



Sustainability Report

NSW Club Industry

ClubsNSW

We are delighted to present our inaugural
ClubsNSW Sustainability Report.

This report utilises data from 10 clubs
across New South Wales (NSW) to provide
what we hope is a representative overview
of how the club industry is tackling its key
sustainability issues. The Report has been
compiled by ClubsNSW Senior Policy Officer,
Lorin Muhlmann. All questions regarding
the *Sustainability Report* can be directed to
lmuhlmann@clubsnsw.com.au

The reporting period is for the financial year ending
July 2016.

The following clubs generously gave their time and
resources to complete our detailed industry survey:

Belmont 16 Foot Sailing Club
Bankstown Sports Club
Blacktown Workers Club
Castle Hill RSL Group
C.ex Group
Dooleys Lidcombe Catholic Club
Dubbo RSL
Mingara Leisure Group
Richmond Club Group
Tweed Heads Bowls Club

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1 Message from Peter Newell

At ClubsNSW, we strive for excellence at every level. We are proud to lead an industry so committed to service and generosity. We have more than 1200 member clubs, including bowls, golf, leagues, RSL and others who are embedded within their local communities and dedicated to their wellbeing.

Member clubs provide incredible opportunities for employment and volunteering. Additionally, our ClubGRANTS program offers funding to support regional services and infrastructure. Clubs are constantly looking for new ways to engage and contribute positively to their local areas.

Both ClubsNSW and our members seek to be responsible corporate citizens. We recognise that the continuation of our industry depends upon a social contract between us and our stakeholders – be they members, employees, volunteers, suppliers, funding recipients, Government representatives or the media. Clubs will continue to set the highest possible standard in delivering their commitment to society.

It is my view that clubs have a natural advantage over other organisations in terms of social responsibility as we are communal entities. Providing sporting, veteran welfare and entertainment facilities is the reason clubs were established. Meeting our social responsibilities is effectively an extension of what we already do as an industry.

Our industry has elected to invest in a Corporate Social Responsibility (CSR) Report in order to benchmark our social, environmental and economic contribution to this state. A structured approach will assist clubs to build consideration of the communities in which they operate into their strategic plans. This will allow for outcomes to be considered and steps to achieve these to be implemented. Clubs will then be better placed to evaluate and strive to further strengthen local impact.

I do not believe social responsibility should be an isolated project for clubs. Rather, it is an approach embedded in everything we do. Club activities should promote diversity, inclusion, environmental sustainability as well as respect and commitment to our people- be they employees, members or guests.

Transparency and reporting are also essential parts of our social responsibility commitment. In this report, we have provided both data and case studies, as well as an outline of how clubs may meet performance measures in future years. ClubsNSW will continue to provide support in this regard, so that the vital community-building work clubs do can be captured and continually improved.

ClubsNSW has conducted extensive industry consultation and partnered with the Australian Centre for Corporate Social Responsibility (ACCSR) to bring you our industry's inaugural CSR Report, of which we are very proud.



Peter Newell OAM
ClubsNSW Chairman



2 Key Issues and Challenges

This is ClubsNSW's first *Sustainability Report*. Due to the nature of our organisation and industry, our biggest impacts are through our member clubs. In order to present a representative view of our CSR performance we gathered data from 10 clubs of a variety of types, sizes and locations. The detailed data gleaned can be reasonably extrapolated across the industry. In future years, we will work with our member clubs to improve the quality and consistency of sustainability data with the aim of gathering data from double the number of clubs across the state.

The reporting period for the financial year ending July 2016 applies to the material issues outlined in the following tables. ClubsNSW intends to report on a biennial basis.

ClubsNSW has used the Global Reporting Initiative (GRI) G4 Guidelines to inform our report. For more information about the GRI, the world's most widely used sustainability reporting framework, see www.globalreporting.org.

In preparing this report, ClubsNSW engaged with clubs across the industry as well as some external stakeholders. This process allowed us to determine the most material issues to report and to assist in defining how each of these was relevant to the club industry.

ClubsNSW has defined its material issues as those which reflect significant economic, environmental and social impacts or which substantively influence the assessments and decisions of club stakeholders.

Our material issues for reporting are detailed in the following tables:

Material Issue	Issue Description	Where the impact occurs
Energy consumption	<ul style="list-style-type: none">Club efforts to improve energy efficiency	<ul style="list-style-type: none">In our member clubs throughout the state
Water	<ul style="list-style-type: none">Attempts by clubs to improve water usage efficiency	<ul style="list-style-type: none">In our member clubs throughout the state
Effluents and Waste	<ul style="list-style-type: none">Club endeavours to minimise and manage waste	<ul style="list-style-type: none">In our member clubs throughout the stateContractorsSuppliers

Material Issue	Issue Description	Where the impact occurs
Employment	<ul style="list-style-type: none"> Club role as a significant employer in NSW economy. Employee retention and club industry investment in learning and development. 	<ul style="list-style-type: none"> In our member clubs throughout the state Members Employees – present and future Training organisations
Occupational Health & Safety (OH&S)	<ul style="list-style-type: none"> OH&S performance and practice 	<ul style="list-style-type: none"> Employees – present and future In our member clubs throughout the state Contractors on site Workplace safety agencies
Diversity & Equal Employment Opportunity (EEO)	<ul style="list-style-type: none"> Industry performance in promoting gender, cultural, linguistic, racial and disability diversity 	<ul style="list-style-type: none"> Employees – present and future Suppliers Contractors In our member clubs throughout the state
Local communities	<ul style="list-style-type: none"> How clubs address the needs of their local communities and the role of ClubGRANTS programs and activities in addressing community needs 	<ul style="list-style-type: none"> Community partners ClubGRANTS funding recipients In our member clubs throughout the state
Customer Safety	<ul style="list-style-type: none"> Providing for the safety of members and guests Managing gambling and alcohol related harm 	<ul style="list-style-type: none"> In our member clubs throughout the state Members Guests Law enforcement agencies

3 Our People

Our industry revolves around people.

Our customers come to our clubs to interact with friends, family and community members and the friendliness and professionalism of our staff are important to make their experience with us positive and welcoming.

Our member clubs employ approximately 40,727 people, making the club industry one of the state's most significant employers. We are a particularly important employer in many regional centres. The *2015 Club Census* also demonstrated that we are a significant employer of women, with 50 per cent of direct jobs in NSW clubs filled by women. ClubsNSW estimates that around 10–15 per cent of the industry is covered by an enterprise agreement. The remainder of the industry is governed by the Registered and Licensed Club Awards.

Opportunities for Our Employees

Clubs have a responsibility as employers to contribute to training and development of their staff, and this is particularly important where member clubs are among the largest employers in a community.

The industrial award covering the club industry sets out the training and education recommendations for roles right up to senior management. While training and development is the responsibility of each member club, ClubsNSW expects and encourages its members to ensure that training for employees meets or exceeds the requirements.

Because of the nature of the hospitality industry, attracting and retaining a high calibre skilled workforce can be a challenge for clubs. To address this we are supporting clubs to offer career paths for their staff.

ClubsNSW established the ClubPATHWAYS program through which a range of courses for club directors, leaders and staff are offered. The focus is on providing ongoing development to support staff to achieve their ambitions within the hospitality industry. ClubPATHWAYS programs are offered by our training partners and provide nationally-recognised training from certificates right through to business degrees. The program also includes the opportunity for high school students to gain Certificate qualifications through Vocational Education and Training in Schools (VETs).

Certain qualifications are required by law for employees working in clubs, including refresher training for such qualifications. For example, Responsible Service of Alcohol and Responsible Conduct of Gaming courses are prerequisites for

employees working in areas where alcohol is served or have gaming related duties. Our training partners offer these courses through the ClubPATHWAYS program.

ClubsNSW offers training seminars for clubs in a number of areas we consider particularly significant for employees and/or management. These include:

- dealing with bullying and harassment
- understanding the *Registered and Licensed Clubs Award 2010*
- understanding the National Employment Standards
- unfair dismissals
- employment contracts
- dealing with ill and injured workers
- work health and safety harmonisation.

In addition, ClubsNSW conducts annual seminars across NSW on topical issues affecting clubs in the workplace relations sphere. These seminars provide updates and information for clubs to ensure they are aware of changes in the industry.

Clubs and club employees also need to understand and address risks such as armed robbery and money laundering. ClubsNSW recommends annual training for employees in armed robbery safety and provides information material for clubs to utilise. We further recommend clubs familiarise themselves with requirements and provide training for staff about Anti-Money Laundering and Counter Terrorism Financing, as per the Australian Transaction Reports and Analysis Centre (AUSTRAC) guidelines.

Future Club Leaders Program

In early 2017, ClubsNSW announced the inaugural Future Club Leaders Women's Scholarships. Valued at up to \$10,000 each, two successful candidates were announced at the International Women's Day Lunch on 5 March, at Tradies, Gymea.

The ClubsNSW Future Club Leaders is a program designed and delivered in conjunction with corporate partner Barringtons, as well as experts, leaders and executives of the club industry. This program provides a unique opportunity for students to build peer networks and industry contacts which will not only benefit the individual, but also their club, through an unlimited reference resource of current and future industry knowledge.

The Future Club Leaders program delivers a Diploma of Hospitality, through an accelerated course featuring four two-day face-to-face workshops over four months. Upon successful completion of the Future Club Leaders Program, candidates receive up to 50 per cent Advanced Standing with Southern Cross University for a Bachelor of Business (International Hospitality Management).

ClubsNSW Future Club Leaders program is an opportunity to improve the industry by providing managers with the skills to be innovative and confident within their roles, encourage new ideas and drive sustainability. Through effective interaction between members, patrons, the media and government, ClubsNSW believes in creating future leaders to provide inspirational leadership in challenging times. With the enhanced skills and knowledge gained from the Future Club Leaders program, managers will create a better workplace environment internally while building better relationships with external stakeholders. ClubsNSW is committed to this long-term program, built on the knowledge that skilled managers can make a material difference to the bottom line of a business.

Generation Next

ClubsNSW and Corporate Partner Tully Heard Consulting jointly coordinate *Generation Next: Investing in the Future* Scholarship Competition. Entry is open for board members or employees of ClubsNSW member clubs who have a passion for the club industry and a willingness to lead a club into the next generation. One entrant wins an all-expenses paid trip to the Tully Heard Consulting F&B Insights & Innovation Tour No 6 where they receive 'money-can't-buy' networking opportunities at some of America's most iconic and innovative venues with club managers, venue owners, concept creators and renowned chefs.

To participate, applicants need to make a written submission that:

- develops a concept(s), based on qualified assumptions, which the applicant would pitch to their board with Millennials and Generation Z as the target market.
- bases the concept around a minimum of one of the following categories: entertainment, gaming, food and beverage, loyalty programs, technology, facilities, and/or corporate social responsibility.
- addresses why the board should be thinking about Millennials and Generation Z, and why the Millennial or Z Generations would engage in their concept.

Health and Safety

Providing a safe workplace for employees and customers is a key part of clubs' responsibilities.

We support our member clubs to fulfil their responsibilities on health and safety by offering regular training seminars on workplace health and safety topics. Our corporate partner, Club Employers Mutual, has also produced an online Work Health and Safety (WHS) Management System tailored for the club industry in NSW.

The system, ClubsWHS, is aimed at helping club leaders to manage their WHS priorities.

