ClubsNSW would like to thank all the clubs who generously shared their thoughts and time to assist in the production of this Social Responsibility Guide.

These efforts have gone towards strengthening the industry as a whole. Your contribution is very much appreciated.
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1 Message from Peter Newell

It is my great pleasure to introduce the club industry’s first Best Practice Guide to Social Responsibility.

My team has conducted extensive industry consultation and partnered with the Australian Centre for Corporate Social Responsibility (ACCSR) to bring you a tool designed to enhance the vital community-building work clubs already do.

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.

The purpose of this guide is to assist clubs in becoming more considered in attitude to social responsibility. 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 improve our 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. All 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 Guide, we have identified specific actions to take in order to meet performance measures and targets for which to aim. ClubsNSW and the ACCSR are keen to provide support in this regard, so that the vital community-building work clubs do can be captured, evaluated and continually improved.

I encourage you not to use this social responsibility guide as a novel but more as a toolkit. Consider the areas of your club in which you would most like to see an improvement and use the method provided to make some small but positive changes. As the examples contained in this manual demonstrate, you will find the benefits often far outweigh the initial investment.

Good luck and do let us know how you get along!

Peter Newell OAM
ClubsNSW Chairman
Section 2

About this guide
2   About this guide

2.1   How the guide was developed

Many people helped in the preparation of this guide and everyone’s contribution was valuable in shaping the end result.

To begin, we needed to understand the key issues related to social responsibility that clubs of different sizes and with different markets were facing. ClubsNSW convened a series of focus groups bringing together a range of club managers and these focus group discussions provided a great insight into the topics that are most important to you – the people who operate NSW clubs.

We also wanted to understand how others saw the issues for clubs, so we spoke with a small number of people representing organisations that engage regularly with individual clubs or with ClubsNSW – charity partners, local councils and organisations that receive ClubGRANTS.

The ideas and suggestions from both groups informed the topics that we identified as important for clubs.

To further guide us, we brought together a small number of clubs with an interest in this area who formed a project advisory group. Their enthusiastic help was also much appreciated.

Finally, we asked for feedback from the broader club community and we took account of those comments to shape the final version, which is this guide.

The task of advising on social responsibility, facilitating the focus groups and discussions and pulling the guide together was given to a specialist consultancy – the Australian Centre for Corporate Social Responsibility (ACCSR).

About ACCSR

ACCSR has been delighted to partner with ClubsNSW on this project. We are Australia’s leading management consultancy wholly dedicated to building competitive advantage and stakeholder wealth through corporate social responsibility. We specialise in helping organisations to better understand their social responsibilities and to address the expectations of their stakeholders for ethical and sustainable performance. Based in Melbourne, but working with clients throughout Australia, ACCSR has more than a decade of experience working with organisations large and small to better manage their impacts, report on their performance, and uncover opportunities for greater efficiency and innovation. You can find out more about ACCSR at http://www.accsr.com.au/.

2.2   The purpose of the guide

Clubs both large and small – and those in-between – are facing many challenges as they strive to maintain both relevance and financial viability in a rapidly changing world. Whether it is changing demographics that are shifting the market in your catchment area, the need to engage existing members and plan for the future, or responding to new community expectations about dealing with social issues, there is no doubt that the club industry faces challenges today on many fronts.
The flip side is that these challenges can also be seen as opportunities, and by addressing them you can reinvigorate your business and cement your club’s role in your local community.

The key goal of this guide is to help you better engage with your community and other stakeholders to address the challenges your club faces from rapidly changing social expectations. It’s about helping you to make opportunities to grow or sustain your business.

The guide will help clubs:

- Identify and address key issues that communities, governments and members expect clubs to manage
- Develop effective engagement processes and tools
- Improve the quality of relations with local communities and stakeholders
- Improve the club industry’s credibility and reputation, and
- Provide a consistent and agreed mechanism to measure and manage impacts – on the community, employees and on the environment.

### 2.3 How you can use this guide

While all clubs share some similar issues and needs, we recognise that the context in which smaller clubs operate is quite different to that which applies to larger ones. The ability to respond to community expectations will differ according to size, location and other factors.

The guide to clubs social responsibilities provides direction, best practice recommendations and tools to help clubs address the complex environment of community and social expectations that they face. However, it is a guide – and clubs are not bound to use any or all its suggestions.

Each chapter in the guide addresses the issues raised under key areas of social responsibility, and contains information about the major issues identified for clubs, suggestions about how to address them, tips and tools. In Sections 5 and 8, we show how clubs of different sizes might best implement the ideas in the guide. The text in these sections has been colour coded – **Small**, **Medium-sized**, **Large Clubs** – to make it easy for you to find.

We want you to be able to understand the areas of social responsibility for clubs, and to be able to use the guide to get ideas and kick-start your thinking about how to meet changing community expectations.
Section 3

Club values
3 Club values

Clubs exist for their members. Their purpose, broadly speaking, is to provide for the wellbeing of those members and their communities.

ClubsNSW has adopted a statement of values that articulated its view of what the organisation stands for and its goals.

Why is it important for clubs to articulate their values?

A statement of values is an important signpost to your members, your employees and the broader community about what standards they should expect from your organisation. For your board and employees, it sets out the standards against which they should measure their actions. It makes it clear what is expected of them in their roles with the club.

ClubsNSW suggests that your club consider adopting a statement of values similar to the one below. A statement of values should be discussed with your management and staff and formally adopted by the board.

- We treat members equally and their wellbeing is our main concern
- We respect the views of our stakeholders and value their contributions
- We encourage our people to show initiative, exhibit leadership and think progressively
- We maintain high standards of honesty and integrity in our work and in dealing with others
- We promote teamwork and diversity among our staff to leverage experience, knowledge and skills
- We communicate openly within our club and with our members and other stakeholders
- We take responsibility for our performance, decisions and actions.
Section 4

What are clubs’ social responsibilities and why do they matter?
4 What are clubs’ social responsibilities and why do they matter?

All organisations operate with the support of society and communities. They use water and other natural resources that belong to all, they source materials and services from other organisations, they employ people and they aim to provide products and services to communities and individuals, usually for a price. To do so successfully they have to operate within the law, complying with a raft of government regulations. They may have members or shareholders whose interests they also have to take into account.

In short, organisations operate within a complex web of relationships with individuals and groups or entities. These are their stakeholders – those that have an interest in the business/organisation or those whose actions can influence the success of the organisation in achieving its aims.

Every club will have its own set of stakeholders – its members, employees, local and state government regulators, suppliers, patrons and the people involved in its community programs, as well as communities themselves. All these stakeholders will have their own expectations of the club, and those expectations will guide their relationship with the club.

It’s commonly agreed that society’s expectations of business have evolved rapidly in the past 10 years. Stakeholders now look to businesses to recognise and address the impacts of their activities on the environment, on the people who work for them, and on the broader community.

Expectations might be about how clubs treat their employees (keeping them safe at work, for example), or that they will comply fully with relevant government legislation, that they operate fairly and with regard to their customers interests (for example by trying to minimise harm from drinking alcohol and gambling) or that their processes for making decisions are open and transparent. Some stakeholders might have expectations that clubs should minimise their impact on the environment, or that their boards reflect the diversity of the communities in which they operate. There will probably be expectations that clubs contribute to the wellbeing of the communities and economies in which they operate.

All these reasonable expectations form your club’s social responsibilities.

Many clubs do a great job at contributing to their local communities through grants and donations and in kind contributions. Many also engage with local councils or other groups to understand community priorities. Some clubs also participate in programs to address issues of community concern, for example domestic violence. These activities are all part of addressing their social responsibilities.

Meeting your social responsibilities enables your club to continue to enjoy the support and acceptance from the community that underpins its ability to operate successfully. This acceptance is often termed the ‘social licence to operate’.

The social licence to operate is the general level of acceptance or approval that the community extends to business or other organisations. The social licence to operate is earned by your club through consistent and trustworthy behaviour and by effective engagement with the local community. By attending to your social responsibilities you can earn, maintain or improve your level of social licence.
We’ve summarised clubs’ social responsibilities in the table below. As you can see, they go far beyond delivering funding grants to local community groups.

**Table 1: Social responsibilities for clubs**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Which covers areas such as …</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Systems and processes for ensuring transparency, accountability and ethical behaviour, preventing conflicts of interest, understanding social responsibility, engaging with stakeholders and leadership on social responsibility.</td>
</tr>
<tr>
<td>Labour/employment practices</td>
<td>Occupational health and safety, training and development of employees, conditions of work, dialogue with worker representatives, attracting and retaining employees.</td>
</tr>
<tr>
<td>Human rights</td>
<td>Processes for resolving grievances with employees, partners and suppliers, preventing discrimination and harassment, and protecting vulnerable groups in society, fundamental principles and rights at work, not being complicit in human rights abuses by ignoring or not reporting them.</td>
</tr>
<tr>
<td>Environmental management</td>
<td>Preventing pollution, sustainable resource use (such as energy and water efficiency), adapting or addressing climate change, and protecting the environment including biodiversity.</td>
</tr>
<tr>
<td>Community development</td>
<td>Creating wealth and income for the community, employment creation and skills development, investment in social infrastructure.</td>
</tr>
<tr>
<td>Fair operating practices</td>
<td>Preventing corruption, responsible political involvement, fair competition, promoting social responsibility from suppliers right through to the way in which consumers use your products and services.</td>
</tr>
<tr>
<td>Consumer issues</td>
<td>Fair marketing, providing factual and unbiased information to consumers and suppliers and fair contractual practices, protecting consumers’ health and safety, consumer service and support, complaint and dispute resolution, consumer data protection and privacy.</td>
</tr>
</tbody>
</table>

This is adapted from the International Organisation for Standardisation (ISO) which is one of a number of global organisations that have given thought to social responsibility for business. For more information, see [http://www.iso.org/iso/home/standards/iso26000.htm](http://www.iso.org/iso/home/standards/iso26000.htm)

### 4.1 Why do social responsibilities matter?

Put simply, businesses that consistently fail to attend to their social responsibilities go out of business.

Your relationship with your stakeholders is built on trust. To maintain trust you need to behave consistently and ethically in your dealings, fulfil your promises and be a good listener. That builds goodwill and an ability to co-operate with your stakeholders to achieve shared goals.

Trust and goodwill are an important part of the social licence to operate. To maintain your social licence you also need to deliver real benefits to your local communities, and for people to perceive that the benefits from your operations outweigh any negatives – that is, the arrangement needs to be seen to be fair.
Not doing so can impact:

- Your reputation
- The risk of regulatory intervention
- Ability to attract and retain members and therefore
- Financial viability.

That’s why attending to your social responsibilities matters.

### 4.2 Key issues for clubs

Inevitably, there are challenges and issues related to your social responsibilities. They can be recognised internally by the club or they can be issues that your stakeholders see as important for you to address.

To identify the key issues for clubs, we drew on consultations with senior ClubsNSW staff, individual clubs and community organisations. We also looked at major social issues where clubs could be expected to play a role given their activities and standing within communities. The issues we identified fell into seven areas – Governance, Economic Impacts, Social Impacts, Engagement, Strategic Partnerships, Environment and Employees.

Table 2 below sets out these key issues. Some issues appear twice because they are seen to be important to different areas of social responsibility.

**Table 2: Key social responsibility issues for clubs**

<table>
<thead>
<tr>
<th>Area of responsibility</th>
<th>Most relevant issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>• Board regeneration</td>
</tr>
<tr>
<td></td>
<td>• Board diversity</td>
</tr>
<tr>
<td></td>
<td>• Training for boards and management</td>
</tr>
<tr>
<td></td>
<td>• Transparency in grants assessment process</td>
</tr>
<tr>
<td></td>
<td>• Setting targets, measurement and reporting</td>
</tr>
<tr>
<td></td>
<td>• Risk management including investments, super</td>
</tr>
<tr>
<td></td>
<td>• Countering fraud and corruption</td>
</tr>
<tr>
<td>Economic impacts</td>
<td>• Opportunities for sharing resources</td>
</tr>
<tr>
<td></td>
<td>• Financial sustainability</td>
</tr>
<tr>
<td></td>
<td>• Role in local economies</td>
</tr>
<tr>
<td>Social impacts</td>
<td>• Role in managing gambling and alcohol</td>
</tr>
<tr>
<td></td>
<td>• Relevance to new demographics</td>
</tr>
<tr>
<td></td>
<td>• Role in influencing community health through diet and activity</td>
</tr>
<tr>
<td></td>
<td>• Social inclusion</td>
</tr>
<tr>
<td>Engagement</td>
<td>• Understanding community needs</td>
</tr>
<tr>
<td></td>
<td>• Supporting and including vulnerable groups e.g. indigenous, disability</td>
</tr>
<tr>
<td></td>
<td>• Liaison with local and state government</td>
</tr>
<tr>
<td></td>
<td>• Communication and engagement with the community</td>
</tr>
<tr>
<td></td>
<td>• Member engagement</td>
</tr>
</tbody>
</table>
## Section 4: What Are Clubs’ Social Responsibilities and Why Do They Matter?

<table>
<thead>
<tr>
<th>Area of responsibility</th>
<th>Most relevant issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic partnerships</td>
<td>• Understanding local needs</td>
</tr>
<tr>
<td></td>
<td>• Clearer goals for partnership</td>
</tr>
<tr>
<td></td>
<td>• Develop relationships</td>
</tr>
<tr>
<td></td>
<td>• Opportunities to create greater mutual value</td>
</tr>
<tr>
<td></td>
<td>• Sharper focus on outcomes</td>
</tr>
<tr>
<td>Environment</td>
<td>• Overall approach to sustainability</td>
</tr>
<tr>
<td></td>
<td>• Opportunities for recycling, resource efficiency, cost savings</td>
</tr>
<tr>
<td>Employees</td>
<td>• Attracting and retaining quality employees</td>
</tr>
<tr>
<td></td>
<td>• Staff training and development</td>
</tr>
<tr>
<td></td>
<td>• Staff engagement</td>
</tr>
<tr>
<td></td>
<td>• Diversity and inclusiveness</td>
</tr>
</tbody>
</table>

It was clear from the focus group discussions that while some clubs have specific challenges, overall these issues are relevant for all clubs, whatever their size, locality and type.

We’ll discuss each of these issues in this guide and provide tips and approaches on how best to address them.
Section 5

Your responsibility to think strategically
5  Your responsibility to think strategically

In this section, you will find information about how to develop a strategic plan for your club and link it with the most important issues for your community and other stakeholders. You’ll find examples of how to use this information to uncover opportunities to meet your club’s goals while also meeting the needs of your community.

Most of all, this guide is about helping you to seize the opportunities that come from recognising and acting on your social responsibilities.

Instead of being reactive to community and social expectations, your club has the opportunity to respond to society’s expectations in a way that benefits the community at large as well as contributes to its own ongoing sustainability as businesses.

To do that, you need to think strategically about how social responsibilities connect to your business and its future plans – for this year, and for the next five years. This longer-term view will provide a new perspective on how to conduct your community investments and engage with your stakeholders, including the way you think about your staff and customers.

Most of the issues raised by community organisations and our focus groups had a strategic dimension. However the issues below explicitly recognised the need to be more strategic in seizing opportunities to leverage the good things clubs already do in the community and with their employees.

**Social responsibility issues for clubs:**

- Understanding local needs
- Developing relationships
- Clearer goals for partnerships especially with community groups
- Focus on outcomes
- Opportunities for sharing resources
- Opportunities to create mutual value from partnerships.

### 5.1  Understanding local needs and developing relationships

Understanding local needs is the foundation for enabling clubs to take a strategic approach and it was identified as a skill that not all clubs possessed. The strategic dimension to this issue is that it enables clubs to assess whether and how community needs mesh with their own business or organisational goals. Developing relationships will enable clubs to better explore the opportunities for mutually valuable partnerships.

Your club’s strategic plan should be the starting point.
Strategic thinking

The *Club Code of Practice* calls for the club board together with senior club management, to prepare a written strategy or strategic plan for approval by the board each year. The strategy then forms the basis of the club’s business plan. Club boards monitor the implementation of the strategy and plan. Does addressing your social responsibilities form part of your strategy or plan?

The diagram below has been adapted from a booklet by Rick James, *How to do Strategic Planning: a guide for small and diaspora NGOs*. For details see Chapter 13, Resources.

*Figure 1: Typical strategy development process*

The following steps will help you to think more strategically about how social responsibility issues link to your clubs’ business.

1. **Develop a strategic plan.** If you don’t already have a plan, they can be as simple or as elaborate as you like. For most clubs, the resources to compile such a plan will be limited. See the tools section of this chapter for a simple strategic plan outline or talk to Member Services at ClubsNSW for help in developing a plan for your club.
2. **Think about who your stakeholders are.** Don’t forget employees, as well as local and state governments, and your community, or particular sections of your community (such as seniors). For each group of your stakeholders, write down what you understand to be their needs. See Section 6 of this guide for more information about stakeholders and assessing their needs.

3. **Match your club’s strategic goals with the issues outlined** in Table 2 on page 12 and the identified needs and priorities of your stakeholders. Are there areas where achieving your goals would also address these issues? Are some of your goals at odds with the goals of your stakeholders? See the ‘Tools’ in Section 5.6, page 25.

