

ClubsNSW Governance Statement

ClubsNSW is committed to striving for and achieving good governance beyond what may be considered or prescribed as a minimum standard for our organisation.

ClubsNSW has adopted and complies with the 2nd edition of the Australian Institute of Company Directors' "Good Governance Principles and Guidance for Not for Profit Organisations" (**the Principles**) as the benchmark for its governance practices and conducts regular assessments of our performance against the Principles.

The ClubsNSW Governance Statement provides an outline of the governance framework and main governance practices and policies of ClubsNSW, and reports to members and stakeholders on the outcome of our annual assessment of governance performance against the ten Principles for the 2020 Financial Year.

ClubsNSW employs an "if not, why not" approach to reporting on the Principles, as part of our commitment to transparency and accountability. This means that where ClubsNSW is not meeting any part of the Principles, we will explain to our members and stakeholders why this is so.

Each Principle includes several "supporting practices", which describe activities or behaviours of organisations that are likely to be meeting the Principles. The ClubsNSW Governance Statement demonstrates how each Principle is being achieved by ClubsNSW through adherence to the supporting practices.

Governance Principle 1 Purpose and strategy

The organisation has a clear purpose and a strategy which aligns its activities to its purpose

Supporting Practice 1.1 The organisation's purpose is clear, recorded in its governing documents and understood by the Board

- 1.1.1. ClubsNSW's purpose is set out in Rule 5 of its governing document, *The Rules of The Registered Clubs Association of New South Wales (Constitution)*, in the form of "Objects" of the Association.
- 1.1.2. For ease of communication and understanding, we encompass the Objects in our overarching statement of purpose:
"Our purpose is to create opportunities for our members to thrive."
- 1.1.3. In 2020, the Board undertook a "mission drift" review of the Constitution to ensure continued alignment between ClubsNSW's purposes and activities. ClubsNSW's purpose was found to be still relevant and no substantive changes to its Objects were considered necessary.

Supporting Practice 1.2 The Board approves a strategy to carry out the organisation's purpose

- 1.2.1. The Board has approved a rolling three-year organisational strategy as set out in the *2019-2022 ClubsNSW Strategic Plan* document. The Strategic Plan articulates five (5) key goals and sets out the way in which ClubsNSW's activities and resources will be aligned to achieve the organisation's purpose during the period. The Board takes an active role in strategy development, approval and monitoring.

Supporting Practice 1.3 Decisions by the Board further the organisation's purpose and strategy

- 1.3.1 The Board applies a strategic lens to all decision-making. The Strategic Plan Update is a standing inclusion in the Board Papers for every Board meeting and referenced at the time of decision-making. This ensures not only that decisions are made within the context of the strategy, but with due consideration as to how each decision may further or impact ClubsNSW's goals and purpose.

Supporting Practice 1.4 The Board regularly devotes time to consider strategy

- 1.4.1 Consideration of the Strategic Plan Update is a standing agenda item at each monthly Board meeting.
- 1.4.2 In addition, the Board conducts an Annual Strategic Session each year dedicated to consideration and discussion of strategy.

Supporting Practice 1.5 The Board periodically reviews the purpose and strategy

- 1.5.1 The Board monitors the relevancy of the organisation's purpose and the effectiveness of its strategy regularly in the context of the surrounding operational environment.
- 1.5.2 Both the Objects of ClubsNSW as set out in Rule 5 of its Constitution and the wording of the current statement of purpose were reviewed and affirmed by the Board during FY2020.
- 1.5.3 The strategic direction of ClubsNSW is reviewed by the Board periodically at the Annual Strategic Session and whenever a significant organisational or contextual change might impact its execution. In July 2020, the Board will undertake a comprehensive review of ClubsNSW's strategy and make any necessary changes in strategic focus and direction to adapt to the impact of the COVID-19 pandemic on the organisation and the industry it serves.

