

2022 - 2025



STRATEGIC PLAN

Introduction

Founded in 1919, Clubs SA is the trading name for the Licensed Clubs' Association of South Australia. Clubs SA is a not for profit association which provides assistance to the licenced club industry of South Australia in areas including licensing matters, compliance with legislation, workplace relations advice, governance, work health and safety advice and representation to Government and other authorities. Clubs SA is also affiliated with Clubs Australia, a national body, ensuring that the interests of its members are represented at both the local and national levels. Comprising each State Association peak body, Clubs SA has always been an active member of this body since its inception in order to better represent the interests of its members at both local and national levels.

Our Vision

To be an effective and influential advocate for Clubs and the Club industry in South Australia.

Our Mission

To preserve, promote and advance the interests of member clubs and the club industry as a whole.

Through -

- Being the effective and respected voice of Clubs in South Australia
- The provision of high level and timely information, advice, products and services to Members
- The provision of high quality customer service to Sponsors
- Representing the interests of Clubs to external stakeholders including State, Local and Federal Governments

Our Values

As the peak body for Clubs in SA, we will lead by example and strive to demonstrate integrity, professionalism and excellence in everything we do. We value and foster:

- The crucial role and contribution of Clubs in the social fabric and life of the local community
- A commitment to best-practice governance, management, regulation and compliance
- The spirit of volunteerism and community service
- The skill, probity and commitment of Club volunteers and employees
- The loyalty and camaraderie implicit in membership

Key Performance Areas 2022-2025

1. Finance and Funding

Goal: To improve the recurrent revenue streams and the financial strength of *Clubs SA*

Specific Objectives:

- To retain existing members and attract new ones
- To retain existing sponsors and attract new ones
- To add new revenue streams and increase total annual income

2. Member Services

Goal: To improve the scope and standard of the services, advice, resources and support provided to our members.

Specific Objectives:

- To expand the range of services available to members.
- To respond to the needs and exceed the service expectations of members.

3. Influence and Advocacy

Goal: To strengthen our connections and influence within government, with SA industry stakeholders and with the wider community.

Specific Objectives:

- To identify and appoint a *Clubs SA* “Patron” and “Ambassadors.”
- To expand and strengthen alliances and relationships with like-minded organisations.
- To improve *Clubs SA*’s external and internal marketing capability.
- To improve and expand Clubs SA’s media profile

4. Public Profile and Community Awareness

Goal: To raise awareness of the community benefit of Clubs and enhance the profile of *Clubs SA* as the peak body for Clubs in SA.

Specific Objectives:

- To increase membership.
- To enhance the public recognition and positive influence of *Clubs SA*.
- To raise awareness of the community benefits of Clubs.

5. Human Resource Management

Goal: To provide a safe, productive and satisfying working environment for *Clubs SA* employees.

Specific Objectives:

- To implement best-practice human resource management policies and procedures.
- To provide appropriate professional development and training for *Clubs SA* employees.

6. Management and Governance

Goal: To act as a role model and lead and assist Clubs in the achievement of best-practice Club management and governance.

Specific Objectives:

1. To develop resources to assist member Clubs to improve their management and governance practices.
2. To implement best-practice management and governance policies and procedures.
3. To establish a long-term planning horizon for the management and development of Clubs SA and its assets.

7. Services

Clubs SA strives to promote and advance the interests of its members by providing a number of direct services to the licensed Club movement of South Australia, including:

- Liquor Licensing advice and compliance support
- Governance advice and support (eg committees, Constitutions)
- Work, Health & Safety updates and advice
- Support and advice relating to the latest technological and digital advances in the hospitality industry
- Training and development services
- Workplace Relations advice and advocacy (eg: employee/employer relations)
- Human Resource Management advice and support
- Timely and accurate advice and resources relating to Health pandemics
- Gaming advice and support
- Up to date information on issues affecting our industry
- Formal representation to Government and other industry authorities
- Access to Corporate Sponsor discounts/services
- Access to Grants Programs (community funding for non-gaming Clubs)

Clubs SA Structure

Clubs SA's business is administered by a maximum of eight Directors. Five of these positions are voluntary officers nominated by their member Club officially appointed following a ballot at the Annual General Meeting

(AGM). The remaining three delegates are elected by affiliate members at the AGM. The Board structure of the Association is: Chair, Deputy Chair, and up to six office bearers.

The Staff of Clubs SA comprises a Chief Executive Officer, Office & Finance Coordinator, Membership Manager, Sponsorship & Events Manager and Workplace Relations & Policy Manager.

ORGANISATIONAL STRUCTURE