4. **Think about those areas where your club’s goals align with the interests of a key group of stakeholders.** Could you address their interests while also creating benefit for the club? Some ways that clubs could benefit while addressing their social responsibilities are:
   a. Expand services or create a new business/project to meet a community need e.g. develop a child care centre to meet the demand for quality child care in your local area.
   b. Create an employee volunteering program to work on a defined community project. This will improve employees’ morale and assist with attracting and retaining staff.
   c. Rather than give ad hoc annual ClubGRANTS or other financial support to a very wide range of deserving causes, think about providing support over a longer period to address just a few important social issues that align with your business strategy. Local councils can be useful sources of information about community issues. Your support will provide credibility and bolster your reputation.
   d. Explore opportunities to partner with local groups over a longer timeframe – maybe two or more years. This doesn’t need to be charity organisations, it could be the local government or a local educational institution. Find out what they need – whether it be a helping hand at the local fete or the occasional donation of materials – and see if your club can assist. Partnerships are valuable because they bring opportunities to have greater impact, and enable you to demonstrate your commitment to your community. Your partners are also more likely to be ambassadors for you with governments and the community.

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**Strategic planning the Bingara way: Tim Cox’s story**

We’re a small family friendly club with a strong focus on sport and recreation. Bingara is a small town in the New England area of northern NSW, right in the middle of a productive farming region. Many of our Board members are farmers and business owners and know you can’t stumble around from day to day without a plan. We realised that’s really what we were doing as a club, so we decided to do something about it.

The first step was for most of our Board to do the mandatory director training that ClubsNSW offers in governance and financial management. That really underscored the need for us to be a bit more strategic in the way we approached our operations. The next step was to invite ClubsNSW to come in and help us with the process of building a strategic plan. Out of that came an action plan to develop a strategic plan within two to three months.

During this time we held a series of workshops involving all Board members to eventually deliver our first three-year Strategic Plan.

The process was really driven by our Board in consultation with our members. We engaged with the sporting subcommittees and with our social members. A lot of research about what members wanted to
feed into the plan was taken into consideration. The timeframe for developing the plan meant we could adopt it and roll it out concurrently with this year’s financial plan.

The outcomes have been really positive.

Firstly, the planning meant we did a pretty major review of what we had and where we wanted to go as an organisation. It became immediately apparent that we needed to have a new club constitution as this framed the club’s overall management and the one in place was very out of date – the new constitution was developed and adopted at the AGM in October 2015.

Interestingly one of the things we stated in our strategic plan was that gaming wasn’t a strength (we only have eight machines) and there are other operators in our region who do gaming on a much larger scale. More achievable and appropriate focus areas, goals and targets were set that best fitted the defined needs and wants of the membership.

Since implementing the Strategic Plan the really strong difference has been in the way we approach governance and financial management. We’ve built budgets and designed project paths to meet financial and strategic long term planning goals rather than it being undertaken on an ad hoc basis. We have begun to put a Human Resources Strategy into place and are looking at serious issues that clubs now face such as planning for future board members and resource planning. We now also treat our volunteers more as we’d treat employees – so there’s been more of a recognition of our obligations and the benefits that volunteers bring to the organisation. We hadn’t consciously done that previously.

We’re revisiting the plan all the time. At the end of first year one of the major milestones is to tick off elements of strategic plan and assess whether we need to adjust it for the coming three years.

The key element for us is to stay true to the plan.

Tim Cox is the honorary secretary of Bingara Sporting Club

5.2 Clearer goals for partnerships especially with community groups

Community organisations said it was often unclear to them what goals clubs had for their partnerships beyond providing financial support. They wanted to understand clubs’ goals for the partnership so they could help achieve them and develop longer-term partnerships. Setting clear goals for your community investments should extend beyond ‘being seen to be investing in the community’ or ‘complying with legislative obligations by handing out ClubGRANTS.’ The goals you set will help you assess the effectiveness of your partnerships and improve the quality of decision-making in your grants process.

Why have you partnered with a community organisation? What do you want to achieve from the partnership? These are questions that any club with a community partner should be able to answer. By partner, we mean a community organisation with which you have an agreement to provide a donation or other funding, or in-kind services over a period of time.
Perhaps you saw the partnership as a means to demonstrate your club’s credentials in social responsibility and didn’t think about what the partnership was set up to achieve? Or perhaps your club was relying on its community partner to set goals?

Community groups want clubs to be clear about their purpose in partnering. Is it to provide opportunities for media stories to improve your reputation? Or is it to help you engage and motivate your employees? They want to know what you want from the partnership so they can help you achieve your goals (for example, they might be able to suggest good media opportunities). Ideally of course your goals will be about more than just raising your profile in the local media.

If you begin to think strategically about your community partnerships you will see how they connect (or not!) to your own club business or strategic plan. That will help you to set goals for the partnership. Remember that the goals should be:

<table>
<thead>
<tr>
<th>Specific</th>
<th>commit to a particular task or action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable</td>
<td>set out a way in which you can measure your achievement of the goal</td>
</tr>
<tr>
<td>Achievable</td>
<td>are not unrealistic</td>
</tr>
<tr>
<td>Relevant</td>
<td>are relevant to your business and overall goal</td>
</tr>
<tr>
<td>Time-bound</td>
<td>set a time period within which you aim to achieve the goal</td>
</tr>
</tbody>
</table>

An example is:

> Our organisation will reduce its greenhouse gas emissions by 20% on 2015 levels by 2020 through installation of more energy efficient equipment.

Goals or targets that are relevant to your community partnerships might include:

- A specific task that both partners agree should be achieved, e.g. our partnership on the youth employment scheme aims to place 50 young people in paid employment within one year
- Implementation of a specific public policy goal, e.g. both our organisations will work to get Big City Council to enable one hectare of parkland in the local area to be turned into community gardens by 2017
- The delivery of capacity building projects, for example to transfer skills in book-keeping, staff management and rostering to Community Organisation A within a certain timeframe. In these cases you will need to think of ways to measure the outcome of your involvement.

As well as goals for the overall partnership, you might also have goals related to your own business that you can share with your community partner. These might include things like:

- Club A wants to use its support of the Young Mothers Group in the six-month partnership to better understand the entertainment needs of young families in the local area
- Our partnership with Little Creek Environment Action Group is aimed at engaging our employees to help reduce our energy and water costs by 25% by 2017
- The purpose of our partnership on the community gardens project is to improve our relationship with Big City Council, as measured by our involvement in its new community development committee during 2014
• Club B wants the partnership to improve our brand awareness among new migrants in the Little Creek area in the coming year.

Community groups also told us that they wanted clubs to manage partnerships with them more tightly to ensure accountability and ‘keep them on their toes’. That would include:

• Setting up regular meetings (by telephone or in person) to check on progress of the initiative
• Defining in advance (collaboratively!) how you want to measure the outcomes of the project
• Establishing processes to ensure that changes to the project design or the timing are clearly communicated.

5.3 Focus on outcomes

You need to focus on the outcomes (what was achieved) of clubs’ community investment and other programs, rather than inputs (how much money/time was invested). Community organisations noted that it was rare for clubs to spend time to see the impact that their investment was having. This meant that clubs did not have a detailed or nuanced understanding of the benefits of individual investments or their overall contribution to social goals. Setting goals for community partnerships based on outcomes will support this focus.

We often focus on inputs (such as the amount of money or time we put in to a project) because they are easier to measure than outcomes. It’s logical though, that if you see your community investments in a more strategic light, measuring the outcomes of your investment will be important – because the outcomes will help to show if you are meeting your strategic goals.

A widely used approach to measuring outcomes is that developed by the London Benchmarking Group (LBG). The framework is reproduced on page 29 and is available online at http://www.lbg-australia.com/about-lbg/what-we-do/

Community groups also told us they would welcome clubs visiting the projects in which they had invested, so that they could see the impact of their support. They said it was relatively rare for clubs to do so. The benefit for clubs of visiting their community investments are:

• Strengthens your relationship with the community partner and develops trust
• Provides new understanding of community needs and may stimulate innovative ideas to solve community problems or create mutually beneficial projects
• Improves your reputation and brand awareness in the local community
• Creates a potential media opportunity for the club and the community group (but do check with the community partner before organising this).

Focus on educational outcomes at Karuah: Ross Parr’s story

My club, Karuah and District RSL Club, is on the north coast of Newcastle, in a relatively low-income area. We began supporting a breakfast program at the local primary school in 2013 because the Club saw the need to ensure a good start to the day for the 80 students at the school, which is just across the road from the Club.
The Breakfast Program is run in partnership with the Red Cross’ Good Start Breakfast Clubs. We contribute several hundred dollars a month to fund it.

It’s had a fantastic response from the kids. And the teachers have reported that their classes are much more settled during the day and their performance is improving. Parents also responded really positively. As a side effect, we’ve noticed an increase in patronage in response to our support for the school.

The other thing that has come out of our support for the school and the community is that a young fellow we’ve been sponsoring since he was very young, has been accepted into a T20 cricket team, the Sydney Sixers Under 23s indigenous team. It’s just a great outcome.

Our policy has always been to benefit the town and the school is our largest recipient. We’re only a small club with 42 gaming machines but we are committed to being involved with the local community. The flow on effects are considerable.

Ross Parr is Secretary Manager of the Karuah and District RSL Club

5.4 Opportunities for sharing resources

Lack of resources is a common obstacle for smaller and medium-sized clubs in particular. Exploring opportunities to address social responsibilities was identified as a potential way to tackle resource constraints. Specific areas of need were training and development and environmental management. Several clubs in a local area might join forces to resource programs such as in human resource management.

5.5 Opportunities to create mutual value from partnerships

There are opportunities for clubs to both address community needs and priorities, while also creating benefits for their organisation and business. This ‘shared value’ approach is possible if clubs develop a strategic approach to their business (for example, by drafting a strategic plan) and if they have set goals or targets for their community investments or partnerships.

Taking a more strategic approach, developing goals for your community partnerships and focussing on outcomes is likely to suggest ways that you can both improve your business as well as benefitting the community. Seeing community investment as a means to create mutual value is particularly useful for smaller clubs, many of whom do not participate in the ClubGRANTS scheme.

The business case for leveraging your community investment to improve your business can include:

- Improved brand awareness leading to increased patronage and sales
- Developing leadership skills in employees through volunteering in the community partnership
- Developing new service offerings which increase sales
The opportunity to set up joint ventures that provide skills or services to your business at a competitive price, or that would not otherwise be available

- Identifying ways to use resources more efficiently thereby reducing operating costs.

See *Creating mutual value* on page 28 for steps and tools to identify and develop projects that generate mutual value.

**Examples**

The idea of creating mutual value is probably best illustrated by examples.

Some ideas for mutual value initiatives are:

- Setting up an organic vegetable business in partnership with a local community group to train and employ local youth, which then supplies club kitchens at a competitive price
- Partnering with a local education or training institution to provide work experience and mentoring by club employees which addresses difficulties in attracting and retaining staff, and improves employee engagement
- Establishing a child care centre run in partnership with community groups that addresses local need for quality childcare, and provides discounted places to children of club staff (making the club a more attractive employment option).

Addressing a social need may have a long-term payoff as the example of retailer Harvey Norman (see below) shows.

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**Employing Syrians is good business, Gerry Harvey says**

*Stuart Condie*

*Sydney Morning Herald, November 25, 2015*

Gerry Harvey says Harvey Norman’s willingness to offer work to some of the 12,000 Syrian refugees heading to Australia isn’t just the right thing to do, it’s also good business.

He says some of the homeware retailer’s best performing domestic franchisees are people who had arrived as boat people 25 years ago, while Chinese migrants had excelled since joining the retailer’s Singapore operations.

The federal government has approached major companies including Harvey Norman as it seeks ways to ensure those refugees it has agreed to accept don’t become dependent on long-term state aid.

“We can look at employing them in various parts of our business, whether that’s in the warehouse, clerical work, or - if they speak English - on the shop floor,” the billionaire businessman told shareholders at Harvey Norman’s Tuesday’s meeting, in which he faced criticism over the company’s executive remuneration.

“We’ve got no favourites,” Mr Harvey said. “Everybody, be they female, whatever your religion,
whatever your nationality, you’re an individual and if you perform well we want you; and if you don’t, we don’t.”

Mr Harvey said that the success in Singapore, one of the eight countries in which Harvey Norman operates, showed that workers from overseas could shine if given a chance.

He said Chinese workers initially struggled after Singapore’s government allowed them to be employed, but that they responded well once they had been given the right training.

“They came back in again and, lo and behold, they became our best sales people in Singapore. They’re still there,” he said.

“They’re hungry and they want to make money and they want to send it back to China.”

Never short of a quip, Mr Harvey said the presence of executive director David Ackery on Harvey Norman’s board was testament to Australia’s relationship with Syria.

“His grandfather was a Syrian. So we’ve been bringing Syrians in for a long, long time,” he said.

Below is an example of what ‘best practice’ in creating mutual value might look like.

An area in regional NSW was settling significant numbers of refugees and other migrants, and services to help them better assimilate into the community were a priority for the local government. Club S, a medium-sized club located in the area, was worried that its longer term financial viability was in jeopardy because its traditional clientele was ageing and it needed to find new customers.

The Club decided to support a service to help settle new migrants into the area. It awarded a ClubGRANT to a local community organisation and then also worked with that organisation to identify ways in which club employees could volunteer with the organisation. It gave employees a day’s paid leave to cover the volunteering time.

The Club’s initial goal for the partnership was to improve its employee engagement.

But as the partnership with the community organisation deepened, Club S found that the people they were assisting had difficulty finding work, mainly because they didn’t have skills. In partnership with the local technical college, the Club was able to establish a program to provide training in hospitality to new migrants. The people assisted by the program got to learn more about the Club, and suggested holding a night featuring food from their native country. The evening was a great success and the Club decided to make it a regular feature. Over time, a significant number of people from the new migrant community became customers and members at the Club, contributing to the Club’s revenue.

Club S’ support for the new migrants became well known in the local community and even featured in the local paper. The community group lobbied the local council to support a planned expansion of Club S’ services.
5.6 Tools

The following tools may help you think more strategically about your business and the opportunities to create more value for the club and your community.

**Developing a strategic plan**

A strategic plan is a way of documenting how your club aims to get from what it is doing now, to where it wants to be in the future, in order to achieve its mission. Most clubs have as their overarching mission some form of service to a community or sector of the community. Your strategic plan should not be a ‘shopping list’ of things clubs want, but a document that notes the choices that your organisation wants to make in the light of your overarching mission. The strategic plan is a ‘big picture’, directional document which should last 3–5 years. It should be complemented by an operational plan which focuses on shorter term goals, usually over 12 months detailing who should do what, by when and how much will it cost.

To start your strategic planning it is useful to prepare a SWOT (Strengths Weaknesses Opportunities and Threats) analysis. The aim of the analysis is to think about both what your club does, and the factors external to the club that impact on its ability to achieve its goals. Think about the areas of social responsibility outlined in Table 2 on page 12. Write down strengths, weaknesses, opportunities and threats bearing in mind those social responsibility areas as well as operational matters. Write down also the major activities that your club undertakes e.g. food and beverage preparation and service, netball court hire and maintenance, discounted hire of meeting rooms for local groups.

Then ask the questions:

- Does our SWOT analysis suggest we should do things any differently to achieve our goals?
- What do our customers/members want us to do?
- Are there things that other stakeholders want us to do?

Think about opportunities that you have to address your most relevant issues. Prioritise the things that you aim to do.

Write it down in a way that is meaningful to your club. This could be a short document, or a diagram. By keeping your strategic plan simple, it is more likely that it will be used.

A strategic plan generally (but not always) includes the following elements:

- A brief (one-page) executive summary
- Background to the planning exercise – why are you doing it? Who helped prepare it?
- The goal or mission of the organisation and its values
- Your SWOT analysis
- The choices you have made to achieve your mission, bearing in mind the external environment (opportunities and threats) and your internal strengths and weaknesses.
- Implications for your activities – are there things you will stop doing? Areas where you will expand your activities? New programs you plan to develop? What will stay the same?

Remember to include timeframes when you write up your goals and targets.
ClubsNSW also provides training in strategic planning for members, which includes a one-day workshop delivered on request and a module as part of the ClubsNSW Governance program, which is held once a year in the Sydney office. Both types of training are provided for a fee. Contact Member Services to find out more details.

**Aligning club strategy, stakeholder needs and key issues**

The following table is designed to help you set your strategic goals as a business in the context of your social responsibilities. In the first column are items from your strategic plan. The second column lists the needs you have identified through engagement with various stakeholders. The third column aims to align your strategic priorities and stakeholder needs with issues identified as important for you to address. Finally, you can fill in the last column with your assessment of what opportunities and threats you see for your club related to this topic.

The first two lines under the column headings have been completed as examples. In the second example, the club goals are at odds with local council priorities, and the ‘Opportunity or Threat’ column sets out options for addressing the disconnect.

