

ACTIVE MONASH

SPORTS CLUB FRAMEWORK 2022-2027

Council Approval Date:

Review Date:

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Executive Summary

The Active Monash Sports Club Framework, has been developed as a tool for clubs and Council to work together to achieve a shared vision for community outcomes through sport.

The Framework seeks to support and build the capacity of community clubs to become more sustainable, inclusive and welcoming through learning and development opportunities in areas of diversity, respect and social responsibility.

The Active Monash Sports Club Framework is a proposed five-year program (2022-2027) that aims to support and incentivise clubs to achieve all proposed governance and management requirements within a five-year time period and become a gold or platinum level accredited Active Monash club.

To better support clubs, Council will expand and grow its club development program. The Active Monash Sports Club Framework will act as a tool for club administration, governance, development and connecting with the community. The Framework seeks to make the regulatory and administrative process easier and free from burden by developing training, resources, templates and information for clubs.

Foreword

Sport contributes to community identity—serving as a focal point for community engagement, pride and achievement. The diversity of sports and sporting activities (including social sport and active recreation) make it an ideal medium to reach people from every age group, gender, culture and socio-economic background.

The broader benefits of sport go beyond the personal benefits derived from participation. Sport is a popular focal point for strategies that underpin policies for community development and social inclusion including Council's Active Monash Club Framework.

“Diversity... in all its forms, inclusion, decency, respect – are all vitally important to our nation. And sport can provide a platform to showcase how to get it right.” **Julia Gillard, 21 November 2018**

Participation in physical activity, particularly among children, supports a number of lifelong benefits (Clearing House for Sport, Preventive Health, Sport and Physical Activity), including:

- Development of fundamental motor skills,
- Improvement of current health and fitness,
- Contribution to long-term health and the prevention of chronic disease; and,
- Promotion of more inclusive and engaged communities through social interaction.

Sports clubs play an important role in the provision of opportunities to participate in sport and physical activity more broadly. Evidence suggests that adults involved in sports clubs are significantly more likely to achieve recommended levels of physical activity than those who are not. Community sports clubs also provide opportunities for social interaction through both structured (organized and competitive) and unstructured (social) participation in sport, impact positively on social and mental well-being with potentially greater physical and mental health benefits from club sport participation than from other forms of physical activity. Elements of social and mental well-being such as social connectedness, social support, peer bonding, increased life satisfaction and self-esteem, may reduce stress, anxiety, and depression and can be enhanced by participation in organised sport.

Why A Sports Club Framework

The Active Monash Sports Club Framework looks to capitalise on Council's investment in sport and recreation by enhancing the capacity of clubs that use its facilities to improve community and broader

social outcomes. Specifically, better clubs means more opportunities by more people to participate in activities that create positive social change.

Sports clubs engage the community at many levels, providing opportunities for children and adults to exercise, develop new skills, and to compete and socialise with others in their community. The leadership strength of sports clubs allows them to reinforce healthy and respectful attitudes, social norms and behaviours.

Experience shows that people are attracted to good clubs, but sports clubs can sometimes give rise to unhealthy environments that can discourage people from participating, deter broader community engagement, and perpetuate unhealthy attitudes and behaviours. The Active Monash Sports Club Framework therefore looks to develop and work with all Clubs across Monash to achieve better outcomes for the community by ensuring our clubs are **healthy and resilient, accountable, and sustainable**.

The Framework sets out minimum standards that clubs are expected to achieve. The Framework then sets aspirations for clubs to go beyond these minimums and become accredited as Active Monash Bronze, Silver, Gold or platinum club status.

