Community Leaseholder Toolkit

A guide for Not-For-Profit Organisations occupying Council owned or Council controlled land and/or infrastructure

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Disclaimer

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Introduction

Sunshine Coast Council is committed to providing safe and equitable access to community facilities to a broad range of user groups in line with Council's strategies, plans and policies.

This Community Leaseholder Toolkit provides information to not-for-profit organisations in relation to Council's processes for management of land and infrastructure allocated for community use.

The Toolkit is intended to be a reference point for all lessees and licencees occupying Council owned or Council controlled land and/or infrastructure.

Your contacts in Council

Sunshine Coast Council staff operate within organisational structures and it helps to understand who you need to speak to and when.

Property Management Branch

Sunshine Coast Council's Property Management Branch is responsible for assisting with tenure arrangements and providing advice in relation to your lease or licence.

The Property Management Branch will also conduct routine lease performance inspections to ensure that Council's and the lessee's obligations pursuant to the tenure arrangement are complied with.

Community Facilities and Planning Branch

Sunshine Coast Council's Community Facilities and Planning Branch is responsible for community and sport planning and development, community and performance venue management and sport and aquatic facility management.

The Community Facilities and Planning Branch includes Community and Sport Development Officers who are responsible for assisting not-for-profit organisations to:

- identify funding and sponsorship opportunities
- access resources that assist with planning
- have strong governance practices within the management committee and organisation
- maximise opportunities for cooperation, partnerships and positive working relationships with government agencies, and other not-for-profit organisations
- facilitate equitable access to council and community resources including infrastructure.

Together Sunshine Coast Council's Property Management Branch and Community Facilities and Planning Branch will work with you to:

- navigate council processes
- maximise shared use opportunities
- understand your roles and responsibilities as outlined in your occupancy arrangement.

If you call council's customer contact centre on 5475 7272 they will direct your call.

1 Eligibility

An application for an occupancy arrangement for community purposes is eligible for consideration when:

- The proposed use is for sporting, recreational, community services or educational purposes;
- The applicant is a not-for-profit community based organisation incorporated under the Associations Incorporation Act and/or the applicant has appropriate status under other legislation acceptable to Council; and
- The applicant can demonstrate the ability to meet all financial obligations under a lease

2 Types of Occupancy Arrangements

A range of occupancy arrangements are available to eligible community and sporting organisations.

Lease

A lease is an agreement between Council and the respective community/sporting organisation where the organisation has a proven requirement for extensive use of Council property. A lease implies exclusivity; however, Council reserves the right to impart conditions requiring shared-use arrangements if the facility is considered to be underutilised.

Licence

A licence is an agreement granted by Council to an organisation or community group to enter and use Council property. A licence does not imply exclusivity and rights and responsibilities are defined within the licence documentation.

Permit

A permit is an agreement granted to an organisation or community group by Council (over Council-owned property) or Queensland Government (for state-owned land) giving permission to use land (and improvements) for a specified activity (as per Council's Local Laws for Council-owned land) or in accordance with *Land Act 1994* (for Trustee Permits).

Hire Arrangement

A Hire Arrangement is an agreement to use land (and infrastructure) for pre-determined days and hours of use – refer Councils Fees and Charges for hourly rates.

Management Agreement

A Management Agreement is an agreement issued to a community or sporting organisation to oversee the operations and management of Council-owned or Council-controlled property, where asset ownership and responsibility for same rests with Council.

3 Tenure Documentation

All tenure will be prepared through the Property Management Branch using standard tenure documentation for a lease (including Trustee leases), licence or permit. Tenure holders are responsible for all costs associated with tenure preparation, survey fees and documentation registration.

4 Tenure Length

Tenure lengths over Council Property may be either:

- A licence of up to three (3) years
- A lease of up to ten (10) years
- A Trustee Permit as per Land Act 1994 (currently up to three (3) years)
- A Trustee Lease of up to ten (10) years

5 Ownership of Improvements

All fixed improvements constructed or installed upon Council property will be considered to be in the ownership of Council from the time that they are constructed or installed.

Exceptions to this include:

- Specified Crown ownership (outlined in Trustee leases)
- Council resolution determining the improvement owner to be an alternate entity
- An existing agreement that has determined that the improvement owner is an alternate entity

6 Tenure Inspections

Tenure will be monitored with scheduled inspections to:

- Assist current lessees to remain aware of their obligations under their tenure (with focus on legislative and regulatory compliance and best practice)
- Assist Council to fulfil its obligations in relation to tenure and property valuations

Not-for-profit organisations will be contacted by Council Property Management officers on an annual basis to schedule convenient times for lease performance inspections. Outcomes of these inspections will be documented in Council's electronic system and forwarded to your nominated contact who will be required to promptly action outstanding items within the system. Council officers will be able to assist you with understanding your obligations at the time of your inspection. Further, helpful links are contained within the inspection system and listed at the end of this Toolkit.

