

Setting up a Club



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1. Introduction

This book will be most useful for those of you who are thinking about opening, running and developing a new triathlon club in your community. It provides an overview of some of the things you have to think about before you even start organizing your club. And then once you have established the need and viability of starting a new club in your area the steps you need to follow to get the club set up and affiliated with Triathlon Queensland.

2. How to Form a Triathlon Club

The key to success of any potential is planning. Building a club from the ground up is a task that requires a solid foundation, a lot of love and positive energy.

2.1. Planning

Before you do anything there are some things you need to establish first. The following are some things you want to be sure of before starting a club:

- Is there an interest in triathlon in the community?
- Is there a need for a club?
- Demographics
- Target audience
- Suitable training locations available for use
- Is the local government interested in supporting us?
- Will I be able to get the minimum number of member required to start a new club? - The TQ constitution states that a fully affiliated club shall consist of no less than 13 members.

The answers to these questions will influence the strategies you make and may even impact your decision on forming a new club. Doing this research in advance may help you to avoid problems that may affect the continuation of the club in the future.

2.2. The Public Meeting

Once these items have been identified a meeting of all interested parties should be convened to decide on the following, which must be agreed by a majority vote:

- To form a club
- The preferred name plus one alternative name for the club
- The preferred club colours (cannot clash with current club colours)

- The club is advised to become incorporated & public liability insurance
- Election of office bearers, the minimum being President, Secretary and Treasurer (This will be covered in more detail later in this document).
- The official address of the club
- The name, address, telephone numbers of the person who will act as the club contact
- Training venues of the club
- The annual fee for club membership (Covered in more detail later in the document)

2.3. Register with Triathlon Queensland

When registering with Triathlon Queensland you will need to supply the following information

- Club Name
- Club Incorporation # (if applicable)
- Club Address
- Club Email
- Club Website (if applicable)
- Telephone Number
- Club Programs (e.g. age groups, juniors, ironman, getting started programs)
- Club Areas Services (e.g. Brisbane metro)
- Club Colours: primary, secondary and special features.
- Club Officials – it is recommended that the club nominate at least 3 individuals for Technical Official duties (see section on Technical Officials for more details)

See Appendix A: Club Information Form

2.4. Cost of Registration

Description	Price (GST)
TQ Membership for club/squad with Public Liability Insurance	\$150.00
TQ Membership for club/squad without Public Liability Insurance	\$250.00
Triathlon Australia Public Liability, Director & Officers Insurance – Compulsory TQ/TA Membership	\$550.00
Triathlon Australia Public Liability, Director & Officers Insurance – Non compulsory TQ/TA Membership	\$695.00

2.5. Benefits to Clubs of affiliation with Triathlon Queensland

The following benefits are offered to all clubs affiliated with Triathlon Queensland (TQ):

- Recognition as an affiliated triathlon club of TQ and Triathlon Australia (TA).
- Eligibility to compete in TQs Inter Club Championship.
- First hand news of TQs sanctioned events, coaching, policies, development information and TA announcements.
- Reduced fees for members of your club for Personal accident insurance through Triathlon Australia (individual membership opens 1st June 2009 must have responded by this time to receive club discount for your members).
- Access to comprehensive insurance through Triathlon Australia for public liability and directors and officers insurance.
- Access to TQs resources, personnel and seminars for coaching advice, junior development and education.
- Access to TQs policies for implementation.
- Awareness & assistance with club development in areas such as strategic planning, risk management, child protection, event management and funding opportunities.
- Promotion and recommendation as an affiliated triathlon club to through listing on the TQ Web Site and through promotional material.
- Eligibility to apply and conduct sanctioned events which includes the provision of qualified technical officials and race judges

3. Legal Issues

Depending on the future plans of the club there may be some legal issues to be addressed and the club may need to adopt a more legal framework which brings further implications for the clubs identity and complexity. This is known as incorporation. Some issues which may require the club to become incorporated include:

- Does the club intend to acquire assets?
- Will the club employ paid staff?
- Will the club require insurance and if so, what types?