*Table 3: Aligning strategy, stakeholder needs and key issues*

<table>
<thead>
<tr>
<th>Strategic goal</th>
<th>Stakeholder need</th>
<th>Aligned with issue</th>
<th>Opportunity or threat</th>
</tr>
</thead>
</table>
| E.g. Reduce operating costs                         | Members and patrons want to reduce their impact on the environment.               | Opportunity for recycling, resource efficiency and cost savings.                                      | Opportunity – to install solar panels and more efficient garden watering system.  
                                                                                                                                            |                                                                                  | Threat – up-front cost of equipment versus savings over time.  
                                                                                                                                            |                                                                                  | Govt grants available?                                                                 |
| E.g. Expand number of sporting facilities at the club | Local council priority says sports facilities are adequate for in the area, but wants to improve usage/uptake. Gives higher priority to developing arts/cultural projects. | Clubs’ role in addressing community health and wellbeing.                                              | Opportunity to support council in improving usage of existing sporting facilities and increase local demand.  
                                                                                                                                            |                                                                                  | May decide to provide funding to install lighting to promote night time usage of the outdoor sports facilities. Could provide sporting groups with free club membership.  
                                                                                                                                            |                                                                                  | Opportunity to also support arts through ClubGRANTS.                                                                 |

26 | © 2016 CLUBSNSW
What happens if your club’s strategic goals don’t align with local priorities?

There will inevitably be times when your club’s strategy does not align with what your stakeholders see as their needs. In the second example in Table 3 (see previous page), the council priority is not the same as the club priority. When this happens, it’s worthwhile to re-assess the situation. Assigning club and community priorities on matrix like the one below can help you to clarify your actions.

On the matrix, plot both your priorities as a club, and the priorities of your stakeholders (such as the local council) according to their importance to both of you. Those that fall into the top quadrant are where you align, and where you are most likely to meet success in achieving your priorities.

Figure 2: Prioritisation matrix

<table>
<thead>
<tr>
<th>Priority for stakeholders</th>
<th>Priority for clubs</th>
<th>Potential actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
<td><strong>Alignment</strong>. Find projects that will address or support your mutual goals.</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
<td><strong>Reassess</strong>. Does your objective conflict with others’ goals? Could the lack of importance accorded by stakeholders be an obstacle to achieving your goal? Can you find ways to address your stakeholders’ needs while also achieving your goal? Are there trade-offs that could be made?</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
<td><strong>Reassess</strong>. Can you find ways to address this priority while not compromising your club’s own goals? Are there trade-offs that could be made? What are the stumbling blocks?</td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
<td><strong>Pause</strong>. These may be ‘nice-to have’ but not critical to either your success or that of your stakeholders. There’s no priority right now, but keep a watch and review periodically, as priorities can change. If you do decide to go ahead to address these goals, pay attention to how they will impact local community and other stakeholders.</td>
</tr>
</tbody>
</table>
In the second example in Table 3, the club realised it could both support the council priorities (by allocating grant funding) and address the underlying reason for its strategic goal, which was to expand the club membership base.

**Focus on outcomes**

The London Benchmarking Group framework for measuring community investment (see Figure 3, overleaf) is a useful tool to help you think about the outcomes from your community projects. It looks at inputs (money, time etc.), outputs (what actually happened) and then impacts (what changed as a result of the inputs and outputs).

You can adapt the points on the framework to address your own community investments. For example, in the ‘Inputs’ column, under ‘Where’ you could write suburbs or localities.

**Creating mutual value**


**Table 4: Process for developing mutual value projects**

<table>
<thead>
<tr>
<th>Step</th>
<th>Questions</th>
</tr>
</thead>
</table>
| 1. Identify the social issue to target | • What is the community need that you want to address?  
• Which groups in the community are targeted?  
• Prioritise issues for action. |
| 2. Make the business case | • How could addressing this issue benefit our organisation?  
• What are the opportunities? What are the challenges? |
| 3. Develop a project | • Who can we partner with on this project?  
• What would the project goals be?  
• What resources would we need?  
• What is the timeframe for implementing this?  
• How long until we realise the benefits? |
| 4. Measure results | • Relate results back to goals established at the outset  
• Evaluate effectiveness – was it a good return on investment?  
• Did all parties benefit from the project?  
• Decide whether to continue the project. |
| 5. Seek opportunities for further value | • Use the results of your evaluation to find additional ways that all parties can benefit from the project. |
Figure 3: LBG community investment measurement framework

Effective measurement leads to effective management

LBG’s measurement framework is the global standard for measuring the totality of corporate community investment. The model enables companies to consistently manage, measure and benchmark their contributions, helping them to strategically progress their community programs.

Inputs: What’s contributed?

How (form of contribution)
- Cash
- Time
- In-kind (including pro bono)
- Management costs

Why (driver for contributions)
- Charitable gifts
- Community investment
- Commercial initiatives in the community

What (issue addressed)
- Education
- Health
- Economic development
- Environment
- Arts and culture
- Social welfare
- Emergency relief

Where (location of activity)
- Europe
- Middle East and Africa
- Asia Pacific
- North America
- South America

Community outputs
- People reached/supported
- Type of beneficiary
- Organisations supported
- Other company-specific output measure (e.g., the environment)

Business outputs
- Employees involved in the activity
- Customers/consumers reached
- Suppliers/distributors reached
- Other influential stakeholders reached
- Traditional/digital/social media coverage achieved

Leverage (additional resources from other sources)

Total leverage split by:
- Employee donations via payroll giving
- Other employee contributions
- Customers
- General public
- Other organisations/sources
- Employees involved in own time
- Hours contributed in own time

Revenue foregone for community benefit
- Financial products/services
- Utility bills/fees/services
- Accommodation, office space venue hire
- Media/advertising space

Outputs: What happens?

Impacts: What changes?

Community outputs
- Behaviour or attitude change
- Skills or personal effectiveness
- Quality of life/wellbeing

On organisations
- Improved or new services
- Reached more or more time with clients
- Improved management processes
- Increased their profile
- Taken on more staff or volunteers

On the environment
- Impact on the environment
- Impact on environment behaviour

Business impacts
- Job-related skills
- Personal wellbeing
- Behaviour change

On the business
- Human resource benefits
- Stakeholder relations/perceptions
- Business generated
- Operational improvement delivered
- Uplift in brand awareness
- Positive media coverage
5.7 Putting it together

a) Approaches for Small Clubs

With fewer resources, small clubs need to get the best value out of everything they do. Putting some time and creative thinking into being strategic should pay off by allowing you to identify and concentrate on the most important issues for you – but you’ll probably need some help to begin with. Setting aside adequate time to prepare your strategic plan is vital. ClubsNSW can help you get started with this – contact Member Services.

1. Consider your SWOT analysis – what are your top three most important issues?
2. How you can address those key issues for your club? What resources do you have available?
   Remember that ClubsNSW is there to support you.
3. Look for:
   a. Things that can be achieved easily without a large (or any!) budget – the low-hanging fruit. They might be about changing what you do in order to save money, such as changing the scheduling of watering your club garden to achieve water savings
   b. Opportunities to get funding to achieve improvements or efficiencies. In particular there can be state, federal or local government funding available for environmental improvements. Spending a little time working on a funding application might enable your club to make ongoing savings. Again, ClubsNSW can point you in the right direction
   c. Areas where several local clubs could join forces and collaborate to address a particular issue or concern. For example, could a shared approach to purchasing enable you to achieve greater cost efficiency?

Even if you don’t provide ClubGRANTS or any type of sponsorship or donation, it is still worthwhile undertaking an analysis to identify the interests of your club’s key stakeholders and how they align to your strategic proprieties. By doing that, you could uncover potential opportunities to increase your club’s patronage while also supporting your local community. For example, you may spot an opportunity to host a regular community event, such as a farmers’ market or a craft exhibition, which will attract more potential patrons to your premises.

In addressing your key issues, you’ll probably need to tap into the goodwill of your membership. Most organisations have a few people who are willing to volunteer their time – make the most of this valuable resource if you can. View this as a way to start or build more relationships in your local community. As you go on, it’s likely you’ll find more ways to address community interests and priorities while also expanding the reach of your club. If you do nothing more than this you will have made a great start which you will be able to build on.

Food focus builds community spirit: Aiden Reynolds story

Coogee Legion Ex-Service Club has been involved with the Taste of Coogee Festival for the last three years. The festival started in 2012 and is now an annual event with food, activities and music at Coogee Beach. It aims to foster a sense of community and to deliver a family-friendly event that involves food, alcohol and fun activities. Our involvement came about through the local Chamber of Commerce. We are the licensee for the event and we donate my time each year. In return we are provided with a
stall, from which we sell club merchandise and alcohol. Overall it has involved 60-70 hours of my time each year, a key part being bringing local businesses on board. In the end, in 2015 we had thirty local businesses involved with an estimated 20-30,000 people in attendance. The flow-on effects in terms of promotion of our brand have been significant. I have seen more of those businesses and festival attendees in the Club and they have acknowledged our role in the local community.

We now no longer give our meat trays in our raffles. Instead, we give vouchers for the local butcher! This allows us to support and build our relationship with local businesses and shoppers, as well as building our brand.

The other advantage of our involvement in the Taste of Coogee Festival is that we were able to transition it to include alcohol. Over the three years, there was not a single alcohol related incident. This allowed us to more effectively highlight that alcohol and Coogee can exist harmoniously together. Last year, for the first time, there was a small profit made from the Festival. While I am happy about this, it is certainly not the primary objective of our involvement. We joined to form stronger links with our stakeholders and promote the Club and this has certainly been achieved.

Aidan Reynolds is the Secretary Manager of Coogee Legion Ex-Service Club.

**b) Approaches for Medium-sized Clubs**

The challenge for medium-sized clubs is to fit your ambitions with your club’s available resources. You may want to achieve the sorts of things that larger clubs do, but have limited resources available. Taking the time to identify your most important issues, and how they might align to your community’s needs, will help you prioritise the actions you’ll take to achieve your strategic goals. See the steps below.

1. If you haven’t already, take time to complete a strategic plan (you can get help from ClubsNSW for this – contact Member Services).
2. Consider your SWOT analysis – what are your top five most important issues?
3. How you can address those key issues for your club? Be mindful of your available resources and remember that ClubsNSW is there to support you.
4. Look for:
   a. Things that can be achieved easily without a large (or any!) budget – the low-hanging fruit. They might be about changing what you do in order to save money, such as changing the scheduling of watering your club garden to achieve water savings
   b. Opportunities to get funding to achieve improvements or efficiencies. In particular there can be state, federal or local government funding available for environmental improvements. Spending a little time working on a funding application might enable your club to make ongoing savings. Again, ClubsNSW can point you in the right direction
   c. Areas where volunteers from your membership could be involved to achieve a goal. Your membership is a valuable resource. If you can tap that resource you’ll not only help achieve a particular goal, but you’ll help to engage your members as well
   d. Areas where several local clubs could join forces to address a particular issue or concern. For example, could a shared approach to purchasing enable you to achieve greater cost efficiency?
5. Undertake an analysis to identify the interests of your club’s key stakeholders and how they align
to your strategic priorities. By doing that, you could uncover potential opportunities to increase your club’s patronage while also supporting your local community. For example, you may spot an opportunity to host a regular community event, such as a farmers’ market or a craft exhibition, which will attract more potential patrons to your premises.

6. Consider your current community support – do you understand the outcomes that you are achieving? Have you set goals for your community partnerships? Set goals for your community partnerships and work out the best way to measure their achievement. You may need to discuss this with your community partner. Use the LBG framework to help you think about this. How will your community partners report back to you? (Try not to make it too onerous but still meaningful.)

7. Think about ways you could support or share resources with nearby smaller clubs. This could be through recycling furniture, poker machines or other equipment, or in-kind support, such as shared back office functions, or mentoring. Are there things that you could do that would support your club’s strategic goals?

c) Approaches for Large Clubs

You probably have a lot of these elements already in place.

1. Complete a strategic plan – or review the plan you have in light of your understanding of the breadth of your social responsibilities. Is there anything that you should add?

2. Consider your SWOT analysis – what are your top ten most important issues? How do they align with what you know about your community’s most important issues?

3. How do you plan to address those key issues for your club?

4. Look for:
   a. Opportunities to take advantage of economies of scale
   b. The potential to involve your membership and employees
   c. How you can measure your achievement of the goals you have set for your club – including your community investments?

5. Undertake an analysis to identify the interests of your club’s key stakeholders and how they align to your strategic priorities. By doing that, you could uncover potential opportunities to increase your club’s patronage while also supporting your local community. For example, you may spot an opportunity to host a regular community event, such as a farmers’ market or a craft exhibition, which will attract more potential patrons to your premises.

6. Consider your current community support – do you understand the outcomes that you are achieving? Have you set goals for your community partnerships? Set goals for your community partnerships and work out the best way to measure their achievement. You may need to discuss this with your community partner. Use the LBG framework to help you think about this. How will they report back to you? (Try not to make it too onerous but still meaningful.)

7. Think creatively about how to develop projects that provide mutual benefits to the club and to the community. Some clubs are developing child care centres, or aged care facilities. Are there opportunities to build businesses like this in your local area? Use the planning tool on page 28.

8. Think about ways you could support or share resources with nearby smaller clubs. This could be through recycling furniture, poker machines or other equipment, or in-kind support, such as shared back office functions, or mentoring. Are there things that you could do that would support your club’s strategic goals?
Section 6

Your responsibilities to your community
6 Your responsibilities to your community

In this section, we discuss how to take your engagement with the community to a new level by adhering to some fundamental principles. We will see how paying attention to the issues that are important in your marketplace can help drive a greater sense of loyalty to your club.

Social responsibility issues for clubs:

- understanding community needs
- communication and engagement with the community
- liaison with state MPs and local government
- fostering social inclusion
- clubs’ relevance to new demographics
- clubs’ role in local economies
- clubs’ role in addressing social issues such as alcohol and gambling.

Clubs exist to serve their community and they do so in various ways. The role that they play in providing a place for community members to socialise and to be in the company of others cannot be underestimated. Clubs do a fantastic job in fostering social inclusion by providing a community hub – a place where people can meet, socialise and be entertained or enjoy sporting activities in a safe, non-threatening environment. For many people, including many older community members, this is their link to community life and prevents them becoming isolated and lonely.

Clubs also make an important contribution to the economy of the region in which they are located, through paying wages and salaries to their employees and buying goods and services from suppliers. Some larger clubs are venturing into other related businesses that provide much-needed community infrastructure, such as aged care homes or child care centres, which further stimulate the economy while also meeting community needs.

And clubs contribute directly to communities through ClubGRANTS and various other forms of sponsorship, donations and in-kind contributions. The total amount of the industry’s contribution through the ClubGRANTS category 1 and 2 program alone was estimated at almost $100 million in 2014–15, while the social contribution of the industry was valued at $1.2 billion by KPMG in 2011 at the last Club Census.

The Club Code of Practice includes commitments to community support and best practice guidelines for implementing that support.

6.1 Understanding community needs

The best way to understand community needs is to engage broadly in your community! Community groups reported that while some clubs in their area were proactive in their efforts to understand their needs and priorities, they perceived that some other clubs viewed the ClubGRANTS process as compliance with regulation. This meant that little genuine effort was put into identifying and meeting local community needs. It goes without saying that if you understand the diversity of interests and needs in your community, you will be able to offer products and services that better meet the needs of more people – meaning you’ll have more potential customers.
Better understanding the needs and priorities of your community will help your club to:

- Get better leverage from community investment
- Improve its reputation and credibility
- Target ClubGRANTS and other community donations more effectively
- Develop products and services that will attract new members from new demographic groups in the community
- Be more strategic in its approach to community involvement.

**Key steps**

1. Find out about the community groups in your area. Cast your net broadly to identify groups. Some of them may already have approached you for support. Speak to the local council or your State MP to find out about other groups based in your area. Your employees may already be involved with some of these groups.
   - What are the focus areas for these groups e.g. the environment, refugees, community welfare?
   - How influential are they in the public debate? Do they get coverage in the local media?
   - What are their key goals? Are they related to specific local needs?

2. Identify the most significant social issues facing your community. Your local council will generally have already identified what they see as the priority issues for the community. Look online or speak to the council to find out about them. State or federal MPs will sometimes also have prioritised issues that impact the local community. For example, your local community may be participating in a pilot of the National Disability Insurance Scheme (NDIS). Your local council is also likely to be aware of these issues.

3. Engage with the key groups you identified in step 1 to find out what they see as the most important issues they are facing or the most important needs in the community. This could mean exploring their website, arranging a face to face meeting, or sending them an email survey. It may mean seeing their programs in action to better understand the needs. The way you engage will depend on the nature of the group and your existing relationship with them.

4. Think about how these issues and groups link to your club’s strategies, plans and interests. Do any align? Are any in conflict?

5. Assess the priority issues identified by council against your own club’s strategies, plans and interests. See Section 6.7 for a tool to help you assess the priority that you can give these needs or topics.

Building understanding and then being able to prioritise issues and groups is a foundation for more effective community investment. Having this information will enable your club to make decisions about how best to target its support to have the greatest impact or to support its business.

**6.2 Communication and engagement with the community**

While all clubs engage with the people who come to their premises, good communication and engagement go beyond transactional engagement to purchase goods and services, or to provide financial assistance (‘hand over a cheque’). Importantly, it’s not about engaging with a small section of the community (‘people like us’) but as broadly as possible. Community groups said if clubs did not engage genuinely or broadly, they would not have a well-rounded view of the different groups in the community, and this in turn would limit their ability to be effective in their donations and sponsorship.
Addressing the challenges embodied by your social responsibilities requires clubs to interact with communities, local community groups and charities, employees and suppliers, and local or state governments – and perhaps there are other stakeholders with whom to engage.

