CAM'S CLUB RESOURCE GUIDE

CHAPTER 1: CREATING A CAR CLUB

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MEMBER OF

CONFEDEERATION OF AUSTRALIAN MOTOR SPORT
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1. **Introduction**

1.1 **What is a Car Club?**

**Introduction**

A car club is a group of people who are united by motor vehicles and associated activities. The activities can be social, non-competition or competition. Car clubbing provides for a gathering of people of 'like soul'.

**Car Club Focus**

A car club can have a wide focus to suit its members. It provides motor vehicle owners and enthusiasts an opportunity to participate, officiate, or spectate in competition activities, or alternatively, to simply be involved in social and other non-competition activities.

**Club Management**

Car clubs are generally not-for-profit organisations run by a group of people called the Committee. The Committee is usually elected by the Club’s membership.

Some larger clubs, or a group of clubs, may retain the services of a paid employee(s). The employee(s) could be fully paid or receive an honorarium or stipend.

*Note: A not-for-profit club is one that is prohibited under its rules from distributing profits to its members. It does not signify that a club cannot make a profit, but it indicates that there are restrictions on what the organisation can do with its profits.*
1.2 Car Club Activities

<table>
<thead>
<tr>
<th>Club Activities</th>
<th>Car Clubs are created for any or all of the following activities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Social activities involving a car. This would include drives, cruises or touring, all that may sometimes emphasise family involvement, and meet and swap meetings.</td>
<td></td>
</tr>
<tr>
<td>o Social activities not directly involving a car. Such activities may include visits to the theatre and dinners.</td>
<td></td>
</tr>
<tr>
<td>o Competition activities. This would include all forms of activities, from low level Touring Assemblies and Motorkhanas to Supersprints, Rallies and Offroading events.</td>
<td></td>
</tr>
<tr>
<td>o Displays of cars</td>
<td></td>
</tr>
<tr>
<td>o Information on cars, such as sharing information about:</td>
<td></td>
</tr>
<tr>
<td>o maintenance and preservation</td>
<td></td>
</tr>
<tr>
<td>o parts, including the sourcing of components</td>
<td></td>
</tr>
<tr>
<td>o technical knowledge</td>
<td></td>
</tr>
<tr>
<td>o Publications containing, for example, information, general interest and photographs</td>
<td></td>
</tr>
<tr>
<td>o Providing officials to carry out a great range of roles and tasks over many different types of activities</td>
<td></td>
</tr>
<tr>
<td>o Fundraising activities</td>
<td></td>
</tr>
</tbody>
</table>
1.3 Objectives of a Car Club

Club Objectives

The constitution of a car club will set down its objectives. These typically include:

- To promote, foster and conduct Motor Sport in all its forms and to promote friendship and sportsmanship among members of the Club
- To promote social activities for the members
- To promote and hold competitions, meetings and contests and to offer, give and contribute towards prizes, medals and awards for drivers and their crews
- Form registers¹ or other groupings of members with common interests within the Club
- To promote the preservation and restoration of motor vehicles of historic significance and integrity
- To arrange lectures (by experts where possible) to members and non-members (where so decided) on driving, navigation, vehicle maintenance, safety and general interest lectures to members so that all may become more skilful in, more devoted to, and more understanding of Motor Sport and motoring in general
- Be a not-for-profit organisation. Accumulated profits are to be used for the requirements of the Club and at the Committee’s discretion for the betterment of the Club
- Form fraternal relationships with like-minded clubs, for mutual support and benefit
- To affiliate with the Confederation of Australian Motor Sport (CAMS)

¹ Registers are a collection of information on cars.
1.4 Internet-Based Car Clubs

Club Structure

An internet-based car club does not need to have an elected officer governing structure.

The Club probably does not have a traditional membership structure, and does not conduct face-to-face meetings, but may ‘meet’ online.

The Club ‘functions’ only via a website. The internet-based car club does not need to have a postal or physical address, and no contact details. The only contact is the Webmaster.

Some internet-based car clubs are affiliated to CAMS.

Services

Internet-based car clubs provide:

- Instant messaging services
- File storage
- Photo-sharing

They usually do not issue printed publications.
1.5 Club Website

Many clubs have created a website on the internet as a means of communication and attracting new members.

It is a cheap and convenient method for enthusiasts to find each other and share information about:

- meetings
- parts
- technical advice
- events
- forums
- regalia
- sponsors
- photo galleries
- links to other websites of similar interest
2. Starting a Car Club

2.1 Introduction

**Reasons for Clubs**  A Club may be established for a number of reasons.

Clubs are formed as communities expand and the human and car population grows, for example, the growth in a car marque.

