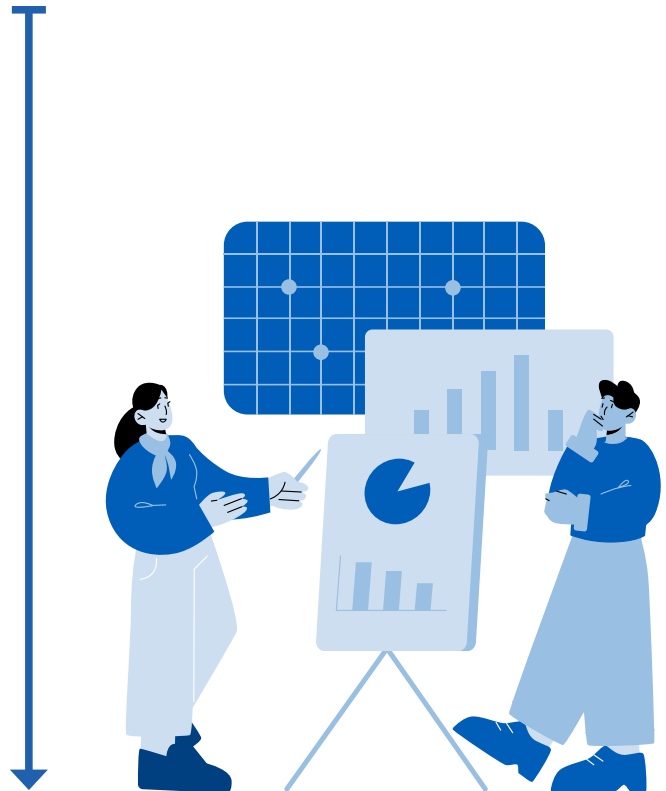
As a committee member, what am I supposed to be doing?

Watch the **Committee roles and responsibilities video**.

Review the **Committee responsibilities** resource for more information about your duties, obligations and rights as a committee member.

For an overview of each committee member's responsibilities see the role descriptions:

- **Role of the president**
- **Role of the vice president**
- **Role of the secretary**
- **Role of the treasurer**



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# Attracting and managing volunteers

Attracting and managing volunteers helps build a strong, engaged community, ensuring your organisation has the people it needs to thrive and grow.

## Frequently asked questions about attracting and managing volunteers

### Why are we struggling to attract volunteers?

- Start with the **Attracting volunteers resource** to learn how to build relationships and create an environment where people want to get involved.
- If you specifically need to fill committee roles, use **Attracting management committee members**.
- It also helps to have clear role descriptions. You can use the **Volunteer position descriptions** to get started.

### Our valuable volunteers are leaving - what can we do to keep them?

- A great volunteer experience is key to retention. Watch the **Volunteer management video** for a quick overview.
- We recommend you use the **Volunteer induction guide** to help create a welcoming and comprehensive onboarding program.
- It's crucial for all organisations, including not-for-profit organisations and volunteer associations to provide safe workplaces and practices. Download the **Workplace health and safety guide**.

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# People management

People management supports a safe, inclusive and respectful environment, helping your organisation effectively engage, support and lead its people.

## Frequently asked questions about people management

What are the basic legal requirements for hiring staff?

- The **Managing and paying staff resource** outlines essential considerations including compliance with legal obligations, effective employment practices and avoiding common pitfalls.
- The **Employment options resource** will help you understand different employment structures and options available to your organisation for paid workers.

How can we resolve conflict and disagreements at our organisation?

- The **Conflict management video** provides tips on how to foster understanding and respect when differences of opinion arise.
- The **Resolving conflict resource** offers practical insights and steps to help you manage conflict constructively and foster a supportive environment.

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How can we make our organisation a safer, more welcoming and inclusive place for everyone?

- The **Guide to diversity, equity and inclusion** is designed to help your organisation become a place where everyone truly belongs.
- The **Safeguarding and integrity guide** provides simple, practical tools and policies to create a safe and fair environment for all members.

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# Planning for development and growth

Planning for development and growth helps your organisation look beyond day-to-day tasks, set a clear direction and ensure long-term sustainability and success.

## Frequently asked questions about planning for development and growth

How can our committee focus less on day-to-day tasks and instead plan for the future?

- If you feel you don't have time to plan, start with this quick video on the **Committee roles and responsibilities** (page 7). It helps to explain how an organisation can separate its governance from its operations to allow the committee time to focus on things like creating a strategic plan.
- The strategic planning process is valuable, offering a chance to plan for your organisation's future beyond daily tasks. Start by watching the **Strategic planning video**.
- The **strategic planning flowchart** is a quick guide on the planning process. Start with the **Purpose worksheet** to define your organisation's 'Why'.
- Then, use the **Goals worksheet**, **SWOT analysis worksheet** and **Action plan worksheet** to create a clear roadmap for where your organisation is heading.

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How can we plan ahead for when key volunteers or committee members leave so our handovers are easier and more organised?