Depending on the situation in which you are working, ‘engagement’ can cover consultation, communication, education, public participation, shared decision-making or working in partnership.

Effective community engagement builds trust and makes it easier for clubs to identify the issues, needs and priorities in their communities and to collaborate with others to help address them. It goes beyond simply providing information or telling communities about the decisions you’ve made. Engagement is effective when both parties get something out of the interaction.

Effective engagement may also uncover opportunities for your club to:

- Expand its market
- Improve its reputation with local community groups
- Offer more relevant products or services
- Engage with local media
- Link more effectively to key regulators such as local councils and government
- Target community grants and donations to areas of greatest community concern or priority
- Partner more effectively to achieve their goals.

In short, good community engagement makes good business sense. It will embed your club within your local community, ensuring you have an army of unofficial ambassadors who will advocate on your behalf with regulators and others.

There is no single best way to engage with others effectively; good engagement depends on the stakeholders you are involving and what you are trying to achieve. But effective engagement is underpinned by principles of behaviour, which are outlined below.

**Principles for effective engagement**

Principles are accepted rules of conduct. By defining the principles for community engagement, the club industry commits to conducting itself in a consistent and ethical manner. The principles described below represent generally accepted principles for community engagement in many industries around the world. By committing to these principles the industry sends a powerful signal to communities and regulators that it expects to play a role as a valued and trustworthy corporate citizen and good neighbour.

The club industry is committed to four principles for effective community engagement:

- Openness
- Inclusiveness
- Responsiveness
- Accountability.
These are detailed below.

**Openness**

Openness means sharing relevant information with communities about decisions and activities in a way that is:

- Clear, so any person can understand it
- Accurate, so it is consistent, comparable and complete
- Timely, so it is available when requested and can be used to make decisions
- Honest, so information is available to avoid misleading assumptions.

The principle of openness does not affect the right of a club to maintain confidential and private information (such as board matters covered under the confidentiality clauses of the Corporations Act 2001) which might otherwise negatively impact its interests. Openness helps to build credibility and trust with the community. It is particularly relevant in decisions about how to allocate funding to community organisations. It means transparency in regard to which organisations received a grant and what for, and why.

**Inclusiveness**

Inclusiveness means identifying and interacting with all stakeholders to ensure their perspectives are understood and taken into consideration. This principle means that in developing new services or projects for example, all the relevant groups who are potentially affected (not only the most visible ones or those who first step up) have the opportunity to communicate their opinions, expectations, needs and concerns.

Inclusiveness is important to enable clubs to: gain a better understanding of communities’ sentiment around a project or new service; review performance for continuous improvement; reduce the risk of conflict (between clubs and communities but also within communities); produce mutually beneficial partnerships; and increase the legitimacy and acceptability of decisions through community involvement.

**Responsiveness**

Responsiveness means listening and responding to communities’ concerns and needs as relevant to your club’s activities. This principle means that every individual has the right to ask reasonable questions about a club’s activities and to expect an answer from the club.

The concept of responsiveness is in part related to complaints management, which is an important part of engaging with communities.

**Accountability**

Being accountable means the ongoing work of monitoring, evaluating and disclosing information about the activities, and positive and negative impacts of club activities or projects. Accountability is particularly important for clubs to demonstrate that members’ funds have been wisely used and processes (such as elections) are conducted fairly and honestly. It is also vital to ensure community groups and communities have confidence in the ClubGRANTS process – so they know about how decisions to fund or not fund a service were reached and they can find out about the outcomes of the funding.
Accountability means establishing systems to track and communicate decisions, policies, activities and performance over time in a balanced, comparable, reliable, accurate and clear manner. This principle also includes the proactive approach to prevent possible risks and remedy potential negative impacts as a consequence of decisions made and activities implemented.

Accountability is important because it provides an opportunity to continually analyse and improve performance, and to create a better understanding with communities.

### 6.3 Liaison with local and state government

To be able to understand and meet community needs, more effective communication and liaison with local government and your local State Government MP is crucial. This communication and engagement would enable clubs to address the strategic priorities for their area identified by these levels of government. At an industry level, ClubsNSW engages strategically with the State and Federal Government to identify issues and address needs.

Local governments are important stakeholders for clubs in NSW. They act as regulators for many club activities but importantly, they also can facilitate greater linkages with your community. These linkages build trust, brand awareness and reputation and help to drive membership, patronage and sales.

Each individual council will be different, but in general, all take some responsibility for community health and welfare and sustainable development. Greater engagement with your local government will open up ways to:

- understand local priorities
- identify mutual interests and goals, and
- develop partnerships.

At a state or federal government level there may be policies or programs that have an impact in your local area. Government departments may have offices in your local area.

It is therefore important for clubs to:

- Identify the relevant role(s) or people within government whose activities relate to your social responsibilities.
- Engage to:
  - Better understand government priorities and concerns
  - Inform of club activities and interests
  - Explore areas of mutual strategic interest.

For clubs involved in the ClubGRANTS process, local government is generally a key participant in the Local Committees which help to assess funding applications. Your Local Committee is a good starting point for your engagement with government. The Club Code of Practice sets out best practice for participation in the Local Committees, but engagement should ideally be much deeper than this.
Tactics for engagement with local government

- Convene a regular (quarterly or half-yearly) meeting with a local government representative. The Council representative on your Local Committee may be the best initial contact, however you should assess this based on the aims of the meeting and your knowledge of, and existing relationship with, the Council. The aim of the meeting is for each of you to better understand the other’s business and future goals. As the relationship develops, the agenda of the meeting can broaden to discuss evolving areas of community need and council priorities etc.

- Ensure your engagement cannot be perceived as trying to unduly influence council. The NSW Office of Local Government has a model code of conduct which includes provisions around acceptance of gifts (see: https://www.olg.nsw.gov.au/sites/default/files/Model-Code-of-Conduct.pdf); many local councils will adhere to these guidelines. You have an obligation under the Code of Practice to behave in an ethical manner.

- Include representatives of local council on relevant consultative or decision-making committees within your club. This will provide a valuable external perspective and will help to ensure that the council has a good understanding of your goals and interests.

- Consider inviting your local State or Federal MP to be a club patron.

6.4 Fostering social inclusion and your role in local economies

Clubs’ role in fostering social inclusion is a significant aspect of their social responsibility. Clubs generally do this well by providing a safe place where people of all walks of life can be entertained, play sport and socialise. It was seen to be important to continue to welcome all groups in the local community e.g. migrants from different cultures, the disabled, the elderly.

Clubs have a significant role in communities. The social inclusion and economic development they foster is an important part of their social responsibilities.

With increasing numbers of older people in our communities, avenues to interact with others, or simply be out of the house in a safe environment surrounded by others, will become more and more important. This is an area where clubs excel.

Clubs are also important in local and regional economies because they provide employment and they purchase goods and services from local businesses. Another way that clubs contribute to local economies is by providing training and skills development. This supports a more skilled workforce, which in turn attracts other businesses to take advantage of the availability of skilled labour.

To address your social responsibilities in these areas, it’s true that you may not have to do much differently from what you currently do.

However, you may want to go further because you see a need in the local community. Perhaps you could set up programs specifically for older community members, or those with disabilities. Maybe women from particular cultural or ethnic groups in your community are at risk of being isolated – perhaps you could set up a weekly ‘get together’ at the club for them?
Clubs also have an important impact on local economies, in particular in regional areas. This is both direct, through employment and indirect, through stimulating the development of other businesses, such as suppliers, and complementary businesses such as sporting goods retailers (where clubs provide major sporting facilities). Clubs’ role in training and development also contributes to economic development as trainees often move to other local industries or set up their own businesses.

It is increasingly important to be able to demonstrate the impacts of what you are doing, both for social inclusion and for local economic development, and therefore to measure your contribution. Examples of ways to measure your outcomes and impacts are:

**Social inclusion**

- Number of members over 60 years, with a physical disability or from a local migrant community
- Number and type of programs offered that are specific to groups you’ve identified as at risk of social isolation (e.g. fitness programs targeted at seniors)
- Participation by identified groups in club programs
- Surveys of club patrons from identified groups or other qualitative measures looking at what benefits they perceive from club membership.

**Economic development**

- Dollar value of annual spend on local contractors and suppliers
- Number of trainees or apprentices
- Average number of hours of training provided per employee per year
- Dollar value of annual wages and salaries
- Figures on local/regional economic growth and development

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**Meals delivers more than social inclusion: Judith Ward’s story**

We have a sizable elderly population in the local area, many of whom are members of our club. We have had a strong working relationship with Lifetime Connect (a not-for-profit organisation providing support for older Australians) for over 10 years. They asked if we could help them by running the local Meals on Wheels service and we were pleased to assist. From Monday to Friday we prepare 400 meals in the Club which are then distributed by volunteers from Meals on Wheels. We are proud to fund this vital community organisation. Our support in turn raises our profile in the community and demonstrates to members the value of clubs to their local communities.

*Judith Ward is CEO, Macksville Ex Services Club*

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**6.5 Clubs’ relevance to new demographics**

As local areas change in character, with groups of new arrivals such as young families and migrants moving in, the challenge for clubs is to remain relevant. Their ability to offer services that attract new community members will depend on their understanding of the community. Clubs admitted that they often suffered from perceptions that they
were an ‘old blokes and beer’ institution that was not relevant to modern multicultural Australia. Having an offering that appealed to groups whose culture was non-drinking and non-gambling was seen to be a particular challenge. Greater understanding of, and engagement with, your community will help you to better meet the needs of new groups in your community.

6.6 Your role in addressing community issues related to your product/service offering

Clubs operate within the law to serve alcohol and provide opportunities for gambling. Clubs generally also have well-implemented Responsible Service of Alcohol and Responsible Gaming policies and strategies. However in developing this guide, there was recognition that some sectors of the community want clubs to do more and to take more responsibility for the impacts of problematic drinking and gambling generally in the community (not just on premise). In addition, many community groups said they felt conflicted about receiving funding from organisations whose revenue largely comes from these two sources. Addressing these expectations and issues is part of maintaining a social licence to operate.

How clubs address significant social issues related to their core product and service offering will have an impact on their reputation and the level of trust with their community. ClubsNSW, in conjunction with individual clubs, operates significant programs targeting problem gambling and responsible behaviour. The Club Code of Practice commits clubs to responsible provision of gambling and responsible service of alcohol. Clubs may feel that they are unfairly targeted in debates about harm from alcohol and gambling, but it is important to acknowledge these community views.

Clubs can aim to mitigate negative impacts by:

- Promoting their Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RSG) practices and programs
- Participating in ClubsNSW programs to address issues relating to problem gambling and alcohol consumption (such as ClubSafe, the Salvation Army clubs chaplain initiative and the Walk in My Shoes program)
- Discussing the issues openly with potential community partners and ClubGRANTS recipients and acknowledging their concerns
- Attending to their social responsibilities across the economic, human rights, labour and environmental areas.

A shift at a club causes a shift in perspective: Sondra Kalnins story

A shift ‘walking in the shoes’ of a club duty manager was a real eye opener for me. I participated in the “Walk in My Shoes” program at Bondi Easts on a typical Wednesday night. My organisation – Hope Street, which is part of Baptist Care – operates a gambling help and financial counselling service just around the corner from the Club, and we were keen to collaborate.
I was initially welcomed by a duty manager who was just finishing his shift. He sat down with me in the staff office and answered lots of initial questions I had about security, self-exclusion and the harm minimisation program. I was introduced to Michael the duty manager for the evening, and the ‘walk’ began!

Michael was open, friendly and interested to talk with me about all aspects of his work on the gaming floor and also about my work. He clearly had a good understanding of problem gambling and the challenges faced by his staff.

While I was there a staff member came up to Michael and pointed out a person in the company of others who was extremely intoxicated. Michael approached the men, and quite calmly handled the situation, with the group finishing up their drinks and leaving without any drama. Apparently they had been on a pub crawl and then realised it couldn’t be a ‘club’ crawl!

I was amazed at the number of people who spoke to me, perhaps thinking that I was joining the staff, saying what a great guy Michael was. During the next few hours I saw how he engaged with people and that for many, the Club really was a place for belonging and community.

Of course there are problem gamblers in the Club, but the staff are very active in relating with the members so, at least for regulars, there is some level of monitoring gambling activity and expenditure which may act as some harm minimisation. There is advertising everywhere in the Club to provide patrons with information for 24 hour, seven day a week free counselling and support.

In all it was a very enjoyable and informative evening, giving me an insight into the appeal of clubs, the challenges faced on the gambling floor and the social role clubs play in the community.

_Sondra Kalnins is a counsellor with the Hope Street program from Baptist Care._

### 6.7 Tools

This section contains tools that will assist clubs in meeting their social responsibilities to communities.

**Prioritisation**

Using a table, such as the one on the next page, will help you to prioritise the most important social issues for your club.
Table 5: Examples of issue prioritisation

<table>
<thead>
<tr>
<th>Issues (examples only)</th>
<th>How important is it to the community?</th>
<th>How much impact does it have on your strategy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support for refugees and new migrants</td>
<td>High (3)</td>
<td>Medium (2)</td>
</tr>
<tr>
<td>More opportunities to access sport</td>
<td>High (3)</td>
<td>High (3)</td>
</tr>
<tr>
<td>Building a new community hub</td>
<td>Medium (2)</td>
<td>Low (1)</td>
</tr>
<tr>
<td>Employment opportunities for teenagers</td>
<td>Medium (2)</td>
<td>Medium (2)</td>
</tr>
</tbody>
</table>

You can map community issues against your own priorities on a matrix to more clearly identify the most important social issues for your club. In the example below, one axis is the importance for the local community, and one axis is the importance to the achievement of the club’s overall goals. For the example below, we’ve used the information from Table 5.

Figure 4: Example of a prioritisation chart – community needs

- Influence on club’s strategic goals +
- Importance to community stakeholders +
Checklist

Use the checklist below as a baseline for good practice in meeting expectations about community involvement and development.

Table 6: Checklist for clubs: Community development

<table>
<thead>
<tr>
<th><strong>Community involvement</strong></th>
<th>Do you understand the communities or groups that are impacted or affected by your <strong>core activities</strong>? (This is not the same as the groups to whom you provide funding).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do your programs or grants address relevant state or local development goals?</td>
</tr>
<tr>
<td></td>
<td>Are you engaging with community groups to understand their key concerns and priorities?</td>
</tr>
<tr>
<td><strong>Employment creation and skills development</strong></td>
<td>Do you participate in skills development programs, such as offering apprenticeships or offering work experience through local education providers?</td>
</tr>
<tr>
<td></td>
<td>Do you aim to hire most employees from your local community?</td>
</tr>
<tr>
<td><strong>Wealth and income creation</strong></td>
<td>Do you have a process in place to ensure you provide fair chances for local suppliers and SMEs to supply or partner with your club?</td>
</tr>
<tr>
<td><strong>Social investment</strong></td>
<td>Do you have activities or initiatives that are directed at improving the wellbeing of your community, through addressing such things as health, social exclusion or addiction?</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**6.8 Putting it together**

**Approaches for all clubs**

All clubs need to pay attention to engaging with their local communities. While smaller clubs may have fewer resources at their disposal, they may have closer relations with their communities. Larger clubs may have more resources but because of their size, may be more remote from local communities and community groups.

All clubs need to prioritise time to identify community needs and forge relationships within their community. This is the most important thing that you can do to address your social responsibilities because it is the building block of trust – the core of your social licence to operate.
Section 7

Your responsibilities to your workforce
7 Your responsibility to your workforce

In this section, you will find out about how your social responsibilities extend to your workforce. It provides ideas for helping you to address skills shortages and training and development needs, and a list of resources available online.

**Social responsibility issues for clubs:**

- Attracting and retaining quality staff
- Staff engagement
- Diversity and inclusion
- Training and development.

Whether you employ a few casuals or your workforce runs to hundreds, you know that you have certain responsibilities to your employees. Many of those responsibilities, like workplace health and safety or wages and conditions, are prescribed by laws, regulations and agreements. It’s relatively easy to know that you are compliant with these. But there are others, like providing a workplace that is fair and inclusive, where it’s harder to ensure that you are doing the right thing.

Generally accepted social responsibilities related to your workforce include:

- Providing fair conditions of work and inclusive workplaces that respect the employees’ right to belong to a trade union
- Providing a workplace that is free from coercion, bullying and harassment of all types
- Not discriminating for or against employees based on gender, ethnicity, sexual orientation, disability etc.
- Providing fair and transparent processes for grievances regarding employment and labour practices to be addressed
- Protecting the health, safety and well-being of all members of the workforce (employees, contractors, casuals, volunteers etc.)
- Providing training and development opportunities
- Encouraging diversity in the workforce and supporting flexibility to accommodate family or caring responsibilities.

