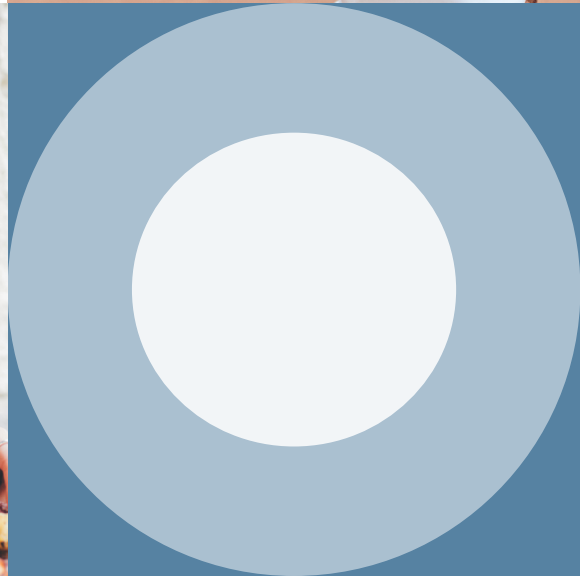




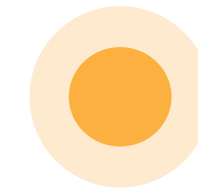
The peak industry body for Community Clubs



Our Plan to Help Clubs

2021 - 2026





Contents

| | |
|--------------------------------------|----|
| President & CEO Welcome | 5 |
| Victorian Licensed Clubs | 6 |
| CCV Vision & Purpose | 7 |
| Key Member Services | 8 |
| An Invitation to Become a CCV Member | 9 |
| CCV Membership Priorities | |
| - Advocacy | 10 |
| - Communication | 12 |
| - Governance | 14 |
| - Membership | 16 |
| - Best Practice | 18 |



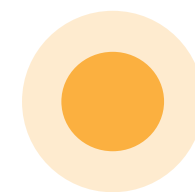


Greg Roberts
Chairman



Andrew Lloyd
CEO

“ Our ambition is to drive a high-performance culture, making decisions on evidence-based data and working to secure the future of our industry. Importantly, this will be accomplished while remaining true to our values and purpose to deliver ‘great clubs connecting communities’ across our state of Victoria. ”



Welcome

Over the last 18 months with the onset of the COVID-19 pandemic, our Association has needed to change its approach to keep pace with a more dynamic and fluid business environment, to stay relevant and provide responsive and targeted services to support our members. In many ways the pandemic has highlighted the need for our industry to be more progressive in its long-term planning to respond to community needs and expectations.

To meet these challenges the CCV Board and leadership team have developed a new 5 year strategic plan with membership priorities representing our focus moving forward incorporating:

● Advocacy ● Communication ● Governance ● Membership ● Best Practice

Linked to vision and core purposes are new initiatives that have been calibrated to:

- identify issues on the horizon
- establish strategic goals to advocate on behalf of members' needs
- enhance our liaison with key industry stakeholders
- expand communication channels across our member portfolio to build a more connected and engaged club network
- support our local communities through the array of services that clubs deliver to their members and guests.

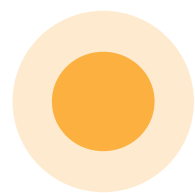
From a governance perspective we have revised the Association's rules to enable a best-practice approach to management of organisation. We have also identified future opportunities to diversify and enhance income streams through pursuit of related ventures, with a shared vision to focus on strategic outcomes.

Our board and leadership team have a commitment to embrace continuous improvement and best practice methodology, to support our members and to deliver growth whilst maintaining high levels of member satisfaction with personalized and responsive services to our clubs.

On behalf of the CCV Board, we are pleased to present to you the enclosed 2021 – 2026 strategic plan that will guide our organisation to achieve our vision for the industry moving forward, post COVID-19 and into the future.