7 Rental amounts

Rental charges applied to Council property for community purpose will be as follows:

- Community organisations without a liquor licence or holding a Community Club Other licence – one (1) unit per annum
- Community organisations with a Community Club liquor licence and fewer than 2000 members (all membership types) – five (5) units per annum
- Community organisations with a Community Club liquor licence and more than 2000 members (all membership types) – ten (10) units per annum

A unit of rent is as it appears in Council's list of Fees and Charges which are reviewed annually.

Tenure holders under new and renewed leases are solely responsible for all other rates, taxes, assessments, duties, levies, impositions and other charges in respect of the occupancy arrangement.

Water and sewerage charges will be payable to Council, where an invoice is forwarded by Council to the tenure holder.

8 Maintenance

All new tenure arrangements, including renewals, will detail the tenure holder as solely responsible for the costs of maintaining, repairing and replacing all improvements within the tenure area.

The tenure holder must engage registered and suitably qualified tradespeople to undertake maintenance works where required, for example, when completing electrical works.

9 Insurance

Building Insurance

Council will provide building insurance, in accordance with Council's insurance policy position, for buildings and facilities for which it is the recognised owner. These insurance costs will be on-charged to tenure holders as a condition of all new tenure arrangements.

Tenure holders must hold and maintain insurance policies as are required by Council and legislation in respect of their occupation and use of Council-owned or Council-controlled improvements and in accordance with conditions of tenure documentation.

Public liability

Public liability insurance covers the insured person or organisation against legal liability to pay compensation or damages to a third party arising from some act or omission of the insured party. A policy also covers legal costs associated with defending a claim for compensation.

The public liability insurance taken out by lessees provides cover for their actions only. The hiring association is advised to have a policy covering any liability that may arise from its actions and these may well be different to that of the lessee.

Activities which are outside the normal activities of the organisation may not be covered. Advice should be sought from the insurer on additional cover for festivals or special events.

Association and Officials Liability Insurance

An Associations and Officials Liability policy protects the elected or appointed officials (generally the committee members) and the entity, which is the legally incorporated association, in relation to potential financial losses or compensation associated with the Associations management activities and the performance of their duties as officials.

This policy will provide an indemnity to the Association (club or community group) and its Committee Members, Officials and/or Officers in respect of claims made against them jointly or individually arising from any "Wrongful Act" committed or allegedly committed by them in their capacity as an Office Bearer of the club, association or community group. There is no cover for criminal acts or intentional acts of dishonesty.

"Wrongful acts include: mis-statements, negligent acts, errors or omissions or breach of duty or breach of power of authority. Claims may arise out of actions from, for example, members of the organisation, third parties or regulatory authorities.

An Associations Liability policy is one way for the association to provide an indemnity and manage the risks to both the individual and the Association.

Organisations can choose a policy with a $2m liability limit or a $5m liability limit. In the quote section we ask for information regarding the total number of members of your organisation (not just the number of committee members) – as per your members register or similar record.

10 Incorporated Associations

Incorporation

Incorporation is a method of registration that gives an association legal advantage in return for accepting certain legal responsibilities.

When you incorporate your association, it becomes a legally separate entity with the same powers as an individual. An

incorporated association can own land, sign a lease and appear in court.

An incorporated association and its members are legally separate. Under normal circumstances, it provides protection to the management committee from personal liability for the actions of the incorporated association, provided those actions are carried out in good faith and with due diligence.

However, with these benefits come obligations and responsibilities. Your incorporated association must comply with both the Associations Incorporation Act 1981 and Associations Incorporation Regulation 1999.

Your incorporated association's financial affairs will need to be audited or verified annually and financial statements lodged. Any member of the public can access copies of the documents that you are required to provide to Office of Fair Trading, including a copy of your association's rules, annual returns and financial statements.