In Australia, many of these areas are governed by legislation or regulation. However within these boundaries, there is scope to do more to address these issues. The Club Code of Practice includes a commitment to “promoting best practice human resource management and industrial relations between our Club management and employees”. ClubsNSW provides extensive training and resources in a range of areas that will help you address your responsibilities to your employees, including anti-discrimination, employment contracts and, workplace health and safety. See the ‘Tools’ Section 7.6 (page 50) for more details.
7.1 Best practice

Management and club boards need to take the lead in addressing these issues. Leadership is demonstrated by:

- A commitment to equal opportunity, diversity and inclusion that is evident from practices and language, supported by systems and processes and measured and reported on
- Policies and systems to support workplace health and safety
- Boards and management that reflect the communities in which they operate and whom they serve
- Stated commitment to comply with applicable laws (as per the Club Code of Practice)
- Zero tolerance of bullying, harassment or discriminatory behaviour
- A systematic approach to training and development of staff.

A best practice approach would see:

- Clubs develop and publish policies on workplace health and safety, diversity and inclusion, equal opportunity and anti-discrimination
- All staff provided with job descriptions and performance reviews at least annually, and given appropriate training and development opportunities
- Grievance mechanisms established for the workforce (including casuals and contract staff) that involve fair and transparent processes that accord complainants natural justice
- Compliance with relevant laws, regulations and agreements regarding employment and suppliers and contractors
- Employment and supplier contracts reviewed to ensure that they are fair and clear
- A workplace culture that supports good employment practices.

7.2 Attracting and retaining quality staff

This is an issue of particular concern for small and medium-sized clubs. Relatively limited career opportunities afforded by smaller clubs can make attracting quality staff difficult, in particular skilled staff like chefs. Retaining staff is an issue where casual and shift work are the norm. In some cases there is a reliance on a transient workforce, which adds to the difficulty of retaining staff. Staff are a crucial part of the customer experience and therefore this area requires effort to address.

Addressing your social responsibilities will help to address many of the key issues identified around employees. In particular going beyond the minimum, or social norm, will help to establish your club as an ‘employer of choice’ and attract, engage and retain skilled employees. Since the cost of staff churn is always high (through recruitment and training costs) the value of addressing your responsibilities to your employees is great.

Admittedly for smaller clubs, there will be limitations on the degree of diversity, flexibility and training possible in the workplace. However in the next section we suggest some creative ways that smaller and medium-sized clubs might be able to address these issues.
7.3 Staff engagement

Because so many roles in clubs involve a casual workforce and shift work, making employees feel involved in the club and its mission can be challenging. This can be particularly challenging for smaller clubs with fewer resources. There is no single definition of what ‘engaged’ means but generally an engaged employee is one who is passionate about their work, actively thinks of ways to solve problems or thinks of new ways to do things – in short, they are prepared to ‘go the extra mile’ in their work.

There’s no generally accepted way to engage employees – and you’ll need to accept that not every employee is going to be passionate about your club.

However a guiding principle is that every person in your workforce should know that they are respected as individuals at work. This can have a significant impact on how employees view their jobs and themselves.

A key role for managers and leaders is to know their people – understand what their goals are, what their skills are and to see how you can tap their potential. Every interaction with an employee has the potential to influence his or her engagement with the club. Your attitude will have a big bearing on how engaged your employees feel.

Throughout this guide we offer suggestions about using environmental or community-focussed programs to involve employees and through involvement, increase their engagement with the club. It’s been shown that if your staff feel that they are involved in something that benefits others, beyond their regular jobs, it helps to motivate and inspire them in their work.

Some options for you to consider include:

- Provide value-adds to enhance the work experience. This could be providing each employee with two days’ paid leave each year to undertake work for a particular charity or cause. Or it could mean providing opportunities to mentor younger staff. Build this volunteering leave into their performance indicators or job descriptions.
- Leverage your community investment activities to address your key issues in employment and labour practices. For example, a partnership with a community organisation could provide opportunities involve employees and that would enhance their experience at work and help to engage and retain staff.
- Develop relationships with relevant local education providers and offer work experience places to students. This increases your brand recognition and may help in addressing skills shortages, as you become recognised as a good employer. Perhaps your staff could also volunteer to mentor students?

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**Donating for a cause builds staff involvement: Guy Chapman’s story**

All staff are notified at their induction about our community involvement with the Red 25 Orange Ex-Services’ Club Group Blood Donation program, and it is also part of our Employee Rewards Scheme. It’s an important way to give back to the community of Orange.

Each quarter, since 2012 when we first started this program, we have pre-arranged group bookings with the Australian Red Cross here in Orange with eight to 10 staff members donating each time. These staff are then encouraged to make their own regular appointments either quarterly for whole blood or
fortnightly to monthly for Plasma donations. The group blood donations are promoted in the staff room with photos and a listing is placed in our gaming gazette promoting our results. It is also promoted at our annual presentations to staff and the Club’s Annual Report.

The initiative allows us to have a better rapport with all levels of staff, it opens up the communication process. It’s a social responsibility program that all staff and members of the Club can be proud to be involved with.

We are also providing inadvertently, a free health check for staff, as each donor needs to ensure they are compatible via several health checks, haemoglobin and blood pressure levels prior to donating.

The blood donation program has definitely improved team morale and engagement. Staff members have excitedly approached me and asked if they too could become more involved with the scheme, helping to promote and being an advocate. We are now considering offering members of the Club the opportunity to donate.

The Red Cross team always express their appreciation for the donations of the Club and also the exposure to staff and members for this wonderful program. It also provides a sense of gratification and honour and it genuinely excites me when we are asked to respond by peers, or leaders from other industries, to questions like, “What do your staff do to engage with the community?”.

Guy Chapman is Chief Operating Officer, Orange Ex-Services’ Club

7.4 Diversity and inclusion

Over the past few years, expectations have changed and, in general, organisations such as clubs are expected to respect and promote diversity in their staff and be inclusive in serving their patrons. The benefits of a diverse and inclusive business extend beyond the business and the individual into the community as a whole. An inclusive environment paves the way for greater diversity of thought, more ideas and greater problem solving.

It is also important for your business that your club’s workforce reflects your local community, to ensure that community members feel comfortable and welcomed as club members and patrons. Including women and members of different ethnic groups in club decision-making bodies, such as on the board or in management, would not only reflect the community but improve decision making at the club, especially around grants and sponsorships.

There are a range of government grants available that may be available to clubs to facilitate a more diverse workplace. These include grants that can help with the cost of modifying buildings or purchasing equipment to help employ someone with a disability. For a list of Federal and State government grants see www.business.gov.au/grants-and-assistance
7.5 Training and development

Larger clubs generally have more opportunity to provide ongoing training and development for team members and therefore are generally better placed to provide a career path in the industry, rather than ‘just a job’. It is likely to become increasingly important to promote careers in clubs and to find creative ways to provide training and development for staff.

A potential differentiator for clubs is the level of training and development they provide. As well as training and development of current employees, clubs have an interest in having a skilled labour force available to combat potential shortages and meet the demands of business growth.

The Club Code of Practice commits clubs to “make the continuing professional development and training of our Club managers and other employees a priority.” To facilitate that, ClubsNSW has developed a suite of training for managers and general staff, through the ClubPATHWAYS program. The training enables participants to complete diploma courses and can provide credit towards an undergraduate (bachelor) degree.

One idea to help smaller clubs is to pool resources with neighbouring clubs to provide greater training and development opportunities. Perhaps even rotate staff through different clubs to give them greater exposure to different aspects of the industry.

**Support helps achieve the next level: Mitch Vine’s story**

I completed both the Future Club Leaders and Generation Next programs through ClubsNSW.

I enrolled in the Future Club Leaders program after reading about it in Club Life. I was operations manager in a small club and I realised I needed more qualifications if I wanted to advance my career. I continued working while I completed my Diploma in Hospitality, which took a year. Aside from the course itself, the most valuable thing for me was the networking opportunity it provided. I came from a small regional club so my ability to make contacts within the wider industry was limited. Through the Future Club Leaders Program I had the opportunity to complete the Gaming Management Development Course which allowed me to get a job at Ingleburn RSL as a Gaming and Loyalty Analyst. My goal is to become a gaming manager and hopefully a future club CEO!

*Mitch Vine is Gaming and Loyalty Analyst at Ingleburn RSL*

7.6 Tools

**Training**


ClubsNSW provides training in human resources and industrial relations matters for clubs. The training includes:
Checklist

Use the checklist below as a baseline for good practice in meeting expectations for labour practices.

Table 7: Checklist for clubs: Labour practices

<table>
<thead>
<tr>
<th>Employment and employment relationships</th>
<th>Are your employment and any other worker contracts clear and fair?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have processes in place to ensure all employees and workers have fair and equal chances for advancement in your organisation?</td>
</tr>
<tr>
<td></td>
<td>Are your contracts with your subcontractors, suppliers and partners clear and fair?</td>
</tr>
<tr>
<td></td>
<td>Do you protect the personal data and privacy of employees and workers?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conditions of work and social protection</th>
<th>Do you ensure that hours of work are not excessive and your workers have adequate breaks between shifts?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you offer flexibility to accommodate family/caring responsibilities of your workers?</td>
</tr>
<tr>
<td></td>
<td>Do you have systems for preventing discrimination and encouraging diversity?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social dialogue</th>
<th>Do you engage with independent parties representing employee/worker interests, such as unions?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you engage with your employees about matters affecting their work, such as significant changes in your operations?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health and safety at work</th>
<th>Do you provide training for employees in health and safety relevant to their work?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you provide training for employees in health and safety relevant to their work?</td>
</tr>
<tr>
<td></td>
<td>Do you measure your performance on health and safety at work?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human development and training in the workplace</th>
<th>Do all employees have personal development and training plans?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have an information program for new employees and workers?</td>
</tr>
</tbody>
</table>
Developing policies to address workplace issues

There are common elements that need to be included in any policy from an organisation. They include the following:

- A statement of intent, including the aim and objective of the policy
- Who the policy applies to (scope)
- Outline of specific commitments/actions which will be undertaken
- How the policy will be implemented and who is responsible
- How monitoring and review will be undertaken
- How complaints will be dealt with.

Clubs Australia has produced a comprehensive set of model policies covering workplace and employee matters. The Clubs HR Policies and Procedures Manual is available from Clubs Australia for a small fee. Contact Clubs Australia on 1300 730 001 or by email info@clubsaustralia.com.au

The Anti-Discrimination Board of NSW also provides model policies that could be adapted for clubs use. See http://www.antidiscrimination.justice.nsw.gov.au/Pages/adb1_publications/sample.aspx

Section 8

Your responsibility to the environment
8 Your responsibility to the environment

In this section, you will find information about opportunities to use environmental management to increase employee and community engagement, as well as inspirational ideas from clubs who’ve already ‘gone green’.

Social responsibility issues for clubs:

- Developing an overall approach to environmental sustainability in the business
- Identifying and realising opportunities for resource efficiency

8.1 Developing an overall approach to environmental sustainability

Community expectations about environmental management have increased and many clubs, especially larger clubs, have responded, aiming to meet raised community expectations. Those which have developed a strategy or plan for improved environmental outcomes said that it improved employee perceptions of their business. Challenges included cost and getting an adequate return on investment for environmental projects.

Most clubs are aware of community expectations around environmental management. Finding ways to meet those expectations is clearly more challenging. Expectations can include:

- Maximising resource efficiency (energy, water, raw materials)
- Minimising waste (including food waste) and minimising waste to landfill
- Minimising discharges of waste water and carbon emissions
- Consistent and widespread recycling program
- Composting of food waste
- Identifying and managing potential environmental risks – this might include risks in your supply chain
- Assessing your suppliers on their environmental management credentials
- Environmental sustainability initiatives embedded in new capital works projects (such as resource efficiency, waste minimisation).

One risk that many clubs may not have anticipated relates to the potential impacts over the longer term of climate change on their buildings and other facilities. Risks might include:

- Greater vulnerability to flooding
- Proximity to high risk bushfire areas
- Water shortages due to drier seasons
- More days of extreme heat, with related pressure on HVAC systems and higher energy use.

To address expectations around environmental management, many clubs are already taking a range of measures to improve resource efficiency – and many more are considering how to do so. Resource efficiency has the potential to provide clubs with cost savings. However there are other steps that will help you to address your community expectations in this area.
1. Incorporate environmental management into your club’s business strategy and plans.
2. Develop an environmental policy which commits the club to a range of environmental management measures and publish it on your club website.
3. Larger clubs could consider implementing environmental management standards such as ISO 14001. This standard allows for certification, another tool for demonstrating to regulators and community that you are committed to good environmental management. However, adopting ISO 14001 requires organisational commitment, and leadership from management and board. For more information see http://www.iso.org/iso/introduction_to_iso_14001.pdf
4. Set goals and targets for environmental improvement. Goals and targets should be made public if possible.

Recycling pays off at Bankstown: Mark Condi’s story

We’re a pretty big club in Western Sydney – we’ve got more than 65,000 members and we get about 40,000 visitors each week. But that also means we’ve got a pretty big footprint.

We position ourselves as a family and community venue. What’s flowed from that positioning is that for us it meant we needed to address recycling and environmental sustainability as part of our social responsibility obligations to the community. So we established a Sustainability Committee to scope out the task and see what was possible for us.

The committee comprises representatives from each operational area of the Club in Bankstown and its associated venues – Birrong Sports, Bankstown Bowls and Baulkham Hills Sports. As a result of their research we pretty quickly joined the NSW Office of Environment and Heritage’s Sustainability Advantage Programme, and began rolling out a full recycling programme and increasing staff education and engagement.

At the time, the Club was generating 49 tonnes of food waste each week and this involved a contract where five huge waste bins were collected five times each week.

We’d traditionally recycled only cardboard and glass. But we began working with sustainability consultants from ‘Closed Loop Environmental Solutions’ to add co-mingled waste to the recycling programme, and we also adopted technology to turn food waste into nutrient-rich compost on-site. Initially this was tested out at our Baulkham Hills site.

The results were quite amazing. Within months, we reduced the amount of waste going to landfill by two thirds! So we decided to extend the initiative to Bankstown. We introduced source-separated bins at all the front-and back-of-house areas. To enable wait staff to separate food waste as they cleared tables, we put these bins into trolleys.

We’ve now got Australia’s largest indoor food-waste composting plant on-site and the end product from this plant is donated to local community gardens.

The Club has always been conscious of the amount of food waste being generated each year. With a concerted plan implemented, we’ve seen food waste sent to landfill reduced by a massive 17 tonnes.
per month. We’ve also doubled our recycling rate in just one year and that’s saved 44% from going to landfill.

As part of our recycling effort we’ve also introduced other programmes across all our venues including a battery recycling programme, printer cartridge recycling, shrink-wrap recycling in the cellar that stocks and supplies all beverages, as well as new recycling takeaway cups and containers, made from sustainable and biodegradable material. All shredded paper is donated to the local RSPCA shelter, located in Yagoona, not far from Bankstown.

Mark Condi is Bankstown Sports CEO

8.2 Identifying and realising opportunities for resource efficiency

Being able to realise cost savings through greater resource efficiency is a motivating factor for improving environmental management. Waste and recycling, water management and energy efficiency are the key areas for clubs. However for smaller clubs a significant challenge is in identifying improvement opportunities and then finding resources to make the required improvements.

According to the NSW Office of Environment and Heritage (OEH), an energy audit of 21 clubs across NSW a couple of years ago found annual cost savings of more than $2.8 million could be achieved. Clubs that implemented all opportunities for savings were able to cut their energy costs by 17% a year.

There are a number of ways that clubs can identify and make savings in this area. Some of these will also have flow-on benefits in communities.

- Involve your employees in environmental projects and programs to increase their engagement with the club and the community.
- Engage with council and community groups to develop environmental projects or businesses that provide mutual benefits for the club and the community.
- Make environmental sustainability a theme for your community investment. This could be either through the ClubGRANTS scheme or through individual club donations and sponsorships.

HVAC systems account for by far the largest energy use in clubs (44%, according to the OEH) and therefore reducing HVAC costs should be a priority. Some tips include:

- Installing proper insulation (can decrease costs by up to 25%)
- Upgrade your Building Management System (lower costs by up to 20%)
- Install motion sensors for outdoor heaters (10-15% cost reduction available)
- Adjust temperature set points (5%)
8.3 Tools

**Model environment policy**

Environmental policies will differ according to the different circumstances of your club. Key elements of a policy are:

1. A statement about the environmental context for the organisation e.g. ‘We operate in an urban environment where energy and water use and waste management are key concerns. We have 1,000 member visits per year’ or ‘Our club is situated in an area renowned for its natural beauty and our club helps to accommodate some of the one million tourists who pass through this region annually’
2. An overall statement of your club’s commitment – what you want to achieve - for example: ‘Region A Leagues Club recognises that our activities can impact negatively on the environment and we are committed to managing those impacts to enhance environmental sustainability’ or ‘Club B is committed to effectively managing our environmental impacts through continuous improvement with the goal to preserving and enhancing our environment for the benefit of future generations.’
3. A statement about who or what the commitment applies to - the scope of the policy.
4. A list of more specific goals, actions or targets, such as:
   - Ensure all staff are trained in environmental awareness
   - Prevent pollution by minimising our waste and employing appropriate technology
   - Become carbon neutral by 2025
   - Meet or exceed or relevant environmental legislation
   - Regularly review our performance and report to our members and the public.

A good example of an environmental policy statement is from the Perisher Range Resorts. See https://www.environment.nsw.gov.au/resources/PRREMS/PRREMS_enviro_policy.pdf

**Checklist**

Use the checklist below as a baseline for good practice in meeting community expectations about environmental management.

