

ALCOHOL MANAGEMENT TOOLKIT



INSPIRING A HEALTHIER SPORTING NATION

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This toolkit contains a number of strategies and tips to help your club become a Good Sports club.

STARTING THE CONVERSATION ABOUT ALCOHOL AT YOUR CLUB

It is important that club members and families feel like they are part of the journey and empowered to make decisions that improve their health and wellbeing.

Consider making a **Statement of Intent** for your club, and share this with members via all communication channels so that they are well informed of the club's commitments to responsible alcohol values.

Consulting members and including them in the process is a key component to making effective, meaningful and sustainable changes. Avoid situations that isolate club members from decisions that affect them.

For example, if the club currently allows alcohol at junior competition or events, rather than implementing a policy that prohibits this, consider a staged approach that:

- Provides members with access to information such as the rationale about why the club is addressing the issue
- Has transparency around the planned process of change
- Members are consulted and asked for feedback, queries and concerns – this may include administering a survey or quick questionnaire

STRATEGIES

Identifying the best way to communicate the changes to juniors, parents, and officials

You will need to tell players, non-playing members, parents of junior members, officials and other club patrons about changes to alcohol management practices and policies.

To be effective, this may include communicating in different ways, such as:

- Coaches telling the players at training and before and after games.
- A coach or committee member meeting with players at the start of the season.
- Notices in the club's newsletter
- Letters or an email to junior club members and their parents.
- Messages from the coach or club officials may include details of the changes, when the changes will start and why the changes were made.



IMPLEMENTING CHANGES TO CLUB ALCOHOL MANAGEMENT

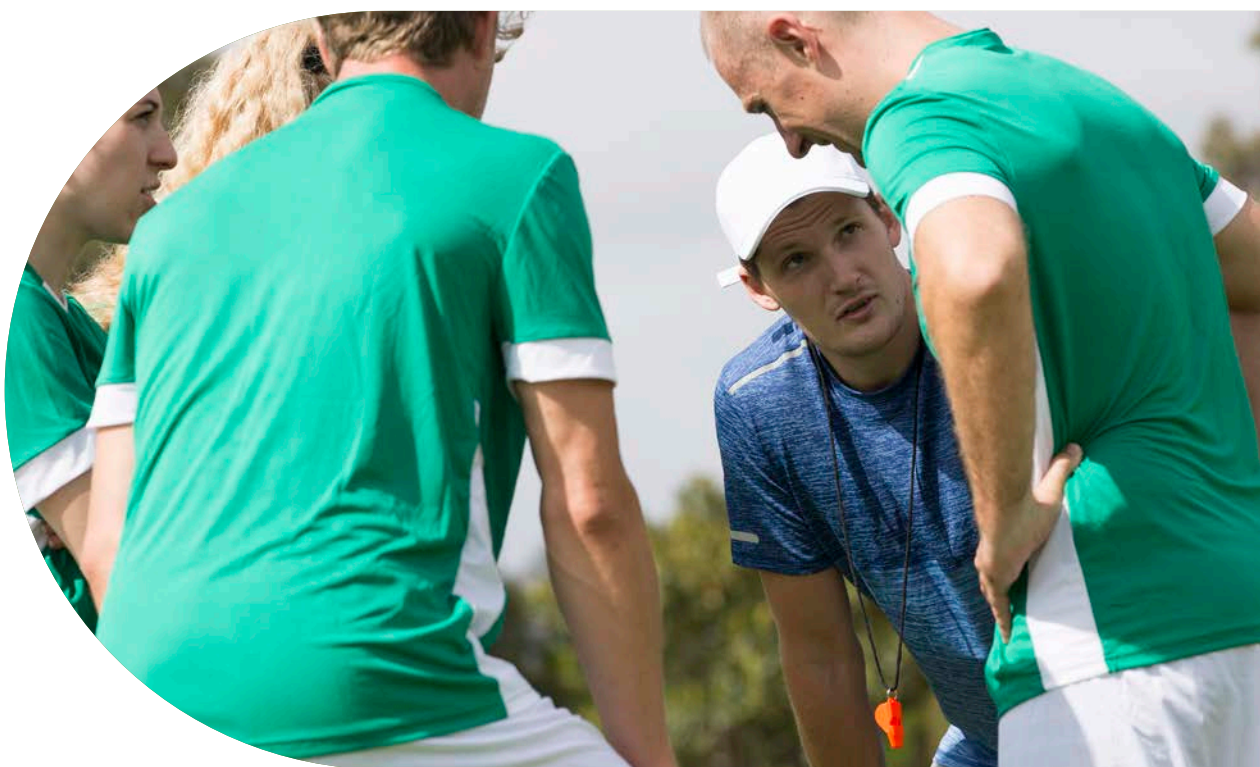
A key step to making any major change in your club is to ensure the committee supports the change and is committed to making the change work. Here are steps to guide you:

- Place the issue on the committee meeting agenda.
- Present the Action Plan to the committee so the motion can be formally passed.
- Convert the Action Plan into a **Statement of Intent** and tell club members and patrons about it.

To be effective, use different ways to tell people about the changes.

For example:

- Hang copies of the Statement of Intent in high-traffic areas such as club noticeboards, back of toilet doors, canteen area, etc.
- Include a copy of the Statement of Intent in your club's newsletter.
- Link to the Statement of Intent from your club's social media pages (e.g. Facebook, Twitter).
- Email a copy of the Statement of Intent to all members.
- Get coaches, team managers, and others to talk about the Statement of Intent and expected behaviours at the start of training and games.



MAKING ALCOHOL UNAVAILABLE/**NOT** **CONSUMED** DURING JUNIOR COMPETITION

The following is a sample message you can send to club members about making this change.

Here at [Club Name], we want to make the club a safer and healthier place for families to play and enjoy sport/cricket/tennis/hockey/football. That's why we joined the Good Sports program.

Being part of Good Sports shows we want to manage alcohol responsibly. We have joined because we know our actions are important in being good role models and in reducing exposure to alcohol.

So as of [insert date change commences]:

- Alcohol will not be available for sale during junior competition.
- BYO alcohol will not be permitted to be consumed during junior competition.

Please help us to show the community that we're a family-friendly club by supporting these initiatives.

If you have any major issues or questions, please do not hesitate to contact the club [insert club contact information].



MAKING SURE ALCOHOL IS NOT AVAILABLE OR CONSUMED DURING JUNIOR EVENTS

Suggested steps to achieve this:

Hold events and presentations at times and locations that minimise access to alcohol

Holding junior events at venues that do not have a liquor license or bar facilities will send a clear message to those attending that the event is alcohol-free. The alcohol-free message can also be reinforced by holding the event in the morning or outside of the venue's liquor license hours.

If your club is holding junior and senior presentations in a single event you could either make the event alcohol free, or clearly separate out the junior presentation by holding the junior presentation first as an alcohol-free event. Then you could have a short break—maybe serve food or have a short performance or demonstration and then the bar could open and the senior presentation could start.

Make sure that at the start of each season designated event organisers are aware of the club's statement of Intent or alcohol-free policy

Event/presentation organisers need to be aware of the club's **Statement of Intent** or the club's Good Sports policy so they can take these requirements into consideration when looking for suitable venues and times to hold the event.

Including the Policy when briefing the venue increases the chances that the venue may be able to support the club by designating areas away from juniors for alcohol service, prior to the event.



Communicate with members

Make sure that everyone attending the event or presentation understands that it is alcohol-free (or which part of the presentation will be alcohol-free if it's a combined junior-senior presentation). This can be done by including lines such as 'an alcohol-free event' (or the times when alcohol will be served) on all advertising and promotional material.