Greg Roberts
Chairman

Andrew Lloyd
CEO



Victorian Licensed Clubs

Great Clubs, Connecting Communities

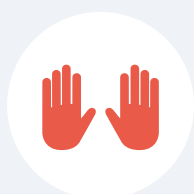
30,000 Employees

2.3 Million Members



Sporting Clubs

(Tennis, Golf, Bowls, Yachting)



Volunteer Clubs

(Small Clubs)



Professional Staff

(Larger Clubs)



Regional Clubs



Metro Clubs

Clubs Give Back

The club sector contributes \$1 Billion per annum in improved social & community outcomes including:

\$56
Million

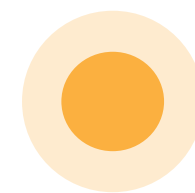
Cash and In-kind
Donations

\$127
Million

Volunteer
Labour

\$805
Million

Free or
Subsidised Facilities



Community Clubs Victoria Vision & Purpose



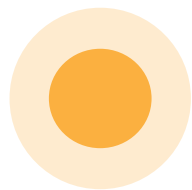
Our Vision

Community Clubs Victoria is the peak industry body for all Victorian clubs promoting and protecting their interests in all matters affecting their welfare



Our Purpose

- 1 To promote and protect the interests of all clubs, in all matters affecting their welfare
- 2 To articulate and promote the value and importance of community clubs to the broader community
- 3 To support clubs on matters of governance and compliance
- 4 To be a strong voice representing the best interest of clubs to media and all levels of government
- 5 To support clubs in leading, influencing and connecting their communities



Key Member Services



Industrial Relations
Support Hotline



Regular Industry
Updates



Food Safety Compliance



Dispute Resolution



Responsible Gambling
/ Self Exclusion



Annual Club Conference



Networking &
Learning Opportunities



Human Resource Support



Government Relations



Gross Profit Analysis



Governance Issues



Industry Awards Night



Advocacy



Anti-Money Laundering &
Counter-Terrorism Financing



Trade Referrals Advice



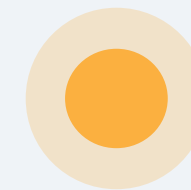
Liquor Licensing



Training Information



Manager Advisory Council



An Invitation to become a CCV Member

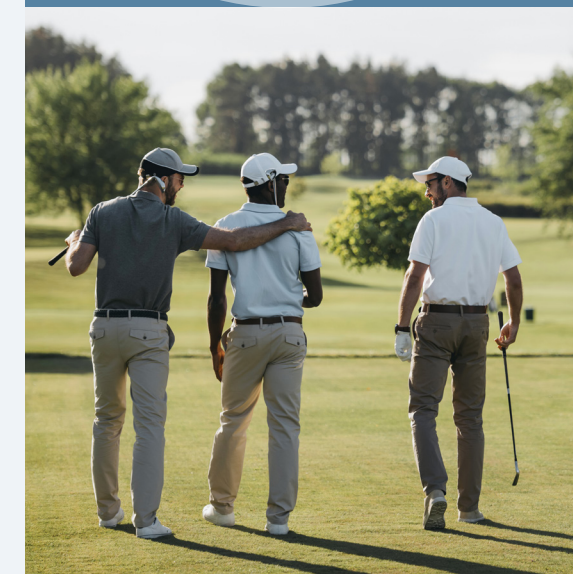
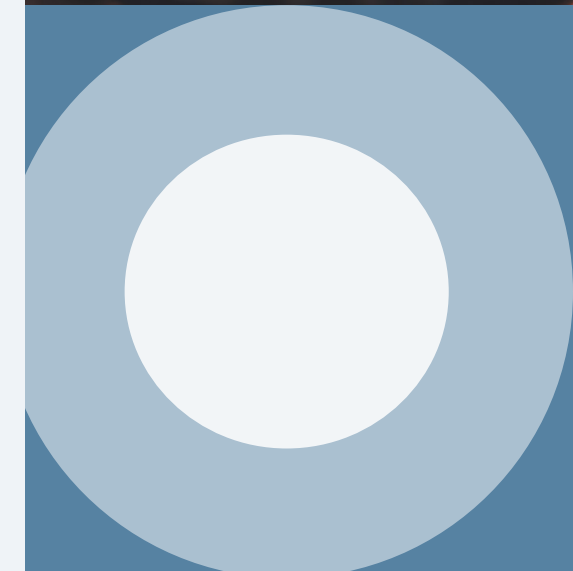
Community Clubs Victoria is the peak industry body for all Victorian clubs promoting and protecting their interests in all matters affecting their welfare. We promote, support, advocate for, and defend the welfare of our clubs. We are a member-based organisation that represents the interests and provides services and support to over 1000 clubs across metro and regional Victoria.