Manual handling injuries, such as sprains and strains, are the most common injuries in the NSW hospitality industry. Burns are also a key safety risk. Other risks in the hospitality industry identified by SafeworkNSW include:

- injuries related to machinery and equipment
- electric shocks when vacuuming wet carpets or cleaning ovens
- hearing loss due to a noisy workplace
- violence and aggression due to drugs and alcohol.

ClubsNSW is currently considering digitalised Human Resources/OH&S services for the industry, which will capture industry data and enable us to include more detailed information in the next report.

Inclusion

As a big part of many communities, clubs have an important role to play in fostering inclusion, to make sure that all members of the community feel welcome and supported in their engagement with clubs. ClubsNSW shares this dedication to the community and wants each club to reflect the community in which it operates.

ClubsNSW encourages diversity and inclusion in all aspects of club life – membership, social and recreational amenity, funding and employment. In 2015, we published an inclusion statement which sets out our commitment to working with clubs to develop strategies that assist with the inclusion of:

- people living with a disability
- people of cultural and linguistically diverse backgrounds
- people of Indigenous and Torres Strait Islander heritage
- marginalised groups within the community.

See: www.clubsnsw.com.au/our-industry/the-club-industry/inclusion

Part of our commitment is to foster an inclusive working environment.

One of the greatest barriers to inclusiveness is a lack of awareness and resources. We are addressing this in a number of ways, including through the Inclusive Clubs Project. This project was created in partnership with the Department of Family and Community Services after the release of the NSW Disability Inclusion Plan. Through the project, we are educating the club industry to support:

- increasing employment opportunities for people living with a disability
- increasing the social engagement of people living with a disability in the community
- increasing the availability of amenities for people living with a disability and community groups operating within this sector
- increasing monetary and in-kind support for people living with a disability and community groups operating within this sector.

Our *Part of the Club* guide, released in 2017, is a best practice guide that strives to educate clubs about best practice disability inclusion for both employees and members or customers. The guide features helpful tips, checklists and practical examples of ways clubs can become more inclusive across their operations. This ranges from welcoming and communicating with members and guests with disability through to employing someone with a disability in their staff.

Another major project related to inclusion is the Refugee Pilot Program, assisting refugees coming to Australia from war-torn countries. The program is designed to assist some of the 12,000 refugees from Iraq and Syria that Australia has agreed to accommodate. In association with Barringtons, our recruitment partner, the program seeks to provide gainful employment to the refugees after they have completed a series of hospitality courses. To date, 12 refugees have been assisted by the program. Blacktown Workers Club has employed three refugees from the Refugee Pilot Program.

In another example of how a club is promoting an inclusive workplace, Macksville Ex-Services club employs a young man from the community with autism in their bistro. The employee, his family and the club have all seen positive changes in him since beginning his employment.

ClubsNSW also supports Nova Employment's Transition to Work Program, which teaches hospitality skills to young school leavers with disabilities, so they can gain meaningful employment within clubs and other hospitality venues. Nova is a supported employment program based in Sydney that offers specialist job-seeking assistance to people with a disability or significant barriers to work.

ClubGRANTS Inclusion

Our philosophy of inclusion also flows through into our community investment program, ClubGRANTS. To make the ClubGRANTS program more accessible, ClubsNSW has run the legislated advertising for this program in a number of languages other than English. The languages that ClubGRANTS advertising is currently translated to are:

- Vietnamese
- Greek
- Chinese
- Korean
- Italian.

Diversity

By all accounts the club industry is one of the most diverse in NSW, particularly in the metrics of gender and age. ClubsNSW actively encourages clubs to consider diversity in all aspects of their management.

Clubs in NSW employ 41,000 people or 28,427 FTEs. Of these, 54 per cent of jobs are filled by female staff. This is in line with the current hospitality industry average of 54.8 per cent.¹ Clubs are also an age-diverse industry. In 2015, 40 per cent of the club workforce was aged 25–44 years old and an almost equal 29 and 28 per cent being between the ages of 18–24 and 45–64 respectively.

The industry is striving to see more women on club boards. In 2013 (the latest figures available), the figure was 16 per cent, which is in line with the representation of women on ASX 500 boards which in 2015 was 15 per cent.² To attract even more females to board positions, in 2016 we launched the Diversity Committee with ClubsNSW's first female director, Christina Curry, to mentor existing and potential female board members.

From October 2016 till April 2017, Dr Vince Murdoch and Associates conducted the *Club Industry Governance Viability Review* and one of the key aspects highlighted was diversity. Initiatives already in place have been further informed. One such example is the industry's Diversity Advisory Committee, which is leading the industry with new strategies for diversity, at both board level and with employees in clubs. Diversity including gender, age, culture, ethnicity, skills and disability are all key areas of attention for the policies and processes being put into place during the next 12–18 months, to build on progress already made.

The Diversity Advisory Committee has the following terms of reference:

The Diversity Advisory Committee:

1. Is established to provide advice and guidance to the ClubsNSW board
2. Provides a forum to research, exchange ideas and best practice, and discuss diversity issues within the club industry
3. Advises on government and institutional diversity initiatives and monitors best practice principals and key performance indicators
4. Will develop, implement and review strategies that promote diversity on NSW club boards
5. Will oversee the implementation of the Diversity action plan and annually report to the Board on its progress in meeting strategic objectives
6. Champions equity and diversity to the industry
7. Will create a column, or series of articles and training initiatives that focus on diversity and highlighting clubs achieving best practice diversity
8. Establish a Clubs & Community award (or other type of recognition) that recognises clubs with strong diversity programs for boards and that encourage work environments that welcome employees of all backgrounds and abilities.
9. Establish a Women's Governance database of board ready women and promote the same to the industry

1 <http://www.abs.gov.au/ausstats/abs@.nsf/mf/8687.0>

2 <http://www.asx.com.au/documents/asx-compliance/asx-corp-governance-kpmg-diversity-report.pdf>

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10. Members from time to time will be asked to represent the committee at appropriate industry events, forums, consultative or development engagements as appropriate to progress and promote the diversity agenda
 11. Will meet bi-monthly and will prepare a report to the ClubsNSW Board
 12. Will address other equity and diversity issues or projects as directed by the Board of ClubsNSW.
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Case Studies

Inclusive Clubs, Inclusive Communities

The Royal Prince Alfred Yacht Club in Newport on Sydney's Northern Beaches works with the local community to support and inspire people living with disability. The club recognises that everyone, regardless of their ability, deserves the right to enjoy the services they have to offer.

The club's *Integrated disAbled Sailing* (IdS) program helps those living with a disability to access world-class facilities and sail competitively, and has produced fantastic results. The program provides financial and volunteer support to integrate sailors with disabilities into the club's regular sailing program.

Through IdS, the club has supported and provided a crucial pathway for sailors of all abilities in the community. The Royal Prince Alfred Yacht Club was recognised for their work as the recipient of the Disability, Welfare & Social Inclusion Award – Group Benefit at the *2016 Clubs & Community Awards*.

Small Steps, Big Results

Jonathan Wynter originally came to Macksville Ex-Services Club as part of the work experience portion of a hospitality skills course. Jonathan has Asperger's syndrome which makes it hard for him to socialise and made him reluctant to even join the course in the first place. But with the support of his DES provider Jonathan persevered and went on to complete his Safe Food Handling Certificate, RSA, RCG and Barista Certificate and work experience.

The club was so impressed with Jonathan that on completion of his Certificate II in Hospitality they offered him employment as a Food & Beverage Attendant, doing the washing up and general cleaning of the club kitchen.

Today, Jonathan's duties have grown to include kitchen hand duties in the bistro, working the bar at major functions and front of house when required. Jonathan has shown quite a remarkable change from the shy young guy who didn't even want to attend an information session.

Taking a small chance on a young man with so much potential has positively impacted not only Jonathan and the club but also his family and the whole community.

Included and Embraced

Going to the beach is almost a fundamental right for those Australians lucky enough to live near the coast. Unfortunately, it's not generally a possibility for people in wheelchairs.

Thanks to a generous donation by Wests Illawarra, for two Illawarra families and their children in wheelchairs this is no longer the case. The club purchased two state-of-the-art, all terrain wheelchairs for the families' use. The wheelchair's foam wheels can traverse on sand and through water, allowing the two young boys the opportunity to enjoy a day out with their beach-loving families.

Inclusive Clubs is 'Just What We Do'

Canada Bay Club is a prime example of a club reflecting the community. Rhys Baxter is one of the club's most popular employees, always greeting patrons with a smile. He also happens to be in a wheelchair. After being injured in a car accident, Rhys used to attend the club on a regular basis before CEO Douglas Kirkham offered him a job. Rhys says that the culture of inclusion at Canada Bay means that he fitted right in without any major changes to the club's infrastructure.

Also loving the culture of inclusion at Canada Bay is Chris Calabrese, who has an intellectual disability and has been a generalist at the club for four years. Chris came to the club through a disability employment program straight after high school. What he loves most about his job is how good it makes him feel to be included after being subjected to heavy bullying during his teen years. Since starting at the club, Chris has been able to purchase a car and says that Canada Bay is home for him.

While the club has had to make a few concessions in designing the tasks so that they could complete their duties, Rhys and Chris receive no special treatment. Mr Kirkham says that hiring someone with a disability was not a difficult decision, and as a club *"that's what we are here for."* The club has had so much success with Chris and Rhys they have now employed two new employees with hearing deficits. The entire staff at Canada Bay will now receive AUSLAN training to assist in welcoming the new staff to the team.

A Supportive Environment is Key

Kylie Londish has been an employee at the Richmond Club for 15 years. It was early on in her employment there that her eyesight started to deteriorate and she admits it took her some time to disclose her disability to the club because she didn't want to be seen as a burden. When she did disclose, she and the club sought the help of a local Disability Employment Service provider, to support the club and Kylie to continue her employment there.

Now Kylie walks to work with the assistance of her seeing eye dog Lyric. Once she's at work, and with the assistance of a few key workplace adjustments, Kylie is pouring beers for long-time members like a pro. A supportive environment and an open mind are key.

Kimberley Talbot, Richmond Club CEO, says that once they knew how to help Kylie, employing someone with a disability was easy.

Transition to work a success for clubs

Transition to Work (TTW) is a program for assisting clubs in becoming disability confident recruiters. By partnering with Nova Employment's TTW program, two clubs in Sydney are now reaping the benefits.

Brendan Mimis has been working on the greens at the Lynwood Country Club whilst Adam Jamgotchian is enjoying his work in the bistro at St George Leagues Club. Both have graduated from Nova Employment's TTW program and have now been offered permanent employment at the clubs.

Danny Robinson, General Manager of St George Leagues Club has said the club, the employee and the community benefits from inclusion.

Both clubs agree that employing a person with disability has been a big boost for team morale.

Matthew Bailey, Brendan's supervisor from Lynwood Country Club, said that employing a person with disability has made a difference to his team environment.

For the members in our industry already in this space, employing someone living with a disability is a great way for clubs to give back to their community. It's this sense of value and accomplishment that drives an organisation to go beyond their day-to-day operations and strive towards a future that is both inclusive and appreciative of all staff and their talents.

4 Engaging with Our Communities

A core strength of our clubs is their ability to engage with their local communities. Clubs are attended by local people, employ local residents, hire local suppliers and recruit local volunteers. They therefore have an understanding of how the needs of the local demographic can be met.

Clubs support local needs through a range of approaches including fundraisers, free use of club premises and facilities for local charity and interest groups, support of junior sport and veteran welfare, as well as the ClubGRANTS scheme.

The ClubGRANTS Scheme, which has been in existence since 1998, allows larger clubs across NSW to address social and economic disadvantage in their local areas through three distinct avenues.

