



Building Sustainable & Resilient Communities

The future of Sporting Clubs & Community Organisations
Community Engagement Findings Report

February 2023

ACKNOWLEDGMENT OF COUNTRY

We acknowledge and pay respects to the Traditional Custodians of the land and waters, the Ngarrindjeri & Ngarkat People whose ancestral lands are on which we meet.

We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country and pay our respects to Elders past and present. We also extend that respect to all First Nations People.

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CONTACT DETAILS

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BACKGROUND

In the 2022/2023 Annual Business Plan Council committed to the development and implementation of a succession plan for long-term sustainable community volunteer programs.

With the social fabric of our district's communities being impacted by the pandemic, bushfires, aging population, and changes within our sporting communities, building long term sustainability will help to ensure our communities remain vibrant and active into the future.

To support long term sustainability and the establishment of a plan, Council undertook a Community Organisation and Sporting Club survey that sought input to gain an understanding of the challenges experiences as well as establish what the future needs and aspirations are of these organisations.

SUMMARY

In the 2021 – 2025 Community Vision Plan under the guiding theme of Community, Council committed to strengthening the fabric of the community to enhance the quality of life of residents and maintaining strong and active communities as the foundation for future growth and wellbeing.

Having identified that volunteering is on the decline and according to the ABS, volunteer numbers across the district fell from 35.5% in 2016 to 27% in 2021 correlating to a total reduction of 326 people.

With a total of 129 community groups and sporting clubs that heavily rely on volunteers, this decline is having an impact on project, program, and service delivery.

Recognising that the decline in volunteer numbers and the impacts it has, Council committed to through the 2022/23 Annual Business Plan the development and implementation of a succession plan for long term sustainable community volunteer programs.

To achieve long term sustainability and build resilience a Community Development Officer was appointed to develop a program around sustainability and resilience.

A community groups and sporting club needs analysis, via a survey was undertaken to identify the gaps that existed and to determine the areas or priority. Clubs, community groups and their members were all invited to have their say, which will guide Council on the development of a succession plan for long term sustainable community volunteer programs.

Key themes emerged throughout the survey and will guide and assist Council in the development of a plan to increase skills, knowledge and in turn set the foundation for long term sustainability.

- **Volunteering** – recruitment and retention
- **Funding** – Fundraising, Grant Writing & Seeking grants and funds.
- **Marketing** – Raising awareness to their club and events and activities
- **Governance** – Understanding and maintaining good governance
- **Leveraging** – Training, events activities and programs

RECOMMENDATION

To establish a program of training, education, events, networking opportunities and direct communications that will address the key and emerging themes.

Volunteering - retention & recruitment

- To deliver workshops on the attraction, recruitment and retention of new and existing volunteers.
- Council will engage the service of training providers that focus on the attraction, recruitment and retention of volunteers.

Fundraising, Grant Writing & Grant Seeking

- To deliver grant writing workshops
- Raise awareness to funding opportunities
- Work one on one with community groups to support and mentor through funding applications
- Provide details around alternative funding and sponsorship opportunities

Marketing and Promotion

- To provide marketing 101 training sessions that will focus on
 - Driving new membership and encouraging new volunteers to join
 - The promotion of events and activities
 - Building social media confidence
 - Utilising local media and communications
 - Improving acknowledgment of sponsors and funding partners

Communications and engagement

- To establish a communications framework that is dedicated to addressing the issues and challenges with links to resources, funding opportunities, special highlights via a dedicated Volunteering E-Newsletter, and Face to Face engagement.
- To disseminate information relating to funding opportunities, training programs and regular updates from Volunteering SA&NT
- Connect Community groups to specialised or relevant training opportunities
- One on one support

Governance

- To deliver Governance introduction workshops
- Assist with the new procedures and requirements outlined in the national club development program “Game Plan”

Leveraging and supporting existing programs and opportunities

- Throughout the delivery of this program, The Community Development team will seek to leverage, support and take advantage of relevant programs, events, activities that will support the continual building of resilient and sustainable communities

Future & Succession planning

- To deliver workshops on succession planning for volunteer's organisation's
- This will focus on long term planning and successful implementation.
- Working with individual groups to establish short- and long-term plans that will address infrastructure requirements

Recognition

- To recognize and pay tribute to the districts valued volunteers through:
 - The delivery of an annual volunteer recognition event
 - Celebrating achievements and recognizing them via communications and in person

A SNAPSHOT OF THE REGION

The Local Government Area

The region that makes up the Coorong District Council area is one of the most diverse in South Australia.

Spread over 8,832 square kilometres, it comprises three distinctively different zones: the tourism and grain gateway of Tailem Bend, wetlands and waterways of the Murray and Coorong and the food-bowl of the Upper Southeast. Each is connected to the other but is unique in its character, and together they combine to present opportunity for current and future generations.

This community spans a diverse age range, with approximately 25% aged 19 years or younger, a similar percentage above 65 and a median age of 46 years. A third of households have young children, and 28% are sole occupants across a 50:50 split of male and female. This balance is better than the Australian average.

Our regions environment highlights world-class diversity, covering 883,500 hectares of land and 46,800 hectares of lakes. The district is home to a number of significant areas including:

- Murray River, Lakes and Coorong – Australia's greatest waterway linked by a mixture of wide-open spaces
- Coorong and Lower Lakes Ramsar sites – both considered nationally and internationally significant.

The region displays economic diversity across 720 businesses covering tourism, service, motorsports and agriculture contributing to over 2,400 jobs and a gross regional product of \$326 million. Agriculture, Forestry and Fishing employs 39% of the 5,429 residents and generates \$220 million for the region.

In Coorong District Council area 27.0% of the population reported doing some form of voluntary work in 2021. This was a greater proportion than Australia.

The voluntary work sector is an important part of Australia's economy. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community. Factors impacting on the level of volunteering in Coorong District Council area include the Age Structure of the population, the level of Proficiency in English, Income and Education levels.

Volunteer numbers for the 2021 Census declined in many parts of Australia due to lockdowns and COVID-19 distancing measures.

DEMOGRAPHIC PROFILE

Coorong District Council

- Population 5,463
 - 52.3% Males
 - 47.7% Females
 - 25.2% of the population is aged 65 plus
 - 21.2% of the population is aged 19 years and under
 - 5.72% of the population identify as Aboriginal and Torres Strait Islander
- Median age of residents = 48
- **27% of the population volunteer**
- Family households 1,422
 - 32% of families have children
 - 52.8% are without children
 - 13.6% are single parent families
- Private dwellings 2,856
- Median weekly household income = \$1,084
- **65 Service Clubs and Community Groups**
- **64 Recreation & Sports Clubs**

COMMUNITY ENGAGEMENT

Community Engagement was undertaken from 24th October 2022 – 16 January 2023. During this time Community Groups and sporting clubs were invited to participate and contribute to the development of the plan through completing a survey.

The survey was distributed electronically to 160 contacts representing 65 community groups and 64 sporting clubs across the district.

Each Club or Organisation was also encouraged to engage their members and volunteers to participate through completing the survey and to also share amongst their own social media platforms to drive further participation.

Community Participation

56 People contributed to the survey during the consultation period.

- 53 people completed online
- 3 people returned hard copy surveys

Communications

Council commenced an extensive campaign to encourage participation, and this was carried out via various methods including:

- Direct email campaign distributed to 160 contacts.
- Let's Talk e-newsletter distributed to 1394 subscribers
- Advertisements placed in The Meningie Lakelander, Tailern Topics and the Coonalpyn Hub Newsletter
- Featured in 3 editions of In Touch with the Community E-Newsletter
- Facebook posts scheduled:
- Instagram Posts

Engagement results

- 31 responses received from Sporting Clubs
- 25 responses received from Community Groups

- 30 total clubs or groups participated in the survey

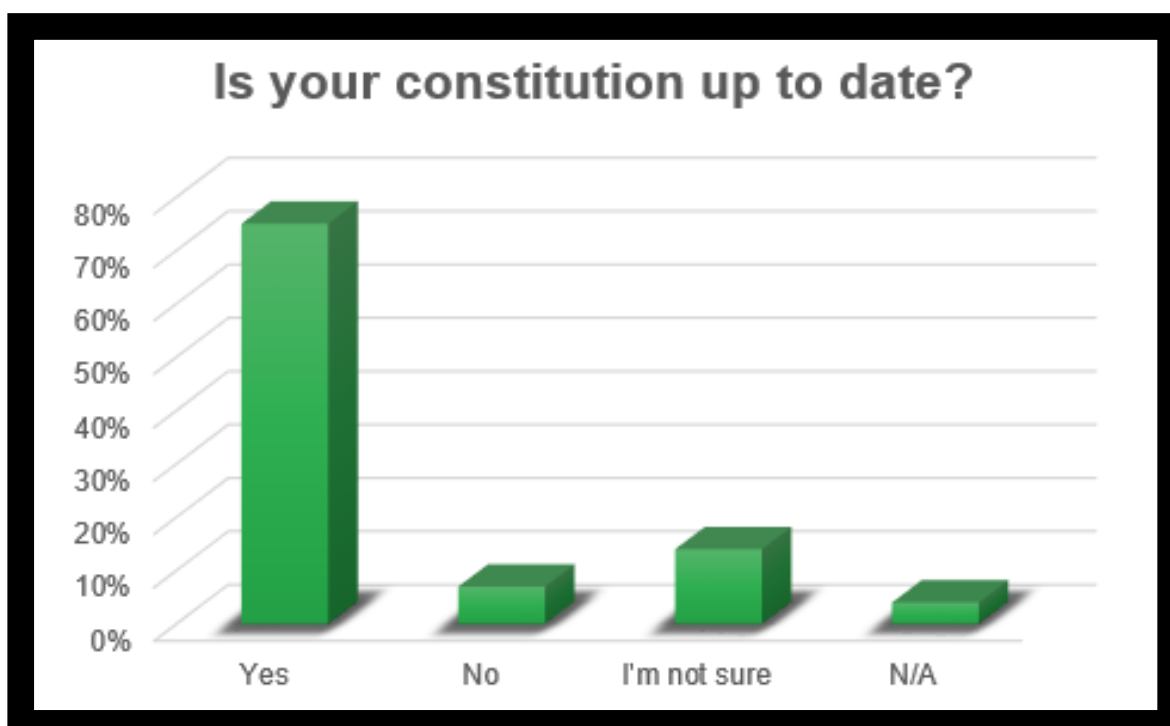
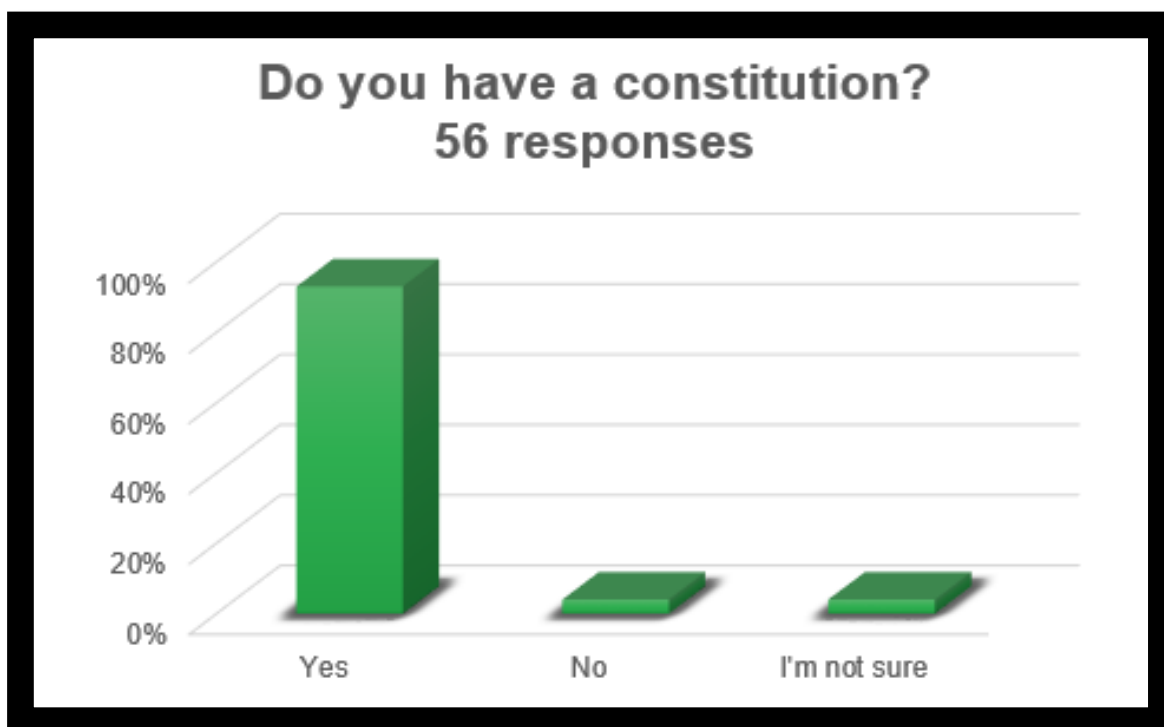
- sporting clubs or community organisations
 - Sherlock – 3 x responses representing 1 x community organisation
 - Taillem Bend – 25 x responses representing 5 x community organisations and 6 x sporting clubs
 - Meningie – 15 x responses representing 3 x community organisations and 5 x sporting clubs
 - Tintinara – 3 x responses received representing 1 x community organisation and 2 x sporting clubs
 - Coonalpyn – 4 x responses received representing 3 x community organisations and 1 x sports club
 - Jabuk – 2 x responses received representing 1 x community organisation
 - Culburra – 1 x response received representing 1 x community organisation
 - Peake – 2 x responses received representing 1 x community organisation

ENGAGEMENT FEEDBACK

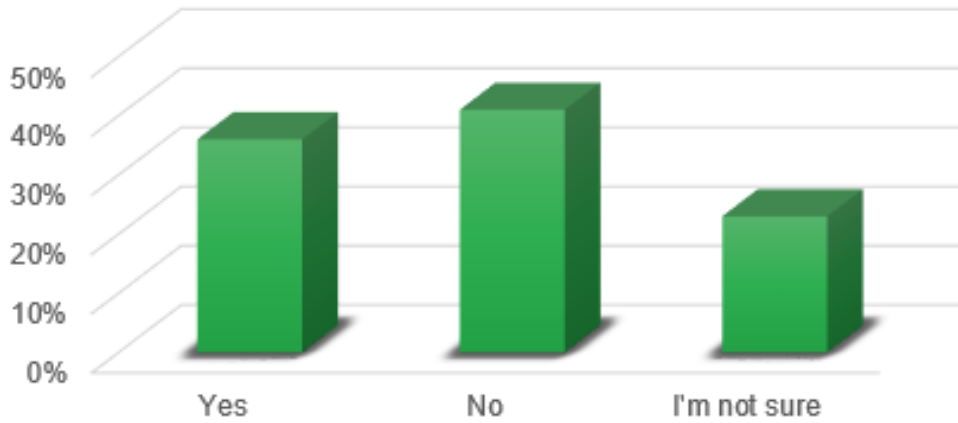
The community was asked to provide feedback and insights on governance, operations, membership, volunteer management, fundraising, infrastructure short- and long-term challenges, future goals, and aspirations.