Participation Levels and Sport

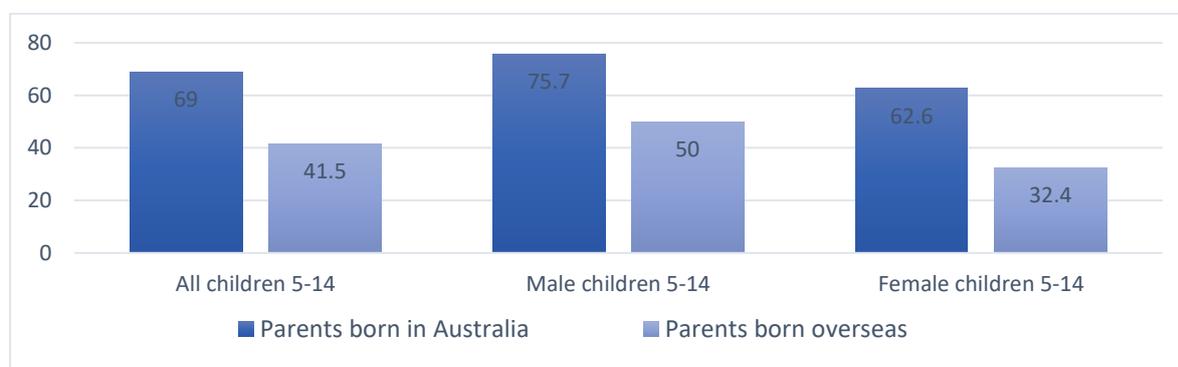
Many factors influence a community’s participation levels in physical activity. The provision of sport and sporting opportunities is a major contributor, and the culture of sporting clubs is also critical.

Sport plays an important role in the provision of physical activity in the community. AusPlay data from 2018 shows that 57% of Australian children aged 0 – 14 regularly participate (at least 1x week) in organised physical activity outside of school hours, and of this, 71% of participants do sport-related activities. AusPlay data also shows that over 80% of Australian adults aged 15 + regularly participate (at least 1x week) in physical activity with 58% of participants doing sport-related activities.

The reliance on sport for physical exercise is significant. From those that participate in physical activity, almost one in five rely on sport as their only means of activity. For men the reliance is greater at 29.8% compared to women at just 8.3%. It is also interesting to note that around 16% of people (over the age of 15) participate in a non-playing role in sport (18% men; 15% women), with the most common roles for all being coach/instructor/trainer; official; and administrator/committee member.

Figures consistently show that people born in Australia are more likely to participate in sport and physical recreation than those born in non-English speaking countries, with women from non-English speaking backgrounds having the lowest levels of participation.

Children's participation in sport and physical recreation



In 2012 the participation rate of children between 5-14 years from families where both parents were born in Australia was 69 percent (75.7 percent for males and 62.6 percent for females), compared to

41.5 percent for both parents born in other countries (50 percent for males and 32.4 percent for females).

AusPlay survey results (2018) also indicate that participation levels for both adults and children consistently decline as household income levels decline with the lowest levels of participation being recorded in households with less than \$40,000 income.

Additionally, adults who are employed (whether full, part-time or casual) are more likely to be physically active than those who are unemployed. Individuals who have completed tertiary education, or even completed high school, are more likely to be physically active than people who did not complete the highest level of school.

Sport as a Vehicle for Positive Social Change

Health and Wellbeing

If you are more physically active you will be physically healthier, but the research also shows people who are more active are more mentally healthy. Participation in sport can also lead to higher self-worth and healthy-happier employees in the workplace.

Participation in sport not only reduces obesity and tones and strengthens bodies, but it has been proven that sufficient physical activity reduces the risk of developing: coronary artery disease; type 2 diabetes; depression, anxiety or other mental illnesses; dementia/cognitive decline in older adults and some cancers.

Personal and Social Capital

While all physical activity provides significant benefits, sport—particularly involvement in team-based sport—can lead to stronger outcomes in personal wellbeing including: improved resilience and mental health outcomes; positive role models; social connectedness; higher likelihood of meeting physical activity guidelines and continuing physical activity.

It has also been proven that clubs can foster community pride and generate a sense of belonging as well as increasing opportunities for volunteering. Club activities are also known to bind families and its members through shared experiences.

Sports clubs are also a vehicle for inclusion, drawing together people of different races, religions and cultures, reducing isolation and contributing to the social capital of the community.

Economic Benefit

It is estimated that regular community-based sport participation in Australia generates approximately \$18.7B value per year in social capital. This includes: direct economic benefits; avoided health costs; educational benefits; and, the value of the volunteer and not-for-profit networks. Sports club can often promote economic growth within the local community through their regular activities, business investment, employment, major events and tourism.

Strategic Intent

Our Vision

To encourage and promote Active Monash Clubs aligned with Council's values to improve community and broader social outcomes.

Our Purpose

To provide a strategic and coordinated approach to support clubs within Monash provide opportunities for sport to the community that create positive social change.