Category 1 Grants

These involve a collaborative approach in which a convenor from the local municipal council as well as indigenous elders and representatives from the National Council of Social Services (NCOSS) advise clubs on the most appropriate local grants to fund. This category is geared towards supporting local not-for-profits in the following areas:

- A1 – family support/emergency or low cost accommodation
- A2 – child protection/child care
- A3 – counselling services
- A4 – aged, disability or youth services
- A5 – victims of natural disasters
- A6 – volunteer emergency services
- A7 – veteran welfare services

- B1 – neighbourhood centre/youth drop in activities
- B2 – community transport services
- B3 – community education programs
- B4 – tenants services
- B5 – state-wide or regional services developing social policies and/or providing advocacy for local communities

- C1 – early childhood health/child and family services
- C2 – community nursing/therapy/mental health services
- C3 – drug & alcohol/palliative care/women's health/aboriginal health/dental services
- C4 – home and community care and disability services
- C5 – health promotion initiatives

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- D1 – employment placement/advocacy services
 - D2 – group training companies
 - D3 – community enterprises
 - D4 – local job creation scheme

Applicants must also identify which group will benefit from the ClubGRANTS funding:

- Children (0-14 years)
- Young People (15-24 years)
- Women
- Families
- Older People (65+ years)
- People from non-English speaking backgrounds
- Aboriginal and Torres Strait Islanders
- People with disabilities
- Emergency services
- General population.

Category 2 Grants

These allow clubs to contribute to causes connected to their core purpose. Through this ClubGRANTS category, RSL clubs can contribute to veteran welfare, leagues clubs can support junior sport and golf, and bowls clubs can maintain their facilities for community use.

Category 3 Grants

These are administered by the State Government and enable funding to be pooled to support larger-scale arts or sporting infrastructure or emergency services.

Approximately 500 clubs voluntarily allocate funds to the ClubGRANTS scheme. Below are some of the projects successfully funded during the 2015/2016 reporting period under the scheme:

- Canterbury Hurlstone Park gave \$45,000 to the Royal Prince Alfred Hospital for their iSAIL (integrated support after infant loss) Clinic. This clinic is the first in NSW to provide an integrated support system for families who have experienced pregnancy and infant loss.
- The Ella Centre in Sydney's Inner West supports people with disabilities, people who are ageing and their carers. They received \$6,000 from Five Dock RSL Club towards the cost of running a community transport program for people with disabilities in the area.

- Clubs in Cessnock gave \$8,605 to Buckety and District Rural Fire Brigade to assist in protecting the community from deadly bush fires.
- Pittwater RSL gave \$5,000 to the Warriewood Surf Life Saving Club to continue their work keeping swimmers safe at Warriewood Beach.
- Clubs in Wollongong gave a total of \$23,450 to CareWays, a community outreach program offering services to the most disadvantaged and marginalised in the community.

5 Developing Partnerships

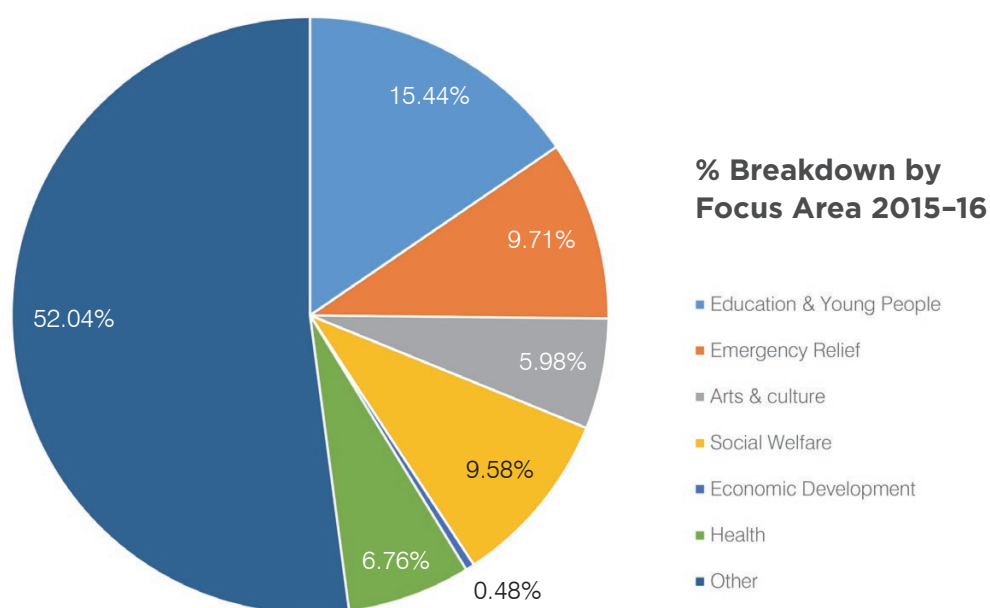
At an industry level, clubs also aim to support communities, develop partnerships and deliver on their CSR responsibilities. The framework for doing that is ClubsNSW Community Partnership Strategy.

The Strategy was developed to provide a benchmark for best practice in community investment and engagement. It sets out five principles that guide ClubsNSW in forging partnerships with relevant community organisations:

1. Create shared value partnerships
2. Shift from a philanthropic approach to a strategic social investment approach
3. Measure partnership impacts to understand outcomes
4. Maximise the impacts of resources invested
5. Position clubs as essential organisations within their community.

Supporting this strategy is both the ClubsNSW CSR guide *Your Club's Social Responsibilities: A Practical Guide to Meeting Community Expectations* (available to member clubs) and the ClubGRANTS model for club community investment.

On behalf of its member clubs, ClubsNSW contributes more than \$2 million a year in cash and kind to partner organisations operating in key social and economic support areas. See the chart below for details of the funding breakdown.



Examples of major Community Partners and the nature of ClubsNSW's support are:

- **Youth Off The Streets** – sponsorship of several Outreach programs for disadvantaged youth in key parts of New South Wales
- **Surf Life Saving NSW** – sponsorship of the State Championships and 'Bush to Beach' water safety education program in regional areas
- **The Centre for Volunteering** – sponsorship of the annual 'NSW Volunteer of the Year' Awards program which spans both metro and regional New South Wales
- **Special Olympics Australia** – sponsorship of multiple fundraising events to support people with intellectual disabilities, including a partnership with NOVA Employment
- **Regional Academy of Sports** – sponsorship of junior sport across 11 Academies throughout the state, as well as a best practice health and wellbeing education program for 2,000 young people
- **Talent Development Project** – sponsorship of a youth training and development program for the performing arts industry which provides a pathway for young adults to progress their talents and secure a long-term career
- **Clontarf Foundation** – sponsorship of a program that helps to improve the education and employment prospects of young Indigenous men, with the focus of the current partnership on a new Academy in Western Sydney's Mount Druitt
- **Life Education NSW** – sponsorship of a program that delivers best practice drug and health education programs to schools
- **Homes For Heroes (RSL Lifecare)** – sponsorship of a facility in Narrabeen that helps younger veterans by providing immediate accommodation, appropriate treatment and rehabilitation services
- **Little Wings** – sponsorship of free air transport for children in rural and regional NSW to Sydney for treatment at children's hospitals)
- **Max Potential** – sponsorship of a personal leadership development program for young adults from schools and the community.

We have built long term relationships with a majority of these organisations, and recently committed to extending many of the partnership periods for several more years. Our continued investment hinges on creating shared value partnerships, measurement of impacts and ensuring strategic alignment with priority areas of the NSW government in addressing social issues.

To help us measure our impacts in 2016, we joined the London Benchmarking Group (LBG), which helps companies to measure not only inputs to community investment (dollars and time for example) but outputs (what was achieved through the investment) and outcomes (how did it help). The table (see over) demonstrates ClubsNSW's social impact in 2016, using the LBG methodology:



ClubsNSW Impact

Increasing use of the LBG social impact methodology enables members to capture and report the outputs and impacts of their contributions, such as the number of people reached or supported and the benefit they experience as a result.

How do people benefit?

Using the LBG impact map of three broad categories of change, members can identify the impact on beneficiaries as a result of their program

Total
beneficiaries

4611

- **4611** positive change in behaviour/attitude
- **4701** developed new skills or increased personal effectiveness
- **4711** improved quality of life/wellbeing

How do community partners benefit?

Support provided by companies can benefit community organisations in a number of ways – from long term capacity building to ad hoc financial support

Supported
organisations

11

- **0** improved existing/delivered new services
- **5** reached/spent more time with clients
- **9** improved management processes
- **11** increased their profile
- **9** took on more staff or volunteers

How do employees and the business benefit?

Companies increasingly strive to measure the value of CCI to the business and employees. The LBG model measures impact on employees across three key areas

Employees
involved

0

- **0** improved job-related skills
- **0** experienced a personal impact
- **0** positive behaviour change

LBG Australia/New Zealand Annual Company Benchmarking Report 2016

Please note these figures capture the performance of ClubsNSW community partnerships last financial year and do not cover the impacts from individual clubs or the ClubGRANTS program. This summary has therefore not captured staff involvement in volunteering, attending fundraisers and providing legal, communications and marketing support to Not for Profit groups. We will endeavour to better this data in future years and are currently considering formalising our volunteer program.

ClubsNSW and Surf Life Saving NSW

As the Principal Partner of Surf Life Saving NSW (SLS NSW), ClubsNSW's goal is to drive public awareness and education about beach safety to support the SLS NSW goal of zero deaths on our state's beaches. Our annual \$200,000 sponsorship partnership with SLS NSW ensures frontline services and world-class surf events are supported across all 129 surf lifesaving clubs in the state, ensuring the growth and sustainability of SLS NSW movement.

The table below depicts how ClubsNSW supports the strategic goals of SLS NSW:

Strategic Goals	ClubsNSW - Support	Initiatives
Save lives by preventing drownings on NSW coastlines and beaches.	Support public safety and education campaigns. Financial support to ensure ongoing frontline services are provided.	Beach to Bush – support the delivery of water safety education to school children in regional NSW.
Provide communities (members and public) access to high quality education, accredited training and surf events.	Support awareness of the community programs run by SLS NSW to increase knowledge and attendance. Financial support of surf sports events.	Support of public safety campaigns and communication to stakeholders. Country Championships State Championships
Diversify the non-secure income stream of the organisation.	Support awareness of national fundraising campaigns. Invite employees to sign up to workplace giving.	Share invitations to events with membership database to encourage attendance etc.

Working with the NSW Government – Refugee Settlement Program

Driving our approach to partnerships is understanding local needs. We do this by engaging with stakeholders including local organisations and the NSW State Government.

In 2016, the NSW Government committed to a four-year program of funding initiatives to help people successfully transition into the skilled workforce, and thereby benefit the NSW economy. Among the initiatives was a Refugee Employment Support Program to help refugees in Western Sydney and the Illawarra find sustainable and meaningful employment.

6 Meeting Our Obligations

The club industry takes its obligations to communities and individuals seriously. Responsible service and consumption of alcohol, gaming, measures to counter corruption and ensure compliance with regulations, all contribute to our goal of promoting healthy lives and well-being for all ages.

Liquor and Gaming (NSW) Compliance Audits

Liquor and Gaming NSW conduct regular targeted compliance audits and inspections of member clubs. This is to test that clubs comply with the requirements of legislation, including the *Registered Clubs Act*, *Gaming Machines Act*, *Lotteries Act*, *Liquor Act* and associated regulations.

ClubsNSW regularly assists the industry to ensure clubs are conducting assessments, checks and reviews of the compliance program, using the Liquor and Gaming Club Compliance Checklist.