An incorporated association management committee must:

- control the business and operations of the incorporated association
- ensure the incorporated association complies with its rules on calling and holding meetings
- ensure minutes of all committee and general meetings are kept
- ensure an appropriate secretary is elected or appointed
- ensure a copy of the incorporated association's rules is available to all members
- keep public liability insurance current,
- have a nominated address for documents to be served (this must be a physical address, not a Post Office Box)
- register land or interests in land gained by the association because of its incorporation
- ensure the incorporated association's name appears on the common seal
- ensure the incorporated association's full name appears on all official documents such as advertising, business letters, accounts, official notices, publications, cheques and receipts
- notify Office of Fair Trading within one month of changes of office bearers (president, treasurer or secretary), the incorporated association's postal address or the secretary's residential address
- ensure proper accounting records are kept which correctly record and explain the transactions of the incorporated association and its financial position
- ensure the association's financial affairs are audited or verified annually
- ensure an AGM is held each year within six months of the end of the incorporated association's financial year
- ensure the audited or verified financial statements of the accounts of the incorporated association are submitted to members at the AGM
- lodge an annual return using the form your incorporated association is sent by Office of Fair Trading.

Management Committee

One of the advantages of being incorporated is that personal liability is limited. However, management committee members still have a

duty to the incorporated association. This means they may be held accountable if they:

- deliberately fail to act in the best interests of the incorporated association
- abuse their powers as committee members
- fail to avoid conflict of interests
- fail to exercise due care, skill and diligence.

If a management committee does not fulfil its reporting requirements, the Office of Fair Trading may issue a show cause notice asking the incorporated association to provide reasons why its registration should not be cancelled.

Constitution

The management committee is ultimately responsible to the members for the operation of the incorporated association. This includes following, interpreting and enforcing the constitution and making sure the incorporated association complies with the law. The constitution of your incorporated association must set out the membership and powers of the committee. The constitution of your incorporated association must also set out provisions for the management committee including:

- how committee members are elected and appointed
- terms of office of committee members
- grounds or reasons for which a committee position may become vacant
- filling casual vacancies occurring on the committee
- the quorum (minimum number of committee members who must be present to conduct a committee meeting)
- the procedure at committee meetings.

Roles

The president usually chairs the management committee and will also play a major role in the incorporated association's meetings. Under the model rules, the president is required to chair all meetings he/she attends.

If the president cannot attend a meeting for any given reason, another member of the management committee can be nominated as chair.

The secretary is primarily responsible for managing the records of the incorporated association.

The secretary will also:

- take and keep minutes for the incorporated association's meetings
- keep the register of members
- take nominations for the management committee
- provide appropriate notice to members for meetings
- call and convene special general meetings
- arrange the meeting venue and prepare the agenda
- coordinate any correspondence or reports to be presented at meetings
- circulate the minutes of meetings to members
- complete any actions arising from meetings that require correspondence
- receive all incorporated association correspondence and bring urgent matters to the attention of the president or treasurer if necessary.

The treasurer is responsible for the financial management of the incorporated association. The treasurer will:

- keep and maintain an asset register for the incorporated association
- manage the petty cash balance and ensure the petty cash book is kept up-to-date
- keep all documentation for payments made including receipts, invoices and statements
- keep and maintain the incorporated association's deposit and cheque books
- ensure all payments are approved or ratified by the management committee and are recorded in the minutes
- keep all financial records in Queensland
- keep either a receipt book of consecutively numbered receipts, or computer system records of them.

Financial Management and Planning

Financial Management means the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organisation.

Annual Returns

Your incorporated association must prepare an annual return. The management committee must ensure financial statements are prepares and presented to the AGM for adoption.

Within one month of the AGM, your incorporated association must complete and lodge *Associations Incorporation form 12 – Annual return of association.* You will be sent this form within one month of your incorporated association's financial year ending.

The annual return must include a copy of the financial statement presented at the AGM, signed and dated by either the President or the Treasurer, including:

- a profit and loss statement (income and expenditure)
- a balance sheet (assets and liabilities)
- details of all mortgages, charges and securities that affect any of your incorporated association's property at the close of the financial year.

The annual return must also include a copy of the signed audit report or verification statement.

For more information regarding the financial obligations of an incorporated association, see the useful links listed at the end of this document for the Incorporated Associations Smart Business Guide. This guide will provide further financial advice such as:

- Financial reporting requirements
- Annual returns
- Reportable financial year
- Cash book and receipt book
- Bank statements and petty cash book
- Journals and ledgers and;
- Asset register.

Risk management

Risk management is the process of identifying risks which may result in personal injury or damage to property and implementing strategies to minimise those risks. It need not be costly and many organisations are often surprised with how implementing simple and inexpensive measures can greatly reduce risk.

11 Planning

Planning is one of the most important roles for a committee as it provides guidance and formalises the groups' goals and objectives. These plans enable a committee to transition more seamlessly and highlight to new or potential members the organisation's priorities.