The steps for meeting this criteria may include:

1. Including the criteria in your Action Plan that your club committee can endorse.
2. Holding events and presentations at times and locations that minimise access to alcohol.
3. Promote the event/presentation as an alcohol-free event.

A Sample Message

Here at [Club Name], we want to make the club a safer and healthier place for families to play and enjoy sport/cricket/tennis/hockey/football. That's why we joined the Good Sports program. Being part of Good Sports shows our commitment to managing alcohol responsibly. We have joined Good Sports because we know our actions are important in being good role models for the club's young people and in reducing their exposure to alcohol.

So as of [insert date change commences] / So, at the upcoming [insert function information] alcohol will no longer be served at junior presentations or events / alcohol will only be served during the senior presentation / alcohol will only be available in a designated area way from juniors. Please help us show the community that we're a family-friendly club by supporting these initiatives.



REMOVING ALCOHOL FROM THE CHANGE ROOMS

Definition of change rooms

Change rooms include the club's home venue as well as away venue change room facilities. For the purpose of the Good Sports, this definition also extends to team transport vehicles (i.e. buses and coaches) as well as 'non-traditional' change rooms such as shelters.

Why is this important?

Not allowing alcohol in the change rooms at any time will:

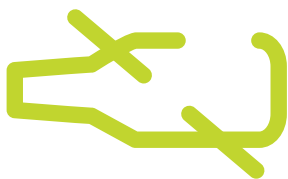
- Ensure that your club is not violating your liquor license or lease agreement (for some clubs, the change rooms may be outside the area they are allowed to have alcohol).
- Make alcohol less visible and start to break the link between alcohol and sport.
- Provide positive role models that show how young people can celebrate without alcohol.

Suggested steps to meet this criteria:

Use club leaders to communicate message

Club leaders, such as coaches and captains, are powerful vehicles in communicating club expectations and protocols around alcohol consumption.

In addition to change room signage, perhaps get the coach or captain/s to discuss the changes with the playing group after training so that everyone is aware of the club's policy. It is also a good idea to provide the rationale about why this is happening, and the importance of being role models for younger members of the club.



Liquor licensing and red zones

Clubs should be aware of the terms of their liquor licence, and areas of the sporting facility where alcohol can be consumed. Change room facilities usually fall outside of these, and even if they don't, clubs are encouraged to mark 'red zones' on a map of the facility which extends to the change rooms and make this image readily available or displayed for all players to see.

The steps for meeting this criteria include:

1. Including the criteria in your Action Plan that the committee agree upon and endorse.
2. Identifying the best way to communicate the changes to members and patrons.
3. Displaying signs in and around the change rooms that explains the change rooms are alcohol-free (marking of red zones / alcohol free zones).
4. Identifying the people who will be responsible for monitoring compliance and develop a plan for how you will respond to people who do not comply.

A Sample Message

Here at **[Club Name]**, we want to make the club a safer and healthier place for families to play and enjoy **sport/cricket/tennis/hockey/football**. That's why we joined the Good Sports program in **[year]**. Being part of Good Sports shows we want to manage alcohol responsibly. We have joined Good Sports because we know our actions are important in being good role models for the club's young people and in reducing their exposure to alcohol.

So as of **[insert date change commences]** alcohol will no longer be permitted in the change rooms. Please help us show the community that we're a family-friendly club by supporting these initiatives.



REMOVING ALCOHOL PROMOTION FROM JUNIOR MEMBER APPAREL

Definition of alcohol, advertising, and promotion:

For the purpose of this criteria, alcohol refers to any product, image or brand that has alcohol as its core offering.

For example, an alcoholic beverage brand (Tooheys, VB, Jim Beam), an alcohol manufacturer (i.e. winery, brewery), or a supplier whose primary business is alcohol sales (i.e. Dan Murphys, BWS).

The following examples are not banned from advertising or promotion with juniors:

- Advertising of licensed premises, such as a hotel or restaurant (as long as it does not promote an alcohol brand or include an alcohol-related logo or image).
- Advertising and branding at the point of sale (i.e. at the bar itself).