Governance Principle 2 Roles and responsibilities

There is clarity about the roles, responsibilities and relationships of the board

Supporting Practice 2.1 Directors' roles are clear and understood by the Board

- 2.1.1 The respective roles, responsibilities and authorities of the Board and of individual directors are clearly set out in the Board Charter and the Non-Executive Director Position Description documents. The Board Charter is reviewed by the Board at least annually and is available to Members Clubs upon request.

Supporting Practice 2.2 Directors understand and meet their duties under the law

- 2.2.1 The Board Charter provides that in carrying out their responsibilities and exercising their powers, Directors must discharge their duties in compliance with all applicable laws, including the *Corporations Act 2001* (Cth), the Constitution and By-Laws, as well as be cognisant of the *ClubsNSW Code of Practice and Best Practice Guidelines* and all ClubsNSW policies and procedures.
- 2.2.2 All six (6) ClubsNSW directors have successfully completed the AICD Company Directors Course, as has the CEO.
- 2.2.3 The ClubsNSW Legal Counsel provides advice to the Chairman and Directors regarding their duties under the law, governing documents and applicable policies, as necessary.

Supporting Practice 2.3 Directors meet any eligibility requirements relevant to their position

- 2.3.1 The eligibility requirements for directors are set out in Rule 16 of the Constitution.
- 2.3.2 Each director has complied with the requirement under Rule 16(c) to provide ClubsNSW with a statutory declaration as to their current membership of a Member Club of ClubsNSW, and to the effect that they do not fall within any of the specified categories of persons disqualified from holding office. Appropriate probity checks are conducted for directors of ClubKENO Holdings Pty Ltd.
- 2.3.3 The Remuneration and Nominations Committee Charter also sets out criteria which must be taken into account by the Remuneration and Nominations Committee when reviewing a nomination for directorship.

Supporting Practice 2.4 Delegations of the board's authority are recorded and periodically reviewed

- 2.4.1 The *ClubsNSW Delegation of Authority (DOA)* records which of the Board's authorities are delegated and the circumstances under which they can be exercised by others on its behalf.
- 2.4.2 The DOA is reviewed by the Board at least bi-annually (most recently in December 2019).

Supporting Practice 2.5 The role of the board is clearly delineated from the role of management

- 2.5.1 The Board is ultimately responsible for the performance of ClubsNSW. The Board has retained its authority to make decisions on matters specified in the Board Charter. Save for those matters and the CEO's operational limits, the Board delegates responsibility and authority for the day-to-day operation and management of ClubsNSW to the CEO.
- 2.5.2 Delineation of the role of the Board from the role of management is detailed in the DOA.

Governance Principle 3

Board Composition

The board's structure and composition enable it to fulfil its role effectively

Supporting Practice 3.1 Directors are appointed based on merit, through a transparent process, and in alignment with the purpose and strategy

- 3.1.1 The procedure for the appointment of Directors is set out in Rule 21 of our Constitution. Directors are appointed by election by the Members Clubs at the Annual General Meeting. To ensure transparency of process, the Electoral Commissioner is appointed as returning officer to oversee the running of these elections.
- 3.1.2 Casual vacancies are appointed based on merit and identified skill needs.

Supporting Practice 3.2 Tenure of directors is limited to encourage renewal and staggered to retain corporate knowledge

- 3.2.1 Directors are appointed for a fixed term of three (3) years, as per the Constitution.
- 3.2.2 The six Directors are divided into three groups of equal number, designated as Group 1, Group 2 and Group 3. Each Director will hold office until the third Annual General Meeting after that at which they were elected, when they shall retire but be eligible for re-election. As a result, there are never more than two members departing the Board at any one time (unless by resignation). Group 2 elections will be conducted in October 2020.
- 3.2.3 The tenure of a Director is not limited. However, the staggering of Group appointments provides opportunity for Board renewal while retaining organisational and industry-specific experience and knowledge vital to good decision-making and mentoring.