Planning also creates mechanisms that validate and/or justify decisions made by the committee and provides the organisation with short, medium and long term goals. Having planning documents is essential if applying for funding opportunities and demonstrates that the organisation is forward thinking and future focussed.

When embarking on the planning process you should try to involve as many people as possible. The broader your consultation, the more your plan will reflect the true direction of your organisation.

People to involve can include;

- Committee/board members
- Parents
- Volunteers
- Paid staff
- Coaches
- Local/state government bodies
- Members
- Sponsors
- Any other relevant stakeholder

Finding time to plan needn't be a burdensome task. You can incorporate planning into a general meeting or as part of social occasion. To get the most out of your planning workshop make sure enough time is set aside.

A Planning Committee can be formed to ensure the organisations plan is implemented and reviewed regularly.

There are many different templates that organisations can use when undertaking planning activities. Organisations can use existing templates or create their own. Plans can vary from a couple of pages to a professionally bound booklet. The format can range from flow charts with tables and images to a simple word document. There are no right and wrong ways to write a plan, the most important factor when writing, is to consider who is going to use the document and how often it will be used.

Operational Plan

An Operational Plan is a sub document of the Strategic Plan. The Operational Plan provides more details about the strategies/tasks outlined in the Strategic Plan

For example;

The Strategic Plan may have highlighted new lighting on a field as the highest priority for the next 12 months. The Operational Plan will then outline how this will be achieved including:

- Who will manage this project?
- What need is there to justify this project?
- What will this project realistically cost?
- Where will the funding come from (club, gambling, sport & rec, council or a combination of these funding options)?
- What approvals will be required from state or local government?
- Timeframes

Action Plan

Action planning is a process which will help you to focus your ideas and to decide what steps you need to take to achieve particular goals. It is a statement of what you want to achieve over a given period of time. Preparing an action plan is a good way to help you to reach your objectives as a group.

It involves:

- Identifying your objectives
- Setting objectives which are achievable & measurable
- Prioritising your tasks effectively
- Identifying the steps needed to achieve your goals
- Using lists
- Being able to work effectively under pressure
- Completing work to a deadline
- Having a contingency plan

Writing down your goals turns them into a plan, not a dream. An effective action plan should give you a concrete timetable and a set of clearly defined steps to help you to reach your objective, rather than aimlessly wondering what to do next. It helps you to focus your ideas and provides you with an answer to the question ‘‘what do I do to achieve my objective?’’.

It’s OK to have several objectives, but you will need to make a separate action plan for each, otherwise things get confused.

Maintenance Plan

A Maintenance Plan is a document that shows when fields/ovals/courts, clubhouse, sheds, green keeping equipment, amenities and associated infrastructure require up keeping/upgrading.

The maintenance plan identifies items for the organisations sinking fund so it is important to make sure that the information is current and accurate and that new infrastructure or equipment is added to both the maintenance plan and the sinking fund.

Management Plan

A Management Plan is a document that shows how the organisation manages its membership, staff, resources and facilities

A Management Plan usually contains the following:

- Details of the structure of the organisation (can be in the form of an Organisational Chart)
- Education/development opportunities for staff, committee/club members and volunteers
- Risk Management - how to minimise risks
- Constitution - basic set of rules for the daily running of your club
- Position Descriptions for committee members
- Any other legal documents relating to the club (lease documents, Certificate of Incorporation, insurance, Child Protection Legislation, Code of Conduct)

The management plan should be kept on premises and be made easily accessible to your organisations members or visitors.

Marketing Plan

A marketing plan contains and investigates the following elements:

- Market Demographics - who the organisations members/clients are, where do they come from, what are

their expectations, what skills do they have?

- Products & Service - what is the organisations product and what service does it provide?
- Product Life Cycle - how often does the product need reinventing/reviewing to ensure longevity and membership satisfaction?
- Price Structure - potential members require clarity concerning membership fees
- Analysis of competition - who is the competition? What are their fees? What facilities/resources do they provide? Is their marketing effective?
- Promotional Strategies - what is the most appropriate marketing strategy for our current and/or proposed members (newsletter, brochure, word-of mouth, TV, twitter, Facebook, etc.)?

Your Marketing Plan should be reviewed regularly and can sit within another document or as part of the Strategic Plan.

Financial Plan

The Financial Plan is a document that is used mostly by the club. It contains the information relating to any assets or liabilities as well as;

- Current and projected budgets
- Cash flows
- Sponsorship register

The Financial Plan can sit within another document or as part of the Strategic Plan.