The targeted compliance audits focus on: publishing of gaming machine advertising (prohibited), external display of gambling-related signs (prohibited), availability of gambling harm minimisation information, mandatory signage, whether minors are successfully excluded from relevant areas, inducements to gamble (prohibited) and records to be maintained by clubs.

ClubsNSW encourages clubs to regularly review advertising including on websites, social media and print media to ensure they are not publishing any gaming machine advertising and take steps to remove any offending material.

Clubs which have been subject to an audit by Liquor & Gaming NSW have also received the following recommendations from the Department, which we are working with them to implement:

- Develop privacy, RSA, RSG and eftpos policies and ensure staff understand procedures relating to same. These are currently available on the member's section of our website.
- Noticeboards around the club and carpark should advertise, promote and direct customers to club facilities, not just provide directions to the gaming area.
- Staff should be trained at points of sale where eftpos services are available so that no credit options are dispensing cash. This includes gymnasiums, child care, restaurants and any other business units within the club.
- Ensure staff are aware of RSA and gambling self-exclusion.
- Follow the *Alcohol Promotion Guideline and Checklist*, *Risk Assessment Guide* and the *Club Industry Best Practice Guidelines*.

These resources are available to members free of charge on the members section of the ClubsNSW website. The Best Practice Guidelines are regularly cited by Liquor and Gaming NSW in club disciplinary proceedings.

Anti-Money Laundering/Counter Terrorism Financing (AML/CTF)

In October 2016, the Australian Regulator for AML/CTF (AUSTRAC), established a working group for pubs and clubs, represented by ClubsNSW. The working group aims to develop industry specific AML/CTF guidance for Clubs and Pubs, to assist them to be compliant and know their obligations.

ClubsNSW is working with AUSTRAC on developing a high-level framework for AML/CTF, guidance material for the industry. This will include the use of pro-forma documents, templates, worked examples and typologies, to improving understanding of AML/CTF and the compliance obligations for the sector.

ClubSAFE, a body set up within ClubsNSW to ensure clubs are compliant with all member and customer safety regulations and guidelines, has been delivering face to face AML/CTF training for a number of years to ensure member clubs remain compliant.

We have also been working on an online Anti-Money Laundering and Counter Terrorism Financing training program for club employees. This interactive online training program has recently gone live and is designed to assist members where face-to-face training is not practicable.

Multi-Venue Self-Exclusion (MVSE)

Counsellors have suggested that since multi-venue self-exclusion was introduced 13 years ago, it has become the single most significant tool that venues can provide to problem gamblers.

The MVSE program is a web-based system, designed to assist people with a gambling problem to self-exclude from venues around where they live, work and socialise. Over the past decade self-exclusion and face-to-face counselling have worked hand in hand to assist problem gamblers overcome destructive behaviour. Self-exclusion isn't a foolproof system, but it is an effective one. People all too often attempt to measure its effectiveness by how many identified or unidentified breaches there are – this is a mistake. What self-exclusion does is successfully change the relationship between the problem gambler and the venue.

This online system is an important step when it comes to self-exclusion. No longer does a problem gambler have to visit each and every club around their home and

Having to go through the self-exclusion process multiple times and visiting multiple venues is a deterrent for problem gamblers who may decide it's all just too difficult. Worse still, it can also be harmful to them to be in that environment when they could be in crisis.

Online MVSE removes these barriers and makes the process more accessible and easier for a problem gambler. ClubsNSW will shortly be offering MVSE in Mandarin, Cantonese, Turkish, Indian, Arabic and Vietnamese.

Former rugby league player and problem gambler Nathan Hindmarsh has become an ambassador for the ClubsNSW ClubSAFE program to promote responsible gaming and is currently touring the state along with ClubSAFE representatives to promote responsible gambling to club members across NSW.

ClubSafe Resources

[illegible][illegible]

ClubSAFE

CODE OF PRACTICE

RESPONSIBLE CONDUCT OF GAMBLING BEST PRACTICE GUIDELINES

These ClubSAFE Guidelines represent an approach where the environment in which gambling is conducted minimises harm and ensures customer expectations.

Registered clubs apply to achieve a harm minimisation objective in their gambling operations by:

- Providing gambling services and practices that conform to all applicable Acts and Regulations;
- Promoting responsible gambling practices that conform to local community standards and expectations;
- Establishing a peer-commitment resolution process;
- Implementing a policy to encourage responsible practices in advertising and promotion related to gambling and ensure compliance with relevant legislation;
- Developing a policy that ensures all legislation requirements related to cheque cashing, payment of interests and financial transactions are implemented and encourages patrons to develop responsible practices in the use of finances for gambling purposes;
- Implementing a policy to ensure personal information information relating to gambling patrons is used to protect their rights of privacy;
- Establishing a pleasant and safe gambling environment;
- Informing and training staff on legislative requirements. Harm minimisation issues, the risks of self-harm, gambling and financial transactions are implemented and encourages patrons to develop responsible practices in the use of finances for gambling purposes;
- Encouraging patrons to take responsibility for their gambling activity through an effective self-exclusion procedure or other mechanisms;
- Informing patrons and staff of the club's responsible gambling policy and program, the nature of gambling products and the availability of support services for problem gamblers;
- Developing links between the club and relevant community organisations that will provide support and advice for problem gamblers and their families.



ClubNSW

The national peak body for the responsible regulation of gambling

**“If gambling isn’t
fun anymore,
it’s OK to ask
for help.”**

I’m glad I did.”


Nathan Hindmarsh, NRL Legend



**Ask your local club about self-exclusion,
or call Gambling Help on**

1800 858 858

Free, confidential, 24/7

 **ClubsNSW**

This campaign is a initiative of ClubsNSW in partnership with ClubsACT

ClubSAFE

THINK! DO YOU HAVE A PROBLEM WITH GAMBLING?

SELF-EXCLUSION & COUNSELLING MAY HELP

This club can help you to SELF-EXCLUDE from part or all of this and other clubs. Free face-to-face or phone counselling is available if you think you have a problem with gambling.

For confidential advice about SELF-EXCLUSION and counselling, please call:

1800 99 77 66

clubsafe@clubsnsw.com.au 24hrs, 7 DAYS

Or see the Club Official or Manager on Duty.

ClubSAFE Counselling is an initiative of ClubsNSW and your local club. To register this sign, call ClubsNSW on 1300 730 001. www.clubsnsw.com.au

gaming new south wales 1800 855 858

ClubsNSW

ClubSAFE

THINK! DO YOU HAVE A PROBLEM WITH ALCOHOL?

SELF-EXCLUSION MAY HELP

Self-exclusion is available to any member of this club through our ClubSAFE program as a means of assisting people to deal with problems relating to alcohol.

A self-imposed ban can be undertaken for a set period of time. You can raise the issue with any member of staff.

ClubSAFE offers counselling for alcohol-related issues and problem gambling.

You can speak with a ClubSAFE phone counsellor anytime day or night. You can be in touch with a qualified counsellor for a private consultation, face to face and convenient to where you live.

Contact ClubSAFE Counselling. It's confidential and toll-free.

1800 99 77 66

clubsafe@clubsnsw.com.au 24hrs, 7 DAYS

ClubSAFE Counselling is an initiative of ClubsNSW and your local club. To register this sign, call ClubsNSW on 1300 730 001. www.clubsnsw.com.au

ClubsNSW

ClubSAFE

THINK! CHILDREN ARE NOT TO BE LEFT UNACCOMPANIED

Club patrons are advised that under the *Liquor Act* it is an offence to leave a child unaccompanied on club premises.

Under the *Children and Young Persons (Care and Protection) Act*, it is also prohibited to leave a child unattended in the car park or in the near vicinity of the club premises.

Police may be called should a child be found unaccompanied which could result in a criminal prosecution.

Should a child be found unaccompanied on or near club premises or in the car park, the responsible adult will be immediately removed from the club and could be banned subject to a determination by the Board of Directors.

ClubSAFE is an initiative of ClubsNSW and your local club. To register this sign, call ClubsNSW on 1300 730 001. www.clubsnsw.com.au

ClubsNSW

DOWNLOAD MANUAL

CLUBSAFE RESPONSIBLE GAMBLING MANAGEMENT MANUAL

3rd Edition, 2014

ClubSAFE

Responsible Gambling Management Manual

This is the fifth edition of the manual since it was first produced in 2000 with information designed to support clubs to not only meet all regulatory requirements but to achieve responsible gambling best practice.

The manual provides members with guides, advice, forms and templates. It's a single reference source for all that is required for the successful and safe operating of the gaming side of club business and goes beyond legislative requirements.

Club Chaplaincy Program

This is a joint initiative of the Salvation Army Eastern Territory Division and ClubsNSW. Club Chaplaincy has proved to be a significant and valuable program in recent years.

Following the successful 12-month trial of the concept at the Mingara Recreation Club, ClubsNSW and the Salvation Army are extending the availability of the program to all interested clubs throughout the state, no matter their size.

The Salvation Army recognises the central role that clubs play in their communities, describing clubs as 'our modern day equivalent of a town square' where people meet to interact, to belong, to share and to be valued.

For clubs, the addition of a club chaplain adds another level of service and support that benefit members and the overall club community (including staff and management). Within any club at any given point, there will be someone going through a painful and difficult stage in their life, where the opportunity to turn to someone trained and available to lend support and understanding could mean the difference between a successfully negotiated crisis and a disaster.

For the club movement overall, Club Chaplaincy is an investment in the sustainability of all clubs, ensuring that they remain a healthy and supportive

environment. Club Chaplaincy is just one part of an overall commitment by ClubsNSW to ensure that the club movement is a self-determining and proactive force to achieve industry best practice across all operational aspects of our model.

At the time of publishing, ClubSAFE chaplaincy status is as follows with six positions available or likely to be offered:

- Mingara – pause and reflect before likely replacement
- Bankstown – Shane Mount
- Pittwater RSL – recruitment commenced
- Twin Towns – Pam and Owen Pattison replacement recruitment underway
- Wests Group – David Hopewell
- Dee Why RSL – Paul O'Keefe
- Ettalong Diggers – recruitment commenced
- Club Moama – briefing requested
- Revesby – briefing requested and recruitment likely.

7 Supporting Vibrant Economies

Clubs across NSW play a vital role in supporting local economies. In some regional areas they are the prime employers. Clubs also contribute to local economies by supporting local suppliers and contractors, which has both direct and indirect economic benefits. They take local procurement seriously.

Member clubs employ 40,728 people state-wide according to the 2015 NSW Club Census. There has been a slight decrease in the club employment figure since 2011, however there has been an increase in overall salaries and wages paid by registered clubs.

Clubs are a particularly important source of employment in regional areas. Member clubs in regional areas employed 10,700 in 2015, which accounts for 10 per cent of jobs in the accommodation and food services industry.

Larger clubs (as measured by Electronic Gaming Machine revenue) are able to employ more staff than smaller clubs. The six per cent of clubs with more than \$10 million in annual gaming revenue employ 29 per cent of all staff employed by registered clubs state wide.

8 Minimising Our Environmental Footprint

ClubsNSW has been a driver of a range of sustainability initiatives within the industry, the most significant support being a *Club Sustainability Toolkit* available to members on our website.