3.1. What is incorporation?

An incorporated association receives recognition as a legal entity separate from its members and offers some protection for office holders from any debts or liabilities incurred by the group as long as the association doesn't make a profit for its members. Most Funding programs and opportunities will only fund incorporated associations

3.2. How to incorporate

The whole process is outlined on the Office of Fair Tradings website:
<http://www.fairtrading.qld.gov.au/incorporated-associations.htm>

4. Governance

Now that the club is set up and registered you must then go about setting out the vision, mission and values (see Table 1 TQ Strategy as an example) on which the club will be based. It also involves forming and electing committee members. These members must work to set the direction of the club, help plot its path and ensure goals are achieved. Governance helps you to ensure the quality of work and to keep a good atmosphere in your club.

Questions you may want to ask;

- Will the club be competitive or mainly recreational?
- Will the club be limited to adults, children or open to all ages?
- Will you include other disciplines other than triathlon?

TQ Strategy	
VISION	<ul style="list-style-type: none"> • Triathlon Queensland Providing for triathlon today and developing the sport for the future.
MISSION	<ul style="list-style-type: none"> • Triathlon Queensland will develop, promote and encourage growth in the sport of Triathlon • Provide Professional administration and services for all TQ members and volunteers at all levels • Encourage, support & develop quality events through leadership in event management and club participation • Administer and develop club governance to sustain club & membership growth
TRIATHLON QLD VALUES	<ol style="list-style-type: none"> 1. Excellence in sports administration and governance 2. Progressive education and training for volunteers, clubs and participants 3. Create strategic alliances with external organisations to benefit the sport 4. Sport Development through service delivery and promotion 5. Athlete Development through excellence in event organisation and management

4.1. Forming a Committee

You should elect at least a President, Secretary and Treasurer. You may also consider electing a volunteer coordinator and fundraising coordinator depending on the plans for your club in its initial stages i.e. if you plan to host races and seek sponsors straight away. Triathlon Queensland also encourages you to elect at least three technical officials.

Description of Roles

Name	Function
President	<ul style="list-style-type: none"> • Figurehead and official representative for the club • Strong understanding of the club's programs, organisation and financial situation • Needs the capability to support the goals of the club • Facilitator for club activities • Manager of board meetings • Leadership skills
Secretary	<ul style="list-style-type: none"> • Represents the head administrator of the club • Provides the link among members, club executives and outside organisations • Contact for members or potential members • Organising meetings, preparing agenda and ensuring that minutes are taken • Coordinate Logistics of club activities and events
Treasurer	<ul style="list-style-type: none"> • Represents the club's financial manager • Handles all duties related to money • Tasks including budgeting, invoicing, tracking income and expenses, keeping bank accounts, preparing financial statements and filing annual returns
Fundraising Coordinator	<ul style="list-style-type: none"> • Development of the fundraising and sponsorship plan for the club • Plays a vital role in ensuring that there is an ongoing source of revenue to support the club's activities
Volunteer Coordinator	<ul style="list-style-type: none"> • Recruit, retain and supervise club volunteers depends on this person's role • Person must develop recruitment strategies • Defines job descriptions • Keeps volunteers records • Organises volunteer training
Technical Official	<ul style="list-style-type: none"> • Responsible for the application of the rules of triathlon in accordance with those set out by Triathlon Australia. • To become a Triathlon Australia technical official, one must be 18 years of age or older and participate in one of the many Level 1 officials' accreditation courses conducted around the Country each year. Each State/Territory Triathlon Association (STTA) conducts these courses for participants, who must become members of their respective STTA. Some STTA's recognise non-competing technical officials, with reduced membership fees.

The size and structure of the Club Committee will vary from club to club, smaller clubs might be as well off with just a President, Secretary and Treasurer, whereas bigger clubs might need to include additional members to cover all the club's operations.



The committee should be elected at the Annual General Meeting. A club should hold an AGM to discuss the year gone by, to plan for the year ahead and discuss any other plans which the club may have for the future.

5. Factors that lead to a successful club

1. A driving force

This can be in the form of an individual or a group of people that are committed to making things happen in order to develop and run the triathlon club. Establishing a new triathlon club takes time and considerable amounts of effort. This means that the people working towards its formation will require strong commitment, drive, dedication and enthusiasm,

2. Persistence in the face of adversity

Developing a new triathlon club takes time. The journey is in most situations not smooth and pitfalls and set backs are common. The types of challenges you will face include: difficulties in raising money, skeptical committees, reluctance from potential partners, cynicism on the project's success, and delays in funding. However, for every problem there is always a solution even when all things appear lost. From experience, it is the persistent and determined who succeed.