- See the **Succession planning guide** for tips on how to develop an effective succession plan and a useful handover checklist.

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How can we attract new members and promote our organisation? We want to reach more people.

- Start with the **Marketing plan guide** which provides helpful hints and practical advice for promoting your organisation.
- Then, use the **Marketing plan workbook** to develop your own marketing plan.
- Ensure you have the right policies in place by reviewing **A quick guide to marketing policies**.

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# Planning for a project and grant application

Planning for projects and grant applications helps turn ideas into well-prepared, fundable initiatives, increasing your chances of delivering successful outcomes for your organisation.

## Frequently asked questions about planning for a project and grant application

We have an idea for a facility upgrade. Where do we start?

- The **Facility project planning workbook** is an essential first step to guide you through establishing your idea. You can also view the **project planning worksheet video** tutorial to help you fill in the workbook.
- The **Project planning video** and the **Facility planning guide** provide an overview of the steps from idea to project management.

Do you have additional advice on planning our infrastructure project?

The **Project planning video** and the **Facility planning guide** can help guide your organisation through the planning process.

These additional resources may also be useful for your project:

- **Sports lighting guide fact sheet**
- **Sports lighting best practice guide**
- **Best practice design principles guide**
- **Best practice design video**
- **Facility plan and design examples**
- **Scope of works fact sheet**
- **Cost estimation guide**
- **Procurement and tendering fact sheet**
- **Value and cost management fact sheet**
- **Stakeholder project control group fact sheet**
- **Project manager fact sheet**
- **Development and building approval fact sheet**

How can we get ready to apply for grants?

- Start by reading **Be grant ready**. This fact sheet includes tips on how to ensure your organisation's projects are grant ready.

How can we improve our chances of success when writing our grant application?

- Read the **Grant writing guide** for top tips on putting together a successful funding application.

How should we plan and set aside funds to repair or replace our organisation's assets?

- Use the **Asset management spreadsheet** to create an easy-to-use register of all your organisation's assets and calculate an estimated sinking fund.
- The **tutorial video** will walk you through how to best use the asset register template.

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# Preparing for disasters

Preparing for disasters helps your organisation manage risks, respond effectively to unexpected events and protect its people, assets and future.

## Frequently asked questions about preparing for disasters

How can we manage risks and safety issues at our organisation?

- Use the **Risk assessment register template** to help you identify, assess and manage potential issues before they impact the organisation.
- Watch the **Risk assessment register tutorial video** for a step-by-step guide to completing your risk register.

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What should we do to prepare our organisation for a natural disaster?

Watch the **Disaster recovery resources video tutorial** for a comprehensive overview of how to enhance your organisation's disaster resilience and protect your members, assets and reputation.

You can start immediately with the **Disaster resilience action plan**.

The following templates are valuable tools to help you get ready for and react to an emergency.

- **The communications plan**
- **The response information sheets**
- **The recovery information sheets**
- **The disaster resilient preparation checklists**
- **The disaster review template**
- **The disaster resilience working group charter and roles**

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# Pathways and connections

Pathways and connections help create inclusive opportunities and clear progression, supporting participants to engage, develop and stay involved in your organisation.

## Frequently asked questions about planning for pathways and connections

How can we be more inclusive and create better pathways for our athletes? Where do we start?

- The **Disability sports pathways – Making sport more inclusive for everyone resource** outlines practical actions to remove barriers and create welcoming environments for people with disability.
- **Levelling the playing field – Talent pathways for regional and remote athlete’s resource** provides strategies to strengthen development and progression in regional and remote areas.
- The **Working together – Enhancing school and club connections resource** shows how clubs and schools can collaborate to share facilities, support participation and create smoother transitions from school sport into club pathways.

What does inclusive participation mean for our organisation?

Inclusive participation means creating an environment where people of all abilities, backgrounds and experiences feel welcome, respected and able to take part. This includes:

- People with disability
- People from culturally diverse backgrounds
- Women and girls
- First Nations peoples
- People of all ages and skill levels

An inclusive club removes barriers and provides flexible opportunities so everyone can participate in a way that suits them.

Who is responsible for inclusion at our organisation?

- Committee members set the direction, coaches and volunteers create the environment and members contribute to a welcoming culture.
- When inclusion is shared across the organisation, it becomes part of everyday practice.

Where can we find support to improve inclusion?

- The **Diversity, Equity and Inclusion Guide** supports clubs to embed inclusive practices across culture, leadership and operations.
- You don’t need to do it alone. Use **Sport HQ guides and resources**, connect with state sporting organisations and learn from other clubs and shared experiences within your communities.

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How can our facility be inclusive?

- The Best practice design principles fact sheet and video can help you plan a facility that is safe, functional and encourages inclusive use.

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# Contact

For further support or enquiries, contact Sport HQ:

[sporthq@sport.qld.gov.au](mailto:sporthq@sport.qld.gov.au)

[www.qld.gov.au/recreation/sports/club-support](http://www.qld.gov.au/recreation/sports/club-support)



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