The following outlines the responses and feedback obtained from the survey.

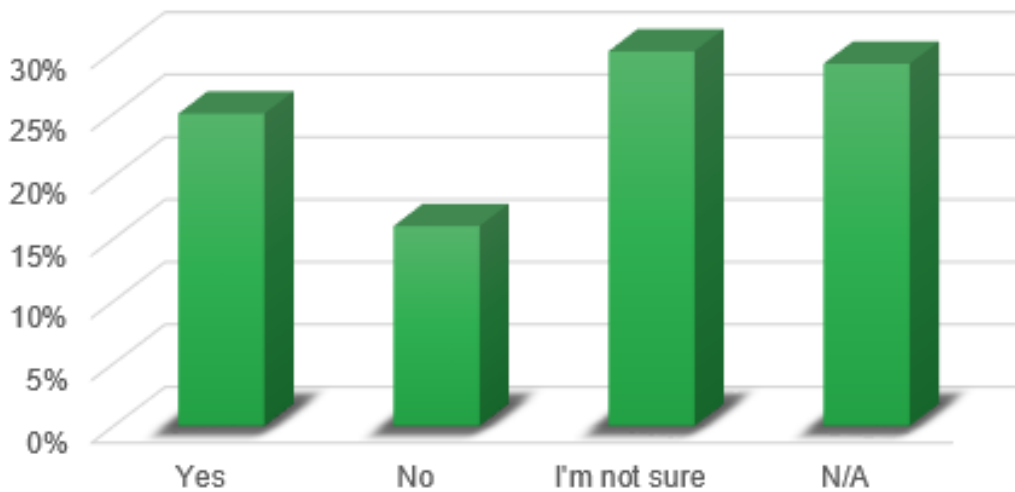
The results are as follows;



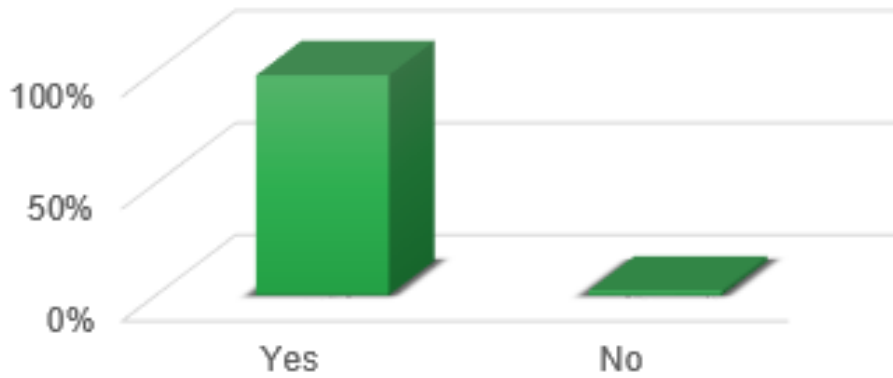
Do you have a Strategic Plan? 56 Responses



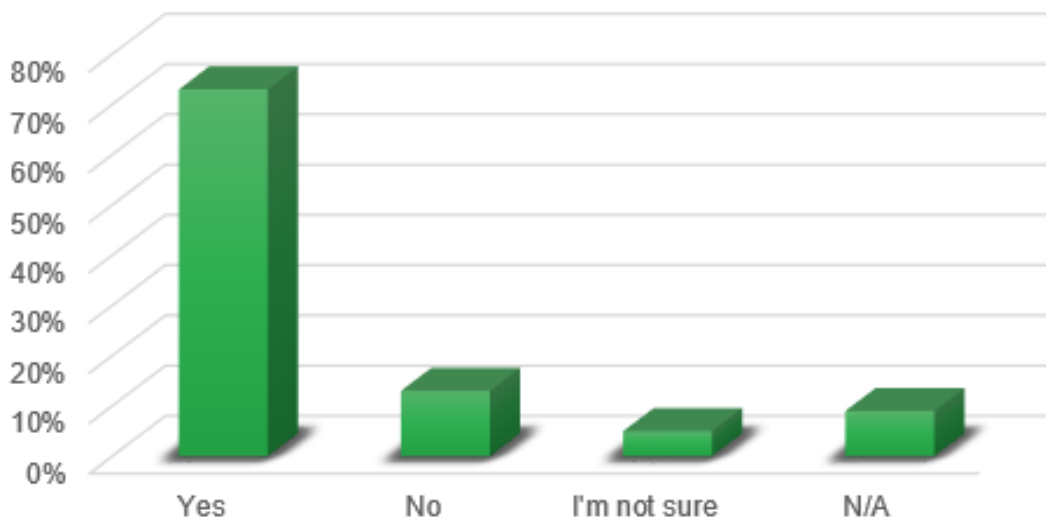
Is your Strategic Plan up to date? 56 Responses



Does your Club/Organisation hold regular meetings? 56 Responses

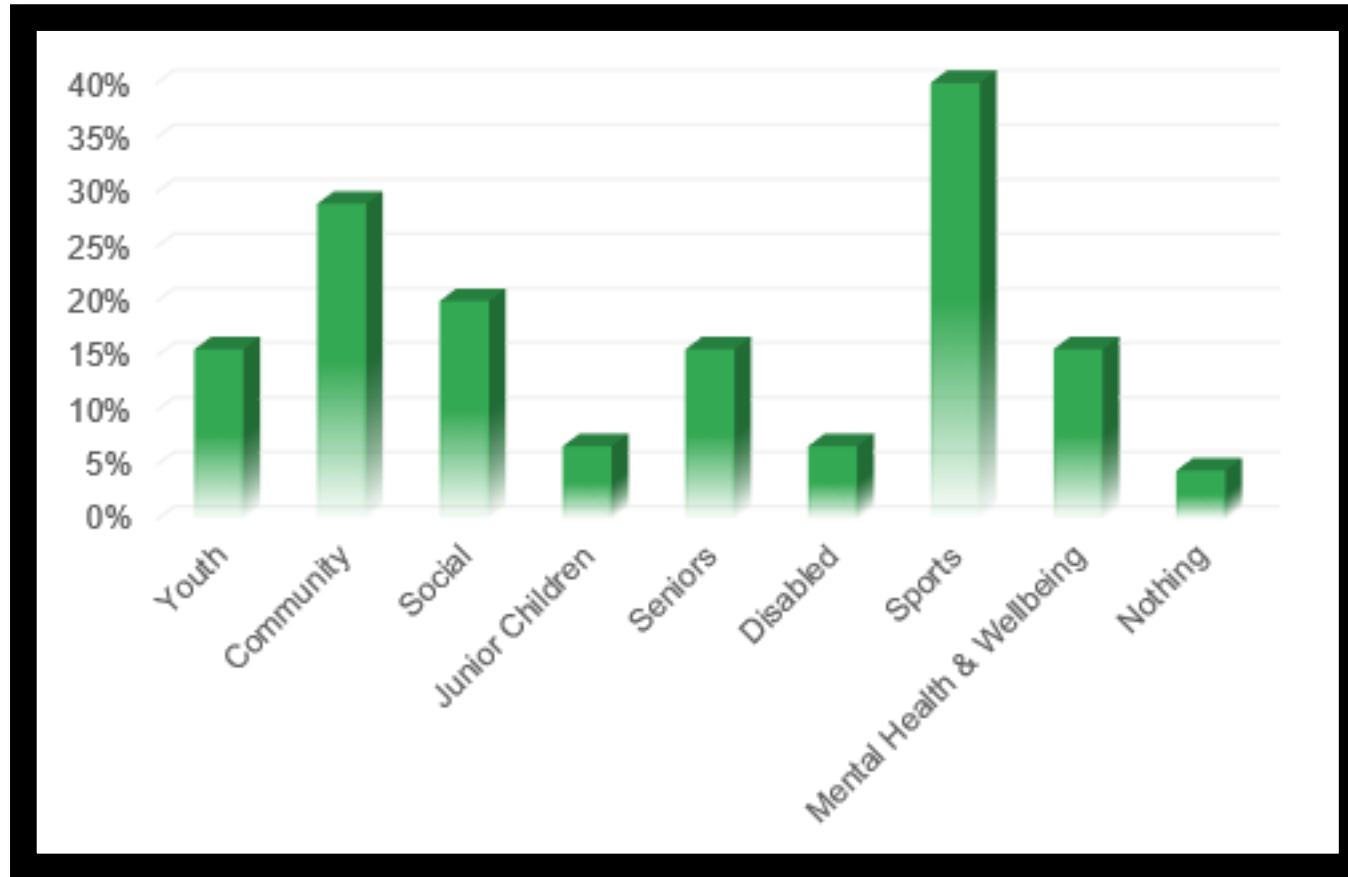


Are the public encouraged to attend? 56 responses



Does your Club/Organisation provide programs, events or activities for specific groups? Eg: youth, elderly, parents, women's or men's groups. If so please provide further details.

45 responses received and sorted into themes; the graph below provides a summary with detailed responses following.

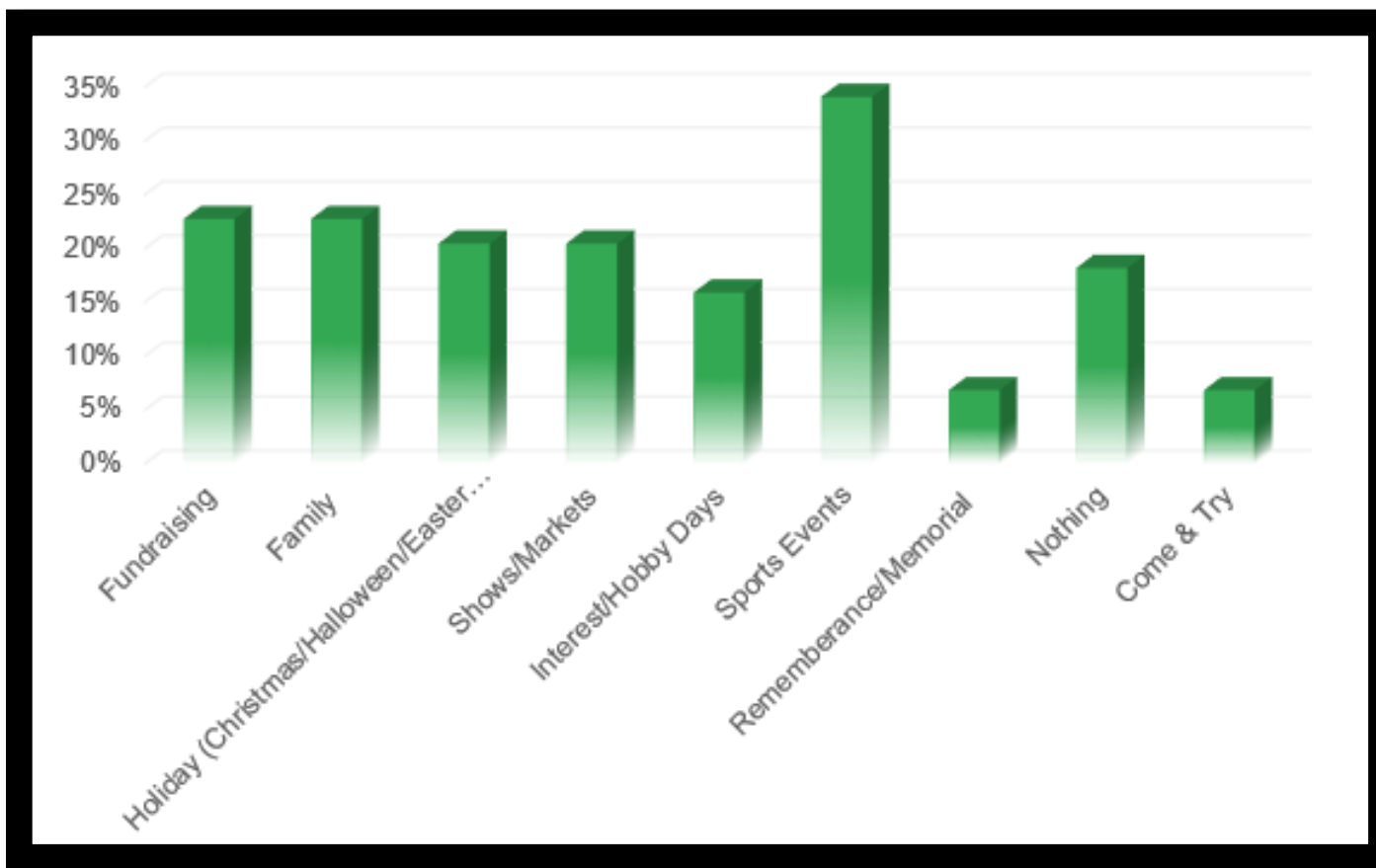


- Junior cricket
- Youth, anyone is welcome to come & Try Sailing
- Public access to pool, Holiday swimming lessons, Morning access for Aged/Rehab/Prehab/Fitness activities
- social tennis for older people
- Twice monthly Friendship weekday morning open to all, weekly bar open to members and guests, bimonthly general meetings open to members, twice annual ANZAC an Remembrance services open to all, other fund raising activities periodically.
- Very varied sections they can participate/ enter in on show day
- Occasionally
- Yes. Kindergym sessions - every Friday in school terms - two sessions each friday
- Our club is made up of elderly members some with physical disadvantages
- Night owls, come and try bowls, tournaments
- Bowls Competition for Male and Female members of all ages
- Summer season cricket for anybody, any age or gender
- Everyone can play bowls.
- Yes children's and family Christmas tree. Cards. Pot luck dinners
- Social events all are welcome
- Yes
- We run a cadet program for children aged 11-16.
- Currently provide kindergym 0-5 years but have recently updated constitution to include children 6-17 years. We aim to include intergenerational activities in the future.
- Youth and their caregivers
- No
- Cards, potluck dinners, Christmas tree
- For the local community
- Mens bowls, ladies bowls, non bowler nights
- Refer to snapshot on TBCC home page
- Families
- Tailem Topics
- People with disabilities, dementia, intergenerational, people who are lonely
- football club has various days like ladies day etc
- When possible, for all ages
- No
- Junior activities and now we offer social tennis.
- Mainly for seniors and stay at home parents
- Yes, winter sport
- yes
- Yes
- We hold fund raising events and Karrati teacher hires the Hall one night a week
- Weekly gathering of men and sometimes women to maintain and organise displays.
- Netball for all ages, and gender
- Tried some kids programs in the past with little to no ongoing result.. Women are offered free assistance and sticks to learn
- We provide a avenue for the community to participate in RMFL Football competition.