Supporting Practice 3.3 The board reflects a mix of personal attributes which enable it to fulfil its role effectively

- 3.3.1 ClubsNSW aims to reflect a mix of personal attributes in the composition of its Board including gender, age, experience, skills base and communication styles, recognising that diversity and inclusion can contribute to improved performance, broader representation of stakeholders and better decision-making.
- 3.3.2 Based on current composition, female representation on the Board is 33 per cent.

Supporting Practice 3.4 The board assesses and records its members' skills and experience, and this is disclosed to stakeholders

- 3.4.1 ClubsNSW quantifies and records the mix of skills, experience and personal attributes of each Director against set criteria in a Board Skills Matrix. This document is reviewed periodically as well as every time a new director is appointed.
- 3.4.2 The Board Skills Matrix was most recently revised and updated by external consultants, KPMG, in May 2020.
- 3.4.3 The Board Skills Matrix is not currently made available to stakeholders. The Board may consider broader disclosure of the document in summary form in the future.
- 3.4.4 The profile of each ClubsNSW Director is available to all stakeholders on the ClubsNSW website and in the Annual Report.

Supporting Practice 3.5 The board undertakes succession planning to address current and future skills needs in alignment with the purpose and the strategy

- 3.5.1 The Remuneration and Nominations Committee has the following objectives under its Charter:
- to provide assurance that the Board has the appropriate composition, size and commitment to discharge its responsibilities and duties;
 - assess the extent to which the necessary and desirable competencies are represented on the Board;
 - recommend the required skills of Directors; and
 - to ensure that the Board succession plans are in place to maintain the required mix of skills, expertise and experience.

Governance Principle 4 Board Effectiveness

The board is run effectively and its performance is periodically evaluated

Supporting Practice 4.1 Board meetings are chaired effectively and provide opportunity for all directors to contribute

- 4.1.1 The relevant provisions of the Constitution govern meetings and the proceedings of the Board. Meetings are conducted in accordance with the Constitution, the Board Charter and the general law of meetings.
- 4.1.2 The Chairperson, working with the CEO, sets the agenda for each Board meeting, although any Director may request the inclusion of specific agenda items.
- 4.1.3 The standing agenda provides a number of opportunities for Directors to contribute, including during the Strategic Plan Update, General Business and the In Camera Session.

Supporting Practice 4.2 Directors seek and are provided with the information they need to fulfil their responsibilities

- 4.2.1 Directors are provided with Board Papers on all matters for information, discussion and determination, in advance of each meeting.
- 4.2.2 Directors regularly request further relevant information from management and this, along with copies of all submissions, research and other important documents, are made available to them through the Board Portal.

Supporting Practice 4.3 Directors are appropriately inducted and undertake ongoing education to fulfil their responsibilities

- 4.3.1 New directors joining the Board are provided with ClubsNSW's key governance documents and complete an induction process. The director induction process was introduced and documented in 2019.

Supporting Practice 4.4 The board's performance, as well as the performance of its chair and other directors, is periodically evaluated

- 4.4.1 Every two years the Board engages the AICD or other independent expert to evaluate Board and individual Director performance.
- 4.4.2 In each alternate year, the Chairman conducts an informal review and assessment of each Director's performance.

Supporting Practice 4.5 The relationship between the board and management is effective

- 4.5.1 Management regularly communicates with the Board via Board Papers, updates loaded to the Board Portal and other impromptu communications in between meetings of the Board.
- 4.5.2 The Board updates an Action List monthly which communicates to management the priorities and tasks delegated by Board.
- 4.5.3 The CEO and Chairman meet often outside of regular Board meetings to discuss key items of business and relevant industry issues.

Governance Principle 5 Risk Management

Board decision making is informed by an understanding of risk and how it is managed

Supporting Practice 5.1 The board oversees a risk management framework that aligns to the purpose and strategy

- 5.1.1 Risk management is an integral part of the decision-making process at Board level and throughout ClubsNSW to ensure goals are achieved with sufficient certainty.
- 5.1.2 To support the ongoing development of an appropriate risk culture which aligns to and supports

ClubsNSW's purpose and strategy, the Board reviews each new proposal for risk and regularly reconsiders risks as part of the Strategic Plan Update process at each monthly Board meeting. The Board has also determined to commence a bi-monthly deep dive process, which will include an assessment of the risks across the organisation's activities.