People join clubs because they can achieve much more as a group than individuals acting alone.

Clubs also meet the social needs of groups of people with similar interests.

**Starting a New Car Club**  The process of starting a new car club, whilst not a complex one, needs to be carefully planned if the Club is to succeed in the long term.

Clubs that drift from one crisis to another do so because insufficient attention was paid to understanding just what the Club is really all about.

It is important to determine objectively whether the Club is feasible before committing to its formation.
2.2 Need for a Club

Basis for Club

Make sure there is sufficient interest or reason to form a club, and that there is an ongoing need for the Club.

Although there may be a ‘feeling’ that a club is needed, this is not enough to accurately gauge the extent of potential demand, or support, for a club or its likelihood of viability. There needs to be some research to determine the likely success of the Club.

Also make sure there is a base for the proposed activities.

Make a study of:

- Who would consider joining the Club
- What would entice potential members to join the Club

Prepare an analysis of other clubs providing similar services and what degree of competition they would offer.

Ensure that strategies can be put into place to meet the aims and objectives of the Club.

Strategy is important because the resources available to achieve these goals are usually limited. Strategy generally involves setting goals, determining actions to achieve the goals, and mobilising resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). The senior leadership of a club is generally tasked with determining strategy.

Strategy can be intended or can emerge as a pattern of activity as the organisation adapts to its environment or competes. The usual strategic planning time span is three to five years.
2.2 Need for a Club – Continued

Questions

The following are some questions to be considered and answered:

- Does a club of the type proposed already exist?
- If so, how active is that club?
  - If it is fairly active, will there be room for another similar club?
  - If it is not reasonably active, why not?
  - What does it do, or not do, that makes it that way?
- If it is feasible to set up a new club, can the interest this generates be sustained, or will the new club only cater for a short-term need?
- What is the potential for funding / financial viability and stability?
- Where will the funds come from? Without funding, the Club will not survive.
- Will there be sufficient people who will come forward to become members and form the Club’s Committee? Are there sufficient volunteers available to assist with conducting the activities proposed by the Club, for example, during competitive events?

Mission Statement

Prepare a mission statement, which sets out:

- The purpose of the Club
- Why it should exist

Aims of Club

Set down the aims of the Club, ensuring these are:

- specific
- measurable
- achievable
- realistic
- specified within a timeframe
2.3 Meeting of Interested People

Exploratory Meeting

Call an exploratory meeting of people who could be interested in the new club to ascertain the degree of commitment they may give.

There may not be the need to go into great detail at this meeting, but there needs to be enough for people to be able to express their interest or, importantly, disinterest.

Basic Prospectus

There are some basic matters for the prospectus to put before the exploratory meeting. These may include the following information:

- Why the Club is being formed (i.e. the need it will address)
- At whom the Club is being aimed
- Types of proposed memberships
- What the membership benefits will be
- What activities and services the Club will provide, perhaps in the short term and in the longer term
- What resources are available, or proposed
- How the Club will be structured
- How the Club will be financed
2.4 Constitution

Requirement for a Constitution

If it seems the new club is feasible then look at putting together a constitution.

Clubs seeking to affiliate with CAMS would be best advised to have a constitution in place that has been accepted by its members.

A constitution will be needed if the Club is to become incorporated. However, incorporation provides several benefits including protection of the Committee and members against many types of personal liability.

Note: It is also possible to incorporate a club as a company. This has some advantages and a number of obligations such as greater formality of reporting and of conducting meetings. Incorporation as a company is probably not appropriate when a club is first formed.
2.5 Incorporation

Benefits of Incorporation

It is not necessary to incorporate a club to be affiliated with CAMS. However, incorporation provides protection for individual members in most situations that may arise.

It does protect individual members in certain situations.

Incorporation gives the Club the right to:

- sign contracts
- lease premises
- operate bank accounts
- conduct other business

*Note: If the Club will do business outside the state (that it is incorporated / registered in), it needs to become a registered Australian body with the Australian Securities and Investments Commission (ASIC).*

Refer to Club Management Handbook Chapter 10 – Legal for information about incorporating a Club.
2.6 Member Application / Registration

**Membership System**
Design an effective registration system to maintain and update records. This system can be as simple as a computer spreadsheet.

**Application Form**
Application forms are the best method for potential members to apply to join the Club.

Application forms should include a statement that the applicant will abide by the Club’s rules and regulations. The application form should include, as a minimum, the following information about the applicant:

- full name
- address and contact details
- gender
- next-of-kin / emergency numbers
- occupation
- date of birth
- types of membership
- advice of subscription fee and / or entry fee payable

Some clubs have a one-off entry fee for new members, as well as an annual subscription fee.