Policy Pillars

A Healthy and Resilient Monash: Integrated Plan

Gender Equity Policy

Council Plan 2017-2021

Active Victoria: A strategic framework for sport and rec 2017-2021

Guiding Principles

Capacity building

Diversity and respect

Environmentally and socially responsible

Community engagement

Healthy clubs

Promotion and awareness

Best practice and innovation

Safe environments

Priority Areas

Healthy and Resilient

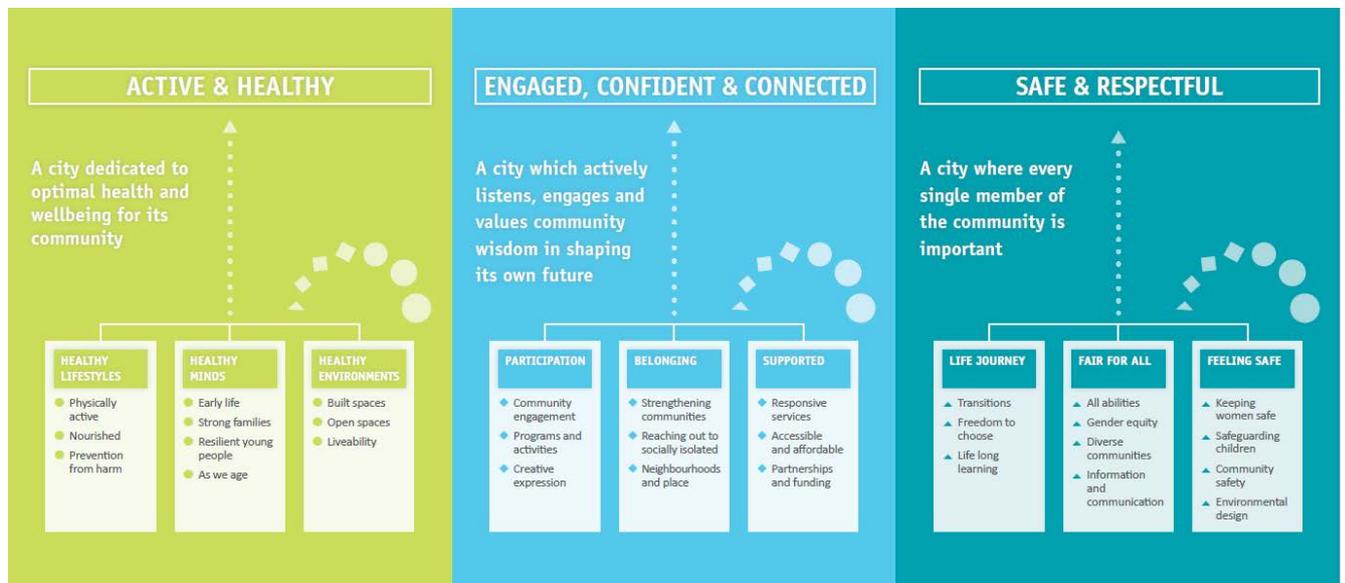
Accountable

Sustainable

Policy in Context

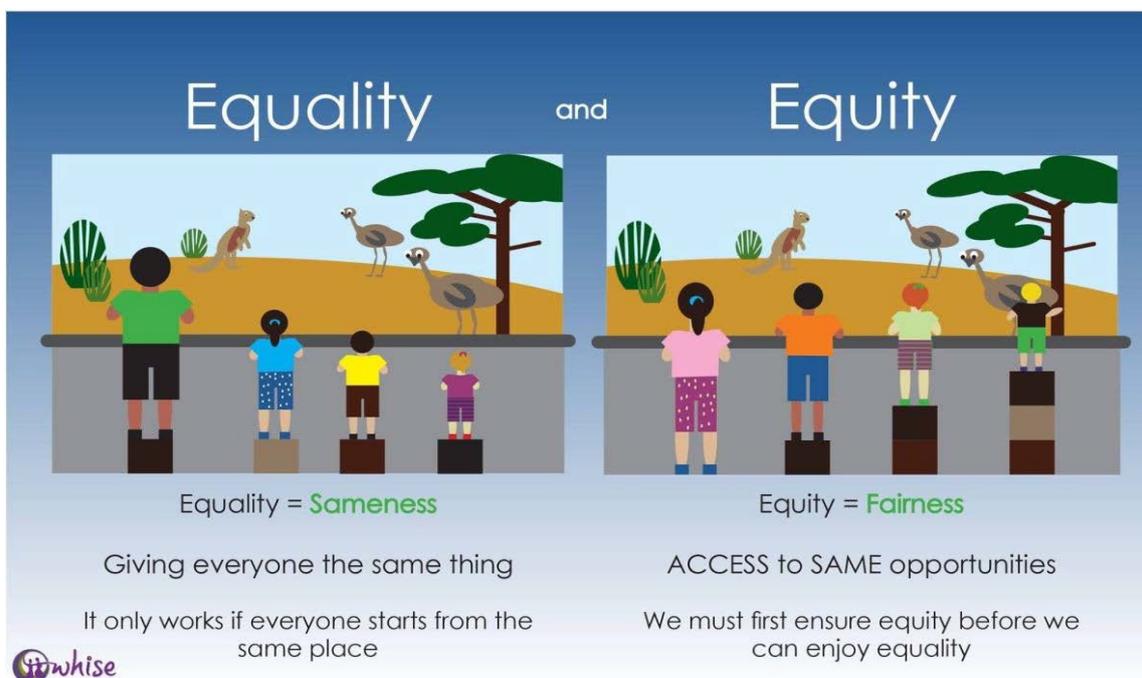
A Healthy and Resilient Monash: Integrated Plan

This Plan combines all the areas within Council and the community that help define a healthy city. It highlights 30 major health and wellbeing priorities that Council will strive to improve.



Gender Equity Policy

Council is committed to supporting gender equity in the community and in the workplace and ensure that everyone in the Monash community enjoys the same opportunities, rights and respect, regardless of their gender.



Council Plan 2017-2021

The Council Plan sets out Council's strategy for how we continue to enjoy the things we love about Monash, how we can address the pressures our city faces and make the most of the opportunities that come from being a popular place to live, learn, work and play.

An Annual Plan is produced each year, identifying the initiatives and projects funded in the Annual Budget and how these contribute to delivering the Council Plan in accordance with the following strategic objectives set by Council:

A Liveable and Sustainable City

We value our natural environment and want to preserve and enhance the leafy and green character of our city. Monash's desirability as a place to live, learn, work and play needs to be protected.

Inviting Open and Urban Spaces

We will continue to improve our public infrastructure, meeting places and open spaces, providing inclusive, safe and inviting places for community use.

An Inclusive Community

Our people and our communities are healthy, connected and engaged.

Responsive and Efficient Services