Alcohol should not be used for any fundraising or rewards by the junior club, and this is in line with a club's responsibility as a Good Sports club.

Where the club shares facilities with the senior teams, and the senior team are sponsored by an alcohol product (as defined above), any display of signage or logos at the ground or club facility will be deemed as the responsibility of the senior team and not the juniors, however the display of such logos or branding on junior apparel (on or off field) is not permitted. The senior club are also recommended to refer to this document for information about the impacts of exposing juniors to alcohol messaging and the importance of trying to break this link.

Why is this important?

Restricting alcohol promotion and advertising will make alcohol less visible and help to break the link between alcohol and sport.



Suggested steps to meet this criteria

Reviewing the current alcohol sponsorship and promotion arrangements

The first step is for you to review all your alcohol sponsorship and promotion arrangements so you fully understand your obligations.

Review the current alcohol-related signs, sports equipment, branding and promotional activities at your club facilities and on club communications

The next step is for you to review and document all alcohol-related signs around the club facilities, sporting equipment, branding and promotion on all communications (e.g. newsletters, social media, websites) and promotional activities so that you can then identify which ones are:

- Required as part of their sponsorship and promotion obligations.
- Currently displayed during, or linked to, junior competition, events or presentations.
- Alcohol-related logos and images or promote alcohol retailers.

You can then use this information to develop a plan for which advertising and promotional activities can be stopped immediately because they aren't part of any agreement and which need to be re-negotiated with sponsors.

The steps for meeting this criteria include:

1. Including the criteria in your Action Plan that the club committee can agree upon and endorse.
2. Reviewing the current alcohol sponsorship and promotion arrangements.
3. Reviewing the current alcohol-related sponsorships and how these are communicated or exposed to junior members (signs, sports equipment, branding and promotional activities at the club facilities and on club communications).
4. Renegotiating of alcohol promotion and advertising requirements with suppliers or sponsors if required.
5. Removing and/or stopping alcohol promotion and advertising from the facilities and newsletters, social media and other club communications if feasible.



Renegotiating of alcohol promotion and advertising requirements with suppliers or sponsors

Once you have identified what promotion and advertising requirements need to be changed you can start negotiating with suppliers and sponsors to change the agreement.