Other information can include:

- Interest in assisting the Club and the sport
- Skills, qualifications and assets that can be brought to the Club
- Medical history relevant to the Club (optional). If this history is stated there needs to be a privacy statement / agreement for the details to be used.
Acceptance of Application

In some clubs, applicant names may have to be put forward by a Club Member and their nomination seconded. However, very few car clubs do this. The Club should have a process to advice applicants of admission to membership.

Right and Obligations

Joining a club involves ‘give and take’ on the part of the Member and Club. Both parties have rights and obligations and normally these are set down in the Club’s constitution.

Some clubs also have a ‘Code of Behaviour’ for members, officials and competitors.

Members generally have the right to:

- use and enjoy the Club's facilities, if any
- participate in the Club’s activities (social and competition)
- attend, and vote, all General, Extraordinary and Annual General Meetings
- vote at the Club’s special meetings
- be nominated to hold Office

Membership carries obligations that can include:

- observing the Club’s rules and regulations, and any code of behaviour
- agreeing to protect and look after the Club’s assets
- respecting the rights of fellow members
- paying annual fees or subscriptions by the due date
- paying any additional levies according to the Club’s rules
- legal obligations (WHS, etc.)
2.6 Member Application / Registration – Continued

Termination of Membership

Membership usually ceases following any of the below:

- Death
- Resignation
- Non-payment of monies due

A member may be asked to stand down – or be removed from membership – for breaches of the Club’s rules.

Situations where membership can be cancelled should be set out in the Club’s constitution.

Termination must be transparent; and for legitimate reason; and provide natural justice for all parties.
2.7 Budget

Annual Budget

Draw up an indicative budget to set up and run the Club. The budget should include the annual costs and income.

Prepare a realistic budget that is within the new club’s capabilities.

Focus on low-cost strategies, otherwise the end result of an upbeat budget based on grandiose aims or objectives will look prohibitive. It will most probably turn off people who may be interested to be involved. It is important to ‘crawl before walking’.

For more information on budgeting, refer to Club Management Handbook Chapter 4 – Financial Management.
2.8 Meeting of Prospective Members

First Meeting Call prospective members together and examine the proposed:

- constitution
- budget

Get agreement on the aims and objectives of the proposed club.

An essential function of the first meeting is to appoint a committee which will have the authority to move forward.
2.9 Committee Positions

**Committee Officers**

The Club should have:

- President / Chairman
- Secretary to deal with administration
- Treasurer to handle finances. As small club accounts are not complicated this position may be combined as the Secretary / Treasurer role.

It is useful to have a Deputy or Vice President to chair meetings when the President is not available.

**Election of Committee**

Call for members to consider standing for committee positions, then hold elections for the Office Bearers.

The number of committee members should be kept as small as possible.

The main areas of responsibility need to be determined. Ideally, a qualified person should be recruited for their expertise in each of the areas adopted. People should not be on a committee to ‘make up numbers’.

Areas of responsibility may include:

- social activities
- competition activities
- car register
- technical advice
- preservation and restoration of cars
- fundraising
2.10 Activities After Establishment

**Activities**

Once established, the Club needs to:

- Keep members informed via a club newsletter or website.
- Identify the Club’s public and involve them in its activities.
- Hold regular and interesting meetings – good meetings keep a club alive.
- Spread the workload as the Club develops. Members will become more committed if their talents are used and it will reduce stress on the elected representatives. (See Club Management Handbook Chapter 3 – Conducting Meetings)
- Develop a club uniform or insignia (logo), if this is appropriate.
- Further develop a social aspect to the Club and involve families.
- Introduce activities for all appropriate members of the community, including:
  - juniors
  - seniors
  - males
  - females
  - partners
  - families
  - pensioners
  - ethnic groups
  - those with a disability
# 3. Car Club Planning

## 3.1 Introduction

### What is Planning?
Planning is the process of setting objectives and deciding how to accomplish them.

### Primary Responsibility
Planning is a primary function and the responsibility of the Committee.

Sound planning is required for the effective organisational governance of the Club.

### Failing to Plan
The old adage ‘failing to plan means planning to fail’ applies to many clubs. This is why some clubs find themselves not progressing but rather regressing.

Planning helps the Club to see where it is going and how it is going to get there.

### Planning Without Information
Planning is often a difficult process.

It usually takes place with limited knowledge, in which facts and values are debatable. Under these circumstances, ‘correct’ decisions do not exist.

When composing a plan for the Club, record the assumptions which support the plan.