Various clubs engage in environmentally sustainable initiatives, and are industry leaders in sustainability. According to the *2015 NSW Club Census*, the industry collectively spent \$35 million on environmentally friendly initiatives and equipment in 2015.³ Not only does this fulfil a primary responsibility that every business should uphold, but it enables clubs to save money instead of engaging in wasteful energy consuming practices. In the last several years, we have worked with organisations such as the Office of Environment and Heritage (OEH) and Sydney Water to promote more environmentally sustainable practices amongst our member clubs. The collaboration has produced a range of resources to assist clubs to reduce their carbon footprint as well as save costs by reducing waste and implementing sustainable practices. The *Energy Saver Toolkit*, published in 2013, was compiled by OEH in consultation with ClubsNSW to provide energy saving tips and tools that are specific to clubs. The guide helps clubs to:

- understand the drivers of energy use
- recognise seasonal and daily energy use cycles
- identify key areas for improvement
- identify appropriate energy efficient technologies
- understand how much energy-saving initiatives cost and their likely return on investment.

Some examples of clubs that have utilised the toolkit include:

- Penrith RSL, which installed 800 solar panels utilising 1,280 square metres of unused roof space, producing 280,000kW-h per year and saving the club \$75,000 in energy costs per year
- Oak Flats Bowling Club, which became officially certified as carbon neutral by Low Carbon Australia in 2012
- Dooley's Lidcombe Catholic Club's Green Team, which meets monthly in order to develop ideas and assess areas in which energy waste can be eliminated or minimised.

The *Best Practice Guidelines for Water Efficiency in Clubs*, produced in conjunction with Sydney Water, covers key areas of best practice water efficiency including:

- understanding the clubs water use
- technical information about water savings
- using alternative water sources.

3 KPMG International (2016). *2015 NSW Clubs Census*. Sydney: KPMG, p.47.

Some examples included in the guide as case studies for best practice water efficiency include:

- North Ryde Golf Club used a subsidy to replace three of their water intensive low temperature woks – resulting in a water use reduction of 85 per cent while increasing cooking temperatures and cutting cooking times
- Warilla Bowling Club replaced two outdoor bowling greens with synthetic grass and installed twelve 10kL rainwater tanks for collection and irrigation of rainwater – the club saves more than a mega litre of water each year
- Mingara Recreation Club used an \$818,872 government grant to install a cogeneration power system that powers 50 per cent of the club – the waste heat from the cogeneration units are then used to heat the pools and spas as well as provide hot water for the club's showers in its aquatic and fitness centre.

OEH's Sustainability Advantage program encourages not-for-profit organisations to achieve increased competitiveness and improved bottom lines through better environmental practices. Currently 35 clubs are members of the program, including eight clubs that have attained the silver status for organisations demonstrating significant environmental achievement. Those clubs are:

- Blacktown Workers Club Group
- City Diggers Club
- Crescent Head Country Club
- Dapto Leagues Club
- Dubbo RSL Memorial Club
- Oak Flats Bowling Club
- Orange Ex-Services Club
- Sutherland District Trade Union Club.

ClubsNSW understands the importance of ensuring the industry is committed to best practice environmental sustainability.

9 Building a Sound Future for the Industry

Governance and Sustainability in NSW Clubs

ClubsNSW as the peak industry association provides training, support and guidance to all registered member clubs in NSW. A key strategic objective for ClubsNSW is to build a sustainable future for the industry, to ensure profitable, environmentally and financially sustainable and socially responsible organisations for the long term.

Following the recommendations of the Independent Pricing and Regulatory Tribunal (IPART) in their review of the club industry in 2008, ClubsNSW made a series of changes to corporate governance practices. It is our view that the changes ensure improved governance and decision-making, and go well beyond legislative requirements.

Club director training starts before prospective board members are elected, with the Future Director Information session to provide a briefing on roles and responsibilities. The next step involves undertaking the mandatory director training required under NSW law, which covers roles and responsibilities as well as financial governance duties.

From 1 July 2016 Directors are required to comply with the following Mandatory Director Training Guidelines:

- Directors – *Director Foundation & Management Collaboration and Finance for Club Boards*
- Managers – Board Governance, the Company Secretary and the General Manager.

Small clubs with less than \$1 million gaming turnover need two directors trained or deemed exempt from training and large clubs with more than \$1 million gaming turnover, need to have 50 per cent of their directors trained or deemed exempt from training by July 2016 and 100 per cent by 1 July 2018.

Mandatory Director Training is available either online (via ClubsNSW Online Learning Centre) or in face-to-face class through the set training dates or via facilitated training at a club venue.

To further strengthen director understanding of key industry issues, directors can elect to do the balance of the ClubsNSW Governance program units, ensuring breadth of knowledge in effective club governance. To formalise those skill sets, directors can then complete the additional assessment work to gain a nationally-accredited qualification.

The *Certificate IV in Governance* is the nationally accredited qualification that provides directors with the most relevant knowledge and skills to progress their careers as professional directors. ClubsNSW delivers the classroom training element and works with a registered training organisation partner that validates, assesses and accredits students with the formal nationally recognised qualification.

The ClubsNSW Governance Program is the core of the *Certificate IV of Governance* qualification. It has been written by industry experts and specifically addresses the key skills and knowledge that directors need to successfully govern their clubs. Once directors have completed the mandatory governance courses, there are 3 other modules of governance knowledge to be gained that constitute the non-accredited ClubsNSW Governance Program:

- Strategic Planning and Market Profiling – directors learn how to analyse members, community and competition to develop the right strategic objectives to take the club into the future
- Club Leadership in Action - DiSC facilitation helps directors understand team interaction and provides guidance to deliver better leadership outcomes against the Club Leadership Framework
- Risk Management & Procurement - directors learn how governance decisions impact business risk and influence how management procure supplies for the club.

While the program is designed specifically for club directors, CEOs and Secretary-Managers are also encouraged to attend. The course focuses on the distinctions between governance and management, delineates the areas of responsibility and accountability for the CEO, and reinforces that directors must not get involved in the day-to-day running of the club.

The Governance Program covers the following areas:

- director roles and responsibilities
- financial knowledge
- strategic planning skills and management
- leadership skills and strategies
- risk assessment and management
- issues surrounding contracts and procurement.

Some clubs have introduced by-laws that require directors to do the whole ClubsNSW Governance Program, while other clubs have insisted on the accredited *Certificate IV in Governance* be completed by directors to retain their position on tier club's board. A few clubs have chosen to set the Company Directors' Course (CDC) provided by the Australian Institute of Company Directors (AICD). This qualification is seen as the ultimate level of professional development for club directors to ensure they have the requisite skills and knowledge to operate at the highest level in governing the operations of clubs.

Club Directors Institute (CDI)

CDI is the professional association for club directors and managers. Membership gives clubs full access to all the training, development, tools and templates required to meet club compliance and governance obligations, and improve operations and financial viability.

Clubs are required to be fully compliant with the Mandatory Director and Manager Training Regulations by 1 July 2018 and the CDI was developed to ensure directors, managers and club boards meet those compliance requirements. Now, more than ever, professional boards are the crucial ingredient to ensure the sustainable success, profitability and survival of clubs.

As an added measure to ensure improved club governance and in response to the IPART recommendations of 2008, several amendments were made to the *Registered Clubs Act 1976* (NSW) as included in the Clubs, Liquor and Gaming Machines Legislation Amendment Bill 2011:

Board Size, Appointments and the Triennial Rule

Since 1 December 2014, the maximum number of directors on any club board is nine. A smaller number is acceptable, if desired by clubs, and industry best practice suggests a board of seven – made up of the Chair and six regular directors. Importantly, the role of treasurer is now no longer a mandatory fixture of boards as the *Corporations Act 2001* requires all directors to be jointly and individually responsible for the financial well-being of the club.

From December 2014, boards have the ability to appoint up to two directors within the cap of nine, or the number stated in their constitution. This is not mandatory, simply an option to assist boards to get the right skill sets where there is an identified shortage of certain skills on the board. Over and above this ability to appoint directors, the casual vacancy appointment rules still apply to allow boards to fill any casual vacancies as they occur.

Any appointed director can only serve a maximum term of three years once appointed under the Regulation. The issue of diversity of directors on club boards is essential to ensure a high performing board. In particular, diversity through varied skills, employment experience, gender, age, culture and ethnicity. One of the key tools to help clubs manage efforts to improve diversity is the skills matrix, which can help identify both what skills boards currently have and what would be an appropriate mix of skills to have on the board in the future, when replacing directors as part of well-structured succession planning.

Club Industry Guide: Governance and Compliance

Central to the objective of improved governance is the *Club Industry Guide: Governance and Compliance*, updated in 2016. This is the reference document

for all issues relating to good governance and is available as a resource to all members.

The guide spells out what policies and procedures all clubs must have in place to effectively govern the operations of clubs and addresses many issues relating to sound ethics and corporate governance. Its guidance includes:

- **Main governance structures/processes** – guidance on the size and composition of club boards and model charters, codes of conduct, ethics and best practice meeting management. Guidelines are provided for good governance decision-making with the ACCG Governance Decision-making template, which addresses the issues of conflicts of interest, transparency and probity whilst ensuring confidentiality standards are met and appropriate division of duties for boards versus management are maintained.
- **Training for board members** – outlining (as above) the legislated mandatory director and manager training required to ensure good governance and that clubs are compliant under both the *Registered Clubs Act* and the *Corporations Act*. Club boards provide a place for professional and experienced directors to give back to their communities while at the same time providing a training ground for new directors to gain valuable experience in governance, as a springboard to a long term future as a director of not for profit and publicly listed companies.
- **Board and management diversity** – following a recent review of club governance viability, additional emphasis is being placed on diversity in both club boards and in management, with clubs encouraged to address diversity of skills, experience, education, age, ethnicity, culture and gender.
- **Environmental Sustainability** – boards receive support from and engage with the Office of Environment and Heritage (OEH) which provides checklists, templates and training courses focussed on environmental efficiency. Resources available include the *ClubsNSW Sustainability Toolkit* (launched in 2013–14), provision of ongoing Energy Management and Advanced Energy management courses, as well as the ability to engage with the Sustainability Advantage program (approximately 12 clubs are engaged with this program with one attaining Gold Status in 2015).
- **Board regeneration and succession planning** – this topic is top of mind for all clubs. ClubsNSW has developed a Diversity Seminar through CDI to be delivered in 2017. We have also established a Diversity Advisory Committee to engage with members and staff to involve more women in the governance of the industry. Succession planning is also of great importance, given the large numbers of older directors that will step down from boards in the next three to

five years. Our focus is currently on tools and templates to assist clubs fill the pipeline of potential candidates for board replacement.

- **Risk management and strategic planning** – training, templates and support are provided for club boards in the areas of risk management and strategic planning, to ensure the directors provide appropriate strategic vision and direction to their clubs, with complete assessment of the risk profile of any proposed strategies. Policies and procedures are put in place with clubs to guide the organisation's risk appetite, capacity and context, as well as emergency plans covering crisis management, business continuity and business recovery plans.
- **Community Engagement** – registered clubs are community owned, not-for-profit organisations and the core area of consideration for all clubs and their boards is community engagement through programs like ClubGRANTS and direct charitable funding, in-kind or volunteer support. Clubs are at the centre of their communities and provide emergency shelter, products and facilities that meet the needs of their members and other community patrons, anytime that they are required.

10 Our Clubs – A Snapshot

Belmont 16 Foot Sailing Club



30per cent energy saving from installation of LED lighting and HVAC



200,000 litres of recycled or reused water used by the club.



16 tonnes of recycling including paper, cardboard and glass.



More than \$400,000 given to local schools, sporting clubs and charitable organisations.