People can have a say in, and are at the centre of, our decisions. We will deliver affordable, respectful, responsive, reliable and high quality services

Active Victoria: A strategic framework for sport and recreation 2017- 2021

This document sets out future Victorian State Government priorities and strategies in the sport and recreation sector and recognises that sport and active recreation creates economic growth and jobs, makes Victorians healthier, builds community cohesion and contributes to our liveability.

Active Victoria is a plan to ensure even more people can receive access to all the benefits that sport and recreation delivers based across six key directions:

- meeting demand
- broader and more inclusive participation
- additional focus on active recreation
- build system resilience and capacity
- connect investment in events, high performance and infrastructure
- work together for shared outcomes.

Sports Club Framework Guiding Principles

The Active Monash Sports Club Framework requires that Council works with its clubs under the following guiding principles. Council will:

Capacity building

Build the capacity of clubs by providing opportunities for learning and development, resources and support where necessary.

Diversity and respect

Support clubs to ensure they meet the needs of our diverse community.

Environmentally and socially responsible

Recognise the role of local sporting clubs in the philosophy of 20-Minute Neighbourhoods. Promote and encourage sound environmental and socially responsible practice into all club operations.

Community engagement

Ensure clubs engage with its community in an inclusive, timely and transparent manner.

Healthy clubs

Strengthen and support the use of model behaviors to maximise community exposure and the benefits of participation through sports club activities.

Promotion and awareness

Work to promote and support Active Monash clubs in key messaging to provide greater opportunities to mutually benefit from working in partnership.

Best practice and innovation

Help Active Monash clubs embrace best practice, and be innovative in their programming and practices to meet the changing needs of the community.