Supporting Practice 5.2 Directors seek and are provided with information about risk and how it is managed

- 5.2.1 When making a decision, the Board asks management what actions they will take so that the intended outcomes of the decision will be achieved with an acceptable level of certainty. This information is made available to the Board via the Board Portal or within Board Papers. The Board also receives and considers reports on whether the implementation of their decisions proceeded as intended and with desired outcomes.
- 5.2.2 Management provides regular updates to the Board on how specific risks are being managed, including the monthly Cyber-Security Report, Financial Report, Media Report and the Corporate Program Report/Update.
- 5.2.3 The Board receives advice and recommendations from management in relation to emerging and material risks and engages specialist external legal and risk consultants as and when required. In March 2020, the Board retained a biosecurity expert to assist ClubsNSW to navigate the uncertainty of the COVID-19 risk environment and with the development of the registered club industry re-opening plan.
- 5.2.4 Directors are aware that they should actively seek further information regarding any risk, if it is required, as part of their duty of care and diligence.

Supporting Practice 5.3 The board periodically reviews the risk management framework

- 5.3.1 The objectives of the Strategic Plan are regularly tested at monthly Board Meetings and the Annual Strategy Session to understand the uncertainties that could affect achievement of goals and to identify any ancillary actions which may increase the level of certainty.

Governance Principle 6

Performance

The organisation uses its resources appropriately and evaluates its performance

Supporting Practice 6.1 The board oversees appropriate use of the organisation's resources

- 6.1.1 By reference to the Strategic Plan, the Board oversees the appropriate allocation and use of ClubsNSW's financial, physical, human and intellectual resources to enable the organisation's goals to be achieved within set timeframes.
- 6.1.2 The DOA stipulates the way in which financial resources can be accessed and the circumstances in which they can be spent, with appropriate controls.
- 6.1.3 The Board monitors the use of financial resources through consideration of a Monthly Financial Report, which includes management accounts by department.
- 6.1.4 In consultation with management, the Board has developed, approved and regularly reviews a suite of internal policies which govern access to its resources and guard against their misuse.

Supporting Practice 6.2 The board approves an annual budget for the organisation

- 6.2.1 Management develops an annual budget for consideration and approval of the Board, the purpose of which is to align ClubsNSW's resources to its strategic goals and to set parameters around the use of resources across the organisation and the year.
- 6.2.2 Any proposed revisions to the annual budget must be submitted to the Board for approval.

Supporting Practice 6.3 The board receives and considers measures which evaluate performance against the strategy

- 6.3.1 The Board evaluates ClubsNSW's and management's performance on a monthly basis as against the Annual Budget and the goals of the Strategic Plan. Management has a responsibility to keep the Board properly informed as to progress against performance measures through the provision of comprehensive monthly reports.

Supporting Practice 6.4 The board oversees the performance of the CEO

- 6.4.1 Under its Charter, the Remunerations and Nominations Committee is charged with the task of annually reviewing and making recommendations to the Board on the CEO's key performance indicators and performance.
- 6.4.2 The Chairman provides regular and honest feedback to the CEO concerning expectations and performance.
- 6.4.3 During in camera sessions with the Board, which occur as part of each Board meeting, as well as on an ad hoc basis as required between Board meetings, the CEO updates directors on emerging issues and provides relevant updates.
- 6.4.4 Directors have regular one-on-one conversations with the CEO and ask questions of the CEO during Board meetings.

Supporting Practice 6.5 The board monitors the solvency of the organisation

- 6.5.1 The Board monitors ClubsNSW's cash flow and working capital on a monthly basis as indicators of the organisation's solvency. Any queries as to the financial health of the organisation arising from consideration of the Monthly Financial Report are promptly raised.
- 6.5.2 The Board sets and adjusts financial performance targets as appropriate to ensure ClubsNSW's long-term sustainability.