**Table 8: Checklist for clubs: Environmental management**

<table>
<thead>
<tr>
<th>In general</th>
<th>Does your club have policies and practices to respect and promote:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• environmental responsibility?</td>
</tr>
<tr>
<td></td>
<td>• environmental risk management?</td>
</tr>
<tr>
<td></td>
<td>Is environmental sustainability incorporated in planned capital works?</td>
</tr>
</tbody>
</table>
Do you manage and measure your club’s discharges to water?

Do you manage and measure your club’s emissions to air, including Greenhouse gas emissions?

Do you have a program for waste management and recycling?

Have you assessed the climate change risks to your club facilities?

Do you manage and measure your club’s efficiency in the use of materials (such as paper, food, computer equipment)?

Do you manage and measure your club’s energy use?

Do you manage and measure your club’s use of natural resources such as water?

Are processes for protecting the environment embedded in your capital works contracts?

Do you assess your suppliers for their environmental impacts?

Energy Saver program

The NSW Office of Environment and Heritage (OEH) has developed a program to guide energy efficiency for registered clubs. The Energy Saver Registered Clubs Toolkit and the Energy Saver Registered Club Checklist are available online and provide detailed advice and tools to better manage your energy use.


8.4 Putting it together

a) Approaches for Small Clubs

With fewer resources – both time, people and money – it is often difficult for smaller clubs to commit to an environmental program. However your members, patrons and community probably expect that the club will at a minimum, protect the environment. There are also opportunities to save money by investing in greater resource efficiency – and that’s always welcome news.
There are two key things that should be achievable for even the smallest club.

1. **Develop an environmental policy.**
   This doesn’t have to be very long and detailed, but, just like a statement of values, it articulates the standards that you want to achieve. You may already have environmental goals in your club’s strategic plan.

2. **Evaluate your current environmental performance and consider your environmental risks.**
   At a minimum, the things you should measure are energy and water use, and amount of waste generated (although this can be more challenging). Seeking assistance from suppliers (such as your waste contractor if you have one) can help. Is your usage going up or down? Are you producing more or less waste? Assess your risks – perhaps the cost of energy and water is becoming an issue? Or are you sited in an environmentally sensitive area?

Once you have completed these two steps you’ll have a clearer idea of areas that could be improved – the areas where you have a significant environmental impact. Ideally by addressing your impacts and risks, you’ll also be able to save money.

Look for easy ‘wins’ – like installing lighting sensors and dimmers or altering temperature settings on the air-conditioning system.


You’ll probably need to take a creative approach to investing in environmental initiatives. That could mean seeking funding from government to implement programs, or you could try teaming up with other local businesses or neighbouring clubs. An advantage of collaborating for environmental efficiency is that it can provide the scale that will make investments in environmental initiatives more feasible, AND you’ll have someone else to talk to about the challenges you face!

### b) Approaches for Medium-sized Clubs

Again, resourcing may be an issue but with a larger membership base and floor area, you can probably justify some investment in this area.

To help you prioritise:

1. **Develop an environmental policy.**
   This doesn’t have to be very long and detailed, but, just like a statement of values, it articulates the standards that you want to achieve. You may already have environmental goals in your club’s strategic plan.

2. **Evaluate your current environmental performance and consider your environmental risks.**
   At a minimum, the things you should measure are energy and water use, and amount of waste...
generated (although this can be more challenging). Seeking assistance from suppliers (such as your waste contractor if you have one) can help. Is your usage going up or down? Are you producing more or less waste? Assess your risks – perhaps the cost of energy and water is becoming an issue? Or are you sited in an environmentally sensitive area?

Once you have completed these two steps you’ll have a clearer idea of areas that could be improved – the areas where you have a significant environmental impact. Ideally by addressing your impacts and risks, you’ll also be able to save money.

Look for easy ‘wins’ – like installing lighting sensors and dimmers or altering temperature settings on the air-conditioning system.

The Office of Environment and Heritage has a range of programs that could help you, including tools to help you find the most suitable energy efficiency options. See http://www.environment.nsw.gov.au/business/tools-calculators.htm and practical and financial assistance to achieve greater resource efficiency and environmental sustainability see http://www.environment.nsw.gov.au/business/programs-finance.htm

You may also be in a position to engage your membership base on environmental improvements. Providing a prize or reward for involvement can be a good idea.

• You could try running a survey to ask for their ideas about environmental improvements. But be prepared to implement the best ideas!
• You could involve members in environmental initiatives around the club. If looking after the environment is important to them, you may find you have an army of willing helpers on tap!

Involving employees is also a good option for medium-sized clubs. Many of your workers are probably younger (aged 21-34) and it’s this group who are very attuned to environmental sustainability.

• Ask for your employees’ suggestions about improvements. Those ‘at the coal face’ are often the ones who have the best ideas about how to improve.
• Get them involved in any environmental initiatives you decide to adopt. In fact, you could use management of an environmental initiative as a development opportunity.

Do make sure that, for any environmental initiative you decide to implement, you provide adequate resources (time, financial, support) for those who will be responsible for achieving your goals.

b) Approaches for Large Clubs

You may already have an environmental program in place, or an environmental policy, and probably also something about the environment in your strategic plan. If you haven’t, why not?

As a large club, you can take advantage of economies of scale, and invest in resource efficiency. Your evaluation of your most significant impacts and risks in this area will guide you about the types of initiatives that will be most effective. Evidence suggests that many large clubs have already seen the sense in energy efficiency, and will likely already have captured the easy ‘wins’.

Engaging your members and the local community on environmental improvements is within your scope. Here’s some ideas:

- You could try running a survey to ask your community about the most pressing environmental issues they see. Alternatively, ask the local council what their environmental priorities are.
- Use the environment to develop partnerships with community groups to address the key local environmental issues, whether it’s water saving, or developing community gardens on vacant land.
- Ask your members for their ideas about environmental improvements. But be prepared to offer a reward for involvement and to implement the best ideas!
- You could involve members in environmental initiatives around the club. If looking after the environment is important to them, you may find you have an army of willing helpers on tap.

Involving employees is also a good option for large clubs. Many of your workers are probably younger (aged 21–34) and it’s this group who are very attuned to environmental sustainability.

- Ask for your employees’ suggestions about improvements. Those ‘at the coal face’ are often the ones who have the best ideas about how to improve.
- Get them involved in any environmental initiatives you decide to adopt. In fact, you could use management of an environmental initiative as a development opportunity.

Larger clubs could also consider implementing environmental management standards such as ISO 14001. This standard allows for certification, another tool for demonstrating to regulators and community that you are committed to good environmental management. However, adopting ISO 14001 requires organisational commitment, and leadership from management and board. For more information see [http://www.iso.org/iso/introduction_to_iso_14001.pdf](http://www.iso.org/iso/introduction_to_iso_14001.pdf)

Do make sure that, for any environmental initiative you decide to implement, you provide adequate resources (time, financial, support) for those who will be responsible for achieving your goals.

**Installing Sydney’s first private urban water recycling system: Neale Vaughan’s story**

In 2013, Blacktown Workers was faced with a big problem. We weren’t getting the rain we needed to keep our sports fields in top condition and water restrictions meant we couldn’t irrigate.

As well as our clubhouse, we have:
- two soccer fields
- two rugby league fields/cricket ovals
- three bowling greens
• five all-weather tennis courts
• a baseball diamond, and
• a 120-room hotel.

That means we have more than 7,000 people using our sporting fields on a regular basis.

Our sustainability strategic plan is to be 100% water self-sufficient and we’d previously installed a stormwater dam with a 1.4 mega-litre capacity to water all five playing fields. So we were looking for a way to reduce our reliance both on mains water and on the weather.

After a bit of research we came across the Aquacell water-retention technology which was untried in clubs previously and required extensive research and liaison with Blacktown Council and Sydney Water. The technology collects the club’s sewage and wastewater and treats it in the Aquacell above-ground membrane bioreactor system – essentially an on-site wastewater recycling facility.

Since we installed the system in late 2013, the Club has been able to keep our fields lush and ready for play no matter what the weather. We’re also benefiting from cost savings since recycled water is less expensive than mains supply. The other benefit is that the system can be moved – and since we have significant expansion plans, that flexibility is a great bonus.

Late last year we were also honoured to receive a Green Globe Award for Water Efficiency, which was a great acknowledgement of all the hard work of our team and the Aquacell organisation to bring this project to fruition. We are incredibly proud and honoured to have the project recognised with a Green Globe Award, known in NSW as the leading environmental awards.

Neale Vaughan is General Manager, Blacktown Workers’ Club
Section 9

Your responsibility on fair operating practices and consumer issues
9 Your responsibility on fair operating practices and consumer issues

In this section, we see how clubs may need to address issues in the community beyond the bounds of club premises. We also look at how addressing your social responsibilities may help to engage your members.

Your social responsibilities extend to fair operating practices and consumer issues, including how your products and services impact on people and communities. Changing expectations in the community mean that organisations and business are increasingly being held accountable for managing the impacts of their products and services even when they have little influence in how those products and services are used or consumed.

For example, coal producers are being held more accountable for the impacts of coal on human health and global warming, with moves by producers to establish ‘clean coal’ technology and moves from investors to reduce investment in coal producing companies.

Social responsibility issues for clubs:

• Member engagement
• Clubs’ role in managing the impacts of alcohol, drugs and gambling on patrons
• Role in influencing healthy lifestyles
• Sustainability issues in the supply chain.

9.1 Member engagement

Member engagement is one of the most significant issues for clubs. Despite resources put into communications, many clubs feel that it is hard to motivate members, in particular to get them involved in club governance either through informal consultative roles or formal board candidature.

Just as in employee engagement, there is no ‘magic bullet’ to ensure member engagement. However, many of the tactics and tools used for employee engagement can also be adapted to apply to members.

Members are likely to be more engaged with your club if it is involved in activities or areas that align with their values and interests. With changing demographics, including younger members and members from new ethnic and cultural groups, it will be important for clubs to make sure their offering is relevant to these new groups. For example, installing ice cream shops within club premises to provide an offering appealing to cultural groups where drinking alcohol is not the norm.

Giving members the opportunity to be involved in a community or social project with the club may also resonate with members and increase engagement. See the examples overleaf.
• Setting up a community garden where members can have a small plot to grow vegetables or flowers. This could provide an important avenue for social inclusion, particularly in areas where housing density is such that many people do not have space for gardens.
• Enabling members to volunteer in club community projects, with the agreement of community partners. Many community groups would welcome new volunteers to assist with labour-intensive projects.
• Promoting your community support projects to members so that they can see the impact that you are having in their community. By telling your members what you are doing, you give them the ability to be proud of their club, and this enhances engagement.

You will most likely be able to think of similar projects to involve members. One of the goals of member engagement is to provide avenues for board renewal. Engaged members are more likely to consider putting themselves forward when director positions become vacant.

Energy savings come to a screen near you: Simon Lack’s story

About five years ago our Board resolved to become part of the Sustainably Advantage Program (from the NSW Office of Environment and Heritage). That’s a government funded project to make businesses more aware of the environment and how to make their business practices more sustainable. It was a one-off cost of $2000 to become a member.

The first change we took on board was to install LED lighting and look into the club’s energy usage. The Board next considered solar energy. LED lighting cost about $5000 and installing the solar panels (100kW system) cost $250,000. Since installation, many members have approached us asking how many panels were installed and how much energy was being produced. In response, we installed a television display including four screens that change every 15 seconds, telling members and guests how much energy is being produced and how much pollution has been saved.

In its first two years, our 100 kilowatt solar system has saved the environment the equivalent to a car travelling one million kilometres in carbon dioxide emissions. The result has been positive press and strong support of members. In response to this positive feedback, we installed a second system of 170 kilowatts in December 2014.

Simon Lack is secretary manager Soldiers Point Bowling Club Limited.

‘Fish friendly’ marina hooks members: Adrian Vermeulen’s story

St George Motor Boat Club (SGMBC) recently became the first marina in Sydney’s southern region to be officially recognised as ‘fish friendly’.

For us, it was as much about engaging our staff and members as it was about caring for the environment. We’re based at San Souci and we operate our own state-of-the-art marina. Many of our members are active in the boating community.
‘Fish Friendly Marina’ accreditation is part of an international program to improve the environmental impacts of marinas and it’s supported by the NSW Departments of Primary Industries and Planning and Environment.

The program helps marina operators to incorporate beneficial outcomes for native fish into their existing operational plans, such as ensuring their marina is free from marine pests and providing habitat for native fish. Accreditation involves actions to manage stormwater, waste, chemical and fire risks, and to look after seagrass and other sensitive fish habitat.

The SGMBC marina community are proud of their fish friendly achievement. From a management point of view it is fantastic to see that our marina members self-regulate the high standards set by the fish friendly accreditation, which is largely due to member and community awareness. Boats require constant maintenance with some chemicals which could be harmful to our marina environment. Our marina team, members and visitors are always on the alert for potential problems. They take pride in their vessels, the marina and the environment where their boats reside.

Adrian Vermeulen is General Manager, St George Motor Boat Club

9.2 Clubs’ role in managing the impacts of alcohol and gambling on patrons

There are differing views on clubs’ responsibilities for the impacts of alcohol and gambling on patrons. What is important to focus on is how your community feels about these issues, as how you address community concerns will be important in whether your club maintains or improves its social licence to operate. Clubs generally manage these issues well on their premises, with programs to deal with difficulties experienced by customers. Some community groups however, say that because a large share of clubs’ revenue comes from alcohol and gambling, clubs have a broader responsibility to contribute more to manage the negative impacts of alcohol and gambling, not just on individual patrons, but on communities as a whole.

clubsNSW has a range of programs to address the issues. This includes the innovative Club Chaplains program developed in partnership with the Salvation Army, which provides a trained chaplain as a counsellor in local clubs. In addition, the ClubSAFE program has been a very effective tool to help clubs to address problem gambling. The introduction of online multi-venue self-exclusion from 2012 has added to the ease and value of existing multi-venue self-exclusion, which counsellors tell us is the single most significant tool that venues can provide to problem gamblers.

Even though clubs have robust and successful processes in place to address the negative impacts of alcohol and gambling on individual patrons, it is unlikely that they will escape expectations of community members to address those impacts in the wider society.

Section 6 includes suggestions to manage these expectations. Clubs could also consider becoming involved in local community initiatives to address these issues more broadly, especially those led by respected and credible outside organisations such as councils, local government departments or major cause-based organisations. Being active and being seen to be active in this area will boost clubs’ reputation and credibility and help address the concerns of community groups about the source of the funding they receive from clubs.
9.3 Clubs’ role in influencing healthy lifestyles

Community expectations about the role businesses can and should play in addressing social issues is broadening, as noted in the previous section. In this light, there is an opportunity for clubs to play a leadership role in the community debate around healthy lifestyles, especially given their connections with sport. ClubsNSW is a major supporter of Life Education NSW, which aims to empower children to take up healthy lifestyles.

An issue of concern in the community is the rise of obesity and obesity-related illnesses. Because of their role at the heart of many communities, and their involvement in sport, clubs could be an important part in addressing this issue by promoting healthier lifestyles. One of the main attractions of clubs is their food and drink offering, and so there is scope to provide healthier choices for patrons without necessarily adversely impacting revenues from food service. While clubs cannot be expected to dictate patrons’ food choices, they could play a role by:

- Becoming involved in healthy eating programs such as those developed under the NSW Healthy Eating and Active Living Strategy 2013–2018
- Including a calorie count on their menus, decreasing portion size or increasing healthy options
- Promoting activity and exercise through their associated sporting groups and facilities
- Using ‘supporting healthy lifestyles’ as a theme in ClubGRANTS and sponsorships.

9.4 Challenges in the supply chain

There is growing understanding that it is important to pay attention to your supply chain to avoid the damage to your reputation that can occur if your club is purchasing goods whose production involves environmental degradation, human rights or labour abuses or other significant negative impacts.

While the risk for clubs may be low, part of your social responsibility extends to this area. Having a process in place to assess risks in the supply chain is becoming part of due diligence for many businesses. The Club Code of Practice includes material on responsible sourcing.

9.5 Tools

Influencing healthy lifestyles


Supply chain tracker

An easy-to-use online tool to make an initial assessment of the risks in your supply chain related to human rights, environmental, labour practice and other risks. See [https://www.thesupplychaintracker.com/](https://www.thesupplychaintracker.com/)
## Checklist

Use the checklist below as a baseline for good practice in meeting expectations about fair operating practices and consumer issues.