Active Monash clubs will look to share research and use data to promote, encourage and evaluate their success.

Safe environments

Help create welcoming and safe environments for all. Prevent harm from alcohol, tobacco, and other drugs, gambling, and violence.

Sports Club Framework Priority Areas

The Framework will focus on three priority areas:

Healthy and Resilient

This priority area aims to ensure that Active Monash clubs are welcoming and inclusive to everyone in our community, regardless of age, gender, ability, sexual orientation, cultural background, or socioeconomic status. The criteria in this priority area will ensure clubs consider strategies to ensure that people are healthy and safe from harm from alcohol and other drugs, violence, and diet. The criteria aim to ensure clubs are family friendly destinations, which leads to vibrant clubs both on and off the field.

Accountable

This priority area aims to ensure that Active Monash clubs are meeting their legislative and other requirements, and have their governance in order. This guides clubs through some of the key documents they should have in place to minimise risk, engage and develop their members.

Sustainable

This priority area aims to ensure that clubs are planning for the future. This includes clubs having sound financial management, having a plan for how to grow and sustain their membership, and understanding the changing nature of the sporting and club environment and what that means in our Monash community.

Active Monash Sports Club Framework

All clubs that receive a lease, licence or seasonal allocation to a Council owned sports ground, sports facility, sporting pavilion or Council land for sporting activities are captured by this Framework.

The Framework will be included or referenced in all future agreements with Council and will set the standards Council expects clubs to meet in return for access to the facilities.

The Framework has **16 standards** across the three priority areas. **Clubs are expected to meet all mandatory standards in each priority area.** Beyond this it is hoped clubs will strive to improve in each standard, ultimately leading to being accredited an Active Monash Bronze, Silver, Gold or Platinum Club under the Framework. Training will be provided to assist clubs in this process.

Active Monash Sports Club Framework					
Priority Area: Healthy and Resilient					
Standard	Mandatory	Bronze	Silver	Gold	Platinum
Alcohol and other drugs	Good Sports Accreditation (Level 1, 2 or 3) or an alcohol free club Comply with legislative requirements Victorian Commission for Gambling and Liquor Regulations (VCGLR) adhering to standard licence obligations Liquor Control Reform Act 1998	Good Sports Level 1 Alcohol education program	No promotion of alcohol Good Sports Level 2 Alcohol education program Good Sports Tackling Illegal Drugs program	No Alcohol during junior matches or training (1hr after last game/training finishes) Good Sports Level 3 Alcohol education program Good Sports Tackling Illegal Drugs program	Alcohol free club (no club, limited or renewable liquor licence) ** Temporary limited licence permitted for no more than 6 occasions annually for adults only.
Healthy food and drinks	Comply with legislative requirements e.g. food safety/food handling Food Act	Attend a Healthy Choices Guidelines session.	Start taking action to increase the range of healthy food and drink options e.g. considering placement of drink options in fridge, no meal deals that include soft drinks etc.	Healthy Eating Plan/traffic light system in place Green – Best Choices Amber – Choose Carefully Red – Limited	Healthy Eating options only – no red foods under the traffic light system

Costs and flexibility	Has concession membership categories available to members. – the club has a plan in place to address low cost and flexibility in memberships offered to its members.	Committee resolves to take action to assist people with financial or inflexible barriers, through a policy workshopped at an education session provided by Council	Initiatives in place to assist people with barriers e.g. flexible uniform policy, access to second-hand or shared equipment and uniforms, transport coordinated or subsidised to games/training	Has multiple membership types and structures e.g. social sport program People from a range of socio-economic backgrounds are actively participating	
Culturally and Linguistically Diverse (CALD) groups	Comply with legislative requirements	Has completed cultural awareness training or other session e.g. Say No To Racism	Linked in with community leaders or has partnerships with community groups	People from CALD backgrounds are actively participating on and off the field	
Disability	Comply with legislative requirements (Play by the Rules, Disability Discrimination Act)	Has completed Play By The Rules Inclusive Coaching Course or attended other disability awareness training	Linked in with community groups e.g. Access for All Abilities, Disability Sport Victoria	People with a disability are actively participating on and off the field.	
Gender equity	Comply with legislative requirements (Inclusive Sport Framework from Sport Australia)	Has participated in gender equity and LGBTIQ+ training, awareness, or campaigns	Has policies or strategies in place to encourage people across genders to participate/lead, including people who identify as LGBTIQ+	People across genders are actively participating on and off the field Gender balance Inclusive of LGBTIQ+	Has gender equity targets for committees and board.
Priority Area: Accountable					
Standard	Mandatory	Bronze	Silver	Gold	Platinum
Club Health Check	Provide a copy of the annual Club Health Check to council (Either from SSA or SportAus)	N/A	N/A	Actively working towards priority areas in Club Health Check summary	
Council policies	Complies with relevant policies e.g. Licence, Gambling, smoke-free venues, licence and lease agreements, Conditions of use.				