Organisational Chart

Having an organisational chart helps members and prospective members understand the committee roles and hierarchy within your organisation. This helps people to know who to talk to about different matters.

Strategic Plan

A Strategic Plan is an organisation based document that gives direction for short, medium or long term timeframes (usually 1 – 10 years). A strategic plan clearly shows where the organisation is now, where the organisation wants to be and how it proposes to get there.

Conducting a SWOT analysis, investigating the organisation's Strengths, Weaknesses, Opportunities and Threats is a great way to get this process started. Once these have been established, strategies can be explored that will address these items.

A Strategic Plan usually contains the following:

- Vision/Mission Statement - a statement explaining the purpose of your organisation e.g. "To promote the (activity) of (your group) as a safe, enjoyable and accessible activity for people of all ages and ability levels in the community
- Goals/Objectives - what does your organisation want to achieve for the period of the strategy?
- Actions - what needs to be performed to undertake these goals/objectives?
- Responsibilities - who will be responsible for completing the actions?
- Timeframes - when do the actions need to be completed?
- Resources - what will the actions cost?

A strategic plan can also include:

- Performance indicators - how will you know the goals and objectives are achieved?

- Priorities - in what order are these goals and objectives going to be actioned and completed?

Business Plan

A business plan is a very detailed document that includes the information from the Strategic Plan as well as a considerable amount of information about the organisation.

A Business Plan usually includes the following:

- Title Page - detailing contents of document, name of organisation, period of time document relates to and date the document was prepared
- Contents Page
- Executive Summary
- Background information about the organisation and the purpose of the document
- Strategic Plan
- Marketing Plan
- Financial Plan
- Appendices - list of all documents referred to in the Business Plan

A Business Plan requires a significant amount of time, resources and expertise. Keep your plans simple; remember that others within the organisation will not use the document if it is too complicated.

When developing the Business Plan ask yourself:

- Does the plan provide clear direction/objectives for your organisation?
- Is the plan relevant to your membership base (i.e. their needs, aspirations and requirements)?
- Have you consulted with relevant stakeholders (i.e. regional/state bodies, local government, members, etc.)?

It is worth noting that the most important planning documents from a local government funding perspective would be Strategic, Financial and Maintenance Plans.

12 Funding Assistance

Council Grants

Council's Community Grants Program provides support to community organisations for one-off projects, events and activities through the following grants

- Minor grants
- Major grants
- Emergency grants

Council's Individual Development grants are available to individuals and/or teams.

Who can apply for a Major Minor or Emergency Grants?

Not-for-profit community organisations which meet all of the following criteria:

- operate within the Sunshine Coast Local Government Area or are able to demonstrate that the project or program will benefit residents of the Sunshine Coast Local Government Area
- have appropriate insurance and adhere to sound Workplace Health & Safety practices
- are able to demonstrate viability
- have no debt to council, or have entered into scheduled payment arrangements with council which are being adhered to

- Have met acquittal conditions for previous council grants.

Who cannot apply?

- Government agencies or departments of local, state or federal government
- Educational, religious or medical organisations, where the application is for the organisation's core business
- Businesses

Projects eligible for funding

To be eligible to apply for funding, applications must:

- demonstrate a purpose that is in the public interest, with significant community need and benefit
- demonstrate strong alignment with council's priorities as described in current council strategies, plans or policy positions
- Adhere to the specific terms and conditions of this funding program.

Projects not eligible for funding

- Ongoing operational or recurrent costs including salaries, rent, fuel
- Activities that have already begun prior to submitting a grant
- The core business of educational, religious or medical organisations
- Prize money, prizes or trophies
- Development of privately-owned facilities
- Payment of debt
- Projects run solely for commercial profit
- Political activities
- Items included in another council grant application
- Projects run solely for fundraising purposes, without broader community benefit.

Lower priority is given to

- applicants who have been funded within the previous 12 months
- projects or events that have previously received council funding.

Program Details

Applications for Major and Minor Grants must address specific category criteria in one of the following categories:

- Community Development
- Community Facilities
- Cultural Development
- Cultural Heritage
- Economic Development
- Festive Season
- Sport, Recreation and Healthy Living

Emergency Grants

Emergency grant funding is available for Sunshine Coast projects which have come about as a consequence of failure, damage or loss of essential equipment or infrastructure due to unforseen circumstances. The failure of the equipment must be:

- deemed to be an "emergency"
- significantly impact on the organisation's ability to continue to operate.

Applicants can apply for funding up to $2,000. Quotes are required for items over $500.

Projects may start immediately, but applicants need to be aware that funding is very competitive and council cannot guarantee that the application will be successful.