### Goal
Many committees feel they are hamstrung because they must come up with the perfect solutions. These are very rarely, if ever, achievable.

The Committee’s goal should be to try to make sure that the choices it makes are the best informed at the time.
3.1 Introduction – Continued

Planning is Needed
Planning sets the basis for leadership, organisational structure and evaluation. It is important for a club to establish a sound planning foundation.

Planning is needed so that a club can:

- Establish its role in the community
- Set strategic plans focusing on direction, and test its progress: ‘is the Club doing the right things?’
- Develop operational plans which focus on effectiveness, e.g. ‘is the Club doing the right things right?’
- Develop action plans, allowing operational plans to be implemented

Strategic Planning
Strategic Planning is usually the direct responsibility of the Committee.

It sets out the broad direction of the Club over a reasonable timeframe. The usual time span is three to five years.

Operational Plans
Operational plans are usually concerned with a shorter timeframe, for example, one year.

Responsibility for developing these plans is usually delegated by the Committee to working groups, or sub-committees, within the Club.
3.1 Introduction – Continued

**Advantages of Planning**

Planning enables a Club to:
- become proactive rather than reactive; it clarifies organisational purposes and direction
- initiate and influence outcomes in favour of the Club
- exert more control over its destiny; deciding where it wants to be in the future
- adopt a more systematic approach to change and reduce resistance to change
- improve financial performance and use resources effectively
- increase awareness of its operating environment; e.g. members, participants, volunteers and / or officials, liaison with CAMS
- develop teamwork within the Committee and members

**Lack of Planning**

Without planning, a club’s committee:
- Tends to function on an ad hoc basis. This may result in decisions being made on a random basis without thought for the long term.
- Will never seem to have time to anticipate tomorrow’s problems.
- Does not create conditions to deal effectively with the future.
3.1 Introduction – Continued

Why Planning is Not Undertaken

Despite a number of persuasive arguments in favour of planning, it is not often undertaken. If it is done, it is done with minimal effort and commitment. Reasons for this include:

- People feeling uncomfortable dealing with the future, as it is hard to predict
- Many decisions are made impatiently and enacted before proper thinking takes place
- The actual responsibility for planning is unclear
- The Committee attends to daily management pressures only and ignore their longer term governance responsibilities
- Some clubs may have a false sense of security; the ‘It won’t happen to us’ syndrome

Planning Responsibility

Clearly, the responsibility for the Club’s planning rests with the Committee.

Responsibility to ensure that planning is carried out by the Committee rests with the President / Chairman. It is one of the responsibilities the President / Chairman takes on when accepting the role.
3.2 The Planning Process

**Frequency of Planning Process**

Clubs should conduct a formal planning process on a regular basis. The frequency of the review will depend on the activities and outlook of the Club.

The Committee of an active Club should review the Club’s overall direction and activities at least every two to three years.

**Planning Process Model**

There are numerous models of planning. The ‘generic’ model summarised below is often used.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify the Club’s current Mission, Objectives and Strategies</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
|      | ▪ Identify the Club’s internal strengths and weaknesses;  
|      | ▪ analyse the external environment;  
|      | ▪ analyse the Club’s internal resources; and  
|      | ▪ identify external opportunities and threats |
| 3    |  
|      | ▪ Feed the results from Step 2 into Step 1; then  
|      | ▪ go to Step 4 |
| 4    | Formulate strategies |
| 5    | Implement strategies |
| 6    | Evaluate results |
| 7    | Set a definite time at which to start again at Step 1 |
3.3 Planning Workshop

Member Participation

Active Member participation is a critical factor in the success of plan development and implementation.

Planning workshops can be a very effective means of carrying out a review of the Club’s development.

Because the Club was established to help the Members, it seems appropriate to get them involved in deciding how it should develop into the future.

Attendees

A planning workshop, run over four to eight hours, should involve a broad cross-section of the members; for example:

- Committee Members
- Officials
- Participants
- CAMS
- Local community, if appropriate
- Possibly guests from any like-minded club

All participants should contribute on an equal basis.

The number of attendees can vary from 10 to 30. Fewer or larger numbers usually cannot develop good plans.

Facilitator

Ideally, a trained Facilitator, independent of the Club should manage the workshop.

An independent person allows all Members to participate fully in discussing and developing ideas. If the President, or another Committee Member, took on the role they would be too busy running the workshop to make a truly meaningful contribution, and other participants might feel deterred from speaking freely.