Legislative requirements	Meets legislative requirements e.g. Association Incorporation Lodge annual statement with Consumer Affairs Victoria Child Safe Standards/Working with Children Check Tobacco Act OH&S Liquor licencing Insurance				
Key documents	Adopts a Member Protection Policy and Code of Conduct (may incorporate Fair Play Code) that are available online				
Decision making and leadership	Position descriptions for all roles (paid and volunteer)	Professional development opportunities provided	Coaches and key personnel are professionally accredited	Actively recruits diverse leaders e.g. women, people with a disability, people from CALD communities.	N/A
Engagement	Decisions clearly communicated to all members	Committee resolves to try to engage specific audiences, club values to communicate	Has a communications or engagement strategy	Actively promotes the club with values that align with those in the Framework	N/A
Priority Area: Sustainable					
Standard	Mandatory	Bronze	Silver	Gold	Platinum
Strategic	Adopts a Strategic Plan	N/A	N/A	N/A	N/A
Financial	Adopts a Budget, a profit and loss statement and assets recorded	Adopts a Financial Plan	Actively implements Financial Plan	Continuing to implement and further enhance clubs financial plan Club does not rely on a single source of income	N/A
Environment	Collects litter from ground, sets up recycling and rubbish bins on game days and for collection Turn off lights in club house when not in use	Participates in food waste recycling Uses green waste bins Looks at other ways of reducing waste going to landfill	Requests minimal packaging from deliveries Increases plant based food options	Participates in sustainable events e.g. Clean Up Australia Day, native planting day etc. Participates in Council's energy & waste program	Toward zero waste targets

	<p>Turns off Sportsground lighting when not in use</p> <p>Turns off heating and cooling when not in use</p> <p>Avoids the use of single use plastic.</p>	<p>Takes initial steps towards sustainability (e.g. carpooling to club and games, reduces water in bathrooms and toilets</p>	<p>Promote people walking and cycling to club</p> <p>Reduces the number of fridges and appliances</p>		
Growing membership	<p>Has a Membership Officer and or Welcoming Officer</p> <p>Clubs are actively engaging in opportunities to increase their membership or retain existing members.</p>	<p>Consults with existing and previous members including specific groups e.g. women and girls, people with a disability, CALD community.</p> <p>Has links to schools/other clubs/elite pathway</p>	<p>Actively promotes a welcoming and inclusive club culture e.g. Pride/Rainbow signs, diverse people in imagery, breastfeeding friendly, participates in events such as Internal Women’s Day, Pride Round, Indigenous round, IDAHOBIT, etc.</p>	<p>Membership strategy in place – understand the community demographics and how to cater to diversity/increase participation of specific groups</p>	N/A

Council reserves the right to use its discretion to allow clubs to meet the standards using other evidence than that provided above.

Sports Club Framework Implementation

Benefits to clubs

Compliance with Council’s Club Framework is expected to have a range of benefits for clubs including:

- Improved governance and administration
- Improved funding opportunities
- Discounted fee opportunity
- Ensure club and council expectations align
- Where appropriate Council will work with Local and State Associations on development opportunities and compliance alignment
- Increased membership potential and pathway connections
- Increased pool of potential volunteers
- Increased access to revenue streams or sponsorship opportunities
- Better image in the community; and
- Decreased risk from improved practices.

Continued access to fee subsidies

The Active Reserves Fees and Charges policy adopted 2018, was developed for licensed clubs to ensure that Council has a fair and consistent rationale underpinning the fees and charges for facilities based on recouping a percentage of maintenance costs for tenant clubs.

Fees charged for sporting facilities reflect a proportion of the cost of maintaining those facilities. The system is simple and equitable so that all clubs pay the same amount for like facilities.