Belmont 16s is the leading dining and entertainment venue in the heart of Lake Macquarie. Originally established in 1922, our club has iconic status in the Hunter Region and is home to approximately 30,000 members and 150 permanent employees. Since registering and trading as a community club in 1958, we have continued to develop the club's facilities for the benefit of members and the local community.



Community contribution

As a sailing club, we actively support the sport of sailing from *Learn to Sail* programs through to the development of World Champions and Olympians. Our sailing facilities are world class and we host a range of regattas and events including state, national and world championships, contributing to tourism and the local economy of the Hunter Region.

We are proud to be the major support for the most active *Sailability* program in Australia, *Sailability Belmont*, as one of our most significant contributions to the community. *Sailability* is a not-for-profit organisation that allows people with physical and intellectual disabilities to enjoy the sport of sailing, and operates adjacent to the club four days per week for 48 weeks of the year, providing a sense of achievement, satisfaction and respite to many thanks to the assistance of 22 volunteers each day. Through this program we are able to encourage social development and inclusion as well as providing an avenue for all people to experience the joy and independence of sailing, regardless of age or disability.

Environmental sustainability

We are grateful and humbled by our absolute waterfront position and are committed to maintaining Lake Macquarie for generations to come. As a result we strive towards becoming an environmentally sustainable business.

Our approach to sustainability involves assessing and considering our impact on the environment throughout a number of our processes, including:

- procurement – by preferencing local suppliers supporting businesses in our community and reducing transport pollution wherever possible
- waste management – by reducing our contribution to landfill by recycling all cardboard and glass
- maintenance – by assessing the life of a product above the cost to avoid regular replacement
- packaging – by choosing environmentally friendly products and packaging
- energy consumption – by sourcing energy efficient plant and equipment to reduce electricity, gas and water usage including an air conditioning system upgrade, waterless urinals, LED lighting and the installation of rain water tanks to wash sailing boats.

Challenges

Our greatest challenge to corporate social responsibility is increasing legislation and costs. Our plan to address this issue is to seek efficiencies in cost control and to continue driving energy savings through solar and other technologies as they advance.

Bankstown Sports Club



**Total energy saved:
621 367 Kwh**



**More than 1000
energy efficient lights
installed.**



**Target: reduce water
consumption by 15per
cent in 2017**



**More than \$2 million
contributed to
sporting organisations
and local community
organisations.**



**More than 500 people
employed.**

Bankstown Sports is a not-for-profit organisation with more than 65,000 members and over 500 staff. We are a fun, exciting and innovative dining and entertainment destination in Sydney's southwest, offering a variety of restaurants and bars, a movie theatre, a ballroom, multiple function spaces and Monkey Mania play centre.

Bankstown is situated in the greater Sydney region, approximately 20km from the CBD. It is a very diverse, multicultural community where the population is estimated at over 203,200 (2015) and more than 60 different languages are spoken. Our club is located the heart of Bankstown's CBD, which is currently undergoing infrastructure growth and development.



Community contribution

The club supports more than 40 local sporting clubs and over 6,000 individuals who participate in sport, as well as hundreds of local charities and community groups. Last financial year, we contributed more than \$2.4 million to our local community.

Environmental sustainability

Our overall approach to sustainability is a focus on improving efficiency, managing community expectations and being good corporate citizens. We take a consultative approach through our Board of Directors and Department Managers, who have developed a 3-year strategic plan to manage our environmental impact. Operations Manager Michael Clancy oversees all sustainability projects at Bankstown Sports and our associated venues; driving new initiatives and monitoring our current systems, to ensure we are running our business as efficiently as possible. He consults with independent experts as well as other Department Managers and employees within the club, to determine best practice for every aspect of our operation.

One of our sustainability focuses over the last few years has been our energy usage, and ways we can improve this to drive down our environmental footprint. One of the initiatives we have implemented includes the installation of a second energy-efficient chiller, which supplies cold water to the club and the adjoining Travelodge Hotel. We have ordered a third chiller which is due to arrive later this year, which will service the new Flinders Centre office tower which is currently under construction.

We have also installed a water-saving dishwasher in Greenfield Station Bistro, we have installed LED lights and promotional screens throughout the club and carpark, we have replaced paper towels with energy-efficient hand dryers in all of our bathrooms, we now use the Tersano cleaning system which has drastically reduced our chemical usage, and we have implemented smarter technology management plans to ensure our electricity and power usage is as efficient as possible. From the 2012–13 financial year to the 2015-16 financial year, we have reduced our energy usage by 2,365.850kWh, which is the equivalent of 392 average four-person homes in the Bankstown area. That's a drop of 14 per cent on our overall usage across all of our venues.

As a club, we are also very mindful of how we source our food products. We recently made the switch to free range eggs throughout all of our club-run restaurants, and we have set up positive relationships with local cattle producers to ensure our meat comes from reliable and credible farms. While these options may not be the cheapest or most cost effective, we feel it is the right thing to do in order to be a sustainable organisation.

Challenges

The greatest challenge we face as a club when it comes to sustainability is being able to maintain the high standards we have set for the environmentally-friendly measures we have implemented. Identifying and rectifying issues initially was the easy part; now as an organisation, we must work to maintain processes we have set up, and continually monitor those systems to ensure we are running at the most sustainable level possible.

Finally, as mentioned previously, one project we are very excited about is the new nine-storey Flinders Centre office tower being built adjacent to the club. It will offer contemporary, efficient and sustainable A-grade office space, with energy-saving equipment, technology and design.

Blacktown Workers Club



**Energy efficiency
saving: \$561,000.**



**Water saving:
\$43,000.**



**\$4.5 million
contributed to the
local area (including
through employment).**



**More than \$1.2 million
distributed through
ClubGRANTS.**

By any measure, the story of Blacktown Workers Club is a proud record of achievement. Its continuing success is a result of its strong relationship to its members and the community from which it has grown, and its relevance and value as a recreational, sporting, entertainment and social icon in Sydney's burgeoning west.



Community contribution

From very humble beginnings to one of the largest and most successful venues in Sydney, the Blacktown Workers Club possesses a strong philosophy of stability and progress, and prides itself on maintaining a true sense of community. With two clubs based in Blacktown (Workers Sports & Workers Blacktown), a third in Luddenham and almost 55,000 members, we are proud to play an integral part in the community.

We are a club industry leader in bringing sustainability to the forefront of financial longevity. Our sustainability story began with a simple initiative to reduce our electricity costs and now engulfs our philosophy and business plan to ensure financial sustainability.

Our sustainability journey doesn't just involve systems but the dedication of our staff. Their engagement has been critical for the club's successful implementation of its sustainable practises. Staff established 'Team Eco' which actively promotes our success whilst also bringing valuable feedback and ideas. Team Eco helps to invest funds saved from our reduced utilities expenditure to promote sustainable practices in the community. 'Planting for Our Future' initiative saw 20,000 seedlings delivered to the local school children to plant.

Environmental sustainability

The following environmental sustainable practises were implemented after an energy audit:

- LED lighting – over 2000 lights changed to LED with instant cost savings
- Solar panels – over 860 solar power units installed across two venues reducing our grid reliance
- Co-mingle Recycling has contributed to reducing our landfill waste by 98 per cent.
- EP&T Edge Monitoring System enables the club to monitor its gas and water consumption plus its energy usage ensuring efficient usage.
- Pulpmaster allows easy separation of food waste for recovery as a clean source of organic compost and/or for electricity generation through anaerobic digestion.
- Lawn fertilisation – we purchase the organic fertiliser made from pulpmaster for our grounds.
- Aquacell Clear Water Treatment System – one of our greatest achievements was this multi-award winning system. Its was a first for Sydney, whereby recycled water is used to maintain our playing fields and the surrounding 55 acres at Workers Sports. The system received recognition from Sustainable Cities and NSW Green Globe.

Challenges

At the Blacktown Workers Club, we take our CSR very seriously. Our challenge is to stay ahead of the technology and advancements to ensure sustainable practices are maximised while maintaining our community needs. We cannot become blasé. We must continue to forge forward, educating the members and the wider community to ensure the environmental and social well-being of future generations.

Castle Hill RSL Group



100per cent of employees who returned from parental leave were still working for us 12 months after their return.



80per cent of waste recycled.



Four swimming pools heated by waste heat.



50per cent emissions reduction target by installing trigeneration system.

At Castle Hill RSL Group we are committed to ensuring our venues are at the heart of communities in which we serve. Our Group venues are based regionally across the high growth local government areas of the Hills, Parramatta & Hawkesbury and include Castle Hill RSL, C2K Fitness & Aquatic Centre, Parramatta RSL and Lynwood Country Club. Our current membership includes over 46,289 members. Due to our venue diversification and economic regional development strategies, we focus on intergenerational opportunities to optimise our venues' capacities and efficiencies.



Community contribution

Castle Hill RSL Group is committed to best practice CSR. Additionally from a community perspective each and every day we want to make a positive impact on the lives of the communities in which we operate. We actively seek opportunities for our team to engage in a diverse portfolio of initiatives to address the needs of local communities and those of our future generations.

We recognise millennials are the primary drivers in our group employees, our future group leaders and they seek workplaces that align closely with their passions, beliefs and values. Millennials are focused on the things they care about and how our Group is supporting them, what they're personally interested in and having a job that impacts and offers valued experiences. Across the Group our employees want a job where 'social responsibility and making an impact' is valued and connected to the things that they care about. They also want choices to be connected to others that share their passions.

From a social perspective we are very passionate about our commitment to junior sport through the provision of facilities, coaching, equipment and financial support. We value the opportunity to get kids in communities active and learning new skills through a range of sports including swimming, gymnastics, soccer, Australian

Football League, little athletics, rugby league, cricket, badminton and taekwondo. We also include the provision of special needs sporting programs including Rebound Therapy for Gymnastics and our Sea Turtles Swimming program, sport is as important for special needs children as it is for any child.

Environmental sustainability

We recognise the importance of being green and protecting the planet for our future generations. We are most proud of our commitment to environmental sustainability and management with sustainable practices underpinning our ongoing strategic development and operation. This commitment has led to NSW venue innovation with the installation of state-of-the-art Cogeneration and Trigereneration systems in partnership with the NSW and Federal Governments.

Challenges

Operationally our most significant challenge is the increasing demand for support under our CSR program. At all times we are committed to ensuring our projects are relevant and meeting the needs of our communities under our ClubGRANTS requirements. Increasingly for major projects we proactively seek partners including media, government (local & state) and corporate partners to increase the scope, outcomes and ongoing sustainability of projects.

We challenge our team to be innovative in our CSR program and we are committed to being responsible and recognised for making a difference in our communities today and tomorrow.

C.ex Group



\$60,000 energy savings



175,000 Litres of recycled water used.



1007 hours of volunteering by our staff.



More than \$700,000 worth of community contributions.

Coffs Ex-Services, Memorial and Sporting Club was founded in 1946 by a group of dedicated volunteers with a vision to provide a much-needed amenity for ex-service personnel and their families, a memorial club in honour of those who served during the war. A notion was put forward to build a suitable venue and the club was officially opened on 3 June 1951.

The Coffs Ex-Services, Memorial and Sporting Club has since amalgamated with Woolgoolga Bowling Club (2001) and Urunga Golf & Sports Club (2008). Now known as C.ex Group, the group currently has in excess of 30,000 members and encompasses three clubs – C.ex Coffs, C.ex Woolgoolga and C.ex Urunga.



Community contribution

At C.ex Group, we pride ourselves on being known as a 'community club', a club that supports every facet of its community and the livelihood of those living within it. We believe in serving the needs of our community using a holistic approach encompassing engagement, volunteering, financial support and advocacy.