3. Adopt a professional approach

This does not mean that you have to wear a suit and tie and lose all the fun from running a sports club. Clubs that have succeeded have tended to conduct research on what people wanted, surveyed local availability of infrastructure, sought support and partnerships from local councils and businesses and created credible and professional development plans that showed how the club could be sustained into the future.

4. Produce a development plan

A good development plan is credible and gives an outline of how the club will sustain itself in the years to come. Other than being a guide of how to run the club, the plan is also useful when trying to convince councils, potential sponsors and partners. It also provides a benchmark for future progress.

5. Strong coaching programme

All clubs want their members to develop their physical prowess and become better athletes. Thus there is a need to provide quality coaching, however, this does not necessarily require professional coaches, many clubs have used volunteers and parents or experienced members to great success. When some skills were not available, many clubs drew on their sports governing body to provide coach education and training programme to volunteers and parents. It is also important to have a robust child protection procedure for juniors.

6. Progression through the sport

Many clubs help athletes progress in their ability and prepare them for different levels of competition.

7. Volunteer management

In many cases volunteers provide their time and effort for a triathlon club. Having a sound strategy for recruiting, managing and retaining volunteers is vital. Moreover, it is also common that the committees that oversee clubs are mostly composed of volunteers as well. This is why it is important to develop a group environment that emphasizes high levels of cohesion, support, trust, openness and participation in decision making.

8. Parental engagement

In clubs where juniors are involved, engaging parents is particularly important. This can take the form of involving parents in volunteer tasks like coaching, providing transport, team secretary, child protection, fund-raising, catering, etc. To increase communication and rapport with parents some clubs also publish 'welcome packs' for parents, distributed or emailed newsletters, held social events, and cultivated an active network.

9. Succession strategy

The presence of a club's founders is always valuable but unlikely to be eternal. Thus it is important to recognize the need to identify and prepare the next generation of club leaders. To help you in this task it is good to build informal networks to help know club members, have a culture where everyone can contribute and deliberately sought out people with specific skills to contribute to the club.

10. Working in partnership with others

It is quite difficult that a club will be able to develop solely on its own resources and expertise. Many clubs built good relations with their local councils, sports governing bodies, sports centres or even other clubs in the area. This allowed them to enjoy the benefits of partnership arrangements like sharing facilities, dual employment of coaching staff and contributing to council sports initiatives.

11. Making it fun

Remember, people are willing to join a triathlon club because they enjoy the sport. Although competitive success is important, many clubs are also determined in making club members (particularly juniors) have fun. If people do not enjoy their experience, then they are more likely to leave. Some ways to make things more fun include: non-competitive coaching sessions, organizing trips, afternoon jogs, and modified versions of triathlons.

6. Membership

Members are the key to any sport and recreation organisation. Successful organisations are those with committed and involved members. Members should be more than a list of names and addresses. It is the responsibility of officers to get to know other members personally as each member may have a skill or interest that could benefit the organisation. For example, a builder may supervise the construction of a new deck for the clubhouse, a lawyer might look after conveyancing work and a journalist may be able to write press releases.

In the initial stages the sport and recreation organisation can adopt one of two approaches to membership: to have as many members as possible or restrict membership numbers.

Advantages of a large membership	Advantages of a small membership
<ul style="list-style-type: none"> • Lower running costs per member • Greater ability to raise funds • More feasible to provide specialized services • The organisation may achieve greater influence • A wider range of different talents • More volunteers for committee work • Influential community members are more likely to help the organisation • Expansion into other areas of activity will be easier 	<ul style="list-style-type: none"> • The total administrative workload will be lighter • Camaraderie among members is likely to be greater • Factionalism may be less of a problem • The organisation's ability to speak with a consistent message will be enhanced

6.1. The Basis for membership

Sport and recreation organisations may have closed memberships, i.e. by election or open by payment of subscription. Closed membership is usually for organisations with limited facilities. Open membership is used where the intent to participate is all that is required. In this case a membership is gained with payment of subscription.

Different levels of membership will be devised to suit the sport and recreation organisation like a performing or non-performing membership.