- Football is the club's core business, but they do hold road safety awareness programs along with drug and alcohol awareness programs
- Yes
- Ladies days, mens open, season games, murraylands open
- No
- We have had programs to teach Youth to play golf.

Do you organise any community events throughout the year? If so, please provide details - What, When & Where.

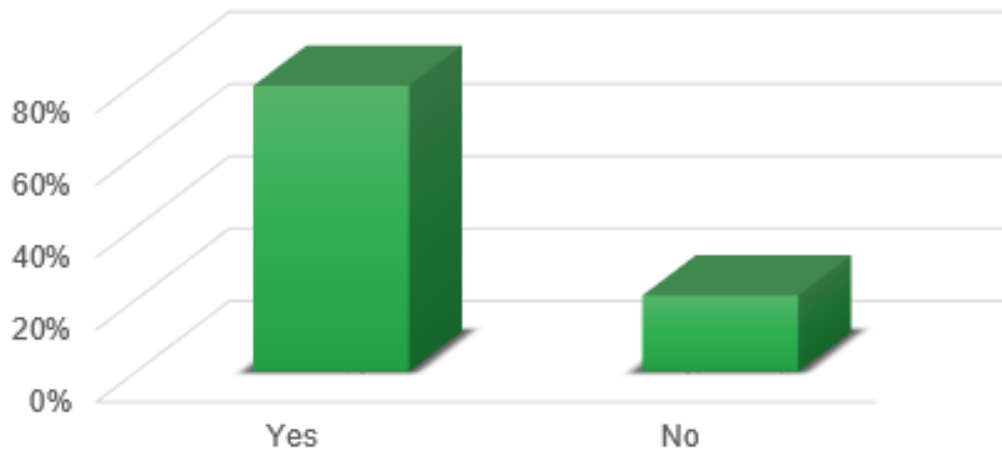
44 responses received and sorted into themes; the graph below provides a summary with detailed responses following.



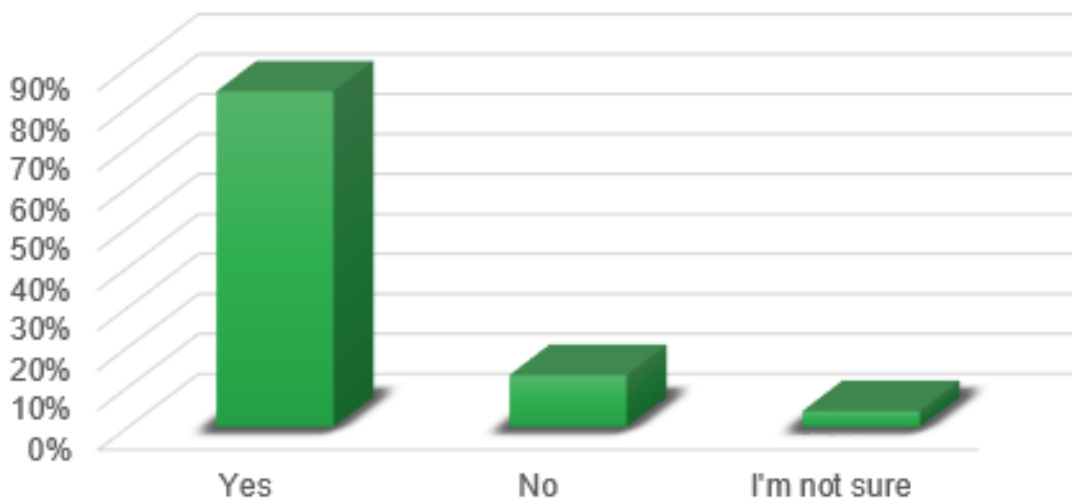
- Various Club level, State, & National sailing regattas and races
- Hoping to have some family fun days during this season, cater for school swimming carnivals
- Twice annual ANZAC and Remembrance services, Meningie Memorial Park, on the dates per calendars.
- Coonalpyn show third sat of October every year next year 78th show
- Christmas Tree, community meals, Australia Day
- Open days, Swap meet
- Every 2nd Thursday - Community Coffee morning, every Friday night - bar and pool, Anzac Day and Remembrance Day ceremonies and Club meetings once a month.
- We join community events to raise awareness and to fundraise - eg Meningie Family Fun Food Fair.
- No
- no
- Cards
- Lawn Bowls, Mindarie Halidon Races, Halloween party, Christmas show
- Night tennis, motor bike club weekend, outdoor movie, outdoor music event, Christmas Tree, New Years Eve Event, caravan and camping on oval. All events are held at the oval
- We have also been involved in fire safety events, school visits, the Christmas parade.
- Kindergym is every Friday during school terms. Currently at the Uniting Church in Meningie. We usually have a stall at the Family, Food, Fun Fair. We help with the Football club gate.
- Bowls tournament. 1 men, 1 ladies. These are held at clubhouse. Men in October and ladies in February.
- No
- Cards, Friday evenings over summer, Sherlock community centre
- Yes - Bowls Tournaments for men and ladies in October and February, held at the club.
- Lions Club auction/wool day, lots of catering events
- No
- mens bowls, ladies bowls, non bowlers nights
- Too many to list
- Tailm Bend Christmas Parade
- Den sale every month
- Christmas parade
- Our aim now that we are multipurpose facility is to hold various fun events for the community in our off season period.
- farm tours regular, once a year escargot festival (if sufficient snails and volunteers)
- Local Xmas tree, Movie night, Night tennis
- We have a motorcycle group that hire the clubrooms yearly,

- they are self-sufficient, but really encourage the locals to join them. "
- Australia Day, Anzac & remembrance day
 - No
 - outside of sports programming, we have held 2 functions in the short period of time we have been operating. AFL grand final show at Tintinara, bouncing castles and activities. Secondly we took the kids to Woodhouse Sunday after GF.
 - yes fund raisers, various functions ie funerals, presentation nights, birthdays, celebrations
 - Golf events for all age groups
 - We hold a Swap Meet once a year on site, a tractor start up day on site, an open day on site and participate in the History Month held in May.
- Netball, balls, celebrations days and social events
 - Mates Day for new golfers . Some fundraising dinners eg. Mexican Night, Melb. Cup lunch
 - After home games a social function is held as well as training twice weekly. Meals provided Thursday nights and after home games.
 - Clubrooms are available for hire.
 - RV friendly site.
 - Leahy/Kneebone Cup, which is a road safety awareness day. Held at TBFC, depending on the fixture
 - No
 - No but we hire out the club rooms and facilities for private events
 - Yes. Annual Christmas Tree Evening - December - Peake Memorial Hall
- No

Are you currently fundraising for any specific projects or ongoing operational expenses? 56 responses

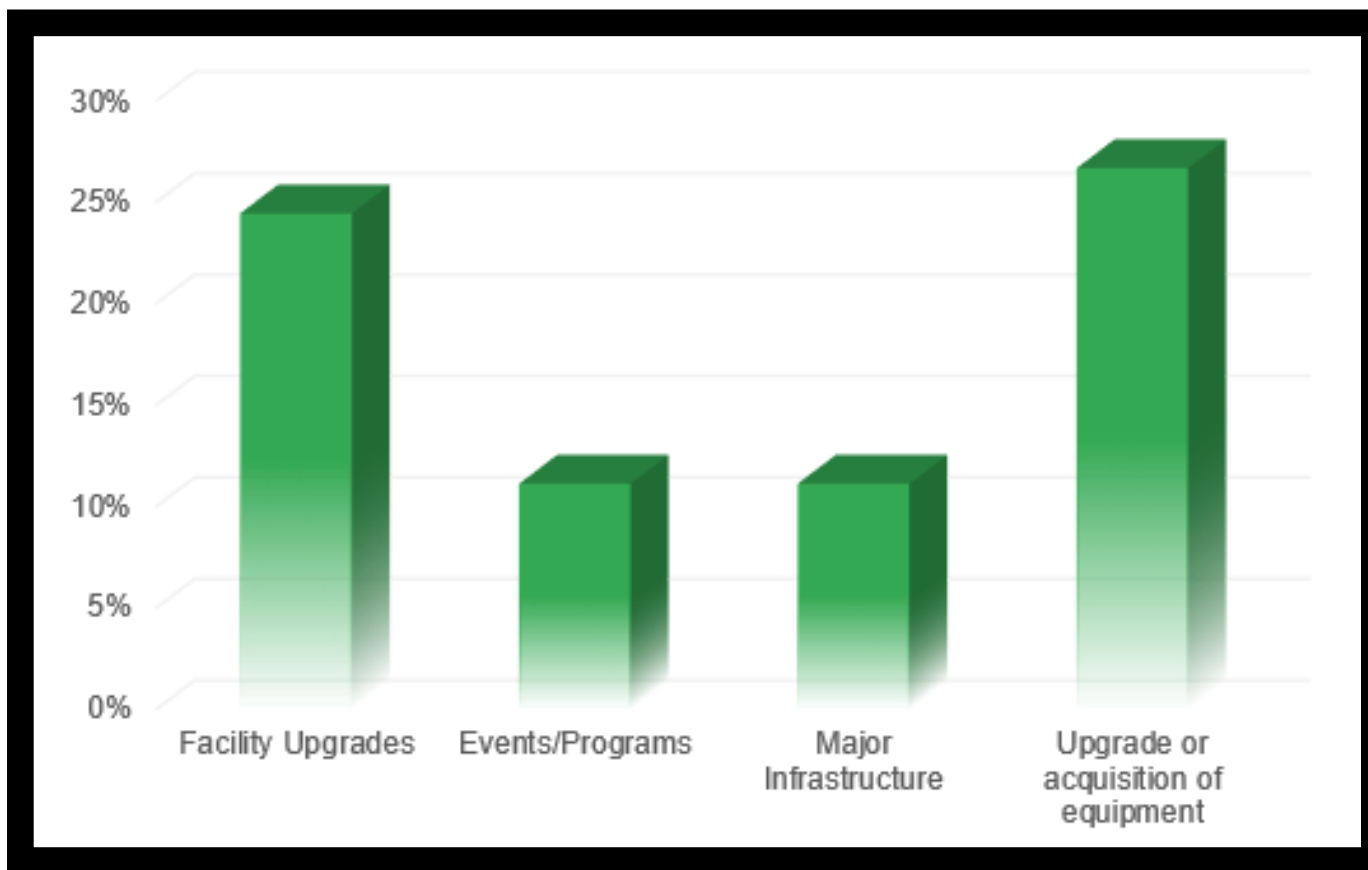


Has your Club/Organisation actively pursued grant or funding opportunities? 56 Responses



If yes, please describe your outcomes.

45 responses received and sorted into themes; the graph below provides a summary with detailed responses following.

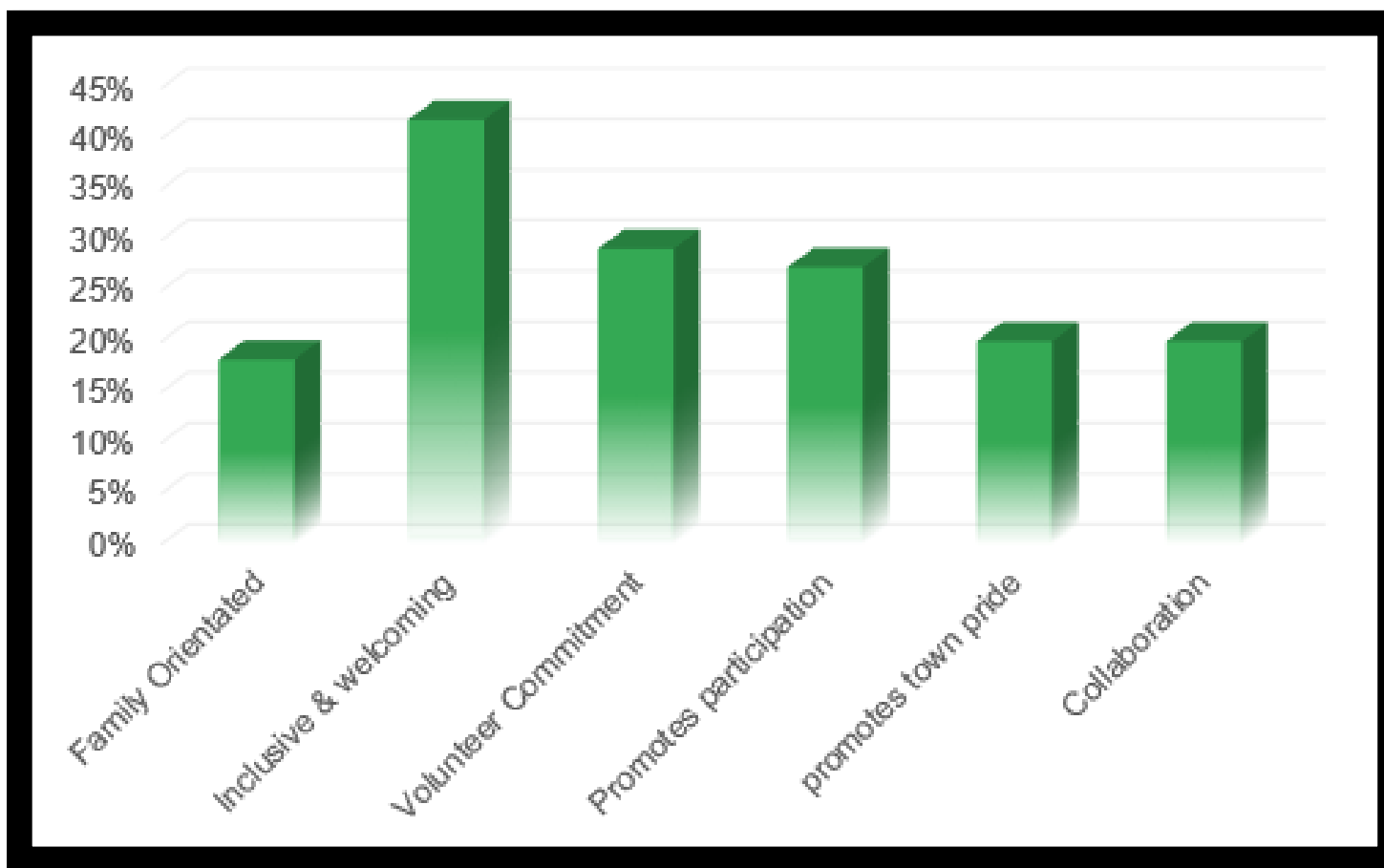


- Some successful and some not
 - We have received some grant money recently to cover some of the cost of replacing tired old carpet with Vinyl plank flooring
 - Coonalpyn Pool Committee is a section 41 Committee under Council and as such is not directly eligible for grants etc.
 - Building improvements e.g. kitchen upgrade, toilets upgrade, Veterans Healthy Eating event, providing community facilities that are in demand plus knowledge about better health.
 - Upgrade to Electrical, wool shed, solar, luncheon shed, signage at front gate
 - Successful, to make improvements such as a shed, musical playground, toilets and hall maintenance.
 - Pending
 - We have not yet been successful however it is a continued priority. Grant submitted was not successful
- due to demand on the fund. We sought feedback on the result.
- Council Community Grants unsuccessful
 - We've built our own clubrooms and are in the process of fitting it out. Other small grants help us to upgrade our cricket equipment
 - Always writing grants. We have been successful this year with a Bendigo Bank Community Grant to go towards our new Roller for our new Green, and a Local Council grant for our New surrounds .
 - New kitchen
 - Lawn mower- yes : septic tank for club rooms at oval - no : solar- no
 - Not sure that we qualify but we have considered grant funding for some projects.
 - Unsuccessful
 - We were unsuccessful in our last application to assist us with running costs due to covid fallout
 - Didn't receive
- New kitchen, musical playground, new toilets,
 - \$5,000 Coorong Council community grant was unsuccessful.
 - positive
 - 2020 - funds for greens - successful but unable to obtain extra money required. 2022 - Applied for community grant - unsuccessful.
 - 2022 applied for a community grant - unsuccessful. 2020 funds for greens successful but unable to obtain additional funds needed.
 - 80% success rate
 - A few grants over the years received from Coorong District Council\$2000 grant
 - For. Defibrillator and first aid kit
 - Successful grant from Council towards Christmas parade
 - We purchased new oars.
 - active grants at the moment through Department of Health and Office for Ageing Well
 - both clubs have been successful in various small