**Table 9: Checklist for clubs: Fair operating practices and consumer issues**

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
<th>Y / N</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fair marketing</strong></td>
<td>Do you provide clear, honest and complete information about your services, products and their impacts?</td>
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<tr>
<td></td>
<td>In your marketing material do you avoid stereotyping information regarding gender, religion, race, disability or personal relationships?</td>
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<tr>
<td><strong>Protecting customers health and safety</strong></td>
<td>Do you provide adequate health and safety information about the impacts, use and misuse of products and services (such as gambling and alcohol)?</td>
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</tr>
<tr>
<td><strong>Sustainable consumption</strong></td>
<td>Do you provide reliable, accurate and verifiable information about the impacts of your products and services to environment, society and the economy?</td>
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<tr>
<td></td>
<td>Do you provide animal welfare friendly products and services? (This could include using free range meats and eggs, for example).</td>
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<tr>
<td><strong>Customer/ consumer service, support and complaint and dispute resolution</strong></td>
<td>Do you have an accessible and effective customer complaint mechanism?</td>
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<td></td>
<td>Is there a mechanism for dispute and conflict resolution at minimal cost to consumers?</td>
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<tr>
<td><strong>Customer/ consumer data protection and privacy</strong></td>
<td>Are there transparent mechanisms in place to obtain, use, secure and erase the personal data of your members or customers?</td>
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</tr>
<tr>
<td></td>
<td>Do your members or customers have the right to verify the personal data you hold about them?</td>
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</tr>
<tr>
<td><strong>Education and awareness</strong></td>
<td>Do you have education and awareness programs for members/customers about the impacts of alcohol and gambling?</td>
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<tr>
<td><strong>Promoting social responsibility in the value chain</strong></td>
<td>Do you check your suppliers’ impacts on the environment, the economy and society (such as the way they treat their workers)?</td>
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</tr>
<tr>
<td><strong>Fair competition</strong></td>
<td>Do you have clear contract terms and fair pricing for your suppliers and contractors?</td>
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<td></td>
<td>Is your policy for payment to suppliers fair e.g. it does not make them wait for a long time for payment?</td>
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<tr>
<td></td>
<td>In your tendering processes, do you ensure that you provide equal information for all potential suppliers?</td>
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Section 10

Your responsibility for good governance
10 Your responsibility for good governance

This section addresses the fundamental elements of good governance for clubs. It also provides tips on ways to reinvigorate club boards, to better represent the members and communities in which they operate.

Good governance underpins the ability of clubs to successfully address community and stakeholder expectations.

Governance refers to the processes and practices put in place to manage your organisation from the board right through the organisation. Key elements of good governance, according to the Governance Institute of Australia, are:

- **Transparency**: being clear and unambiguous about the organisation’s structure, operations and performance, both externally and internally, and maintaining a genuine dialogue with, and providing insight to, legitimate stakeholders and the market generally.
- **Accountability**: ensuring that there is clarity of decision-making within the organisation, with processes in place to ensure that the right people have the right authority for the organisation to make effective and efficient decisions, with appropriate consequences for failures to follow those processes.
- **Stewardship**: developing and maintaining an enterprise-wide recognition that the organisation is managed for the benefit of its shareholders/members, taking reasonable account of the interests of other legitimate stakeholders.
- **Integrity**: developing and maintaining a culture committed to ethical behaviour and compliance with the law.

Governance processes need to address:

- Board structure
- Disclosure
- Ethics and responsible decision-making
- Financial reporting
- Management and oversight
- Identifying and managing risk
- Board and management remuneration
- The rights of members
- Superannuation governance.

ClubsNSW is committed to supporting improved governance practices in the industry and the Club Code of Practice provides extensive guidance about board operation, including best practice approaches such as a board charter.
Social responsibility issues for clubs:

- Board regeneration
- Board diversity
- Improved training for boards and management
- Transparency in grants assessment process
- Setting targets, measurement and reporting
- Risk management including investments, superannuation
- Countering fraud and corruption.

### 10.1 Board regeneration and diversity

This is clearly a significant challenge for many clubs. Many long-serving board members are approaching retirement and few club members are volunteering to take their place. This reflects the changing nature of society, with many younger people unwilling to take on additional unpaid duties in a busy schedule. Adequately representing the makeup of the local community may also be challenging, with gender diversity a particular issue. In some cases club constitutions may need to change to adequately address the issue.

Changes to the laws and regulations governing clubs have opened up possibilities to inject new skills and expertise into club boards which had been hampered by restrictive constitutions. From December 2013, club boards have been able to directly appoint up to two directors provided they are full members of the club (see http://www.olgr.nsw.gov.au/reg_clubs_home.asp). The aim of the change is to allow specialist skills and a more diverse make up for club boards. Even with this change, the challenge of attracting suitable candidates remains. To tackle this, clubs could promote directorship to younger members of their local community as a pathway to industry and business boards later in their career progression. Identifying potential local candidates and finding ways to involve them in the club in a ‘trial’ capacity can also help (see the case study about Martin Bullock from Western Suburbs Leagues Club).

Making clubs more attractive for both members and staff should also assist in attracting new directors. Board diversity is regarded by the Australian Institute of Company Directors as promoting better decision making.


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**Getting on Board: Martin Bullock’s story**

When I was first elected to the Board, I had already lived in the area for 25 years and was heavily involved with local sport, including official roles with rugby league, cricket, touch football etc. I was formerly the CEO of Western Suburbs District Rugby League Club, and was the Wests Tigers first CEO.

In 2006, Wests League Club Campbelltown was undertaking some succession planning as a long-term director was close to retiring. I was asked to become the Club’s Sports Secretary, to enable links to be established with the Board and allow me to gain an insight into the Club’s operations. I was appointed as a Director in 2007 and nine years later I am still the Club’s Sports Secretary as well as a Director.
In developing a succession plan for club board directors, it is a real challenge to identify potential candidates in the local community, and to determine their interest and willingness to become more heavily involved in a voluntary capacity as a director of a licensed club. Ideally you want someone with specific skills that can add to the collective intelligence of the board, perhaps in the areas of business management, finance, legal or sport. Whilst incumbent boards can plan for succession there is also a need to consider the rights of club members who may wish to seek election to the club board.

Succession planning should not be something that crops up every 12–24 months in the boardroom, it should be regularly scheduled for discussion at club board meetings. In some instances, this process can create conflict arising from opinions of directors, therefore it is important to ensure that discussions are held in an open and transparent manner.

*Martin Bullock is a Director of the Western Suburbs Leagues Club.*

### 10.2 Improved training for boards and management

Training is crucial for developing and maintaining the skills of club boards at a time when the business environment for clubs is more and more challenging. ClubsNSW provides a suite of training options, but it is important that all board members take the available opportunities to refresh or update their skills.

ClubsNSW has recognised the need for improved training for club board members. The ClubPATHWAYS program for directors goes beyond the mandatory training required under NSW law, enabling directors to complete modular training leading to a nationally-recognised qualification. Club directors can then go on to complete the Australian Institute of Company Directors course if they wish. It has also introduced the Club Directors Institute (CDI), a professional association for club directors and managers, membership of which gives access to training, development, tools and templates to assist the board member to meet compliance and governance obligations, and improve operations and financial viability.

Finally, there is a Continuing Professional Development (CPD) program which records and recognises the commitment and involvement of directors in staying fully informed on governance and related topics. The CPD will enable directors to provide proof of the efforts to build industry capacity in governance.

**Good governance engages Board at Oak Flats: Matt O’Hara’s story**

Underlying all the things we are doing at Oak Flats is a governance plan – and that’s how we’ve been able to progress our social responsibility agenda.

The first thing we did in sustainability was take part in the State Government’s Sustainability Advantage program. I couldn’t speak more highly of it – it gave us the leadership to know what to do and confidence in the whole approach.
Not too long after we had completed that program, our Board got a new chairman – and with a new chairman there’s always the question: what’s going to be your direction?

To answer that both he and I did the executive certificate in corporate governance through Southern Cross University. It was great because it wasn’t too time intensive, but it enabled us to engage the rest of the Board about why corporate governance matters. We started asking: how would this apply to our club?

One of the ASX principles of good corporate governance is that the Board should be structured to add value. We started to ask, how are we going to do that?

So we looked at what we do, and we broke the Board into committees relevant to our activities – finance and audit etc. And that included a sustainability committee, because it was something that we were already doing as a club.

We developed charters for these committees and the Board members were able to nominate which committee they’d like to be involved with.

To be honest, many board members get elected to a board but have no idea what they have to do in that role. This gives them a role – and they’re also able to think about succession planning and a career, because they can nominate to a different committee each year to get involved in another aspect of the club.

Our sustainability committee gets involved in all aspects of social responsibility. What we realised through the Sustainability Advantage program is that sustainability is not just about greening the planet. It’s about how is your business going to survive and be sustainable financially while also greening the planet and looking after employees and the community.

Through the Board committee we’ve involved our staff in sustainability activities – and it’s been one of the easiest things that the Board has had to do, because everyone wants to be involved in this. We’ve realised that being sustainable is part of good governance for a club.

Matt O’Hara is CEO of Oak Flats Bowling & Recreation Club.

10.3 Transparency in grants assessment process

Community groups reported that they didn’t always find the process for assessing and awarding ClubGRANTS and other community support to be transparent. An evidence-based approach directed by priority community needs is important as is being able to state clearly the rationale for awarding grants. This will counter perceptions that grants and sponsorships are based on club directors’ and managements’ personal knowledge of particular projects or individuals.
Without community confidence in the process for assessment, the grants program will lose credibility. It’s important to follow the processes set out in the Club Code of Practice regarding administration and decision-making around grants. The Code asks clubs to ensure that the majority of ClubGRANTS are aligned with local council priorities.

To ensure that community members have confidence in the process, clubs could:

- Establish pre-funding information sessions to help community groups understand the grants process and how to apply. Some councils already conduct these sessions for groups seeking funding assistance and clubs could participate in these.
- Publish on their website the list of grants and sponsorship recipients with the rationale for their success in the funding process. Doing this as soon as possible after funding decisions are announced (ideally within a week) would provide greater transparency and give valuable feedback to community organisations.
- Ensure that the processes recommended in the Club Code of Practice are publicised to the community and adhered to.

It is also important to remember, when considering applications for ClubGRANTS or other funding, that some important community groups may not be able to survive without support from your club. Therefore, making decisions about grants will often involve balancing the strategic priorities of your club and the local community, with the needs of local groups which provide an important, but perhaps not prioritised, function.

A good example might be a local chess club that gives a valuable social inclusion benefit but which may not address current council priorities or your own strategic direction. However, it may still be worthwhile funding if it performs a valuable function and might otherwise close down. Greater understanding of the work of the funding applicants, and their impact will support better decision making; you’ll also be able to back up your decisions with sound arguments in favour of providing funding.

### 10.4 Setting targets, measuring and reporting

Being able to communicate targets – both financial and non-financial – and measuring and reporting performance are seen as important, particularly by medium sized and larger clubs. Of course these clubs have greater resources available for target-setting and disclosure. This area was challenging for clubs with few resources, although they recognised that it responded to community expectations, and helped to promote good reputation.

Section 5 of this guide has details about how to set relevant targets. Being able to measure not only the outcomes of your community investment, but also of your other investments and activities (such as staff training and development, or workplace health and safety) helps to develop trust with your community. Section 11 Ensuring accountability and transparency looks at way to achieve this through reporting performance.
Risk management and countering fraud and corruption

Adopting robust risk management practices and countering fraud and corruption are seen as vital to ensure clubs’ ongoing good reputation. However, the challenges in doing this can be considerable, especially for smaller clubs where resources are minimal.

The Club Code of Practice addresses ways in which clubs should address the risk of fraud and corruption, including money laundering. ClubsNSW provides training to help clubs address these risks.

- **Fraud and corruption** – ClubsNSW Learning and Development team provides training in appropriate governance practices to ensure policies and procedures exist to minimise the risk of fraud and corruption – e.g., grants of authority (delegations) for senior staff particularly and staff generally, as well as secure operating procedures for staff to handle cash, reconcile accounts and record data.
- **Money Laundering** – the ClubSAFE program provides training in how to meet obligations under the Anti Money Laundering and Counter Terrorism Financing Act. A club will have these obligations if it has 16 or more electronic gaming machine entitlements.

10.5 Tools

Good Governance Guides


Training for Directors


Additionally, ClubsNSW has developed a Board Performance Assessment Tool (BPAT) which was launched in 2015. The BPAT is a simple self-assessment tool for boards to assess their progress along the governance pathway. Available online, at a cost, the tool is designed for each club’s governance team to fill out a survey, with the results providing a benchmark for their governance performance, individually and collectively. Skills and knowledge gaps are also identified, helping clubs to address any areas where key skills are lacking in either the board as a whole or with the individual directors and managers.


Checklist

Use the checklist overleaf as a baseline for good practice in meeting expectations about good governance.
Table 10: Checklist for clubs: Governance

<table>
<thead>
<tr>
<th>Decision-making processes and structures</th>
<th>Do you encourage and enable your employees to provide input to club decisions, especially those that concern them?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have a clearly defined statement of club aims and purpose and a strategic plan, reviewed annually?</td>
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<tr>
<td></td>
<td>Does your club have policies in relation to:</td>
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<tr>
<td></td>
<td>• Risk management?</td>
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<tr>
<td></td>
<td>• Conflict of interest?</td>
</tr>
<tr>
<td></td>
<td>• Diversity and inclusion?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Anti-corruption</th>
<th>Do you have clear rules for minimal receiving and offering of business gifts?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have systems for detecting and eliminating fraud?</td>
</tr>
<tr>
<td></td>
<td>Are all relevant workers trained in anti-money laundering?</td>
</tr>
</tbody>
</table>

| Responsible political involvement | Do you have written and accessible guidelines for your club’s participation in lobbying local government and other groups? |
Section 11

Ensuring accountability and transparency
11 Ensuring accountability and transparency

This section provides guidance about why reporting your performance is important and how you might go about it.

The best way to ensure that you are accountable for meeting your social responsibilities is to report how you have performed in meeting them. That means measuring your performance and tracking how you have progressed over time.

Club boards and management will have varying appetites for disclosure. However, we live in an age of transparency where we are becoming culturally attuned to information being readily accessible, preferably via the internet. This creates greater expectations on organisations to be transparent.

The benefits of reporting your performance include:

- Boosting your reputation and credibility with the community
- Improving employee and member engagement
- The ability to benchmark performance, identify areas for improvement and take action
- Linking club activities back to its strategic plan
- Opening up new avenues for partnerships and business development.

11.1 Existing requirements

Clubs are required to provide an annual financial report as well as to report to their members on their activities. The *Club Code of Practice* asks clubs to report and benchmark their activities and performance in community support. In particular it suggests clubs report a dollar figure on the contribution they make to the community and local economy each year, including:

- Number of people employed by the club and associated wages and on-costs (i.e. superannuation)
- Training costs for club employees and community based training programs
- Number of local suppliers and service providers engaged and the club’s financial contribution to the local economy
- Capital investment in community assets – parks, sporting grounds, recreational centres etc; and
- Support of the performing arts in the local community (i.e. bands, musicians, singers) and the fees incurred by the club to engage and support their services.

Additionally, the ClubGRANTS Guidelines state that clubs should make every attempt to maintain on a publicly-accessible website, a list of all programs, projects or services for which funding has been provided in the current and previous gaming machine tax year. Clubs should make every effort to include a current list of ClubGRANTS recipients on their website.

But best practice is to go beyond compliance with the code and report more extensively on how you are addressing all your social responsibilities including environmental management, your responsibilities to your workforce and customer and consumer issues.
11.2 Reporting frameworks

Fortunately there are a range of very well established frameworks that are designed to help you measure and manage your performance in social responsibility. We have outlined the most widely used reporting frameworks below. Reporting frameworks are just that – a guide that sets out the elements you should report on to ensure you are transparent and accountable.

These frameworks are aimed at organisations of all sizes. Don’t feel you have to have perfect performance in order to report (you gain more credibility if people can see that your organisation is made up of human beings!). Take what you need from the frameworks to help you understand what might be relevant to report on.

**United Nations Global Compact**

The UN Global Compact (UNGC) is the world’s largest corporate responsibility initiative with more than 12,000 signatories in 170 countries. Signatories, including organisations, commit to ten principles based on protecting and respecting human rights and the environment, supporting the rights of people at work and preventing corruption. Signatories have to report annually on how they are addressing the ten principles. See [https://www.unglobalcompact.org/](https://www.unglobalcompact.org/)

**Global Reporting Initiative**

The GRI is the world’s most widely-used reporting framework. One of the ways that it is useful is because it provides detailed guidance on performance measurement for sustainability and it links to a range of other frameworks. The GRI aims to make reporting on social responsibility performance mainstream for organisations worldwide. See [http://globalreporting.org/](http://globalreporting.org/)

**United Nations Framework for Reporting on Business and Human Rights**

The UN has also developed guidelines for businesses to respect and protect human rights and to remedy human rights abuses. Associated with these guidelines is a reporting framework to enable organisations to more readily report their performance. See [http://www.ungpreporting.org/](http://www.ungpreporting.org/)

**ISO 26000**

We have used this framework in the development of this guide. The ISO 26000 framework was developed as a guidance document by the International Organisation for Standardisation. It provides guidance to organisations across the areas of: governance, the environment, human rights, labour practices, fair operating practices, consumer issues and community involvement and development. ISO 26000 is a guidance document, not a standard and it does not provide performance indicators to report against. Copies can be purchased from [http://www.iso.org/iso/home/standards/iso26000.htm](http://www.iso.org/iso/home/standards/iso26000.htm)
Reporting helps win grants and friends: Kimberley Talbot’s story

The Richmond Club Group have been reporting publicly on our corporate responsibility since 2011 through our Annual Report. We use the Global Reporting Initiative (GRI) framework to guide us in what we should report on. I’d heard about sustainability reporting and looked at what some of the big companies were doing in Australia and elsewhere. Fortunately my Board funded me to go to the GRI conference in Amsterdam in 2010. I realised that this framework was world leading and relevant to us – so we decided to try reporting.