Projects that are covered by insurance are not eligible for Emergency Grant Funding.

Individual Development Grants

Sunshine Coast residents who have been selected to represent the region by performing, competing or presenting at official national or international competitions, conferences or events can apply for up to $500 to assist with expenses incurred in attending the activity.

Applications can be submitted at any time.

Note: The maximum a team can receive is $2000 per event.

How to apply

Applications for all community grants must be submitted on-line.

Guidelines and on-line application forms can be found on council's website. Contact a Grants Officer for assistance.

www.sunshinecoast.qld.gov.au/grants
grants@sunshinecoast.qld.gov.au
Ph. (07) 5420 8616

Community Partnership Funding

The purpose of the Community Partnership Funding Program is for council to work in partnership with the community to achieve council's priorities. The Community Partnership Funding Program (CPFP) provides up to three year funding towards operational expenses to not-for-profit organisations that provide facilities or services which support the delivery of council's corporate priorities and demonstrate broad community benefit.

Sports Field Funding

Council partners with sporting organisations to make sure their sports fields are at a district competition level. The Sports Field Maintenance Funding Program offers up to three years funding to help maintain sports fields in the region.

External grants

You can access grants from other organisations apart from council. You or your organisation may be eligible for external grants to:

- develop and run programs
- upgrade or construct new infrastructure
- buy and upgrade equipment.

Gambling Community Benefit Fund (GCBF) offers grants up to the value of $35,000 (inclusive of GST). For more information visit www.olgr.qld.gov.au

Sponsorship

Many sport and recreation organisations in our community depend on funds derived from sponsorship to fund either operational aspects of their organisation, major competitions, events and/or equipment needed to participate in a specific sport or recreational activity.

There are a few considerations in a sponsorship proposal, including:

- how to find a sponsor
- how to deliver the proposal, and;
- how to service a sponsor throughout and beyond the duration of the sponsorship term.

You will need to develop a professional sponsorship package that you can present to businesses. It will demonstrate your club is professional in all your dealings.

When asking a business for sponsorship explain the benefits of "what's in it for them". Do not underestimate the importance of being

polite and professional in all your approaches to local business. In the long term you will build core relationships that extend for many years which will help with your club's viability.

In your sponsorship package include different levels of sponsorship on offer for example Gold, Silver and Bronze and explain the benefits from each level. Ensure you always deliver on the sponsorship benefits.

Some businesses may only want their signage up at the grounds while others may want further involvement. Don't forget to invite your sponsors to home games and find out to what extent they want to be involved.

Keep the communication flowing and include the sponsor in all your newsletters to members. Use every opportunity to promote their business for them. Celebrate the successes and keep them updated on what your club is doing.

Don't ask for sponsorship at the beginning of your season. Start planning at the end of the season for the following year. It is hard work but it will mean your sponsors will be getting full value for their dollar when the first players take the field/court.

Look for sponsors in your own club first. An easy way is to look in the car park on training days at sign written cars for example real estate agents, trades people etc. They may only be able to offer small token amounts but every little bit assists.

And importantly, provide a certificate of appreciation to the sponsors as they will display these with pride in their business place.

13 Overarching bodies

Many sports clubs in our region are supported by regional, state and national bodies. These overarching bodies are designed to support clubs within a hierarchical structure enabling sports clubs to understand the growth and demand for the sport within each facility before applying for growth funds or grant monies.

The overarching bodies can also offer incentives for installing a certain type of field or court. Subsidising the cost of upgrades and new installations can help clubs to meet their actions much faster. It also helps the overarching bodies to meet their desired standard of club/facility service provision throughout the region.

Depending on the capacity of the overarching body the level of support offered to individual clubs and organisations can include:

- club planning
- facility improvements
- governance support
- administrative support
- access to key planning staff focused on regional and state planning objectives

14 Facility improvements

Sinking Funds

Sinking funds are used to set aside money for purposes of replacing capital equipment as it becomes obsolete, or major maintenance or renewal of elements of a fixed asset, typically a building. A sinking fund calculates payments to a forecasted future expenditure and ensures that sufficient funds will be available to keep your assets functioning efficiently and looking good.

Developing your own plan

The following stages outline the steps that might be followed to create a sinking fund plan.

Step 1 – List all property

Put together a comprehensive list of all property which may include: equipment essential to your organisation continuing to operate, lighting, roofing, car parking, machinery, painting, fencing, fields, landscaping etc.