Governance Principle 7 Accountability and Transparency

The board demonstrates accountability by providing information to stakeholders about the organisation and its performance

Supporting Practice 7.1 The organisation's governing documents and policies relevant to its governance are available to stakeholders

- 7.1.1 ClubsNSW provides appropriate, accurate and timely information about its activities, performance and governance to stakeholders to achieve transparency and enable accountability.
- 7.1.2 The Constitution may be provided to Member Clubs upon request.
- 7.1.3 The Board Charter and RNC Charter are available to stakeholders via the ClubsNSW website <https://www.clubsnsw.com.au/about-us/organisation-information/corporate-profile>.

Supporting Practice 7.2 The board oversees appropriate reporting to stakeholders about the organisation's performance and financial position

- 7.2.1 ClubsNSW holds an Annual General Meeting and reports to Member Clubs annually on its operations and financial results.
- 7.2.2 Audited accounts are prepared and adopted by Members at the Annual General Meeting.
- 7.2.3 The audited accounts are published in an Annual Report distributed to Members and made publicly available through the ClubsNSW website.

Supporting Practice 7.3 Transactions between related parties, if any, are disclosed to stakeholders

- 7.3.1 All transactions between ClubsNSW and any of its subsidiaries or related parties are reported in the audited accounts and disclosed to stakeholders in the Annual Report to promote transparency.

Supporting Practice 7.4 Directors' remuneration and other benefits, if any, are disclosed to stakeholders

- 7.4.1 Total Directors' remuneration is disclosed in the Annual Report.

Supporting Practice 7.5 Members have the opportunity to ask questions about how the organisation is run and to hold the board to account for their decisions

- 7.5.1 Members have the opportunity to raise governance and performance questions in multiple forums, notably at Regional Meetings, via the State Council and in the Annual General Meeting.

7.5.2 Members are also able to raise general queries regarding how ClubsNSW is governed with the Member Enquiries Centre, or with other staff and directors.

Governance Principle 8 Stakeholder Engagement

There is meaningful engagement of stakeholders and their interests are understood and considered by the board

Supporting Practice 8.1 The board understands who the organisation’s stakeholders are, their needs and their expectations

8.1.1 The Board has a clear understanding of who ClubsNSW’s stakeholders are, their relationship to the organisation and value to the pursuit of the organisation’s purpose, and what responsibilities we have to them.

8.1.2 ClubsNSW exists to benefit its Member Clubs and the Board recognises those beneficiaries as its primary stakeholders. Other recognised stakeholders include ClubsNSW employees, corporate and community partners, industry supporters, the club-going public and Government.

Supporting Practice 8.2 The board oversees a framework for the meaningful engagement of stakeholders

8.2.1 ClubsNSW employs an extensive framework of communication channels through which it conveys messages to and receives feedback from its Member Clubs, keeps them informed of the work undertaken on their behalf and the benefits of their membership, and publicises the initiatives and activities of ClubsNSW to stakeholders.

8.2.2 Individual Directors are actively involved in managing key stakeholder and supporter relationships through personal attendances and meetings.