CAMS may be able to assist with providing a Facilitator.
### 3.3 Planning Workshop – Continued

**Activities**

During the workshop the Participants will:

- Look at the changes that are happening in the Motor Sport community which will affect the Club. In other words, *analyse the external environment and identify opportunities and threats*

- Look at how the organisation currently works. In other words: *analyse internal resources and identify strengths and weaknesses*

- Decide how they would like it to work in the future. In other words: *formulate strategies*

- Identify actions, responsibilities and resources that will be needed to make it work better. In other words: *identify processes for strategy implementation*

- Outline how and when these actions will occur. In other words: *strategy implementation*

- Determine how to evaluate progress
### 3.4 Planning Workshop Sample Agenda

Below is an example of an agenda for a planning workshop.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1 – Introductions</td>
<td>30 mins</td>
</tr>
<tr>
<td>• Introduce participants and advise of any special skills</td>
<td></td>
</tr>
<tr>
<td>• Outline the format of the workshop and what it hopes to achieve</td>
<td></td>
</tr>
<tr>
<td>Session 2 – Changes in the Motor Sport club community</td>
<td>30 mins</td>
</tr>
<tr>
<td>• What major changes are happening in the Motor Sport community, the community generally, and other changes?</td>
<td></td>
</tr>
<tr>
<td>• What impact will these changes have on the Club?</td>
<td></td>
</tr>
<tr>
<td>Session 3 – Where is the Club now? What are the implications of changes for the Club?</td>
<td>30 mins</td>
</tr>
<tr>
<td>• What is the club doing well?</td>
<td></td>
</tr>
<tr>
<td>• What difficulties does the club currently face?</td>
<td></td>
</tr>
<tr>
<td>Session 4 – Where is the Club going?</td>
<td>30 mins</td>
</tr>
<tr>
<td>• What are the major reasons for the Club’s existence? Are they still valid?</td>
<td></td>
</tr>
<tr>
<td>Session 5 – What are the priorities?</td>
<td>45 mins</td>
</tr>
<tr>
<td>• What are the major Objectives the Club wants to achieve in the next few years?</td>
<td></td>
</tr>
<tr>
<td>Session 6 – Down to action</td>
<td>95 mins</td>
</tr>
<tr>
<td>• What actions are needed to reach the Objectives?</td>
<td></td>
</tr>
<tr>
<td>• Who will be responsible for them?</td>
<td></td>
</tr>
<tr>
<td>• What resources are needed?</td>
<td></td>
</tr>
<tr>
<td>• What is the timetable?</td>
<td></td>
</tr>
<tr>
<td>Session 7 – Where to from here?</td>
<td>30 mins</td>
</tr>
<tr>
<td>• How does the Club proceed from here?</td>
<td></td>
</tr>
<tr>
<td>• How will the Club evaluate progress?</td>
<td></td>
</tr>
<tr>
<td>• How will progress be reported?</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5 hrs</td>
</tr>
</tbody>
</table>

### 3.5 Planning Workshop Activities

**Session Details**  This topic provides additional information for each session of the planning workshop.
Session 1 Topic  Session 1: *Introduction*, may include the following.

- Introduce participants
- Outline the format of the workshop; what it hopes to achieve
- Each participant to be asked to:
  - introduce themselves
  - explain their role in the Club
  - explain why the Club is important to them
  - explain what they hope to get out of the workshop

*Suggestion: An alternative is to give the participants a few minutes to talk to a partner and then introduce the partner to the group.*

- The facilitator should explain:
  - the aim of the workshop
  - the agenda
  - that participants should contribute as much as possible
  - the role of the facilitator
  - housekeeping items
  - everyone is equal on the day
3.5 Planning Workshop Activities – Continued

**Session 2 Topic**

The topic of Session 2 is: *Changes in the Motor Sport Club Community*. CAMS may be able to play an active role in this session.

- What major changes are happening in the Motor Sport community, the community generally, and other changes?
- What impact will these changes have on the Club?
- Strategic alignment with CAMS plans, programs and initiatives.

**Session 2 Objective**

The objective of Session 2 is to identify important changes that are occurring in the 'community'.

**Session 2 Structure**

The structure of Session 2 is summarised below:

- work as one group
- this is a brainstorming session with everyone free to contribute and to think as broadly as possible
- the facilitator should write responses on butcher paper or similar under the headings:
  - work
  - sport
  - family life
3.5 Planning Workshop Activities – Continued

Session 3 Topic
The topic for Session 3 is: Where is the Club now?
- What is the Club doing well?
- What difficulties does the Club currently face?