Step 2 – Estimate when repairs will be needed

Decide on a time-frame for repair work, cyclical maintenance and replacement for items. For repainting, for example, you could use guarantees or information provided by previous tradesmen to get an idea of how long the existing paintwork will last. Warranty statements and/or service plans may help you estimate the working life of items such as automatic garage doors and lawnmowers.

Step 3 – Estimate costs

Investigate the cost of replacing items. Refer to service plans, previous quotes and receipts of items as a guide to the approximate costs of future repairs. Obtaining current quotes and talking to tradespeople may also help.

Step 4 – Create an account

Talk to your financial institution about the type of account that you are looking to set up. They might have accounts that offer bonus interest. The money in this account should only be attributed to expenses associated with the items included in the comprehensive property list.

Step 5 – Start making contributions to the account

Now that you have created a list of property, estimated when repairs will be required, the cost to complete these repairs and maintenance it's now time to start making contributions to this account so that the money will be available to use when required.

Step 6 – Review the plan

The sinking fund plan should be reviewed regularly, needing to be reviewed in the first five years; so even if your project is not yet included in the plan there is still an opportunity to add it in.

Car parking improvements and maintenance

It's important to understand the licence or lease area that your group is responsible for. Does it include a car park? While having car parking spaces is essential for your members to attend your activities, do you know what's involved and how to maintain a car park so it is safe and accessible for your members and visitors? Council officers from Civil Works Services can provide advice for existing car parks and their maintenance requirements. If you are planning new car parking infrastructure council's Traffic Infrastructure Management Branch can provide advice to work through your proposal.

15 Sports Field maintenance

Sports field maintenance is a key area of concern for many community sporting groups. Council is committed to developing sport across the region by providing support and funding for community sporting groups via the Sports Field Maintenance Funding Program.

Regardless of the sport being played, there are several important maintenance practices that should be followed to ensure safe, healthy, weed-free sporting fields.

Mowing

It is important to have a good mowing program in place for your facility. Regular mowing at the correct height will encourage a healthy coverage of turf and help to suppress unwanted weeds. Mowing heights will vary depending on the type of sport being played,

the time of year and the type of equipment being used.

As a guideline it is recommended that turf be cut at 15-20mm two to three times a week in the warmer months and 25-30mm once a week during the cooler months. This may vary depending on the requirements of your club. It is also recommended that you change the direction that the field is mowed with every cut.

Fertilising

Supplying nutrition to your turf surface is vital to the condition of your field and as a guideline, eight to twelve weekly applications of an organic fertiliser is recommended to keep your field in optimum health all year round. This may vary due to growth/climatic conditions, turf species and irrigation practices. Council's Parks Community Sports Field Officer can assist in selecting and sourcing a suitable fertiliser for the needs of your fields.

Pests and disease

Turf pests and disease can be devastating to the condition of your field and can kill a field in a matter of days. The key to eradicating all turf pests and preventing disease is early identification and treatment.

Treatment for pest and disease should be carried out by a licenced spray contractor.

If you think your sports field may have some pest and disease issues, council's Parks Community Sports Field Officer can help you to identify the problem and assist in engaging a suitable contractor.

Field renovations

Renovations are a vital part of your annual maintenance program. A standard renovation should include scarification to remove unwanted thatch and promote root and shoot growth. Aeration is recommended to a minimum of 100mm to reduce compaction. It is also recommended to top dress your fields with a suitable top dressing material to ensure a level playing surface and an application of fertiliser to encourage new growth.

Renovations usually take place around September/October or during the break between the cooler season sports and the start of the warmer season sports. It is advised that the field be rested for a period of four to six weeks prior to renovation to give it the best chance of recovery.

Irrigation

Supplying adequate water is a challenge faced by all turf managers and sporting clubs. There are many variables to consider when working out a suitable irrigation schedule such as type of irrigation infrastructure, turf species, environmental condition, and prevailing winds and training requirements to name a few.

Deep frequent irrigation is recommended to encourage deep root growth. As a guideline; twice weekly in summer and once weekly in the winter months.

Soil testing

Soil testing should form the basis of your maintenance program and should be carried out annually. If the soil is lacking in the correct nutrients it will not provide the turf with ideal growing condition, and soil testing will give you a clear indication of what nutrients are required to amend the soil nutrition.

16 Licensing and Permits

Liquor licensing

Due to changes to the Liquor Act 1992, from 1 July 2013 non-profit community organisations will no longer need a Community Liquor Permit to sell alcohol at a one-off fundraising

event or function if it complies with the following:

- the profit is used to benefit the community
- liquor is sold in a period of 8 hours or less, between 7am and midnight and
- the sale of liquor is ancillary to the event.