The C.ex Group Community Engagement Program presents all employees with the opportunity to strengthen, support and participate in their local community however they choose. The C.ex Community Crew is a staff volunteer program built on the enthusiasm of C.ex Group employees and their strong, tangible commitment to our local community. Since the program's inception in 2012, the C.ex Community Crew has volunteered over 1000 hours each year. Regular Crew activities include surfing with the disabled, donating blood, serving at the local soup kitchen and visiting the paediatric unit at Coffs Harbour Base Hospital.

An extension of the C.ex Group Community Engagement Program is our annual event raising funds and awareness for homelessness, the C.ex Community Crew

Sleep Out. All funds raised through the Sleep Out are equally distributed to charities; Homes for Heroes, Bridging the Gap and Warrina Women and Children's Refuge. The Sleep Out events have raised over \$150,000 to date for the receiving charities, further developing the positive relationship we as an organisation and our staff have with the local community.

Our comprehensive approach to Community Engagement supports our organisational mission of supporting our community and members and substantially contributes to our positive workplace culture and the overall brand integrity of the C.ex Group.



DOOLEYS Lidcombe Catholic Club



10per cent energy at Waterview Club from solar.



70per cent recycling target for all waste.



Since 2013, 1,300 tonnes of waste diverted from landfill.



Over 100 community organisations supported.



Over \$3 million annually contributed through community funding, projects, harm minimisation and environmental initiatives.

DOOLEYS is a group of community Clubs in western Sydney that has been 'bringing people together' for over 70 years. Our clubs are located in one of the most culturally diverse areas of NSW and we welcome people from all cultures and backgrounds.

DOOLEYS has something for everyone - whether it be a place to catch up with friends, treat the family to a meal, enjoy some entertainment or get active at the Health & Fitness Centre.



Community contribution

Situated in the Cumberland local government area, our local community come from very diverse backgrounds with over 45per cent of people born overseas and over 60per cent of residents speaking a language other than English.

As a proud, local community club, one of the most important aspects of what we do is managing a very strong and active community engagement program. We have extended this further by having CSR as one of our key strategic objectives.

CSR is the overall theme we use to develop our initiatives in five key areas:

- community support and programs
- environmental sustainability
- workplace health and safety
- harm minimisation
- corporate governance.

Our Community Engagement Program is something we are very proud of and we have dedicated Community Relations employees actively involved in supporting

local initiatives. We believe in being active contributors to our community and invest a great deal of time and resources in ensuring our community investments are targeted and relevant to local community needs.

Here at DOOLEYS we are very proud of the strong connection we have to our local community. Each year, we proudly support over 100 local community organisations, charity groups and sporting associations through funding programs such as ClubGRANTS, sponsorships, donations as well as a variety of in-kind support.

Environmental sustainability

Another feature of DOOLEYS' CSR platform is our commitment to environmental sustainability. At DOOLEYS, we have developed a 'Smart Club Green Community' strategy which includes key objectives and targets under four main areas - Build Green, Live Green, Encourage Green and Communicate Green.

A key feature of this strategy has been in developing realistic energy efficiency and recycling targets as well as assisting our local community to reduce their impact on our environment. This has included working with local community organisations to conduct energy efficiency audits and then assisting these organisations to implement efficiency measures which will save them money and improve their environmental performance.

Challenges

DOOLEYS vision and future plans are all focused on ensuring we modernise, grow and diversify our operations so we can continue to meet the needs of our Members and the community and ensure the long-term sustainability of the club.

With over 70,000 members, DOOLEYS is a true reflection of the diverse nature our local community. Our Members originate from over 100 different countries with the top five including China, Korea, Vietnam, Philippines and India.

This makes DOOLEYS an exciting place to work. This also presents continuous challenges and opportunities to ensure we remain relevant to our diverse membership.

Dubbo RSL Club



Almost \$37,000 in energy savings.



145,000 litres – capacity of rainwater recycling system.



200 local people employed.



More than \$500,000 contributed to the community.

The Dubbo RSL Memorial Club is an award winning, community-focused club which is the largest of its kind west of the Blue Mountains. Our club boasts some of the most comprehensive facilities available in any NSW entertainment venue. We have unrivalled facilities, with our own four-star motel, aquatic centre with a 25-metre indoor heated pool, gym, theatrette and a 342-seat conference centre. We feature TAB, Keno and the 'hub of our club' is the entertainment lounge with promotions and live entertainment. With a choice of dining venues we provide high quality food from the Bistro, coffee shop and our award winning 178 dining and cocktail bar.



Community contribution

With a long-standing history in our region, Dubbo RSL Memorial Club has developed a reputation as being extremely community focused and dedicated to supporting all members of the community. Constantly evolving as new initiatives are developed we adhere to our Vision and Mission Statements.

Dubbo RSL Memorial Club operates from the central west town of Dubbo, a five-hour drive west of Sydney and equidistant from Melbourne and Brisbane. Our club supports entry to members and guests, however, residents within a five-km radius from the club are required to become members. With a community-focused business model, Dubbo RSL Memorial Club provides services to a very broad customer demographic, outlined below.

The population of Dubbo is approximately 41,000 and the current member database is approximately 16,000. New target members are those that live within a 5km radius of the club and those looking to access a large range of facilities and services. There is a focus in the coming year to further target families and young

children to become members, allowing the club to better support all ages and demographics in the community.

These target individuals are important to our club as they allow an extended reach to the greater geographic population, but cannot access member discounts or promotions.

These visitors are important to our club through attending community events, theatre performances, accessing conference facilities and gathering as groups.

Dubbo RSL Memorial Clubs Corporate Social Responsibility and ethical leadership go beyond merely managing the business. As a holistic concept, Dubbo RSL Memorial Club ensures that all of our policies and processes are ethically sound. A commitment to engaging directly with customers, employees, the community and other stakeholders is the hallmark of our business ethics. Stakeholder group's value consistency and transparency therefore it is in our best interest in communicating honestly, openly and effectively.

Our business success comes from how we define and invest in our staff. We have been awarded on numerous occasions Employer of Choice Awards for how we train, interact and develop our staff. Our staff choose to donate \$1.00 per pay to a nominated charity, over the years our staff have donated in excess of \$30,000.00 to charities such as Camp Quality, Cancer Research Australia, Give me 5 for Kids and the McGrath Foundation. We are so proud that our staff wish to do this and to give back and help those in need.

Challenges

At Dubbo RSL Memorial Club some of the challenges we have faced with greater interest in Corporate Social Responsibility have been demands for greater disclosure regarding gaming, increased customer interest and more competitive labour markets. To address some of the challenges at Dubbo RSL Memorial Club, we have enhanced our branding image and reputation, we have better workforce diversity, increased sales and customer loyalty. Increased benefits to our community and general public by charitable contributions, employee volunteer programs and product safety and quality. We have also enhanced our environmental benefits by integration of environmental management tools into our business plans including life cycle assessments and costings and environmental management standards.

Mingara Leisure Group



50per cent of energy requirements from cogeneration.



223,000 litres of recycled water used each day.



3,063 tonnes of carbon emissions saved.



One Salvation Army chaplain on-site to support patrons.



More than \$1.8M provided on community and sporting expenditure.

Mingara Recreation Club was established in 1971 by a neighbourhood of people who reached out to each other in mateship, great times and to support the community in which it was based. It was this early foundation of our club that led to our vision 'to make a significant contribution to the quality of community life'. The focus of our organisation on our vision has continued to strengthen, in our original Central Coast Community, and further afield through amalgamations with The Westport Club (Port Macquarie), Lantern Club (Roselands), Pearl Club (Chatswood) and Springwood Sports Club (Blue Mountains).



Community contribution

Making life great for our community is at the heart of Mingara. Our key initiatives are developed to maximise our contribution to community life and to minimise our environmental footprint.

The positive outcomes of these initiatives provide long lasting benefits to our members and the local community and reflect our commitment to make significant contribution to the quality of community life for future generations. We are engaged and committed to the communities in which we are based. Our team makes us proud every day in how they interact with our members and the community at large. It's this spirit that underpins the culture and values of our entire organisation and this is what fills our heart.

Environmental sustainability

To ensure our longevity, our sustainability projects at our main site have included:

-
- water harvesting and recycling, which to-date has recycled over nine million litres of water for our swimming pools, irrigation of bowls greens and flushing of toilets in our fitness facilities.
 - LED lighting replacement – a program to replace more than 2400 inefficient light fittings with efficient LED fittings, reducing our lighting consumption by approximately 50 per cent.
 - waste management initiatives focussing on recycling that has diverted approximately 50 tonnes/year of waste from land-fill.
 - installation of a Cogeneration Energy System that generates over 50per cent of the electricity required to power the club. The waste heat is used to heat the pools at Mingara Aquatics as well as providing hot water for showers.

Challenges

We are constantly looking for new, sustainable methodologies and technology to enhance our impact in the community. The greatest challenge we face is ensuring that our impact is being maximised and we are meeting community requirements where they need it the most, with the most sustainable approach. Measuring and demonstrating these impacts can be quite challenging, hence, being involved in tools such as the Clubs Industry Sustainability Survey is seen as a positive and a step in the right direction.



Richmond Club Group



351 MegaWattHours
of electricity saved.



51per cent waste
targeted to be
diverted from landfill.



11 community clubs
supported



5per cent of positions
filled by a person with
a disability.

Richmond Club is the Hawkesbury's leading registered club with over 20,000 members. Established in 1947 by a small group of WWII ex-servicemen, we have grown from a communal meeting place to a valued community partner in the Hawkesbury across a wide range of services.



Community contribution

Our aim is provide outstanding services in all that we do, to conduct our business 'with heart', and to enrich the Hawkesbury community by uniting its residents and innovating in areas such as aged care and tourism. The registered club site, located on East Market Street, Richmond, comprises of the licensed club proper, Star Buffet and function facilities, Active8 Gymnasium and Wanderest Travellers Park.

Our organisation has grown to include Hawkesbury Living, an 100 bed aged care facility and retirement units located in Richmond, and Richmond Golf Club, an 18-hole championship course with approximately 700 members.

Our business is underpinned by the principles of Triple Bottom Line. While others worry about the singular idea of profit, we expect more and always aim for a healthy balance – integrating the needs of people, planet and profit.

We believe that there are significant opportunities that exist through promoting sustainability principles within our organisation. These opportunities can be both financial and reputational, and through good business practice, we are able benefit greatly from integrating elements of sustainability into our operation.

We are most proud of being the first registered club to use the framework of the Global Reporting Initiative (GRI) since 2011 to report on all aspects of sustainability

within our organisation. Since then, we have released six annual reports that allow us to communicate our achievements and performance in a transparent way. Through aligning this report with international sustainability reporting standards, we hope that members, industry partners and other stakeholders will be able to see the effects of our operations and the steps we have taken to honour our commitment to an inclusive and thriving Hawkesbury community.

One of the most important considerations we make each year is selecting the information that is most relevant and useful to the community to present in the report. This involves working with staff, members, suppliers, community groups and involving them in the process throughout the year to ensure that they get the most out of the report.

We are also extremely proud of the community support that we offer to a huge array of community groups and charities in the Hawkesbury. Not only do we offer financial and in-kind support to local sporting groups and charities through ClubGRANTS, we also 'lead from the front' with local initiatives that will benefit the community in the future, such as moving into aged care in 2005 and also the development of the Hawkesbury Living Cancer Trust Chemotherapy Unit more recently.