At first it was time consuming to put it together. It is labour intensive. But we were motivated by the need to be more transparent about our contribution to the community.

The Richmond Club Group operates a gym (Active8), an aged care facility (Hawkesbury Living), a golf club (Richmond Golf Club), and a caravan / travellers park (Wanderest Travellers Park). These are all services based on providing services to our community. We wanted to be able to clearly explain our strategy and approach to our members, our community and others, such as governments.

What our report enabled us to do was to give a very clear explanation of what we were doing and how we were performing. It’s been invaluable in helping us gain grants to improve or expand our services, and to explain to government about what we do.

I know that the people who are really important in our community actually read our report, and it’s is important to be open and transparent with our members and the community. I’ve been in the club industry for long enough to know that it’s important to be transparent to prevent people jumping to conclusions – and reporting helps us explain ourselves.

Kimberly Talbot is CEO of Richmond Club Group

### 11.3 Tips

- Do see reporting as a tool to improve your performance, rather than a public relations exercise. You will get more out of the reporting process if you use it to make your business better.
- Think about the data that you can collect that will demonstrate your performance. Start planning your reporting early, so you can set up processes to collect the data you need.
- Reporting on your social responsibility requires commitment, including from senior management and board, and will require resources. Before you decide to report, be clear that you have resources available and management buy-in.
- Think carefully about what you can measure. If you are using a reporting framework, consult the framework for guidance about what’s appropriate for your organisation.
- Pay attention to the issues that are most relevant to your stakeholders, such as governments and regulators, and community groups. If you only focus on the issues that your club sees as relevant, you run the risk of missing some important topics, which could limit the effectiveness of your report.
- Don’t think you have to be perfect before you start reporting. The best organisations always believe that they can do things better.
Section 12

Putting it all together
12 Putting it all together

This guide has given you information, tips and tools to help you as you work to put your club on a sound and sustainable footing for the future.

Most of all, ClubsNSW hopes that it will inspire you to think a little differently about your operations and your relationship to your stakeholders, including your local community. It’s all about looking to the future and making sure we keep our club industry vibrant and relevant to the communities we exist to serve. That will secure the future of your club.

Here’s some quick tips on implementing the ideas in this guide.

1. Take it one step at a time. Don’t try to do everything at once.
2. The most important step is to think differently about your club and its community. Take some time to review your club’s governance processes, and your policies and practices in the workplace, around the environment, and in relation to your suppliers and customers, as well as how you manage your relationships with the community. The checklists in this guide can help you on that step.
3. Remember that developing and improving relationships takes time. You need to develop trust, and understanding with stakeholders and this happens through keeping to your word, being open and transparent in your communications, and ensuring that you are accountable for your actions.
4. Do work with your board and club members to develop goals and the plans to achieve those goals. Your club membership and employees are your biggest resource. Bring them with you as you implement new ideas and they will become more engaged with the club.

And as you progress your involvement with your community and stakeholders, don’t forget that our industry wants to celebrate your achievements. The Clubs & Community Awards recognise the outstanding social contributions made by clubs in their local communities.

Good luck!
Section 13

Resources
13  Resources

13.1  Contacts

<table>
<thead>
<tr>
<th><strong>Email</strong></th>
<th><strong>Phone</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ClubsNSW Member Services</td>
<td><a href="mailto:enquiries@clubsnsw.com.au">enquiries@clubsnsw.com.au</a></td>
</tr>
<tr>
<td>ClubsNSW Learning &amp; Development</td>
<td><a href="mailto:education@clubsnsw.com.au">education@clubsnsw.com.au</a></td>
</tr>
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<td>Club Training Australia</td>
<td><a href="mailto:online@clubtraining.com.au">online@clubtraining.com.au</a></td>
</tr>
<tr>
<td>Office of Liquor Gaming &amp; Racing – Customer Service</td>
<td><a href="mailto:info@olgr.nsw.gov.au">info@olgr.nsw.gov.au</a></td>
</tr>
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<td>NSW Environment Protection Authority (EPA)</td>
<td><a href="mailto:peter.malicki@environment.nsw.gov.au">peter.malicki@environment.nsw.gov.au</a></td>
</tr>
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<td>The NSW Office of Environment and Heritage (OEH) – Sustainability Advantage Program</td>
<td><a href="mailto:sustainbus@environment.nsw.gov.au">sustainbus@environment.nsw.gov.au</a></td>
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<td>The NSW Office of Environment and Heritage (OEH) – Energy Saver Program</td>
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</tr>
<tr>
<td>Clubs Australia</td>
<td><a href="mailto:info@clubsaustralia.com.au">info@clubsaustralia.com.au</a></td>
</tr>
</tbody>
</table>

13.2  References and further reading

A list of websites and other resources related to this guide.

**Social responsibility**

The definition of social responsibility used in this guide comes from the International Organisation of Standardisation (ISO) which worked with stakeholders around the world to develop a guidance standard on social responsibility which is widely applicable. This is a useful guide to understand the concepts and best practice in social responsibility.

See the ISO 26000 guidance on social responsibility at [http://www.iso.org/iso/home/standards/iso26000.htm](http://www.iso.org/iso/home/standards/iso26000.htm)

Free tools related to ISO 26000 can be found at [http://www.iso26000bestpractices.com](http://www.iso26000bestpractices.com)

For a briefer description of social responsibility and why it is important, see ACCSR’s discussion of ‘What is CSR’ on the website [http://accsr.com.au/what-is-csr/](http://accsr.com.au/what-is-csr/)

**Strategic thinking**

To see how strategic thinking fits with the skills and responsibilities required by club managers, directors and future directors, see the Club Leadership Framework [http://clubsnsw.e3learning.com.au/content/leadership-framework/LeadershipFramework.pdf](http://clubsnsw.e3learning.com.au/content/leadership-framework/LeadershipFramework.pdf)

**Measuring outcomes**


**Creating mutual value**

For more ideas and examples about creating new ventures that solve a social problem or issues while also creating economic benefits for a business or organisation, see the Shared Value Project. This Australian group is affiliated with the American Shared Value Initiative. Read more at [http://sharedvalue.org.au/](http://sharedvalue.org.au/)

**Communication and engagement with the community**

The International Association for Public Participation (known as IAP2) is an international member association which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world. IAP2 resources are a recognised as modelling best practice in engagement. See [https://www.iap2.org.au/resources/iap2s-public-participation-spectrum](https://www.iap2.org.au/resources/iap2s-public-participation-spectrum)

**Employees**

*Attracting and retaining quality staff*

ClubsNSW has developed promotional messages about working in the club industry, including campaign materials that can be accessed by member clubs. See [http://www.clubsnsw.com.au/news/communications/campaigns#2eba5391-a8aa-6a79-a8c7-ff00002bab05](http://www.clubsnsw.com.au/news/communications/campaigns#2eba5391-a8aa-6a79-a8c7-ff00002bab05)

Barringtons, a ClubsNSW Bronze Corporate Partner, has launched a recruitment website for the club industry. The site lists a wide range of jobs within the industry, and clubs can also place a job advertisement at any time looking for candidates (the site is not owned or run by ClubsNSW). See [www.jobsinclubs.com.au](http://www.jobsinclubs.com.au)

**Training**


**Model policies**

Workcover NSW also provides a range of tools and checklists to help businesses address their work health and safety obligations, including a free workplace health service that aims to reduce the prevalence of chronic disease in the workforce. See the following http://www.workcover.nsw.gov.au/__data/assets/pdf_file/0017/17027/checklist_for_employers_fact_sheet_07_1296.pdf or https://www.workcover.nsw.gov.au/health-and-safety/how-we-can-help/get-healthy-at-work-service

Environment

The NSW Office of Environment and Heritage (OEH) has a range of assistance available, including material developed especially for clubs. Use the links below:


The OEH also offers general business sustainability guidance and programs as well as a one-day workshop on energy efficiency for the club industry. See http://www.environment.nsw.gov.au/business/clubs-training.htm

Fair operating and consumer issues

Influencing healthy lifestyles


Supply chain tracker

An easy-to-use online tool to make an initial assessment of the risks in your supply chain related to human rights, environmental, labour practice and other risks. See https://www.thesupplychaintracker.com/

Governance

Good Governance Guides


Training for Directors

Additionally ClubsNSW has developed a Board Performance Assessment Tool (BPAT) which was launched in 2015. The BPAT is a simple self-assessment tool for boards to assess their progress along the governance pathway. Available online, at a cost, the tool is designed for each club’s governance team to fill out a survey, with the results providing a benchmark for their governance performance, individually and collectively. Skills and knowledge gaps are also identified, helping clubs to address any areas where key skills are lacking in either the board as a whole or with the individual directors and managers.


**ASX Corporate Governance principles**

Section 14

Checklists for action
14 Checklists for action

You will have noticed checklists in the chapters throughout this guide. Using them will help you to know that you are covering off on your most important social responsibilities.

But you can also use them as a tool for:

- **Board reporting**: make each item of the checklist a reporting item for your regular board meetings. You’ll find that it will help you to structure your meetings and ensure that you are covering all your important issues. In some cases, you might already have a board committee dedicated to sustainability or corporate responsibility. The committee could use the checklists to shape their agenda.

- **Staff induction**: as this guide has noted, many in your workforce will be interested in how you are meeting your responsibilities – to the community, the environment and the workforce in particular. Using the checklists as a topic guide to provide information for new staff – or potentially to enlist their support to a program or initiative related to these responsibilities.

- **Sustainability reporting**: some clubs are already reporting on their performance and aspirations around sustainability and social responsibility. They have found it helps to ‘explain themselves’ to regulators, industry partners and their community as well as to engage their employees. You could use the items in the checklists to help you prepare a list of topics for reporting and to think about how to measure and reporting on your performance.

The checklists are also a signal of what ClubsNSW sees as the minimum standards you need to achieve.

*Table 6: Checklist for clubs: Community development*

<table>
<thead>
<tr>
<th>Community involvement</th>
<th>Do you understand the communities or groups that are impacted or affected by your <strong>core activities</strong>? (This is not the same as the groups to whom you provide funding).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do your programs or grants address relevant state or local development goals?</td>
</tr>
<tr>
<td></td>
<td>Are you engaging with community groups to understand their key concerns and priorities?</td>
</tr>
<tr>
<td>Employment creation and skills development</td>
<td>Do you participate in skills development programs, such as offering apprenticeships or offering work experience through local education providers?</td>
</tr>
<tr>
<td></td>
<td>Do you aim to hire most employees from your local community?</td>
</tr>
<tr>
<td>Wealth and income creation</td>
<td>Do you have a process in place to ensure you provide fair chances for local suppliers and SMEs to supply or partner with your club?</td>
</tr>
<tr>
<td>Social investment</td>
<td>Do you have activities or initiatives that are directed at improving the wellbeing of your community, through addressing such things as health, social exclusion or addiction?</td>
</tr>
</tbody>
</table>
### Table 7: Checklist for clubs: Labour practices

<table>
<thead>
<tr>
<th><strong>Employment and employment relationships</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Are your employment and any other worker contracts clear and fair?</td>
<td></td>
</tr>
<tr>
<td>Do you have processes in place to ensure all employees and workers have fair and equal chances for advancement in your organisation?</td>
<td></td>
</tr>
<tr>
<td>Are your contracts with your subcontractors, suppliers and partners clear and fair?</td>
<td></td>
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<tr>
<td>Do you protect the personal data and privacy of employees and workers?</td>
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</tbody>
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<table>
<thead>
<tr>
<th><strong>Conditions of work and social protection</strong></th>
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<tbody>
<tr>
<td>Do you ensure that hours of work are not excessive and your workers have adequate breaks between shifts?</td>
<td></td>
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<tr>
<td>Do you offer flexibility to accommodate family/caring responsibilities of your workers?</td>
<td></td>
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<tr>
<td>Do you have systems for preventing discrimination and encouraging diversity?</td>
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<table>
<thead>
<tr>
<th><strong>Social dialogue</strong></th>
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<tbody>
<tr>
<td>Do you engage with independent parties representing employee/worker interests, such as unions?</td>
<td></td>
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<tr>
<td>Do you engage with your employees about matters affecting their work, such as significant changes in your operations?</td>
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<thead>
<tr>
<th><strong>Health and safety at work</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you provide training for employees in health and safety relevant to their work?</td>
<td></td>
</tr>
<tr>
<td>Do you provide training for employees in health and safety relevant to their work?</td>
<td></td>
</tr>
<tr>
<td>Do you measure your performance on health and safety at work?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Human development and training in the workplace</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do all employees have personal development and training plans?</td>
<td></td>
</tr>
<tr>
<td>Do you have an information program for new employees and workers?</td>
<td></td>
</tr>
</tbody>
</table>

### Table 8: Checklist for clubs: Environmental management

<table>
<thead>
<tr>
<th><strong>In general</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your club have policies and practices to respect and promote:</td>
<td></td>
</tr>
<tr>
<td>• environmental responsibility?</td>
<td></td>
</tr>
<tr>
<td>• environmental risk management?</td>
<td></td>
</tr>
<tr>
<td>Is environmental sustainability incorporated in planned capital works?</td>
<td></td>
</tr>
</tbody>
</table>
### Prevention of pollution and climate change mitigation and adaptation

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you manage and measure your club’s discharges to water?</td>
<td></td>
</tr>
<tr>
<td>Do you manage and measure your club’s emissions to air, including Greenhouse gas emissions?</td>
<td></td>
</tr>
<tr>
<td>Do you have a program for waste management and recycling?</td>
<td></td>
</tr>
<tr>
<td>Have you assessed the climate change risks to your club facilities?</td>
<td></td>
</tr>
</tbody>
</table>

### Sustainable resource use

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you manage and measure your club’s efficiency in the use of materials (such as paper, food, computer equipment)?</td>
<td></td>
</tr>
<tr>
<td>Do you manage and measure your club’s energy use?</td>
<td></td>
</tr>
<tr>
<td>Do you manage and measure your club’s use of natural resources such as water?</td>
<td></td>
</tr>
</tbody>
</table>

### Protection of environment, biodiversity and restoration of natural habitats

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are processes for protecting the environment embedded in your capital works contracts?</td>
<td></td>
</tr>
</tbody>
</table>

### Supplier environmental protection

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you assess your suppliers for their environmental impacts?</td>
<td></td>
</tr>
</tbody>
</table>

### Table 9: Checklist for clubs: Fair operating practices and consumer issues

<table>
<thead>
<tr>
<th>Section</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fair marketing</strong></td>
<td>Do you provide clear, honest and complete information about your services, products and their impacts?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>In your marketing material do you avoid stereotyping information regarding gender, religion, race, disability or personal relationships?</td>
<td></td>
</tr>
<tr>
<td><strong>Protecting customers health and safety</strong></td>
<td>Do you provide adequate health and safety information about the impacts, use and misuse of products and services (such as gambling and alcohol)?</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainable consumption</strong></td>
<td>Do you provide reliable, accurate and verifiable information about the impacts of your products and services to environment, society and the economy?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Do you provide animal welfare friendly products and services? (This could include using free range meats and eggs, for example).</td>
<td></td>
</tr>
<tr>
<td><strong>Customer/ consumer service, support and complaint and dispute resolution</strong></td>
<td>Do you have an accessible and effective customer complaint mechanism?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there a mechanism for dispute and conflict resolution at minimal cost to consumers?</td>
<td></td>
</tr>
</tbody>
</table>
### Customer/ consumer data protection and privacy

Are there transparent mechanisms in place to obtain, use, secure and erase the personal data of your members or customers?

Do your members or customers have the right to verify the personal data you hold about them?

### Education and awareness

Do you have education and awareness programs for members/customers about the impacts of alcohol and gambling?

### Promoting social responsibility in the value chain

Do you check your suppliers’ impacts on the environment, the economy and society (such as the way they treat their workers)?

### Fair competition

Do you have clear contract terms and fair pricing for your suppliers and contractors?

Is your policy for payment to suppliers fair e.g. it does not make them wait for a long time for payment?

In your tendering processes, do you ensure that you provide equal information for all potential suppliers?

---

**Table 10: Checklist for clubs: Governance**

<table>
<thead>
<tr>
<th>Decision-making processes and structures</th>
<th>Do you encourage and enable your employees to provide input to club decisions, especially those that concern them?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have a clearly defined statement of club aims and purpose and a strategic plan, reviewed annually?</td>
</tr>
<tr>
<td></td>
<td>Does your club have policies in relation to:</td>
</tr>
<tr>
<td></td>
<td>• Risk management?</td>
</tr>
<tr>
<td></td>
<td>• Conflict of interest?</td>
</tr>
<tr>
<td></td>
<td>• Diversity and inclusion?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Anti-corruption</th>
<th>Do you have clear rules for minimal receiving and offering of business gifts?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Do you have systems for detecting and eliminating fraud?</td>
</tr>
<tr>
<td></td>
<td>Are all relevant workers trained in anti-money laundering?</td>
</tr>
</tbody>
</table>

| Responsible political involvement | Do you have written and accessible guidelines for your club’s participation in lobbying local government and other groups? |