- grants eg council and various companies and only one grant from rec and sports .
- Very positive over many years. A few additions we have made are lights for tennis courts, playground, new air conditioner, upgrade of old football clubrooms, family day / movie night, finalizing the memorial garden / flagpole / memorial gates. New pumps, toilets etc. New mower
 - Toilet upgrades and air conditioning with assistance of federal funding through Council
 - ORS grants for extra courts, clubrooms, storage sheds.
- We rely heavily on grants to operate and deliver programs. We have been reasonably successful in the past
 - Tintinara secured grassroots and drought funding.
 - Some good some nothing
 - Moderate success We have received a new oven and a floor polisher
 - we have applied for and been granted money from the Coorong District Council grants.
 - Achieved then
 - Solar panels for club house and new lake infrastructure for the irrigation
 - "\$100,000.00 won through TBAG
- \$10000.00 for airconditioning
 - Successful with SA Government (4 new air conditioners) Bunnings (septic tank and upgrade of change room) Fairmont Homes & Council (safety nets behind the goals)
 - We've been successful in obtaining grants.
 - Unsuccessful - kitchen appliances
 - Have received funds from Community Grants on several occasions.
 - We have a few members who have applied for grants over the years, some have been successful. Entails a great deal of work.

What do you think your organisation does well?

45 responses received and sorted into themes, the graph below provides a summary with detailed responses following.

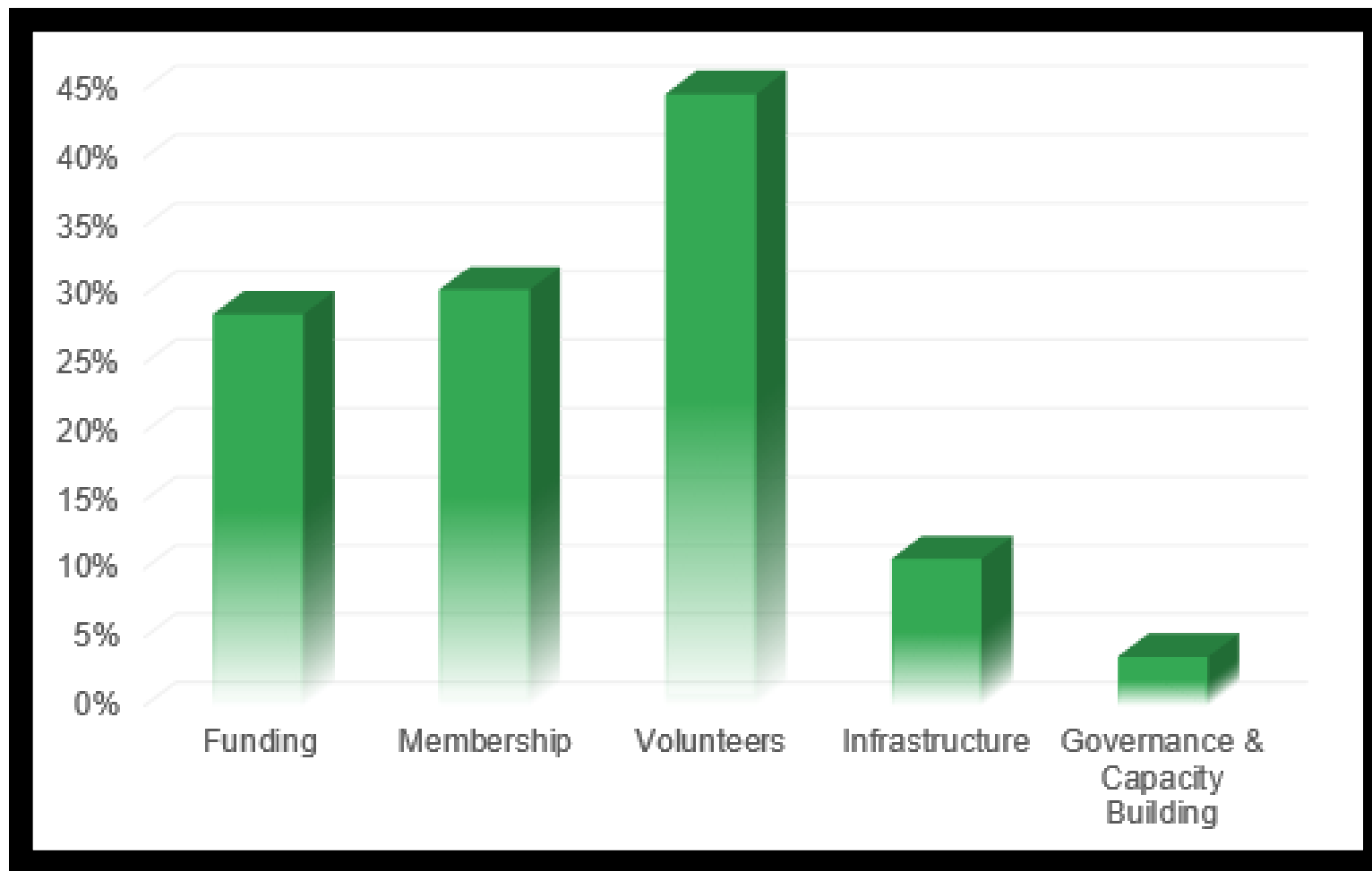


- be the co-ordinator for the member clubs to manage the sporting facilities
- We are a very open club to our members and also family orientated. We are inclusive to all cultures
- Sailing, introducing people to the joy of sailing
- Volunteer commitment allows the pool to be open for the most possible hours without extra cost to the council and hence ratepayers.
- very welcoming environment
- Event and property management. Serves the public. Promotes wholesome values.
- Showcase our town, our area our peoples talents, our willingness to volunteer, encouraging people to participate how ever they can
- Maintaining the area and community spirit
- Promotes remembering the past
- Welcomes new members.
- Reach out to and engage young families to participate in the Kindergym experience; promote what we do on social media; outreach to the community;
- Provides an opportunity for old and young to take part in physical exercise as well as offering enjoyable social interaction
- Maintain an excellent facility
- We strive to make all activities of the club a success
- We work in well with other clubs and offer a good program for our juniors. We now have a good space for members and spectators to socialise pre and post game and trainings
- Provide good Country Community teas to pay our bills.
- Willing to allow different groups and clubs to use our facilities
- Community united
- Provides a social gathering opportunities
- Involves the community
- "We try to be open and accepting of all new members regardless of ability.
- We have good volunteer retention."
- Create a safe environment for children to develop fine & gross motor skills and learn to take appropriate risks. We encourage and foster relationships between children & families within the community.
- Connect children and caregivers
- No
- "Encourages the provision of regular Justices services throughout region.
- Runs courses to keep JPs up to date with changes in regulation affecting what is required in providing JP services to the public."
- Keeping our community together
- Not answer
- looking after the community and various other organisations with Australia
- Runs a successful club - financial
- runs a successful club.
- Community services
- We organise the towns Christmas Parade each year. It attracts many people from all over the district...
- Den sale and online sale
- Raising money, providing events and resources to the community

- Teaching people to row.
- Active and hard working committee, who's aim is to provide the best facilities possible for our members and players.
- Innovative concept, bringing people together
- both clubs are very inclusive and welcoming and try very hard to raise funds to operate.
- Keeps our local oval and surrounds looking good. Always looking to improve. Have been trying to encourage Travellers to stop at the oval. Advertising on many camping and caravanning sites.
- Keeps the facility available for the community, maintains the area
- has good leadership
- Work well together within our committee
- Provide a place for people to learn, listen and laugh in a safe and friendly environment.
- Invests the critical time into organisational structures and planning to support back end requirements associated with attracting funding. Importantly we have also endeavored to co invest at 50% which makes requesting funds more palatable.
- maintaining a fantastic golf course
- Run tournaments
- VOLUNTEER We have saved the Hall . We are actively involved in preserving a service to the public
- Each Wednesday men participate in the morning program that in many ways is similar to the Men's Shed movement
- It does ok, could do better
- A couple of the Open days are very successful for bringing outsiders to Meningie
- "Provides a social outlet for the community.
- Caters for everyone. Inclusive.
- Provides role models for kids.
- Supports mental health"
- " It is well established that football clubs in addition to
- providing a physical and mentally healthy outlet for all our participants it is also part of the cultural fabric of country communities, through
 - Social connection
 - Emotional connection
 - A sense of contribution
 - A feeling of significance and
 - It keeps our kids safe, and it gives them purpose.
- Ok
- Work together, provide a welcoming environment
- Maintains the facilities for organisations, locals, public to use.
- Yes for the small group of members that we have But this is becoming more difficult, members getting older.

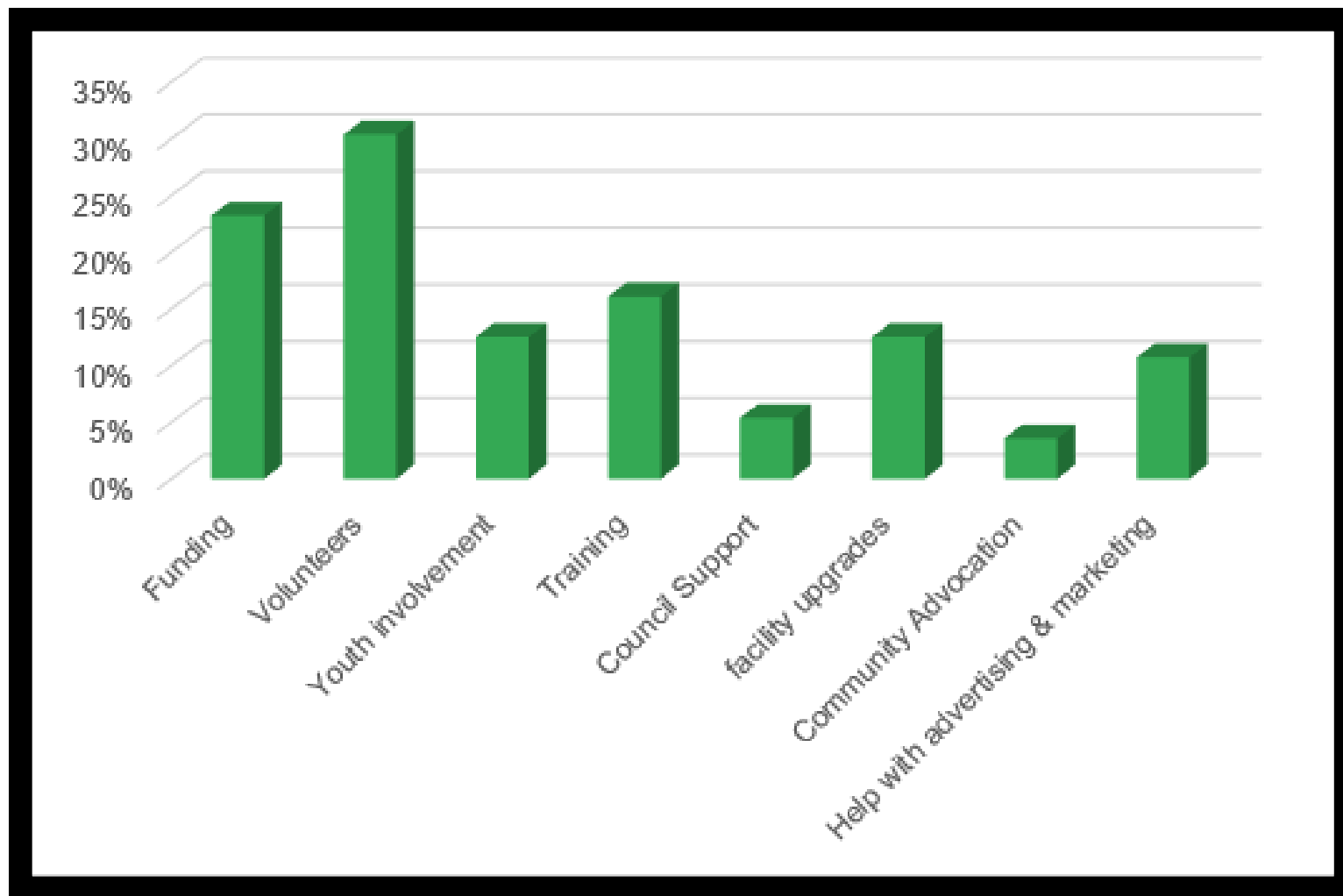
What do think are the short term challenges for your organisation?

56 responses, sorted into common themes. The graph below provides a summary with detailed responses following



What do you need to help address these challenges?

56 responses, sorted into common themes. The graph below provides a summary with detailed responses following.