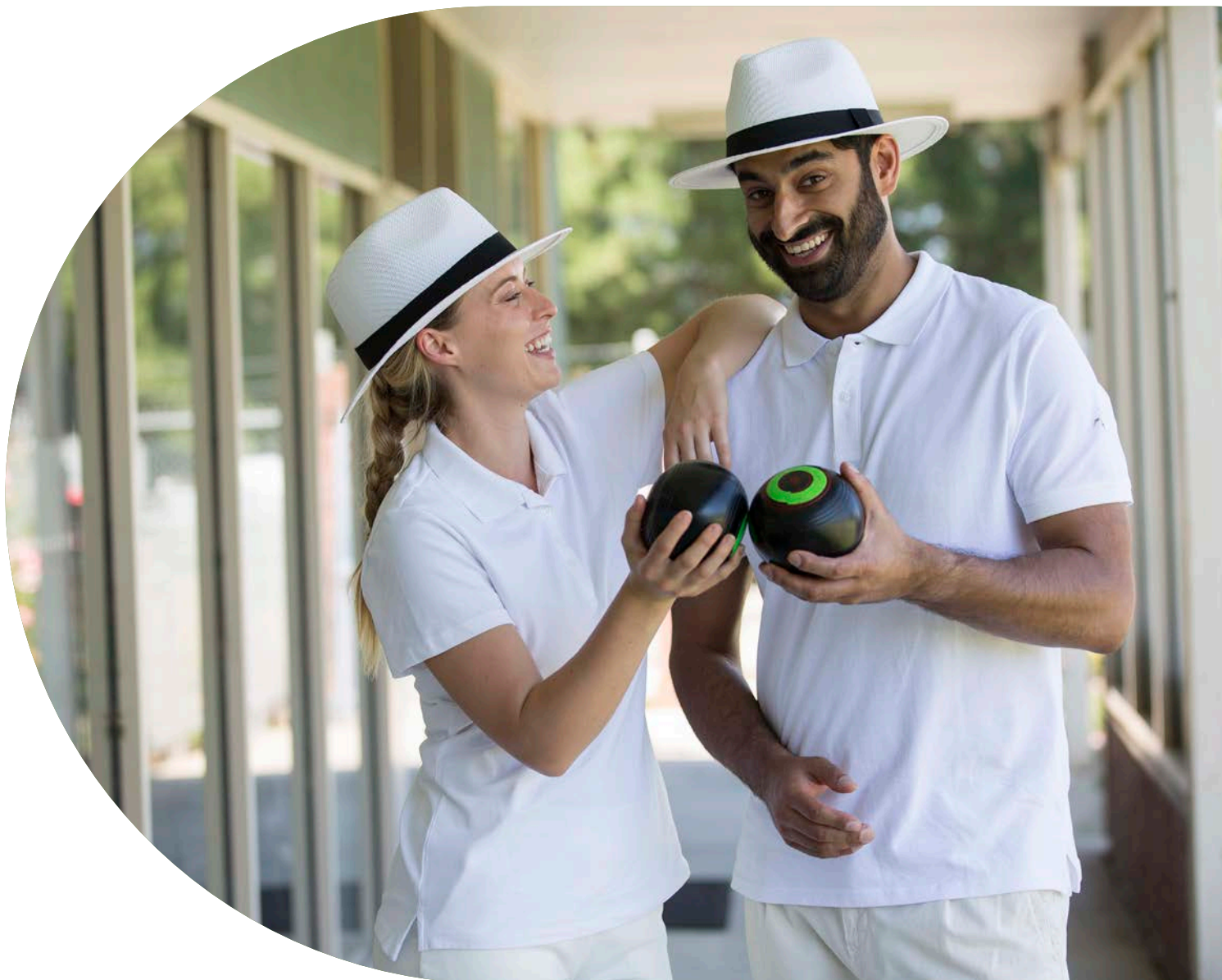
As part of this process you should explain to the sponsors and suppliers why you are making the changes and how these changes fit into the club's longer term plans. This may help the sponsors and suppliers understand the request to change the agreement and help with the negotiation process.

Removing and/or stopping alcohol promotion and advertising from your club facilities and newsletters, social media and other club communications

Any advertising and promotional activities that are not required as part of a sponsorship agreement can be stopped straight away.

Other activities that are part of a sponsorship agreement can be stopped, or altered, once a new agreement has been reached.

If you are planning on removing or changing signs and the facility is leased, you may need to seek permission from the landlord.



DIFFERENT WAYS YOU CAN TELL MEMBERS AND PATRONS ABOUT YOUR GOOD SPORTS POLICY AND PROMOTE THE POLICY

Any policy will only be effective if people know about it and support it, so telling club members and patrons about the policy and why you have it is an important step.

To be effective, use different ways to tell people about the Policy. For example:

- Signs on noticeboards and the back of toilet doors.
- Your clubs newsletter.
- Your clubs social media pages (e.g. Facebook, Twitter).
- An email to all members
- An SMS to all members
- Getting coaches, team managers, and others to talk about the policy and expected behaviours at the start of training and games.

Once you have identified some different ways you are going to tell people about the Policy you will need to develop a message to let members know.

A Sample Message

Here at **[Club Name]**, we want to make the club a safer and healthier place for families to play and enjoy **sport/cricket/tennis/hockey/football**. That's why we joined the Good Sports program. Being part of Good Sports shows we want to manage alcohol responsibly. We know our actions are important in being good role models for the club's young people and in reducing their exposure to alcohol.