Challenges

The challenge that we have encountered throughout our CSR journey has been ensuring that our stakeholders are engaged and committed to sustainability. A number of projects that we have started in the organisation have started promisingly but have 'fizzled out' as other business priorities take hold. We have experienced this with all our stakeholders, from members to staff and the wider community.

Addressing this issue is different in every situation but we have aimed to be more concise and relevant with our reporting to better communicate our results, worked on training and development of staff and building a workplace culture of sustainability, and implemented measures such as sub-metering that give better clarity to our resource usage and allow us to create realistic targets.

Tweed Heads Bowls club



13.5 per cent energy savings.



More than 48m² of waste recycled each month.



170 people in our workforce from the local area.



60,000 litres rainwater tank capacity for greens watering

Tweed Heads Bowls Club was founded in 1921 by a group of dedicated people with a pioneering spirit to build a firm foundation for future progress. The club is situated a few hundred metres from the New South Wales and Queensland border on the southern end of the Gold Coast, adjacent to the beautiful Tweed waterways.

The club features a world-renowned international indoor bowling facility and four world-class outdoor greens. The friendliness and commitment to customer service provided by our staff is second to none and we strive to be the friendliest bowls club of choice, where everyone can feel welcome, safe and enjoy themselves.



Community contribution

The majority of our members are over 60 years of age with the local population made up of people over the age of 65 who live alone. This number is on the increase and highlights the need for us to continue to provide a safe, fun and socially stimulating environment.

Our club forms a vital part of our community, not only from an economic sense, but as a place where we can come together and meet with our friends. Where we can play the sport we love, where we can enjoy quality meals and where all members of our community can safely visit and enjoy an affordable and friendly social outing.

Some of our proudest and most memorable moments as a club have been when our community has needed us the most. During a recent catastrophic flood event on the Tweed, our team came together and donated their time for the clean-up effort. We moved into the affected areas and helped local small business's get back on their feet. By donating household goods, clean clothes and essential toiletries in the first few days after the disaster it made a huge difference for those

who lost so much. It's during these times that our staff and members demonstrate what a significant impact people working together can have.

The club is recognised for its international status as a lawn bowls venue. Over 17,000 international visitors are welcomed to the club each year. Many of these visitors are here to watch the many major bowling events or to play social bowls. Over 100,000 interstate guests visit the club annually and these visitors inject many millions of dollars into the local economy.

Challenges

Our goal as a club is to strive to make a difference within our community, and for our staff, members and guests to understand the importance of our role in the community. We will always be accountable and never complacent. We are proactive and constantly look for ways to serve all who come to our club. We take pride in our work and our work-place.

Index

This report has been informed by the Global Reporting Initiative (GRI) G4 sustainability reporting guidelines and we have provided this index to enable the reader to navigate to GRI-related disclosures throughout the report. We have been limited in many cases by the lack of comprehensive data from clubs. In these circumstances we have provided a disclosures on management approach to illustrate how the clubs industry is addressing the topic.

Disclosure No	Disclosure Requirements	Page No	Other Source or Comments	Omissions
General Standard Disclosures				
Strategy and analysis				
G4-1	Statement from the most senior decision-maker about the relevance of sustainability to the organisation and the strategy for addressing sustainability.	1		
Organisation and profile				
G4-3	The name of the organisation.	1		
G4-4	Primary brands, products and services.		Entertainment and hospitality services.	
G4-5	Location of the organisation's headquarters.		The Registered Clubs Association of NSW, Level 8, 51 Druitt Street, Sydney NSW 2000	
G4-6	Countries where the organisation operates.		Australia	
G4-7	The nature of ownership and legal form.		ClubsNSW is a not-for-profit membership association, registered in NSW.	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).		Clubs meet the entertainment needs of communities across NSW and had 6.7 million memberships at the 2015 Clubs Census.	
G4-9	Scale of the organisation.	9	http://www.clubsnsw.com.au/our-industry/the-club-industry/about-the-club-industry .	
G4-10	Total number of employees by employment contract and gender.	9		Because of the nature of our organisation, we currently do not collect data on employment contract or type. Individual clubs may have more detailed data which we will report on if available in future years.

Disclosure No	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Identified material aspects and boundaries				
G4-19	List all the material Aspects identified in the process for defining report content.	2		
G4-20 and 21	Boundary for the material aspects	2		
G4-22	Restatements		No restatements – this is our first report.	
G4-23	Significant changes in scope and boundaries		None – this is our first report.	
Report profile				
G4-28	Reporting period		FY2016, except as otherwise noted.	
G4-29	Date of the most recent report		This is our first report.	
G4-30	Reporting cycle		Expect the report to be biennial.	
G4-31	Contact point for questions regarding the report.	Inside Front Cover		
G4-32	In accordance option		This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.	
G4-33	External assurance		No assurance was sought for the data in this report.	
Governance				
G4-34	Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	28 –30	<p>ClubsNSW website – Board of Directors http://www.clubsnsw.com.au/our-industry/corporate-profile/board-of-directors</p> <p>ClubsNSW website – Executive Team http://www.clubsnsw.com.au/our-industry/corporate-profile/executive-team</p> <p>ClubsNSW website – State Council http://www.clubsnsw.com.au/our-industry/corporate-profile/state-council</p> <p>The Board has no formal subcommittees. All matters including risk, audit, finance, governance and sustainability are dealt with at Board level .</p>	

Disclosure No	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Ethics and integrity				
G4-56	Values, principles, standards and norms of behaviour	30 –31	ClubsNSW website – Code of Practice http://www.clubsnsw.com.au/news/publications/code-of-practice	

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
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Specific Standard Disclosures – Economic Category

Indirect economic impacts					
G4-DMA	Disclosure on Management Approach	Why the Aspect is material and the impacts that make it material. How the organisation manages the Aspect or its impacts. The evaluation of the management approach	13 –19		The evaluation of the management approach. ClubsNSW does not at this point evaluate the management of this issue, although we regularly measure our contribution via the Club Census. We will consider doing so in future years.
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	Examples of the significant identified positive and negative indirect economic impacts and the significance of the impacts in the context of external benchmarks and stakeholder priorities.	14 –19, 25		

Energy

G4-DMA	Disclosure on Management Approach	Why the Aspect is material and the impacts that make it material. How the organisation manages Aspect or its impacts. The evaluation of the management approach. <i>For examples of how individual clubs are managing this aspect, see club case studies.</i>	26	ClubsNSW website – Energy Saver Toolkit http://www.clubsnsw.com.au/advocacy/resources/energy-and-environment	The evaluation of the management approach. This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.
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Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Water					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages Aspect or its impacts.</p> <p>The evaluation of the management approach.</p> <p><i>For examples of how individual clubs are managing this aspect, see club case studies.</i></p>	26–27		<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>
Emissions					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages Aspect or its impacts.</p> <p>The evaluation of the management approach.</p> <p><i>For examples of how individual clubs are managing this aspect, see club case studies.</i></p>	27		<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>
Specific Standard Disclosures – Social Category \ Labour Practices and Decent Work Sub-category					
Health and safety					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	6–7	<p>Clubs NSW website – Armed Robbery Prevention Guide</p> <p>http://www.clubsnsw.com.au/advocacy/resources/armed-robbery-prevention</p>	<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Training and education					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	4–5		<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	The type and scope of programs implemented and assistance provided to upgrade employee skills.	4–6		We do not currently offer career transition assistance programs.
Diversity and equal opportunity					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	7–10		
G4-DMA	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<p>Percentage of individuals within the governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> • Gender • Age group: under 30 years old, 30-50 years old, over 50 years old • Minority groups • Other indicators of diversity where relevant. <p>Percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> • Gender • Age group: under 30 years old, 30-50 years old, over 50 years old • Minority groups • Other indicators of diversity where relevant. 	9	<p>ClubsNSW website: http://www.clubsnsw.com.au/our-industry/corporate-profile/state-council and http://www.clubsnsw.com.au/our-industry/corporate-profile/board-of-directors</p>	<p>Governance bodies – age group, other indicators of diversity; employees – other indicators of diversity.</p> <p>ClubsNSW does not track indications of diversity other than gender and age. We will attempt to report more fully on this in future years.</p>

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Specific Standard Disclosures – Social Category \ Human Rights Sub-category					
Non-discrimination					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages the Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	7–8	<p>ClubsNSW website – Multicultural NSW & ClubsNSW MOU http://www.clubsnsw.com.au/advocacy/issues/multicultural-nsw-clubsnsw---memorandum-of-understanding</p> <p>ClubsNSW website – Commitment to Inclusion http://www.clubsnsw.com.au/our-industry/the-club-industry/inclusion</p>	<p>The evaluation of the management approach</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>
Specific Standard Disclosures – Social Category \ Social Sub-category					
Local communities					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages the Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	13–19		<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
G4-SO2	Operations with significant actual and potential negative impacts on local communities.	<p>Report operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> the location of the operations the significant actual and potential negative impacts of operations. <p><i>For examples of how individual clubs are managing this aspect, see club case studies.</i></p>	14–15, 17, 19, 20–24	<p>Your Local Club website – Community Partners http://yourlocalclub.com.au/partners/</p> <p>ClubsNSW website – All Sponsored Programs http://www.clubsnsw.com.au/community/community-partners/all-sponsored-programs</p>	<p>The evaluation of the management approach.</p> <p>This issue is largely managed at an individual club level, and therefore ClubsNSW does not at this point evaluate the management. We will consider doing so in future years.</p>
Anti-corruption					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages the Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>		<p>ClubsNSW website – Anti-Money Laundering http://www.clubsnsw.com.au/advocacy/resources/anti-money-laundering</p> <p>Music Copyright http://www.clubsnsw.com.au/advocacy/resources/music-copyright</p> <p>Evaluation: ClubsNSW participated in an AUSTRAC campaign to increase understanding and compliance. An outcome was that AUSTRAC saw an increase of 37% in the number of pubs and clubs submitting reports about suspicious matters.</p>	

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Public policy					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages the Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>		<p>ClubsNSW website – NSW Government & ClubsNSW MOU http://www.clubsnsw.com.au/advocacy/issues/memorandum-of-understanding</p> <p>ClubsNSW website – Government Relations http://www.clubsnsw.com.au/advocacy/issues/government-relations</p> <p>ClubsNSW website – Gambling Reform http://www.clubsnsw.com.au/advocacy/issues/gambling-reform</p>	<p>The evaluation of the management approach.</p> <p>We will provide an evaluation in future reports.</p>

Disclosure No	Disclosure Title	Disclosure Requirements	Page No	Other Source or Comments	Omissions
Specific Standard Disclosures – Social Category \ Product Responsibility Sub-category					
Customer health and safety					
G4-DMA	Disclosure on Management Approach	<p>Why the Aspect is material and the impacts that make it material.</p> <p>How the organisation manages the Aspect or its impacts.</p> <p>The evaluation of the management approach.</p>	20–24	<p>ClubsNSW website – Responsible Gambling http://www.clubsnsw.com.au/community/responsible-gambling/responsible-gambling-initiatives</p> <p>ClubsNSW website – Gambling Reform http://www.clubsnsw.com.au/advocacy/issues/gambling-reform</p> <p>ClubsNSW website – Armed Robbery Prevention Guide http://www.clubsnsw.com.au/advocacy/resources/armed-robbery-prevention</p> <p>ClubsNSW website – Alcohol http://www.clubsnsw.com.au/advocacy/issues/alcohol</p> <p>Evaluation: independent assessment via research at Sydney University – final results pending.</p>	



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