What do you think are the short term challenges for your organisation?	What do you need to help address these challenges?
Secure funding to upgrade the community function center	in principle local government support and finance
Cricket in general in the area is losing numbers	More volunteer help
Money to keep things going. \$7,500 annual insurance bill -- we need to raise over \$10,000 per year just to survive.	Some sort of reliable income
Less people in our community means less volunteers.	Business/light industry within the immediate district.
maintaining and attracting membership. Since the courts have been closed at Tailem Bend without the new courts being ready the momentum has been lost and members are looking at other clubs and opportunities to play. For example I haven't played for the last four weeks because the club has had to shift to Murray Bridge.	We need the courts to be ready at the Hub
Attracting participation by younger, working people.	Need to draw younger working people away from their Pub Culture.
Encouraging people to keep participating volunteering and being involved at a community Committee level	We do at every meeting
Lack of volunteers	Community support from younger generations
to encourage new and younger participants	Promotion of the benefits of a museum
N/A	N/A
Maintain and grow interest in Kindergym to wider number of families in Meningie, surrounding properties and towns. Maintain and grow our committee - we run a very efficient committee with one meeting each term. Reach out to Jallarah and other clubs in town to explore intergenerational play options. Start to network around need for up to 18 year age group. Maintain local dialogue around permanent location for activities "Kids Shed" concept in Meningie Community Centre concept. Increasing interest in coaching to be able to accommodate	To remain part of the Meningie Community Centre committee (we have one committee member part of that committee to bring voice to the needs and ideas for young families and young children. Growing focus on the cross section of the demographic of Meningie. No longer primarily older adults. A growing number of young families moving to Meningie for work and lifestyle - where is the advocacy around meeting the needs of these families and their young children. Kindergym and the expanded constitution of Active Kids Meningie has

illness or absence whilst not impacting the running of sessions - quality training by Gymnastics SA is available and Active Kids Meningie currently subsidise that training to encourage new coaches.	been established to meet that need. A permanent, purpose built, 'community space' four young children and there families for activities beyond what is offered through sports etc. Encourage information sharing at the community level, between groups.
Obtaining a longer term lease on the grass lawn council currently leases to us on an annual basis	A long term lease on the lawn area currently leased to us on an annual basis
Sustainability	Support
Membership and finances	People to commit to the Club
Having enough volunteers so the same key people aren't doing multiple jobs. Keeping our talented school leavers keen to continue playing cricket	I'm not sure, a willingness from players and parents to help and support
Gaining new members in such a small Country Town. And a busy sporting Community.	More people interested in playing bowls and no other sporting & Family commitments etc.
Hub	more input and understanding the impact on our club
Finance mainly insurance expenses	Council support
None	None
Getting rainwater tanks and permanent shade at the club rooms for a safe place in case of fire	Rain water tanks and fittings for club rooms and verandah for club rooms and solar
Recruiting new members, quite a few aging members, many members working or living some distance away.	Advertising, promotions, incentives, enticing younger people to get involved. Educating the local community about what we do.
Securing a purpose built location. Currently we have to set up and pack down before/after each session. This takes 1-1.5hours each time and is heavily reliant on our volunteers. By having our own purpose built location will enable us to offer more sessions on a variety of days becoming available to a larger number of the community.	Secure a lease on a block of land from Council (currently working towards this). Be successful in grant applications to build the shed.
Committee members	Advertising, new members to step up
Purchasing new bowling greens to replace our ageing greens.	Money and grant money
Encouraging newer JPs to keep up to date with legal requirements when working with a wide range of documents.	Advertising through the Council news could help when specific training is available locally

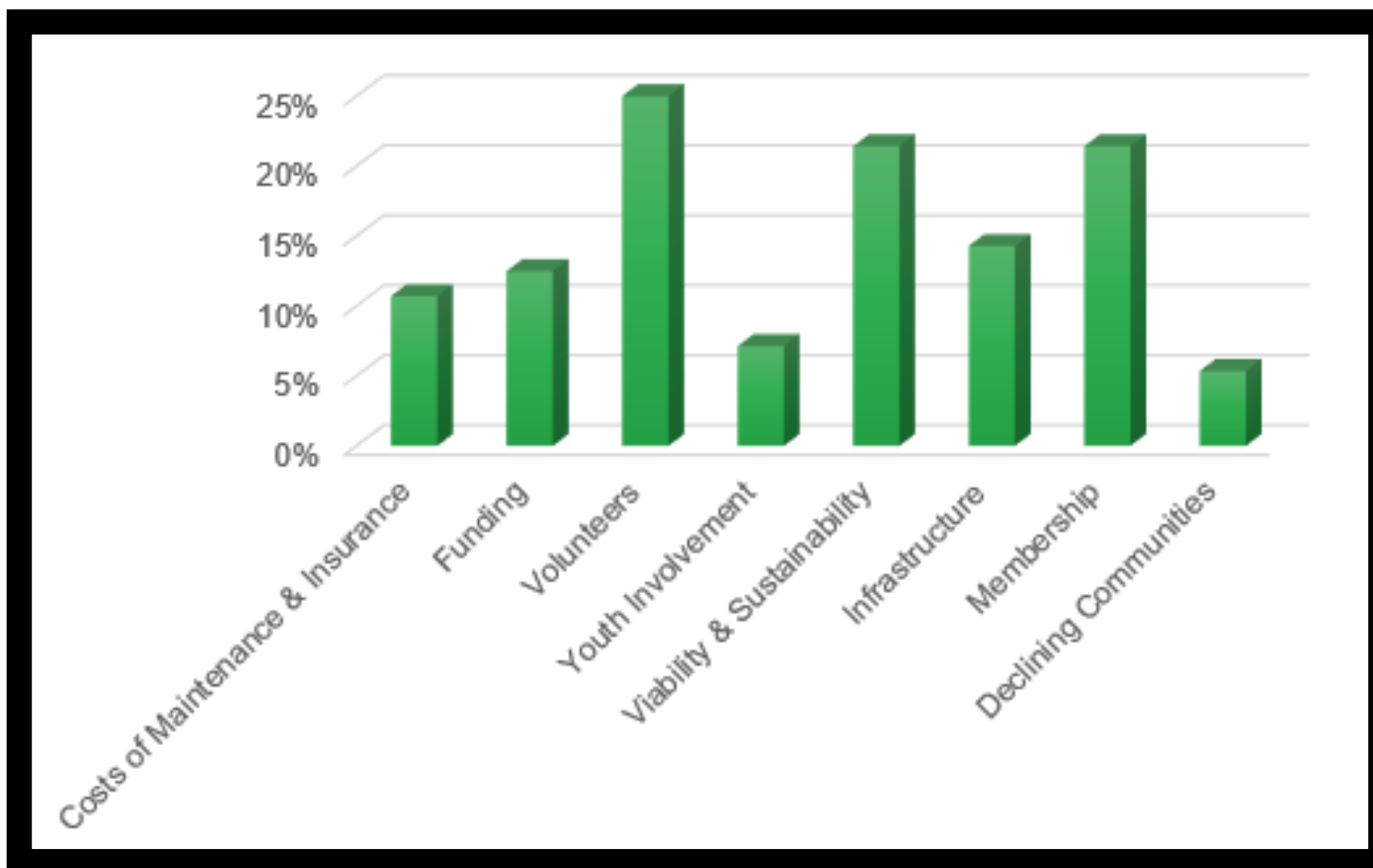
Community getting smaller and older	More assistance in big projects and maintenance
raising money for new greens	money
Keeping members and encouraging new members	Young people these days don't see the need to volunteer
members and become more financial	promoting the game to encourage new members. Assistance with grant to maintain greens and clubrooms
members and finances	assistance for grants
Staff volunteer burnout	Partnerships and support
Promoting Taillem Bend and improving areas, (beautification) and family involvement in activities we would like to organise	Volunteers
Cater for clubs who need help	Nil
Maintaining volunteer numbers	More volunteers
Getting people interested in rowing.	I have no idea.
Retaining player numbers	(Unsure, but potentially advice on player payment/incentive structures to entice new ones)
Participant numbers and volunteers as well as funding	Health professionals and health funds on board for green prescriptions, referral of volunteers / grounds maintenance support. Assistance with grants / corporate partnerships
volunteers and youth involved in playing the sports	yes
Everybody is so busy and finding time to keep everything going is hard. Fundraising is getting harder.	Would like to see all local townships work together to help each other out and support each other for maybe one major fundraiser a year.
Volunteers	More volunteers
to establish a strategic plan	assistance in creating a new club culture and plan
Maintaining player numbers, coaches and umpires.	Not sure
We have programs we would like to deliver but can't until we receive a grant to run them. And volunteers, we would love to have some more volunteers.	Grant application help. and I mean for the big grants. Grants that last for 2 or 3 years to ensure we can deliver programs for a time and see real long-term benefits to our community.

Capacity building in individuals, up-skilling around Corporate governance, HR/ people management, Coaches needing increased awareness around welfare and emotional resilience training.	Training and Resources, i strongly believe sporting organisations can play a very important role in assisting our kids to handle evolving pressures of our changing society.
income to meet the expenses of maintaining a fantastic golf course	Combine with other sporting clubs to share cost of bar manager/greens or grounds keeper
Volunteers, staff	Help
Available money. To continue the upkeep of this area..Volunteer groups must be sustainable and we must prevent volunteer burnout.	All work completed is by volunteers. This is cleaning of the toilets for the public twice a week at least . Mowing the grasses around the Hall and tennis courts . I travel a 8 K round trip twice a week to put the rubbish bins out and then to bring them in.. We cannot continually volunteer both our time and money. This area is on the main Dukes highway and its important to keep it looking clean and attractive for the benefit of the entire Coorong Council .This encourages the public to use our small RV camp We have advertised on Wiki Camps and we receive many lovely encouraging messages from folk who stay over.
Continuing our current infrastructure program due to lack of funding.	Continued funding
Volunteers esp new one to help with the run of the club and players esp adults	Regular, post encouraging people to attend and join in
Personalities New membership High overheads	New YOUNGER members
volunteers or lack of them.	?
Volunteers	It is the club's responsibility to understand how exposed they are to volunteer downturn. How many volunteers do we have now? How do numbers compare to three years ago? Determine clubs volunteering long term trend. Document all the tasks that are carried out. Volunteer manager Recruitment strategy Policies in place Establish clearly articulated goals Encourage excitement and interest Induct volunteers correctly Give them the tools to succeed
Volunteers and costs. Electricity etc.	Solar

Volunteers for committee members	Recruitment
Keeping people interested in their local community and appreciating the facilities provided.	More enthusiastic community members!
Financial erosion of bank account till price of water increases and fund raising projects come to fruition.	Major sponsors for help running the club. Alliances with city clubs, poss membership deal.

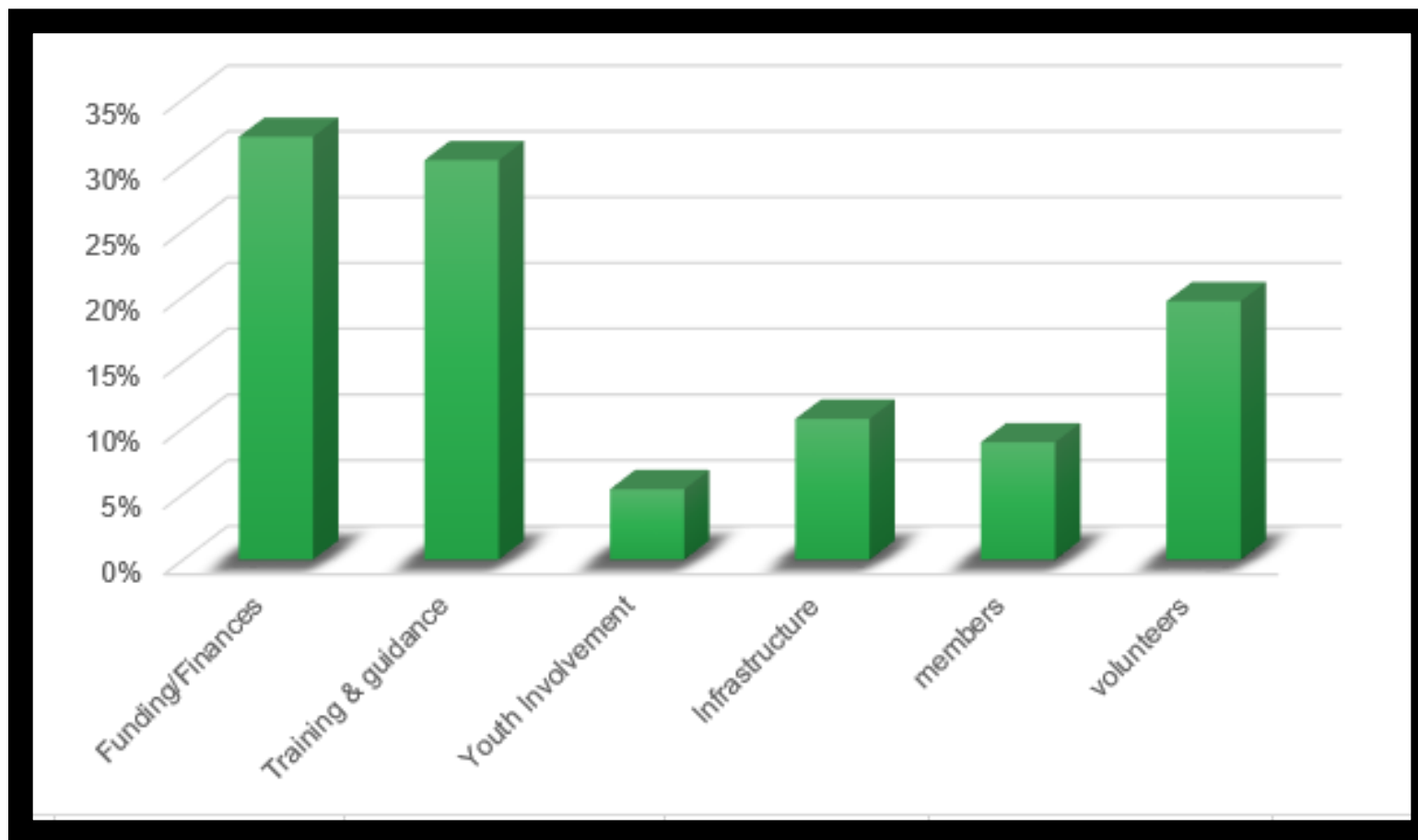
What do think are the short term challenges for your organisation?

56 responses, sorted into common themes. The graph below provides a summary with detailed responses following



What do you need to help address these challenges?

56 responses, sorted into common themes. The graph below provides a summary with detailed responses following.