Sports grounds and pavilions are classified to reflect the variety of standards that exist across the municipality. Sports grounds are classified so that a higher standard of ground (i.e. Class A) is charged at a higher rate than a ground of a lower classification (i.e. Class B or C).

Currently, Council recoups 15% of the maintenance costs of the grounds and pavilions from tenants.

Council seeks to maintain its level of subsidy for clubs through the Framework as it recognises the many health and social benefits that sporting clubs provide to the community.

For clubs that do not meet the standards, the maximum subsidy they are eligible for will be reduced over time. Council will work with Clubs throughout the year to train, educate and support them to achieve the next level of accreditation. Some clubs will need more support than others to achieve the standards. Clubs that require more assistance will be provided this help.

For clubs with a lease of a Council facility, the framework will become part of Council's mandatory terms and included as an essential term of the lease.

Following the introduction of the Active Monash Framework, clubs will be required to meet the mandatory requirements of the framework by year 2 (2023) to ensure they receive access to Council's maximum 85% subsidy. Similarly, clubs must meet the requirements of (at least) Bronze accreditation by the end of year 3, (at least) Silver accreditation by the end of year 4 and Gold by the end of fifth year respectively to continue to maintain access to Council's 85% subsidy of sporting infrastructure. Clubs that achieve Platinum status will subsequently receive a 90% subsidy on the cost to maintain facilities, representing a 33% decrease in the cost of their fees.

Clubs that do not meet the mandatory club requirements under the framework will progressively see their subsidies reduce. For example, by the end of year 2 they will become eligible to receive a maximum Council subsidy of 80%. Similarly, Clubs that fail to meet the mandatory requirements by the end of year 3 will become eligible to receive a maximum ground and pavilion subsidy of 75%, dropping to 70% for year 4, and 50% by year 5.

Ultimately, clubs that cannot achieve mandatory accreditation by year 5, will become a lower priority for access to grounds and facilities where demand exceeds supply to ensure community benefit is maximised.

Implementing the Framework together

The framework will be used to assist Council implement an annual development calendar of events on forums, training sessions, information sharing and resources. The calendar will be published throughout the year so that club members can plan their attendance to these sessions.

Should new legislative requirements be introduced, development opportunities will be re-structured to ensure clubs are given the opportunity to introduce them into their club as smoothly as possible.

The framework will also be structured around demand. If clubs continue to need help within a specific area of the Framework, further training will be provided.

Where State or Local Sporting Association's ask for compliance evidence this information can be used to support your accreditation compliance to Council.

Active Monash Club Subsidy Eligibility Scale

		April 2022	2023	2024	2025	2026
Max. Club subsidy Eligibility	90%					Platinum
	85%	Intro.	Mandatory	Bronze	Silver	Gold
	80%		Fails	Mandatory	Bronze	Silver
	75%			Fails	Mandatory	Bronze
	70%				Fails	Mandatory
	50%					Fails
0						
		Year 1	Year 2	Year 3	Year 4	Year 5

The below is an example of the fee subsidy rates, that work through the different levels.

		April 2022	2023	2024	2025	2026
Max. Club subsidy Eligibility	90%		\$1,030	\$1,061	\$1,093	\$1,126
	85%	Existing \$1,500	+ CPI \$1,545	+ CPI \$1,591	+ CPI \$1,639	+ CPI \$1,688
	80%		\$2,060	\$2,122	\$2,185	\$2,251
	75%			\$2,652	\$2,732	\$2,814
	70%				\$3,278	\$3,377
	50%					\$5,628
0						
		Year 1	Year 2	Year 3	Year 4	Year 5

How to meet the Sports Club Framework standards

Your club will need to **understand** the Framework, **take action** on areas that need improvement, and then **report** on your progress to Council, showing evidence, via IMS (or similar software) of how you have met each standard. Council will then assess your information and confirm your level of **accreditation** for that year, and subsequent fee subsidy eligibility.