Session 3 Objective
The objective for Session 3 is to:
- outline the background of the Club
- to look at the Club’s current activities
- identify in general terms the strengths, weaknesses, opportunities and threats (SWOT analysis) that the Club will face in the future

Session 3 Structure
The structure of Session 3 is summarised below:
- Work in smaller groups (3 to 8 people per group) for this session.
- The facilitator should assign each group a heading from Session 2. The task is to discuss the implications of the most relevant issues. Someone from the group is to record the ideas.
- The smaller groups should report to the main group towards the end of the session.
- The Facilitator should record the ideas from the smaller groups on butcher paper or similar.
3.5 Planning Workshop Activities – Continued

Session 3 Discussion Guidelines

The following questions may guide the discussion:

- What impact will the changes identified in Session 2 have on the Club?
- Where has the Club come from? A participant (perhaps the President) could outline the history of the Club.
- What are the Club’s current strengths and weaknesses in relation to:
  - administration
  - social functions
  - competition at different levels within the different disciplines
  - officiating / volunteers
  - finance
  - reputation within the community
3.5 Planning Workshop Activities – Continued

**Session 4 Topic**
The topic for Session 4 is: *Where is the Club going?*

- What are the major reasons for the Club’s existence?

**Session 4 Objective**
The objective for Session 4 is to review and, if necessary, to refine the mission of the Club and to set some broad goals for the Club over the next few years.

**Session 4 Structure**
The structure of Session 4 is summarised below:

- Small workgroups. Each group’s task is to decide on a simple statement to describe the purpose of the Club. This is essentially a mission statement.

- Small workgroups report to the whole group towards the end of the session.

**Session 4 Discussion Guidelines**
The following questions may guide the discussion:

- Why does the organisation exist?
- What is it trying to achieve?
3.5 Planning Workshop Activities – Continued

Session 5 Topic

The topic of Session 5 is: What are the priorities?

- What are the major objectives the Club wants to achieve in the next three to five years?

Session 5 Objective

The objective for Session 5 is to determine and prioritise the objectives for the Club.

Session 5 Structure

The structure of Session 5 is summarised below:

- Small work groups.

- Each group is to determine a specific objective for the activity areas assigned to it by the Facilitator. The objective must be SMART, that is specific, measurable, achievable, realistic and have a designated timeframe.

- Activity areas should include:
  - management
  - administration
  - marketing and promotion
  - participation in social and competition events
  - development, officiating (volunteers)
  - facilities and equipment
  - finance

- Each work group should write objectives for its allocated activity area. An example of an objective that is SMART is: ‘Increase the number of juniors in the Club by 30% in the next two years’.

- Small work groups report to the main group towards the end of the session.
3.5 Planning Workshop Activities – Continued

**Session 5 Discussion Guidelines**

The following questions may guide the discussion:

- What, specifically, does the Club want to achieve by the end of the planning period in ‘x’ years?
- What is the priority of these objectives?

**Session 6 Topic**

The topic for Session 6 is: *Down to action*.

- What actions are needed to reach the objectives?
- Who will be responsible for them?
- What resources are needed?
- What is the timetable?

**Session 6 Objective**

The objective for Session 6 is to outline how the Club will achieve its objectives.

**Session 6 Structure**

The structure of Session 6 is summarised below:

- Small work groups that report to the main group before the end of the session.
- The task is to identify what actions need to be taken to achieve each objective that the group decided on in the previous session. Identify:
  - who will (should) be responsible
  - what resources (including cost) will be needed
  - what should be the timeline
- The whole group must:
  - Revisit the total cost of the plan.
  - Decide on the most important objectives. If there are insufficient resources (including time and funding) to implement the plans they can be modified.
3.5 Planning Workshop Activities – Continued

Session 6 Discussion Guidelines

The following questions may guide the discussion:

- What needs to be done to achieve the objectives?
- What resources will be required?
- Who will be responsible for each activity?
- What will be the timeframe?
- How will the success of the plan be evaluated?

Session 7 Topic

The topic of Session 7 is: Where to from here?

- How does the Club proceed from here?
- How will the Club evaluate progress?

Session 7 Objective

The objective for Session 7 is to outline what needs to be done to finish developing the plan before it can be implemented.
3.5 Planning Workshop Activities – Continued

Session 7 Activities

The activities of Session 7 are summarised below:

- The whole group will be assigned tasks to make sure the plan is documented and moved to the implementation phase.
- An individual, or a small group, should summarise all the notes made on butcher paper, to be used in the record of the workshop.
- An individual, or a committee, needs to write the plan based on the notes that were made during the workshop.
- The plan should be publicised to members and other relevant audiences. It is important that all members and stakeholders have a picture of the club’s plans for the future.
- Once the plan is finalised, the Club should:
  - Establish performance indicators that will determine the progress towards achieving the objectives that have been achieved. These indicators can measure quality, quantity and time components.
  - Check progress regularly. This should be a regular item on the Committee’s agenda.
  - Modify the plan if it is not possible to achieve some of the goals set.
  - Establish a review committee to study the whole plan and roll it forward, year on year, if applicable. The Club should be constantly planning three to four years in advance.
3.6 Summary

Key Element

Planning is one of the key elements in the governance and management of a club. Clubs that do not plan effectively tend to function in an ad hoc manner without a clear direction or focus. Such clubs are more likely to suffer from operational inefficiencies and an inability to cope with change.