The following liquor licence types are available under the Liquor Act 1992:

- Commercial hotel
- Commercial other:
    - subsidiary on-premises
    - subsidiary off-premises
    - bar
    - industrial canteen
    - producer/wholesaler
- Commercial special facility
- Community club
- Community other

Once you know which type of licence you require you will need to complete the appropriate sections of the application form and supply the relevant supporting documentation.

You can find more information including application forms, from the Queensland Government Office of Liquor and Gaming Regulation.

Gaming licenses

The terms and conditions of your lease will indicate if gaming such as poker machines or bingo, is allowed on your premises.

Applications for gaming licences need to be made to the Queensland Office of Gaming Regulation.

For more information, visit the Queensland Government Office of Liquor and Gaming Regulation.

Health licenses

Food premises

The Food Act 2006 requires certain food businesses where food is prepared, packed, stored, handled, served or supplied to be licensed with Sunshine Coast Council. By simply contacting council's customer service team you can discuss whether what you are proposing to do requires a food licence or not. If council's customer service team advises that you do not require a food licence you must still comply with the Food Act and Food Safety Standards.

Event permit

If your organisation wishes to hold an event in your leased premises beyond your normal week to week scheduling, there may be a need to obtain an event permit. This may be applicable when the event will have an impact on the surrounding environment or the public – for example, when there will be traffic and parking impacts, noise (i.e. amplified music) and food handling above and beyond what the club or group may normally be permitted to administer. There are a range of other activities that may trigger the need for an event permit. If the event is of significance and differs greatly from what would be classed as core operations for your group, please contact Council's Community Response Branch to determine if an event permit is required. It is also strongly recommended that you contact your insurer to advise of the activity and obtain advice as to whether your event will be insured under your current policy.

It is also recommended that in the instance where you hire your facility to a third party, you take the necessary steps to determine if they require an events permit and direct them to Council's Community Response Team for advice. When hiring your facility, it is an imperative that evidence of the adequate level

of insurance cover for that group is provided. In the event that a claim is made by an individual or group whilst using your venue and inadequate insurance cover provided by the hirer, your club or group may be held liable.

If you require an events permit, it is important that you complete the application in full and submit it to council at least six weeks before the event. For major events, you should make the application at least four months before the event. You should submit your application before advertising your event. For help completing the application form and planning your event, please refer to the information pack. The application and information pack are available on Council's website.

If the event is being run by a commercial group, a fee is payable on submission of your application. The fees for holding an event are in accordance with council's fees and charges and are listed on the application form. There is no fee applied if the application is from a not for profit group.

Useful Links

Asbestos Management:
http://www.deir.qld.gov.au/workplace/subjects/asbestos/index.htm

Building Fire Safety:
https://www.fire.qld.gov.au/buildingsafety/

Electrical Safety Regulation 2013:
https://www.legislation.qld.gov.au/LEGISLTN/SLS/2013/13SL213.pdf

Energy Savings:
http://yourenergysavings.gov.au/

Gaming Licences
http://www.olgr.qld.gov.au/gaming/gaming-licences-and-permits

Grants and Funding:
http://www.sunshinecoast.qld.gov.au/sitePage.cfm?code=grants

Incorporated Associations Smart Business Guide:
http://www.fairtrading.qld.gov.au/__data/assets/pdf_file/0004/257161/incorporated-associations-smart-business-guide.pdf

Labelling and Safety Data Sheets:
http://www.deir.qld.gov.au/workplace/hazards/hazchem/managing-risks/labelling-and-safety-data-sheets/index.htm

Liquor licence:
http://www.olgr.qld.gov.au/liquor/liquor-licences-and-permits

Our Community:
http://www.ourcommunity.com.au/

Public Liability for Events
https://actioninsurance.com.au/main/entertainers_insurance.htm

Sunshine Coast Council Community:
http://www.sunshinecoast.qld.gov.au/sitePage.cfm?code=community

Sunshine Coast Council Community Hub:
http://community.sunshinecoast.qld.gov.au/

Sunshine Coast Council Event Permit:
http://www.sunshinecoast.qld.gov.au/sitePage.cfm?code=events

Tactile Ground Surface Indicators:
http://www.tactileindicators.info/

Termite Management:
http://www.csiro.au/Outcomes/Safeguarding-Australia/Termites/Termite-pest-management-and-control.aspx

Unitywater:
http://unitywater.com/default.aspx

Workplace Health and Safety Queensland:
http://www.deir.qld.gov.au/workplace/index.htm

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