8.2.3 Below is a summary of ClubsNSW’s primary communication and engagement channels:

CHANNEL	FORMAT	REGULARITY	PURPOSE
Annual Report	Report	Annual	Informs stakeholders of ClubsNSW’s operations and performance
ClubLife	(Digital) Magazine	Monthly	Internally produced magazine to inform stakeholders of club industry news and issues
ClubsNSW Media Report	eDM	Daily	Collates media coverage relevant to the activities of Member Clubs and ClubsNSW, and wider industry issues
ClubTV	eDM	Monthly	Internally produced video reports to inform stakeholders of the activities of ClubsNSW, Member Clubs and our Community Partners
ClubsNSW eCircular	eDM	Issue responsive	Provides essential industry updates to Members Clubs
Annual Conference and Clubs & Community Awards Dinner	Event Meeting	Annual	Engage stakeholders through information and education sessions, networking opportunities and rewarding Member achievements
Annual General Meeting	Meeting	Annual	Report on ClubsNSW’s performance (operations and financial results) and provide opportunity for Member Clubs to raise questions of and give feedback to the Board on our services and goals
Facebook, Instagram, LinkedIn	Social media	Always-on	Informs stakeholders and general public of the activities of ClubsNSW, Member Clubs and our Community Partners. Provides opportunity for Member and community feedback.
Member Enquiries Centre	Phone, email	Business hours	To address ad hoc member enquiries and provide an opportunity for Member Club feedback
clubsnsw.com.au	Website	Always-on	Provide information on ClubsNSW’s purpose and activities, Member Club benefits and resources, industry news and issues

Digital Advisory Committee, Diversity Committee, Gaming Advisory Committee, Small Club Advisory Committee, CFO Advisory Committee	Meeting	Periodic (at least annually)	Provide a forum for consideration and debate of industry specific issues and initiatives
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Supporting Practice 8.3 Stakeholders are considered in relevant board decision making

- 8.3.1 While the interests of Member Clubs are paramount, when making decisions the Board is mindful of the diverse views and interests of other ClubsNSW stakeholders and their value to the pursuit of the organisation's purpose.
- 8.3.2 Under the Constitution, the Board will have regard to any recommendation or advice of the State Council.

Supporting Practice 8.4 There is a process for gathering and responding to complaints and feedback from stakeholders

- 8.4.1 Stakeholder feedback is welcomed by ClubsNSW and facilitated through both established complaint handling systems and informal channels such as social media.
- 8.4.2 Member Clubs are provided opportunity to raise concerns with ClubsNSW representatives in attendance at Regional Meetings, via the State Council or making contact through the ClubsNSW website or Member Enquiries Centre.
- 8.4.3 The Board encourages a culture of feedback disclosure (positive and negative), recognising that the insight provided may assist ClubsNSW to achieve its purpose.

Supporting Practice 8.5 The board oversees a framework for how the organisation works with and protects vulnerable people

- 8.5.1 The Board oversees ClubsNSW's compliance with relevant employment and discrimination laws that protect vulnerable people and promotes a culture of inclusivity and concern for the welfare of others.
- 8.5.2 In particular, the Board oversees the ClubSAFE team, which has established counselling and harm minimisation programs (including the Multi-Venue Self-Exclusion Program) designed to protect vulnerable people impacted by problem gambling.

Governance Principle 9 Conduct and compliance

The expectations of behaviour for the people involved in the organisation are clear and understood

Supporting Practice 9.1 The board articulates its expectations of conduct, and the consequences for misconduct, for the people involved with the organisation

- 9.1.1 The standards of behaviour expected of our people and the consequences for misconduct are clearly articulated in Our Values, Code of Conduct, internal Policies & Procedures and within the individual's employment agreement.
- 9.1.2 The standards of conduct for our Member Clubs and sanctions for breach of those standards are expressly set out in the *Club Code of Practice*.
- 9.1.3 All engagements with corporate partners, community partners, consultants, contractors and suppliers are documented in contractual agreements which clearly define their responsibilities, the expected standards of behaviour and the consequences for misconduct or failure to perform to expectations.

Supporting Practice 9.2 The board oversees compliance with relevant laws, regulations and internal policies

- 9.2.1 The Board understands the general legal framework that applies to ClubsNSW and oversees compliance with relevant laws, regulations and internal policies through the development of robust risk management and audit procedures, promoting a compliance culture and seeking independent legal advice where necessary.
- 9.2.2 ClubsNSW's internal Legal Counsel is in attendance at monthly Board Meetings to assist the Board's understanding of these matters.