Development Process

The process used to develop plans for the Club is critical and should involve as broad a spectrum of stakeholders as possible:

- Committee Members
- Selected Club Members (for their expertise in certain areas)
- Competitors
- Social Members
- Sponsors
4. Benefits of Affiliation

4.1 Introduction

CAMS Affiliation

Affiliation to CAMS offers Car Clubs a range of benefits. This topic describes the most apparent benefits.

Affiliation Plans

Sporting Club Plans

The default package for competitive car clubs who wish to hold voting rights in line with the General Regulations of CAMS. Sporting clubs may vote at State Council meetings.

Enthusiast Club Plans

Enthusiast Club (Marque, Touring and Enthusiasts Clubs) is a package designed for those clubs that are only social / non-competitive activities.

Enthusiast clubs are permitted to apply for social events only and as such are not valid for competition licences, and may move and second motions at State Council meetings but cannot vote.
4.2 Club Rights

CAMS-Affiliated Car Clubs have the right to:

- have a Club-Appointed Delegate Representation on their State Council, ensuring the Club has a voice in how Motor Sport is run
- debate issues, move and second motions at State Council meetings
- have a vote at State Council meetings (subject to membership numbers and period of affiliation#)
- play a role in electing the Board of CAMS which is the governing body for Motor Sport in Australia

#Affiliation Note:

- When a Club first joins CAMS and becomes affiliated, it is not eligible to vote at State Council.
- After at least a year of continuous operation, a Club may apply for voting rights. CAMS is not obliged to grant such rights, or to affiliate a club, or to give reasons for not doing so.
- The requirements for voting status are:
  - the Constitution of the Applicant Club must be acceptable to CAMS;
  - a prior period of active continuous operation as an Affiliated Club:
    - for a Club with 100 or more members at time of application – 12 months
    - for a Club with 40 or more members at time of application – 24 months
  - completion by the designated officer of the application for affiliation, and payment of the relevant fee
- In the event of an Affiliated Club’s membership falling below 40 and remaining below that level for two consecutive years, the Club shall revert to non-voting status for such time as the membership remains below 40 in total.
- Through their delegates to State Council, a Club with voting rights may exercise, at the rate of one per Club, their vote on that body, irrespective of the number of members. A delegate from a non-voting Club may debate issues at State Council and may move or second motions, but may not vote.
- Enthusiast Clubs - a Club affiliated with CAMS as an Enthusiast Club only as a non-voting Car Club at all times, irrespective of its level of membership.
4.2 Club Rights – Continued

Club Rights

CAMS-Affiliated Car Clubs have access to:

- club administration
- event permit issues
- technical matters
- sporting matters; and safety and legal matters; gain access to CAMS services such as:
  - judicial
  - safety
  - technical
  - accreditation of officials and competitors
  - other intellectual property belonging to CAMS
- gain access to the expertise developed since 1953 on how to conduct activities
- obtain support from CAMS with regard to officials training
- avail itself of any additional benefits provided to CAMS members which include:
  - opportunities to compete / participate in Australian championships, international events and other activities conducted under the auspices of CAMS as the recognised national sporting organisation
  - member benefits and incentive programs
  - access to the CAMS members portal on the CAMS website
4.2 Club Rights – Continued

Access to CAMS Club Service and Support

Through affiliation Car Clubs can obtain advice from, and have access to CAMS on:

Club Management
- Assistance from CAMS Sport and Club Development Officers covering each state & territory to service and support clubs.

CAMS Club Forums
- CAMS facilitates forums for clubs to come together to discuss the issues affecting them and work with CAMS to provide solutions.
- Upskilling members of clubs by providing access to business planning resources, club workshops, volunteer and governance training.
- Officials training to member clubs covering risk management, safety, emergency response and many aspects of event management and control.

Participation and Membership Growth
- Attracting new members through CAMS supported participation programs including Come and Try Days and Junior Development Programs.
- Retaining members by providing access to competitions of all levels.