What do you think are the long term challenges for your organisation?	What do you need to help address these challenges?
obtaining grant funding	assistance to write grant fund applications
Lack of volunteers	It seems like there is too much red tape involved to become a volunteer which scares many off.
Enough funds to survive	Money --obviously
As above	As above
Attracting new and younger members	to get things up and running asap at the hub
Reduction in the number of able and willing veterans living in the area. Young veterans gravitate to cities where services are abundant.	We need to redefine our scope to include people serving in other essential services such as health, emergency, security, rescue, firefighting, education, and other civic services.
Keep the show financially viable to continue for the future	People with the shows best interests at heart
Costs of maintenance and insurance	Funding or assistance with maintenance
To remain viable with an ageing membership	Encourage younger members
N/A	N/A
Permanent venue at reasonable/low cost in Meningie for children that allows for community access and can house such activities as Kindergym's permanent set up. Maintaining a health budget whilst meeting obligations for Gymnastics SA affiliation and insurance so as to bring Kindergym to the community.	A permanent somewhat purpose built venue for children in Meningie - a 'kids shed' concept. To maintain a voice and validation of the needs of young families and young children in the dialogue around Meningie Community Centre, to encourage the continued partnership of entities seeking to deliver services for young children. To support continued energy around supporting diversified communities and that Meningie is a town with a changing demographic with young families and young children. Moving away from the perspective that Meningie is primarily an ageing or aged demographic and the role of younger people is to service those needs. To identify and advise, advocate around funding opportunities.
Providing playing space for our growing membership	Long term lease on the lawned area council currently lease to us on an annual basis to give our club stability.
Sustainability	Support

Maintaining a vibrant Club with an aging membership	Additional members. We hold activities at the club to hopefully install interest but with limited results at this stage
Having enough members playing each season to keep the club thriving and achieving success	Money to perhaps offer fuel reimbursement to players. A good strong commerce in Taillem Bend and surrounding districts to keep the population high
Gaining members that are committed to the sport & good volunteers.	An overhead roof over the Green to stop the Skin Cancers, weather etc. This would also protect the new Green to make it last longer. Then we could play all year round and gain more members. An Overhead roof would require a few hundred thousand dollars.
New members	working with different people with ideas
Maintenance and insurance expenses	Supplement financing
Rising costs of living and alcohol. Social club rely on the patronage of hotel customers	Not sure
More volunteers for on going upkeep	Funding
Ongoing recruitment including replacing aging volunteers , increasing demand on volunteers.	Advertising, promotions, incentives, enticing younger people to get involved. Educating the local community about what we do.
Retaining members on the committee.	Yes. Assistance in securing land lease from council to have access to a site for Active Kids Meningie will relive a lot of pressure on our volunteers. The commitment of setup/pack down holds a lot of people back.
A permanent location	A kids shed in Meningie
Whether to move to the Hub	Yes
Short and long term similar or the same	(Background information)The Lower Murray Justices Group meets in Taillem Bend quarterly. Members are from across the district and Murray Bridge, the majority of members are from Murray Bridge.
Same, community aging and number declining	Assistance in major projects of maintenance
Deciding if we should move to the hub.	Grant money and backing from ageing members.
keeping current members and recruiting new members	I guess so!
Funding to maintain greens and clubrooms	Need assistance in being able to present correct information when applying for grants.
organising funds for club improvements ie. Greens	experience and expertise to complete grants

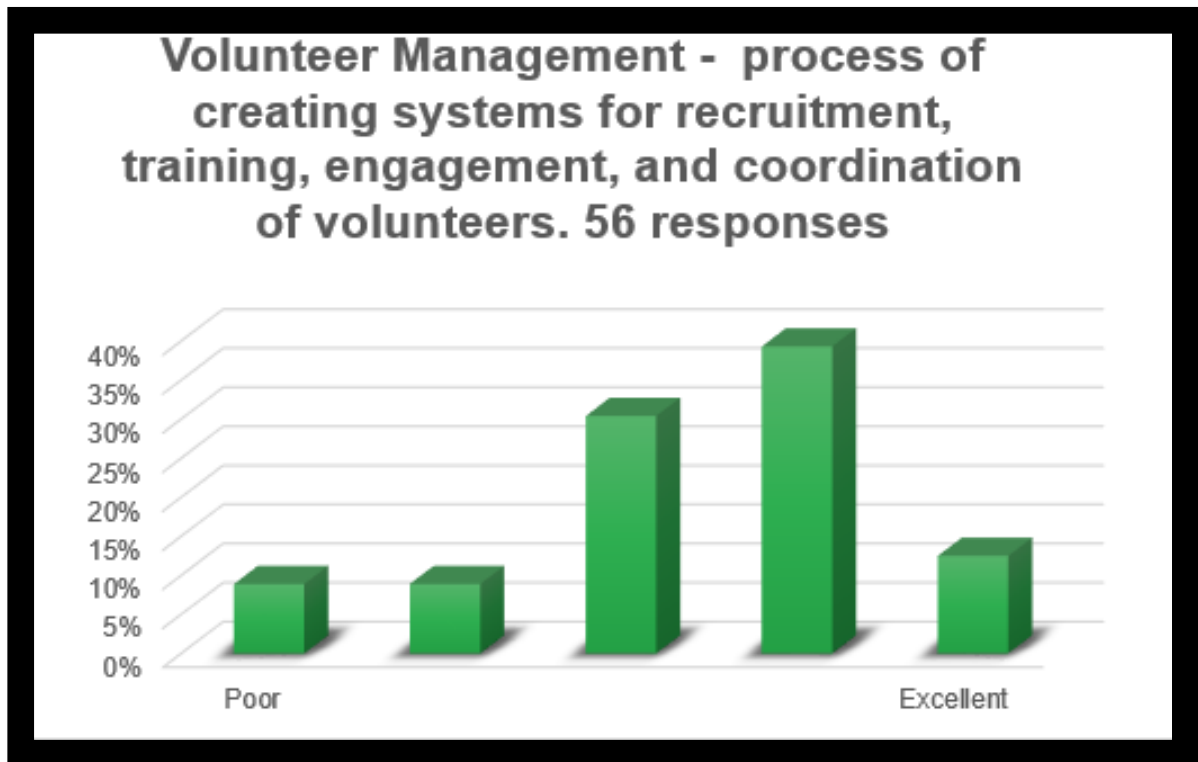
Sustainability with less reliance on Gov grants	Philanthropic/social enterprise
Getting volunteers and overcoming "red tape" The time it takes to get the approval to do tasks	Promoting and encouraging volunteers to assist
Remaining sustainable	Volunteers
Sustainability without volunteers	Volunteers
Getting members with an interest in keeping the Club going.	I have no idea.
Player retention, continual maintenance - although our court facilities are new now, they will need upgrading in 8-10 years and it is a huge cost. Fundraising for this basically starts now!	Possibly grant assistance but won't be able to do this until we actually have something to use it for we assume.
With the right support short-term, the farm will be fully sustainable in the long term. However, long-term challenges would be the zoning of the land to further develop the farm and farm maintenance as well as succession planning (working on that currently)	Assurance for zoning issues, assistance with maintenance (partnering with other organisations currently)
keeping people involved and playing the sport	yes
farming numbers declining and therefore not as many people to continue on our committee	You can't help declining numbers, and everyone is already helping on other committees, I don't know what the answer is.
Volunteers and declining numbers	More people
upgrading infrastructure	support in grant applications
Same as short ter	Nothing
financial stability and succession planning. We have wonderful volunteer tutors, and we really need to consider what to do when/if they decide to move on.	Maybe promotional help? maybe if we could look more snazzy we would recruit more volunteers?
Keeping our communities desirable for families to live in. Education and opportunities.	honestly don't know
low members and aging population	help combining all sporting clubs in meningie to make to cost effective
Keeping an 18 hole course going	More members
In the long term we wish to continue this service to the public, but in doing so we don't want our volunteers to burn out. Long term we would like to	What we need and would like is a constant fund of \$1000 to help with the power, water and insurance. This would remove a lot of strain from the

improve these facilities, but this is getting very difficult. We have minimum insurance and must pay water and power as well as keep the toilet facilities in good supply as well as cleaning gear.	volunteers who at this stage are perfectly happy to work, but burn out is imminent. We are not aiming for a profit, but just enough money to help our volunteering community keep and attractive area alongside the highway for travelers and locals to rest a while. Those folk who do leave us a message say how it is a good days drive from anywhere and they welcome the quiet environment.
Lack of attracting younger members that might continue the vision.	A continued vision and publicity that encourages visitation and pride in what the museum offers.
Volunteers, and players	Advertisement for the club, support with maybe financial to be able to obtain adult players, and maybe help encourage some people take on the executive roles within the club management ie secretary, president.
Surviving	New YOUNGER members
Junior participation Volunteers	enthusiastic people
Same as above	As above
Cost of updating facilities.	More grants
Maintaining grounds ie. auto watering	Grant funding
Having people in the community who are enthusiastic about living and volunteering in the community, for the community!	Encouragement for those living in the community to show interest in the activities and facilities that are provided for them to utilise!
Members. We need younger and more members. Currently the ones we have are not taking up club positions. Some due to work and time, families. Others don't see it as their role.	I think that reducing costs and volunteers time of running our clubhouse by amalgamating with other clubs in the town to a single sports club house would be a sensible and helpful solution. Help from independent body to facilitate this would be useful

Club/Organisation Performance

How do you think your organisation performs in the following areas?

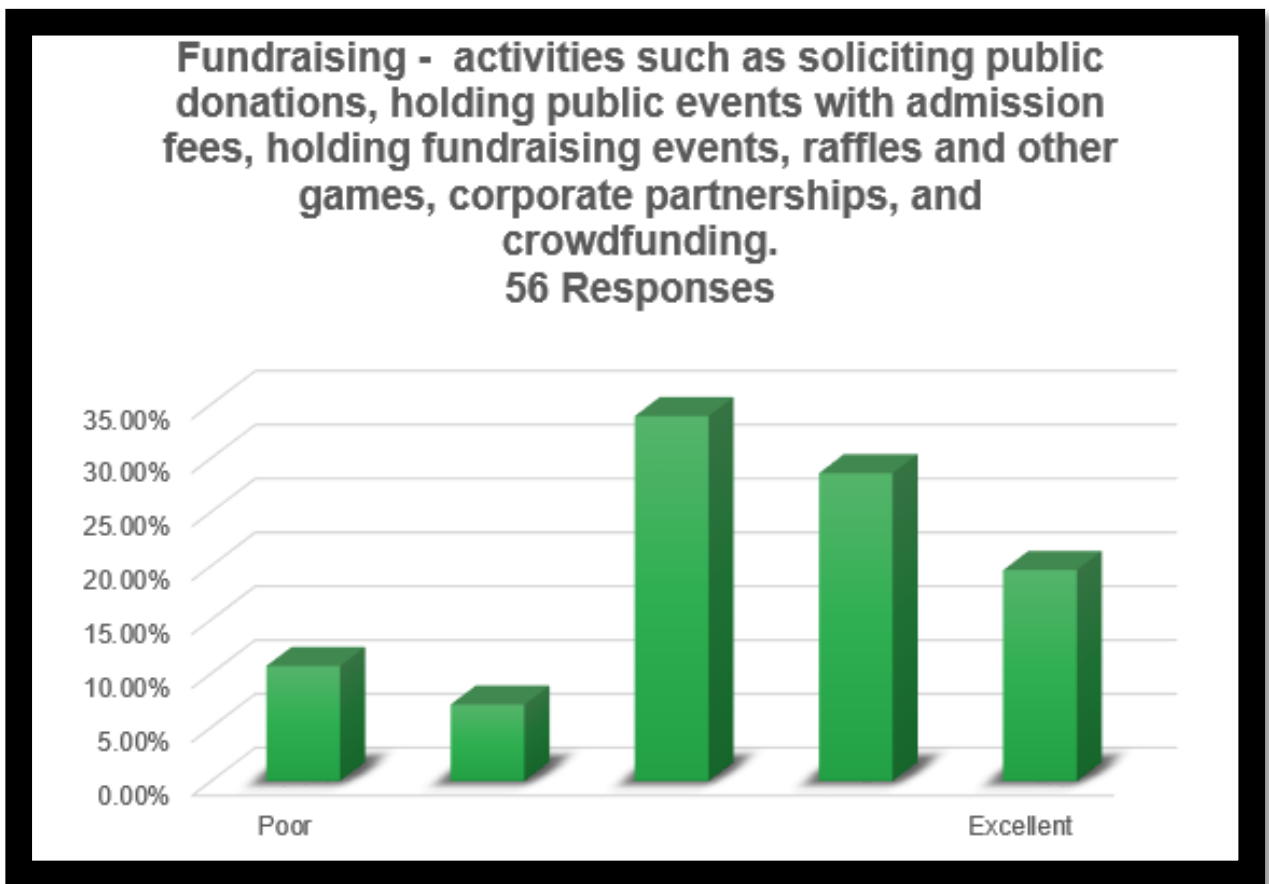
(1=Poor, 5=Excellent)



Comments

- I am relatively new to Tailem Bend (2 years) I found the tennis club to be a great example of community spirit. I was very impressed by its history and the welcome for me as a new member and a 'foreigner'! Through the tennis club I got to know the community of Tailem Bend much better. I was sad that I joined the club when it was on its last legs at the original site. I feel sad every time I drive by the old courts and see them unused. This may dissipate when we start playing on the new courts.
- Volunteers are community members. We attend efficient meetings per term, are rostered for kinder gym set up and clean up/pack down, we organise and participate in fundraising activities, we share official duties including marketing.
- We have none in place
- many willing volunteers
- Obviously, members must be Justices, in addition they need to be paid up members of the Royal Association of Justices South Australia
- Needs improvement
- We have always said that we should put on more training days (eg for umpires)
- not many volunteers, because of lack of assets

- WE really only have a committee, but it runs very well.
- Its a new organisation, but so far implementing a board and having sub committees has allowed people to more easily find their niche. There is also renewed enthusiasm that the work load will be more widely shared. The board will turn every stone to have better systems to make reduce and manage volunteer fatigue. Utilising 3rd party contractors for financial and secretarial support, creating a web site to manage as many aspects as possible; ie membership, sponsorship, event bookings and merchandise.
- no enough members and we get burnt out with events and fundraising
- Sometimes it's just bums on seats - passed down from one volunteer to another, which becomes diluted after time
- Not enough interest from new people in the community.
- No formal process. No coordination of jobs needing to be done on the course maintenance. No Official INDUCTION GUIDES YET THOUGH WORKING ON THIS.