So as of **[insert date change commences]** we have a new alcohol management policy that states:

- **[list key policy items]**.
- **[list key policy items, e.g. BYO alcohol will not be permitted to be consumed during junior competition]**.

This policy is available at **[insert link to policy on website or which noticeboard it's pinned on]**.

Please help us show the community that we're a family-friendly club by supporting these initiatives.

Provide additional information and support for coaches, team managers, and other key people who will be responsible for enforcing the policy

People who will be responsible for enforcing the policy, such as coaches and team managers, may need some additional information and support, especially how to manage people who breach the Policy.

Your club may already have an existing policy in place for how to manage members and patrons who breach their Code of Conduct. In this case you should follow the same process. More details on how to respond to someone not complying with the changes can be found in How to manage non-compliance section of this document.

Review the Policy each year

To ensure the Policy continues to be relevant to your club it should be reviewed each year by the committee to make sure it is still compliant with legislation, responsible service of alcohol requirements, and the clubs goals.

As part of the review the committee should re-commit to the Policy and remind club members and patrons about it.



HOW TO DEAL WITH NON-COMPLIANCE

OVERVIEW

As part of developing or changing any policy, clubs also need to develop a process for how they will respond in the event that club members and patrons do not comply with the policy. This process needs to be included in the policy and all members and patrons need to be aware of it.

Why your club needs a process

Your club needs a process for how you will respond in the event that club members and patrons do not comply with the policy so:

Members and patrons understand their responsibilities and the implications of their actions.

The people who are responsible for enforcing the policy:

- Understand their responsibilities
- Feel they have the club's support
- Can respond consistently to non-compliance.

If your club already has an existing process in place for how to manage members and patrons who breach their code of conduct, your club can follow the same process for people who do not comply with the policy.

IMPLEMENTING CHANGES AND MONITORING OF COMPLIANCE

Identifying the people who will be responsible for monitoring compliance

You will need to start by identifying who the most appropriate people are to manage this change and monitor compliance. This may include the coaches, committee members and bar staff. These people may need additional information and support so they can monitor and enforce the changes.

Developing a plan for managing the process and how your club will respond to people who do not comply

You need to develop a plan for:

- Implementing the change, including the date that the change will apply.
- Telling people about it (see the next step).
- How you will monitor compliance.
- How you will respond to people who do not comply.

You may already have an existing policy in place for how to manage members and patrons who breach their code of conduct. In this case you should follow the same process.

The people identified in the previous step as being responsible for managing the change and monitoring compliance should be involved in developing the plan. This will help them understand their role and responsibilities.

SUGGESTED STEPS TO MANAGE NON- COMPLIANCE

If your club does not have an existing process in place, some suggested steps are outlined below that can be adapted to suit your club's needs.

1. Approach the person in a friendly, non-confrontational way

By approaching the person in a friendly, non-confrontational way and introducing yourself you decrease the chances that people will get angry and begin to argue.

2. Politely explain the club's policy

Most of the time, people may not comply because they do not know about the policy. Simply explaining the club's policy to them and why it has been put in place will be enough to change their behaviour.

3. Give them a copy of the club's Statement of Intent or Policy

If the person would like more details provide them with a copy of the club's Statement of intent or Policy. The people responsible for enforcing the Policy could have copies with them or they could take the person's details and agree to send them a copy.

4. Walk away if they become aggressive or confrontational

Occasionally someone may refuse to comply or may become aggressive or confrontational when approached. Your safety, and the safety of the people around you, is the priority. If you feel it is safe to do so, take down their details, explain that the club will be in contact about the breach, and walk away.

Do not lose your temper or try to physically restrain the person.

5. Report the incident to the club committee

If someone refuses to comply, immediately report the incident to a club committee representative who can then decide on how to proceed.

If their behaviour continues to be inappropriate and they continue to act aggressively the club committee representative may decide to call the police.