Government Relations
- Government lobby assistance and assistance with Government funding programs.
- CAMS represents member clubs to government in all matters relating to motoring laws, regulations and programs.

Marketing and Communications
- Event promotion in CAMS state and national calendars (online and hard copy).
- CAMS can provide promotional support for selected events or other club activities.

WHS Assistance / Risk Management Support
- Linked to rules and regulations is of critical importance to clubs and their officers.
- CAMS can advise on insurance, risk management and WHS matters and has a large database of case histories, events and activities for assistance to clubs.
### 4.2 Club Rights – Continued

<table>
<thead>
<tr>
<th>Venue Development Assistance</th>
<th>CAMS can assist clubs in any new or existing venue Motor Sport facility developments in the following ways:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o provide a representative on a steering committee for the development</td>
</tr>
<tr>
<td></td>
<td>o assist with track design, including safety standards and requirements</td>
</tr>
<tr>
<td></td>
<td>o provide advice on / assistance with marketing, commercial and media management</td>
</tr>
<tr>
<td></td>
<td>o provide indicative participation rates</td>
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<td></td>
<td>o provides links to local Motor Sport clubs</td>
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<td></td>
<td>o assistance and advice dealing with state and federal government (where relevant)</td>
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<tr>
<td></td>
<td>o insurance / legal advice</td>
</tr>
<tr>
<td></td>
<td>o track licences, event permits and competitor licences</td>
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</table>
4.3 Insurance

Insurance Cover  Car Clubs, through affiliation with CAMS, are covered by CAMS insurances, including:

- general public and product liability
- professional indemnity
- officials and competitors personal accident insurance; additional cover at extra cost
- voluntary workers insurance for members of affiliated clubs for up to 85 years
- Directors and Officers / Association Liability (at additional cost)
- other types of insurance; e.g., insurance for club assets, at additional cost

Refer to Club Management Handbook Chapter 10 – Legal for details of insurance cover.
4.4 CAMSEventEntry System

**CAMSEventEntry**

Events organised by CAMS-Affiliated Clubs with a CAMS permit have free access to CAMSEventEntry:

- CAMSEventEntry is a unique online system developed specifically for organisers and competitors in Motor Sport events.

- It allows competitors to enter events without filling out multiple forms with the same information.

- It also provides the opportunity for Clubs to promote upcoming events to a database of competitors.
4.5 Other Benefits

Other Benefits of Affiliation

The ‘Benefits of Club Affiliation’ brochure can be downloaded from the Club Affiliation section of the CAMS website:

If you would like to discuss the benefits of affiliating with CAMS in more detail, please contact the Sport & Club Development Officer in your jurisdiction.
4.6 CAMS Obligations to Clubs

For the benefit of CAMS-Affiliated Car Clubs, CAMS is obligated to:

- maintain its status as the National Sporting Authority appointed by the Federation Internationale de l'Automobile (FIA)
- maintain WHS and risk management programs of the highest standard to promote a safe environment for competitors, officials and the general public
- maintain the insurance cover offered to affiliated Clubs, which currently provides a minimum of $100,000,000 for Public Liability Insurance, in which the excess is not the responsibility of the Car Club or the event organiser
- provide a professional management and administration team which is accessible at all reasonable times
- maintain, and monitor, a judicial system to ensure that it delivers outcomes which are fair to all involved
4.7 CAMS Affiliation Process

CAMS Affiliation Membership Options

CAMS provides two membership options for Car Clubs affiliating with CAMS:

- **Sporting Club** is CAMS full affiliation product and is for those clubs focused on the sporting / competitive aspect of Motor Sport. It entitles clubs to apply for competitive event permits and be a valid club for competition licences.

- **Enthusiast Club** is CAMS affiliation product for enthusiast or social car clubs focused ONLY on the non-competitive side of Motor Sport. Clubs affiliating via the Enthusiast Club product are not able to run competitive events or be a valid club for competition licences.


Documents Required to be Submitted with Affiliation Application Form

The following documents must be included with your Application for Club Affiliation:

- Constitution
- Articles of Association / Objects
- Certificate of Incorporation
- Requisite payment for proposed affiliation product (cheque / money order, made payable to ‘Confederation of Australian Motor Sport Ltd’ or provide credit card details on completed affiliation form

*Note: For clubs renewing CAMS affiliation, attach a copy of the Club’s constitution and / or articles of association only if they have changed within the previous 12 months.*

Contacting CAMS for Information on Affiliating

Affiliation application forms are available on the CAMS website under the ‘Get Involved → Clubs → Club Affiliation’ section.

Contact the Sport and Club Development Officer in your state for more information about club affiliation.