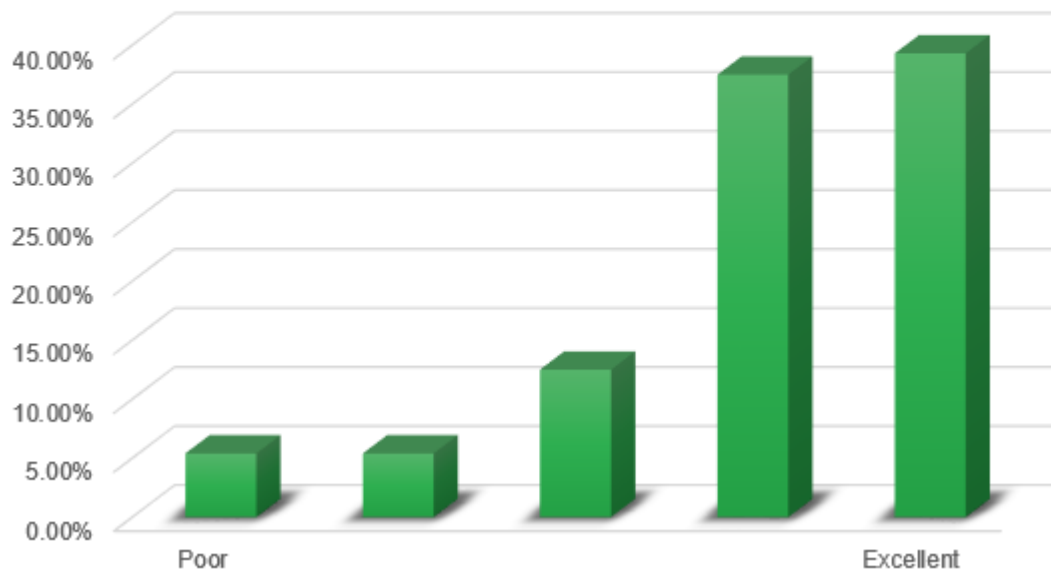
Comments

- we centre in on the core values of sailing -- not raising money per se.
- I would like to see the facilities hired and used more by local organisations.
- For a small committee that has focussed on getting Kindergym up and running we have had success in fundraising including collaboration with Progress Association and Meningie Football club for gate takings, engaging in

Meningie Fun Family Food Fair. Other activities are planned. We have a fundraising target of \$200 per term.

- We have been building a good sponsorship base and regular fundraising
- New committee this year and we are addressing the challenges slowly
- We are a not-for-profit organisation, therefore we typically fundraise for new equipment.
- Costs are covered by membership fees, raffles and by members (JPs) covering meal costs etc personally
- Our small committee work tirelessly to raise money
- We have a great fundraising ethic and team who work really hard during and outside of the season
- the football club has its challengers with fund raising but cricket club are very good at it
- Being only a small town, you can't do too much fundraising but what we do we try to do well.
- As above, we are also going to try some different solutions around sustainable funding sources.
- The public money is getting harder to attract. Covid has restricted travel and now fuel is getting so expensive
- We seem to be hitting the same people/businesses for sponsorship/fundraising.
- Working on becoming better.
- Same people doing the same jobs to keep organisations functioning - become tired and stale!

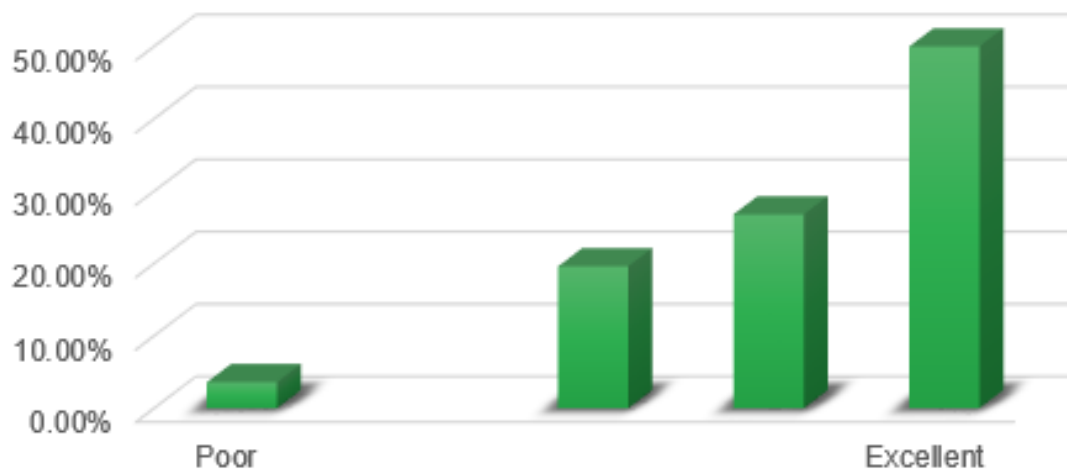
Governance - Governance is about how your group is run - the structures and systems and understandings that enable you to make the right decisions and set the right course. 56 responses



Comments

- Well run committee with experience. Officer bearers with capacity and motivation. Constitution updated and budget well managed.
- No Agenda is set, discussion based on the previous minutes. Proper financial accounts have only been prepared since I took over in 2020
- work in progress
- Those involved are very community minded
- Great leaders at the top who are hard working and give up so much of their time in these voluntary positions.
- We are very privileged to have some wonderfully skilled leaders who have lead a very process driven build around the creation of the Coorong cats. We have also engaged Leading Teams help build our ideal culture moving forward.
- There is a clear line of leadership that enables participation.
- We are getting better and becoming more professional.
- Limited options of people willing.
- Same people doing same jobs, holding same positions for years and becoming too slack!
- Just renewed our constitution. Working on procedures etc.

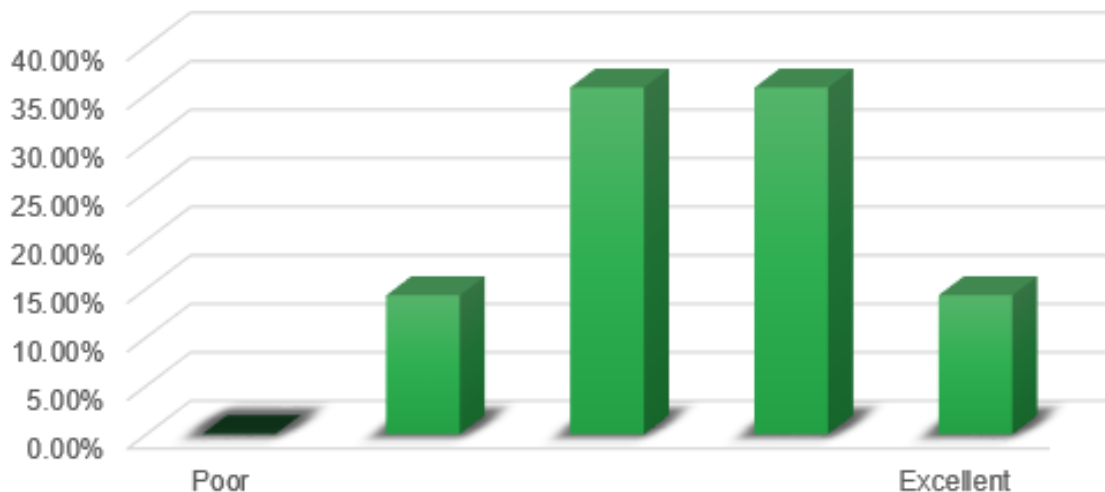
Legislative Requirements - How the governing body complies with relevant statutory and legal requirements. 56 responses



Comments

- Gymnastics SA affiliation. Constitution updated and registered in line with Incorporations legislation.
- We try our best with the help from SACA but there is room for improvement
- Unsure
- The above is being undertaken by a few who are the same individuals filling most other responsible positions.

Sustainability - Club/Organisation can support itself in the current and future environment. 56 responses



Comments

- We'll keep persisting
- This is an ongoing challenge for any club. Kindergym has affiliation and insurance costs plus we incur rent and have a threshold of fees based on what the community can manage. We do however have fundraise targets and plan for a number of grant applications in the near future. Due to high affiliation costs and insurance costs we have to constantly keep a very close eye on income and budget to be able to bring Kindergym to the community.
- With our community ageing it's getting harder to do the maintenance work , plus the energy for fundraising
- We will need to be successful recipients of grant funding to become more sustainable
- day to day running of the club is adequate but with large capital expenses help is required.
- day to day running is good. Large capital expenses are where we require help.
- We work hard to make sure we are in a good sustainable position, after the money fraud hit us in 2020 we worked tirelessly to get ourselves back on our feet.
- Depends on volunteers into the future
- There will always be evolving pressure but as we did 30 years ago, change and evolve or die.

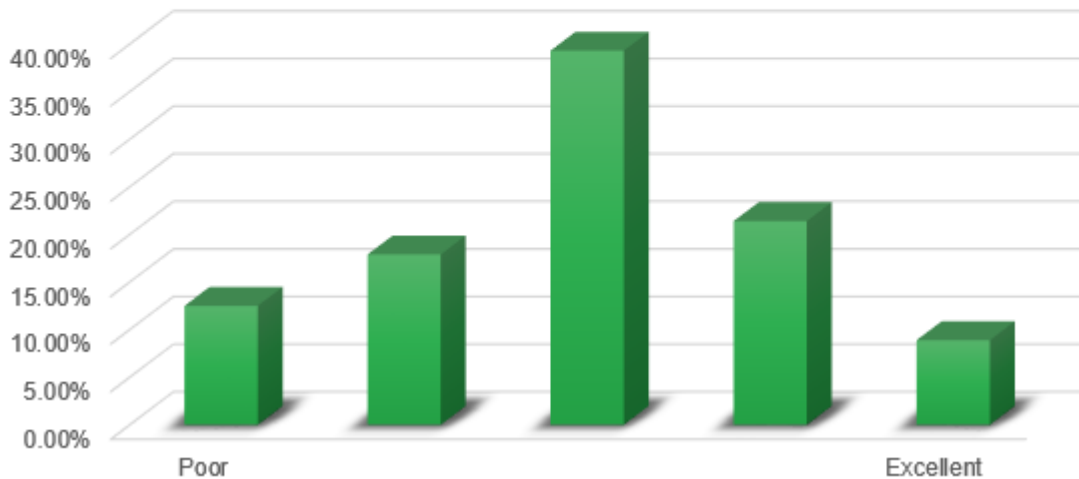
- The museum is viable in the short to medium term.
- Going OK at moment but this can change very quickly.
- Country football is at a crossroad.
- Only just!
- I have great fears for future if no others step up to take on running the club



Comments

- Use of social media
- Have good experience with Social Media, local newspaper and email listings are maintained for communication to members and families. Posters are around town. We do do direct marketing when needed.
- Given the nature of the organization, promotion mainly by email and text or phone.
- Social media is a hit for us, we're always getting comments on how well our FB page is managed.
- We are very up to date with this thanks to a very tech savvy President!!We have contracted assistance to manage our marketing plan and our currently working with a year 1 plan.

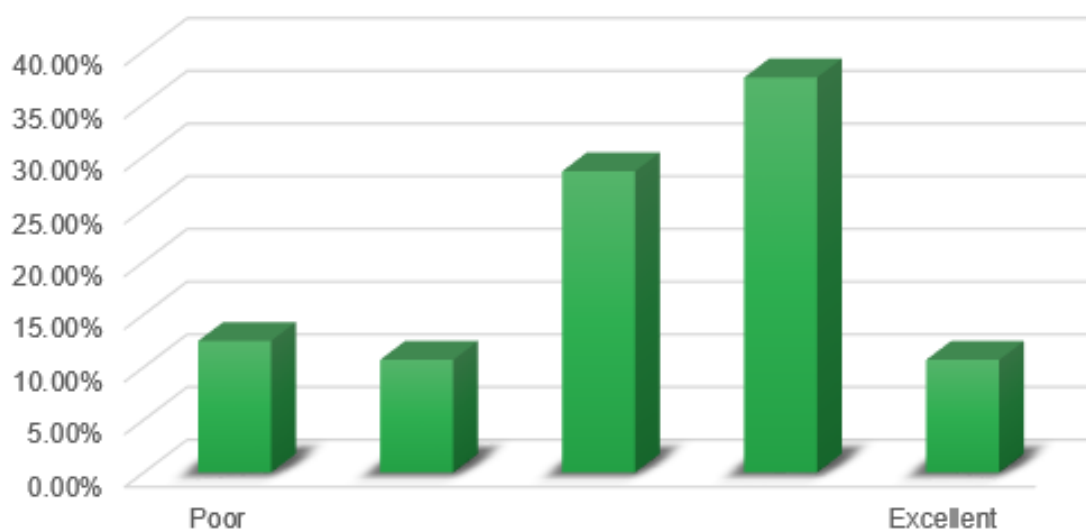
Succession Planning - the process of developing new or existing members to replace executive, leadership or other key members when they transition to another role or leave the organisation. 56 responses



Comments

- Always a struggle to get new people involved
- To the extent any community group can manage that. However, we do discuss committee turn over well ahead of time. We've just successfully brought on board another coach to manage coach succession.
- Lack of volunteers makes the top jobs hard to fill as people move on.
- We have been very lucky over the last few years to be able to easily fill our committee, but I can see it will not always be like that.
- capacity building will be crucial
- This is always a challenge to get people to step up.
- Difficulties getting volunteers for the key roles
- Hard to get people to step up to positions of responsibility.
- People not willing to volunteer.
- No new people wanting to step up and take on positions/roles!

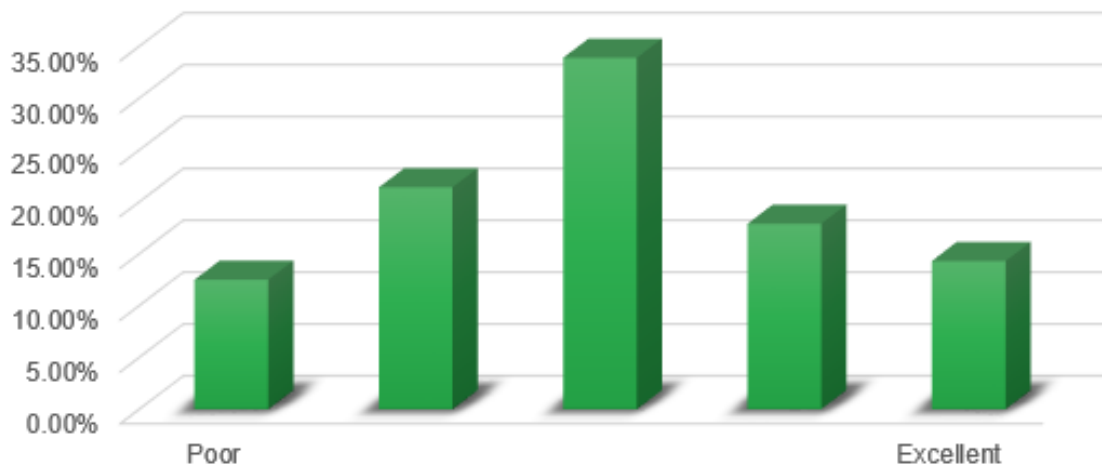
Grant Funding Seeking - Knowing where to look, research and seek funding opportunities. 56 responses



Comments

- Grant fund seeking is way too complicated and onerous
- Poor because we have not really done any tenacious grant applying as yet due to the focus needed to get our organisation running efficiently and the marketing associated with that. One grant application was not successful due to demand on the fund.
- Being informed of what grants are available and when
- We could definitely utilise assistance with this
- Don't always know when , or where to look for information
- Grants are often fed through from various platforms to our clubs via email, it's just having the people to action them.
- Over the course of the last 15 years, we have been very lucky to have had 2-3 people who are very much in the know about where to look and how to apply for grants.
- Each home club still has their individual pressures, Meningie has the biggest desire to create change with their home facilities. This will take some huge planning
- We've been able to find and apply for funding but not as successful in winning grant funding.
- A club member has been awesome in this area.