Membership fees (subscription) will be calculated according to the budgeted expenditure, taking into account rent, hiring facilities and equipment, and fees to national bodies. Subscriptions should match the level of participation i.e. senior, Junior or Family rates. All members should be aware of what they get for their membership fees and how these fees will be used by the organisation. The qualification for membership will depend on the type of sport and recreation organisation.

6.2. Application for membership

Application forms are the best method for potential members to apply to join the organisation. Application forms should include a statement that, if accepted, the applicant will abide by the rules and serve the sport and recreation organisation to

the best of their ability. The applicant should receive a copy of the rules/guidelines of the organisation with the membership form.

The application form should include:

- Name
- Address and Contact Details
- Occupation
- Date of Birth
- Advise membership fee/entry fee payable
- Types of membership
- Interest in assisting sport and recreation organisation operations e.g. volunteering at events or being a committee member
- Skills/assets that can be brought to the sport and recreation organisation

On receiving the application, it should be checked carefully. If it is correct, details should be recorded on the database and submitted to the next committee meeting. If the form is incorrect or incomplete, it should be returned to the applicant for completion. After processing, the President should write to welcome the new members.

6.3. Rights and obligations of members

Joining an organisation involves a give and take on the part of the member and the organisation. Both parties have rights and obligations and normally these are established in the constitution and rules of the club. Some Clubs also develop 'codes of behaviour' for members, parents, coaches, administrator and officials. These are usually a series of key principles on which individuals can base their involvement.

6.4. Termination of membership

Membership usually ceases following death, resignation or non-payment of subscriptions. A member may be asked to step down – or removed from membership – as a result of bankruptcy or insolvency and/or breaches of the organisation's rules. Situations where termination of membership may occur should be outlined in the constitution. In cases of removal, the committee must act responsibly and within the bounds of natural justice. Natural justice requires that the organisation act only within its rules. Therefore a member who has their membership terminated incorrectly, or without being given the right to defend themselves, may challenge the decision on legal grounds.

APPENDIX A

Club Information

Club Name		
Club Incorporation # (if applicable)		
Club Address		
Club Email		
Club Web Site		
Website Contact		
Website Phone #		
Club Programs (eg. Agegroups, juniors, ironman, getting started programs)		
Club Areas Services (e.g. Brisbane metro)		
Last season membership (approx)	Total Numbers	TQ Members

Club Colours

Primary	
Secondary	
Special Features	

*If possible email through a design or image of your racing outfit



Club Personnel Contacts

Club Name _____

Role in Club	Name	Address	Phone	Email
President				
Vice President (not compulsory)				
Treasurer				
Secretary				
Other				
Other				
Technical Officials (it is encouraged that each club have three technical officials)	Name	Phone		Email



Triathlon Queensland Ltd

2.14 Sports House

Ph (07) 3369 9600

150 Caxton Street

Fax (07) 3369 9400

MILTON Q4064

admin@triathlonqld.com.au

Date _____

Reference Club/Squad Affiliation Fees (inclusive of Public Liability & Directors & officers Insurance)

Club/Squad Name _____

Select the items that your club requires, total and pay to Triathlon Queensland - a final invoice /receipt will be sent to the club upon payment.

Quantity	Description	Price (GST)	Total (GST)
1	Affiliation with Triathlon Queensland	\$150.00	\$150.00
Optional			
Triathlon Australia Public Liability Insurance and Directors & Officers Insurance			
(Select the option that applies to your club or if you have sourced your own please provide Triathlon Queensland with your certificate of currency)			
	Triathlon Australia Public Liability, Director & Officers Insurance – 100% of club membership have personal TA membership	\$570.00	
	Triathlon Australia Public Liability, Director & Officers Insurance – Non compulsory TQ/TA Membership	\$700.00	
TOTAL (Inc GST)			

Payment Options

Direct Deposit: BSB 034 072 Acc 18 11 68

Cheque: Post to TQ with copy of completed invoice

Credit Card: Visa, MC, Bankcard – Ph (07) 3369 9600

Additional Requirements

A copy of this invoice once completed by the club must be sent to Triathlon Qld

Fax: (07) 3369 9400

Post: 2.14 Sports House, 150 Caxton St, Milton Q4064

Scan & Email: admin@triathlonqld.com.au

For further Information visit our website:

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