Sports Club Framework Incentives

By creating the right club culture and environment for members, as clubs work through the framework incentives will become available to its members. These incentives may include benefits such as:

- Continued ground and pavilion charges subsidies,
- Discounts for platinum clubs,
- Discounts to other Active Monash Services for all club members – gym, pool, golf,
- Recognition of the club’s accreditation status on Council’s website, promotion and cross subsidy opportunities,
- Priority access to Council facilities,
- Priority access to Council programs, initiatives and support opportunities,
- Priority given to capital works upgrades; and
- Access to Council’s bulk buying power for gas and electricity tariffs.

Active Monash Sports Club Development Program

In order to help clubs understand and comply with the priority areas outlined in the Framework and meet the standards, Council will offer assistance to clubs at no cost. Each year, Council will provide at least three open training sessions to upskill clubs on different topics from the priority areas.

In addition, each year clubs are expected to complete the Club Health Check and provide Council with an annual update. This will help us to tailor the training to best suit your needs.



Sports Club Framework Review

This framework is a five-year initiative by Council to support, encourage and promote all Monash Clubs to be aligned with Council’s principles of being, inclusive and welcoming of all, sustainable and accountable to the community in an effort to maximise community benefit derived through its investment in sport.

Results of annual Club Health Checks and reporting by clubs will form the basis from which Council will measure the success of the program. This will ensure the effectiveness of the framework can be tested in a tangible manner.

The future of the framework beyond the initial five-year period will be determined following an analysis of the results and outcomes being assessed by Council, at which point the framework may either be updated, repealed or replaced.

Frequently Asked Questions

Is my club covered by the Framework?

All clubs that receive a lease, licence or seasonal allocation to a Council owned sports ground, sports facility, sporting pavilion or Council land for sporting activities are covered by this Framework.

Does our club have to meet the standards in the Framework?

Working under the Framework and meeting the standards is not mandatory but will have a range of benefits to your club, and will impact your ability to access Council’s existing subsidy levels. Ultimately, clubs that fail to achieve mandatory accreditation will become a lower priority for access to grounds and facilities where demand exceeds supply to ensure community benefit is maximised.

What level of accreditation will my club receive?

Once you meet mandatory requirements, your club will be accredited at the level where you meet the most standards. For example, if your club meets 6 bronze standards, 8 silver standards, and 2 gold, you will be accredited as a silver club.

What happens if we are mostly a bronze/silver/gold club, but we do not meet all the mandatory requirements?

You have to meet all the mandatory requirements to be accredited, even if you are otherwise a high performing club.

What happens if our club does not submit our report on time?

If you do not submit your report on time, you will be considered to have failed to meet the mandatory requirements for that year. You will not be accredited, and will only have access to the lowest fee subsidy.

What happens if our accreditation changes year to year?

We hope that clubs see year on year improvement i.e. move towards gold or platinum. However it is possible that a club may go backwards e.g. gold one year to silver or bronze the next. Your subsidy will be affected accordingly.

How can I get help in meeting a particular standard?

Council will offer free development sessions each year the Framework operates. In addition you can always contact the Sports Club Liaison and Development Officer, and gain access to the expertise of other Council officers. Council will also be able to let you know of websites, online courses, publications, training providers, or community organisations that can help you.

What if I think my club is meeting a standard but doing it differently from the Framework?

If you think your club is performing well against a standard but it doesn't quite fit how we have laid out the Framework, please get in touch with the Sports Club Liaison and Development Officer and we may be able to use alternative evidence to allow you to meet that standard. This is up to Council's discretion on a case-by-case basis.

How will I find out about development opportunities?

Council will provide a calendar of training events each year. This will be available online and we will send it to you via email. We will also keep you updated if additional events are scheduled throughout the year.

Who can I ask for help?

The Sports Club Liaison and Development Officer is your first contact for queries relating to the Framework.

What does the appeal process look like for club that don't achieve a level within the Framework?

Clubs that feel that they have achieved a greater (or lesser) level within the Framework, can submit in writing to the Active Monash Manager, a request to have its status reviewed. This will mean that the club will need to supply all supporting documents for the level of accreditation they are seeking. Clubs will be asked to articulate further on the items they feel they have met or exceed the requirements of the particular level. Any subsequent dispute will be resolved through Council's formal complaints handling policy & process available on its website.

Who assesses the performance against the standards?

Recreation Services will assess each club's performance annually. This will be done through the supply of an annual health check and evidence based documentation that will be reviewed / monitored to see if the club has met the standards within each level / criteria: mandatory, bronze, silver, gold and platinum.