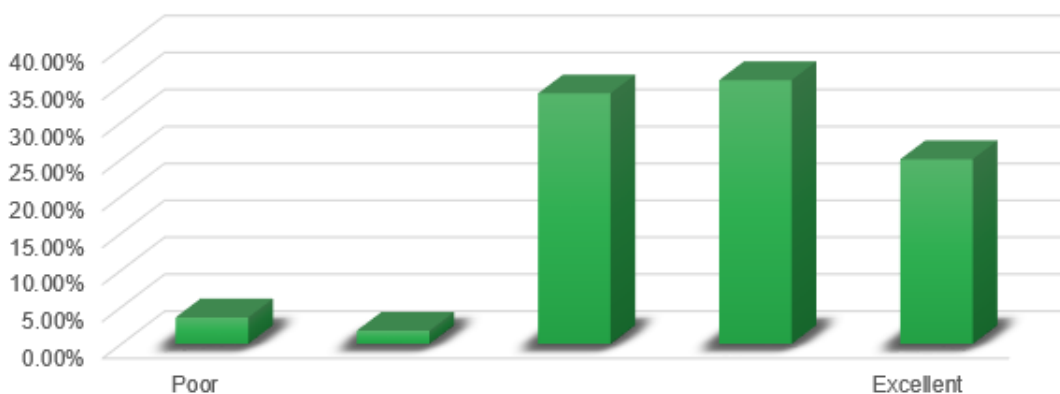
Grant Writing - the act of preparing an application to receive funding for a project or organisation that does not need to be paid back. 56 responses



Comments

- We just have not yet got to the point of systematic grant writing yet. But it has been made a priority by the committee.
- Having help to write them
- Could always use fine tuning and support
- Currently this is done by mainly exec committee persons, would be nice for someone else to take this on so it's not the same people doing all the work.
- We can all learn and always do more
- We have a couple of members that are capable in doing this and we have had assistance from Coorong District Council
- We have a club member that has been awesome in this area.
- I'm self-taught, but have been somewhat successful

Leadership - the ability of an individual or a group of individuals to influence and guide followers or other members of an organisation. 56 responses



Comments

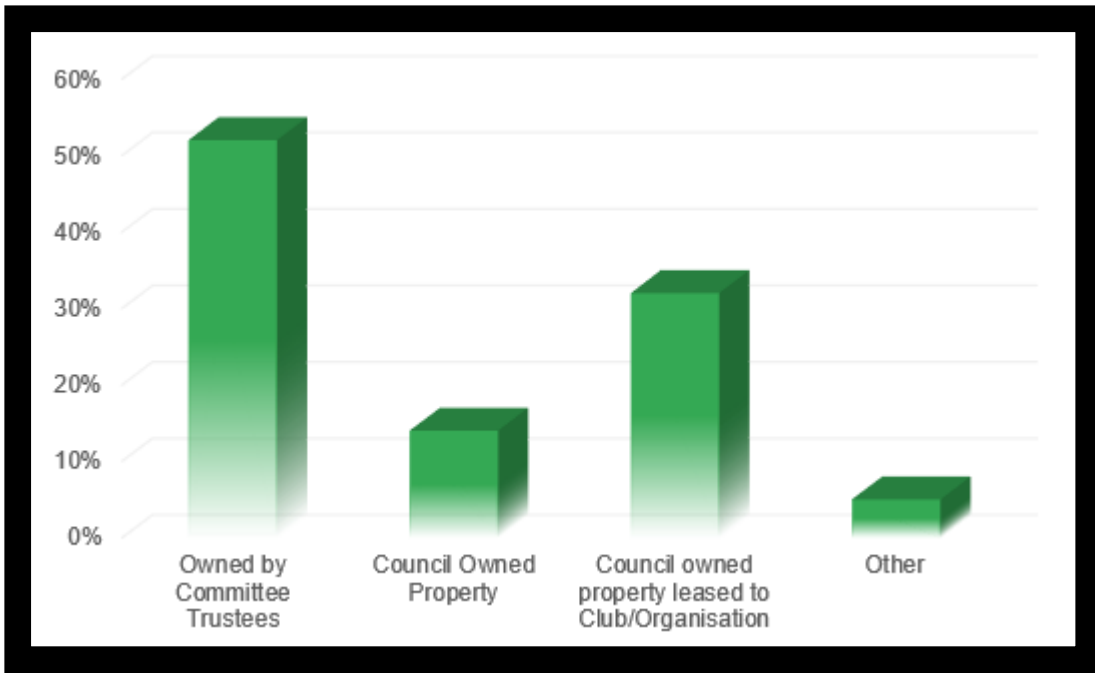
NIL

Please describe any areas of training or further development that you believe your organisation could benefit from:

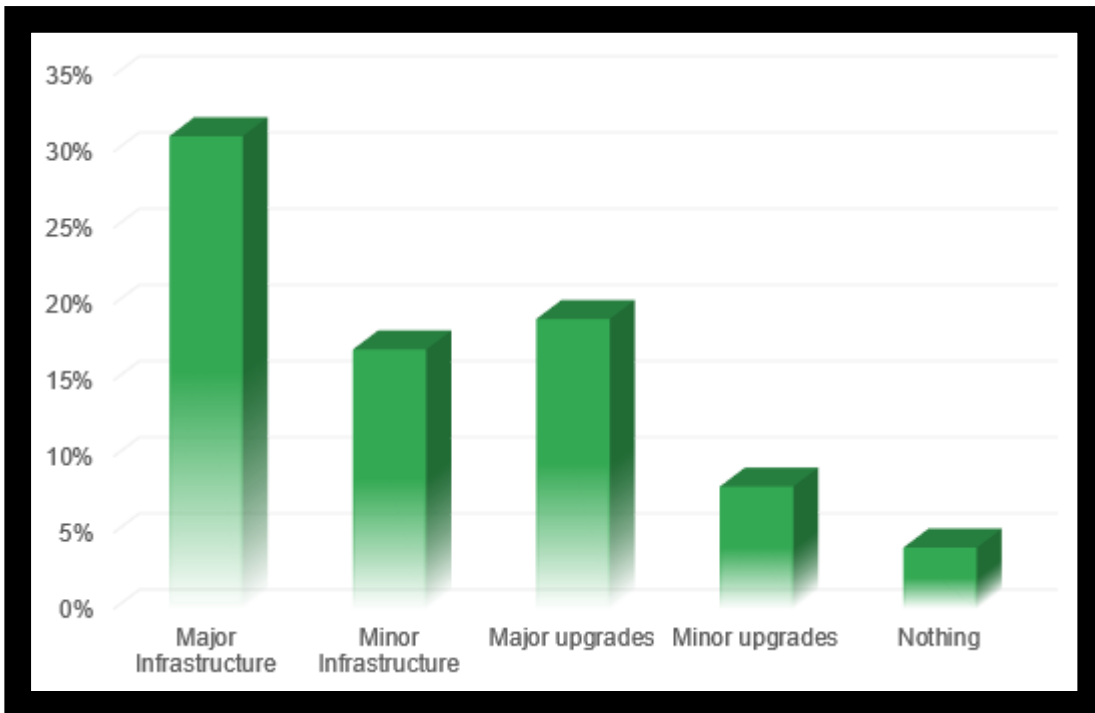
- Not sure as any training involves volunteers needing to give up more time
- Getting Instructor qualifications up to date. Updating some of our old facilities
- Food safety, responsible service of alcohol, induction by RSL South Australia.
- Planning and list of development objectives
- Training and development is not an issue. However happy to survey the committee in case they have needs they'd like to share. The big issue for us is a long term venue that is affordable and that will be accessible to other community groups etc that have a focus on children. Rents need to be affordable to allow for sustainability. Advocacy for a Meningie demographic that is no longer primarily ageing or aged, and therefore the need for outlook, engagement, support and advocacy from community leaders around the value of children and their families in a community. A 'community kids shed' in Meningie would be an amazing opportunity for a growing active community.
- N/a
- Assistance with applying for grants
- Outside input
- Marketing, financial obligations
- We could benefit in all area's
- When and how to apply for successful grants
- all areas

- recruitment
- talking to members to discuss club policies and behaviour.
- Talk to members about Club Policies and behaviours.
- Cultural & LGBTIQ+ diversity
- I believe any support, training, making us aware of our possibilities and keeping us informed is valuable.
- Volunteer recruit
- Grant writing, updating strategic plan (as the last item we had on our to do list we have now completed)
- Train people to attract more players and members
- Grant funding applications.
- Training volunteer for the executive roles of the club
- Addressing the toxic volunteer. 2. Accepting the new way of the world of trying to unify people by making the club unisex and on an equal footing.
- more qualified RSA
- Grant applications/Succession planning/Volunteer planning
- Grant writing, social media
- An influx of new enthusiastic people who are willing to put time into the community, by taking on positions and maintaining the current community facilities
- Leadership, management of if individuals to work together. Have a big problem with a few individuals who are very destructive to the culture of the club, they ignore counselling given to them but as this person/s actually do work one of leaders feels unable to "kick them out" based on their long history and service to the club despite obviously violating codes of behaviour.

Is your Club or Organisation premises -



What are your Club/Organisations future infrastructure needs?



- upgrade of club room to become a function centre for the community and member clubs

- We will need new training nets in the near future
- More storage area. Updated kitchen
- Sealing the carpark area to reduce wind born dirt from settling in the pool. wind break on Southern corner
- Shelter for our outdoor military artefacts. Field gun and military aircraft engine.
- Upgrading and improving all the time
- Nothing at this stage
- We need a permanent space at minimal cost from which to run our programmes and to expand to meet community need, AND to explore opportunities for intergenerational play as per our expanded constitution. A shed!! like the community shed concept in almost ever town across SA that can accommodate the interests and needs of kids!
- As long as the bowling club continues o rent us their club rooms we have none
- New playing surface
- New bowling greens.
- We need new cricket nets, but are a bit unsure of where we stand in relation to the sporting hub
- Overhead roof structure to keep weather off the new green for longevity and save people from getting skin cancers..
- Unknow at this stage because of ongoing plans for the Hub
- Not applicable
- Shed to be built.
- We need a kids shed
- Moving to the Hub
- We would like to paint an labyrinth on our asphalt tennis court. This will complement our musical playground
- help moving to The Hub or purchasing new greens to replace the ageing greens.
- New greens
- new greens
- Purchase the Station Master House
- Storage for our Christmas Parade props and items
- Expansion of current shed
- Nil
- Pretty well set up now - other than adapting to hub plans
- Yurt / meeting place needs replacing, farm manager dwelling, better snail breeding shed, packaging shed
- football club is greatly in need of an upgrade as is several other sporting clubs in the town
- Upgrade of toilets, Fixing up some cracks etc
- new club /function center facility at Meningie
- Tiered seating
- disability access; kitchen upgrades
- Short term, Is lighting as our biggest budget item to tackle.
- new club rooms
- More shedding and better clubrooms
- It is important for our organisation to erect a ceiling in the public toilets as well as motion sensor lighting and security cameras.
- Sheds and infrastructure for displays etc.
- Netball court fencing, change rooms for male and female

- A new modern clubhouse. Ongoing repair and maintenance to course.
- always need funds to update facilities.
- New Oval lighting/Club rooms renovation
- New lighting. Clubrooms upgrade.
- Automatic watering system, kitchen upgrade, defibrillator
- Only need to maintain the current infrastructure.
- Building/renovations

Are there any planned Infrastructure additions or improvements? If yes please provide a short description

- currently in progress
- We are still yet to fully finish our new clubrooms
- Not really, just a wish list for more storage and updated kitchen facilities
- Windows to luncheon shed, new stove, cement under the pavillion verandas
- Maintance, window blind installation.
- Ongoing building and display assembly
- No
- Relocation
- If grants can be obtained it is hoped to improve the lighting in the Clubhouse especialiy as the membership is getting older, Applied for a grant to obtain new rink score boards which was unsuccessful
- Long term goal for disabled toilet. and overhead structure over the green
- upgrade of lights in club rooms
- No
- Hopefully we are successful in securing a lease and funding by mid 2023 and can complete construction by end 2023.
- We plan to obtain funding and position for a kids shed in Meningie
- As above to house social enterprise
- Building extension more storage area
- Nil
- TB Hub
- Yurt improvement / replacement (yarn barn is being erected currently)
- "I believe that a sporting hub is the perfect way to improve all sporting clubs in the town but as of now we have plans to do things but no money to do it."
- Only the above if we can source any grants
- A building upgrade plan by the Meningie Combined Sports Ground Committee
- Tiered seating
- We have seen unprecedented increase in the use of our facility at Tinty for training purposes. A high quality AV system is required that integrates video conferencing
- Unknown
- Not yet as we have no spare cash

- We have a growing collection of old and historic machinery that are currently stored on and in private places.
- To display these items we need covered areas."
- improving and doing up change rooms
- Renovation of the 1934 change rooms
- Re roofing change room's
- No
- No
- RV PArk.

CREATING COMMUNITY CHAMPIONS AND SUSTAINABLE COMMUNITIES

The Community Resilience and Sustainability Action Plan is structured around the key themes and priority areas as identified throughout the consultation period with Sporting Clubs and Community Organisations. Delivery of the plan will commence in March 2023, with a calendar of events to follow.

1. Training and Development

Delivery of events, activities and workshops to increase skills, knowledge and in turn set the foundation for long term sustainability. Opportunities will be based on key themes that emerged throughout the consultation process and will be determined by the level of interest shown by community.

2. Communications and Engagement

Launch a regular communication tool that is dedicated to addressing the issues and challenges with links to resources, funding opportunities, special highlights via a dedicated Volunteering E-Newsletter, and Face to Face engagement.

3. Recognition

To recognise and pay tribute to the districts valued volunteers through the delivery of an annual volunteer recognition event. Celebrating achievements and recognising them via communications and in person

4. Ongoing support

One-on-one and face-to-face support to Community Groups and Sporting Clubs to help build capacity, confidence and build resilience.