Supporting Practice 9.3 Conflicts of interest are identified, disclosed and managed

- 9.3.1 ClubsNSW maintains both a Register of Directorships and Register of Material Personal Interests to record any declared or otherwise identified (existing or potential) conflict of interest. The Registers are updated on a monthly basis following the Board Meeting.
- 9.3.2 Potential conflicts of interest are managed in accordance with the Board Charter and ClubsNSW's internal policies. The remedial action taken to manage the conflict is also recorded in the relevant Register.
- 9.3.3 ClubsNSW staff are required to disclose any potential conflicts of interest under the terms of their employment contract.

Supporting Practice 9.4 There is a process for investigating misconduct and relevant instances are brought to the attention of the board

- 9.4.1 Investigation and reporting procedures for dealing with instances of potential misconduct are detailed in ClubsNSW's Performance Management Framework. This is an internal document not made available to stakeholders.
- 9.4.2 ClubsNSW has in place a Whistleblower Policy that sets out how reports of wrongdoing may be made, the matters about which a disclosure may be made, how the disclosure will be investigated and the protections the whistleblower will receive (including under the law) against retribution.

Governance Principle 10 Culture

The board models and works to instil a culture that supports the organisation's purpose and strategy

Supporting Practice 10.1 The board defines and models a desired culture that aligns to the purpose and strategy

- 10.1.1 The Board has identified the following set of values as being representative of our desired ClubsNSW culture and aligned to our organisational goals and purpose:

OUR VALUES

1. **Fairness** – we treat people fairly, respecting their views and valuing their contributions.
2. **Diversity** – we accept, embrace and promote diversity and inclusivity.
3. **Leadership** – we encourage our people to be creative, take initiative, show leadership and reach their potential.
4. **Accountability** – we take responsibility for our communications, decisions, actions and performance.
5. **Integrity** – we act with integrity in dealing with others.

Supporting Practice 10.2 The board oversees a strategy to develop and maintain the desired culture

- 10.2.1 The Board promotes the desired culture through leading by example.
- 10.2.2 Strategies for the ongoing development and maintenance of our desired culture are contained in the Strategic Plan and ClubsNSW's internal Policies and Procedures. These strategies include reward, recognition and performance management systems to incentivise staff behaviour; high-value employee retention and succession plans; and maximising ClubsNSW staff contact with Member Clubs, including face-to-face.
- 10.2.3 "Cultural fit" is assessed as part of the ClubsNSW staff recruitment process and the Board has a practice of meeting with all new staff on commencement.
- 10.2.4 The Board supports a number of social activities for staff throughout the year, which are designed to both strengthen teamwork and build a positive corporate culture.
- 10.2.5 ClubsNSW offers its staff free and confidential access to an Employee Assistance Program (EAP).

Supporting Practice 10.3 The board oversees mechanisms to monitor and evaluate organisational culture

- 10.3.1 Each year the Board conducts a Staff Satisfaction Survey to monitor the internal perception of our culture. There will be an additional survey conducted in July 2020 to assess and evaluate the impact of the COVID-19 pandemic.
- 10.3.2 Staff performance is evaluated annually in accordance with the ClubsNSW Performance & Development Framework & Process. The “5 QUAD” framework set outs the performance areas for all roles. One of the five performance criteria against which staff are assessed is the level of commitment to “Our Core Values and Expectations”, in particular the extent to which the employee executes their role in support of Our Values and purpose.

Supporting Practice 10.4 The organisation’s values are clear, periodically reviewed and communicated to stakeholders

- 10.4.1 Our Values are clear and communicated to stakeholders through the Board Charter, RNC Charter, Annual Report and ClubsNSW website.
- 10.4.2 Our Values are reviewed at least annually by the Board, coinciding with publication in the Annual Report.

Supporting Practice 10.5 The board oversees a framework for the reward and recognition of workers

- 10.5.1 Under its Charter, the Remuneration and Nominations Committee is responsible for reviewing and making recommendations to the Board on staff remuneration and incentive policies.
- 10.5.2 All ClubsNSW staff had their performance evaluated during March 2020 in accordance with the ClubsNSW Performance & Development Framework & Process.