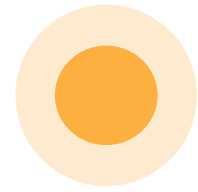
We extend an invitation to you to become a member or partner of our important organisation. Please reach out to our friendly team in the CCV office on **8851 4900**.

For more information on CCV please visit www.ccv.net.au



Community Clubs Victoria
Great Clubs, Connecting Communities





Advocacy

Community Clubs Victoria will advocate for clubs with all levels of Government speaking, acting, and writing on their behalf to promote, protect and defend their welfare. Whether its liquor, gaming, IR, planning or governance, our only concerns are our members fundamental needs.

CCV Advocacy Goals

- CCV will work with all levels of Government to be an important voice for clubs on a range of areas including liquor, gaming, industrial relations, town planning and an improved Community Benefit Statement.
- CCV will advocate to preserve, defend and improve the welfare of clubs.
- CCV will maintain and strengthen relationships with key industry stakeholders to jointly advocate for our Members on common issues.



I have had a relationship with Community Clubs Victoria and its predecessor for over 31 years, so I know and support the advocacy and more importantly the collective voice that CCV offers through its representation of community clubs. The business operations of clubs are collectively heard and make a huge difference to the operations and long-term business sustainability of all clubs connected to this well established and respected umbrella group offering solid pillars for business success.

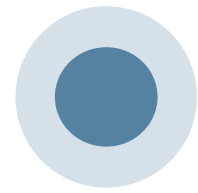
Buckleys Entertainment Centre Geelong has operated for 30 years, and its sole purpose is to support the 3 local football leagues, 37 clubs and the umpires league who own the business. While we have maintained our support of these entities during this last harrowing 18 months, times are difficult to say the least and the work that the CCV achieved last year in having our clubs' voices heard gave us hope and promise of a future.

While we have a rough road ahead, if we can all last throughout the pandemic, CCV give me great hope in leading the charge to bring the community club industry somewhere back to normality.

One proud and entrusted voice for many.

Michael Tonks
CEO Buckleys Entertainment Centre
(Geelong Combined Clubs)





Communication

In addition to being a strong voice for clubs with Government, media and industry on key club issues, through effective communication CCV will consult with our members, inform them, provide them with educational opportunities as well as provide helpful advice to them on a range of key club matters.

CCV Communication Goals

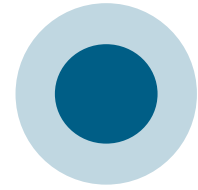
- CCV will communicate with Member Clubs on key governance matters in a bid to assist them effectively manage their clubs.
- CCV will provide support and advice to clubs on key regulatory and operational matters including COVID-19 and its ongoing impact.
- CCV will expand its communication channels to best serve our Membership.
- CCV will promote the collective social and economic benefits our clubs do for the local community.



I recently applied for membership with Community Clubs Victoria for our club after experiencing their member services at previous clubs. Their ongoing communications ensure we are kept up to speed with any regulatory changes and their training opportunities on a range of club matters help to ensure managers and staff are compliant.

Stephen Donovan
Compliance & Operations Manager
Venues, Vegas at Waverley Gardens
(Hawthorn Football Club)





Governance

Community Clubs Victoria will assist clubs so they are well positioned to be fully compliant and well governed. Clearly written rules, systems and processes within and by which authority is exercised is vital in all clubs and it is CCV's aim to inform and advise our members as well as provide compliance, educational and training opportunities on key governance issues.

CCV Governance Goals

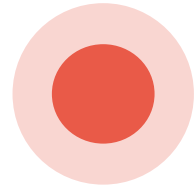
- CCV will assist clubs with a range of helpful and important governance training and education opportunities for club boards, management, staff and volunteers.
- CCV will work with our suite of industry partners to provide industry leading governance assistance.
- CCV will overhaul its own rules and strategic plan to best position and structure ourselves to serve our members now and into the future.
- CCV will make representations and seek opportunities with Government and the private sector to best serve our members on matters of governance - we will pursue grants, partnerships and funding assistance for management, staff and volunteers.



Craigieburn Sporting Club has been a member of the Victorian club's association for many years. We rely on their communications and have needed to consult on several occasions on matters of our internal club governance. This has been invaluable in providing a clear pathway forward on any matters of dispute.

Samantha Burton
Operations Manager
Craigieburn Sporting Club





Membership

Community Clubs Victoria is a membership-based organisation and our members mean the world to us. We exist purely for the purpose of serving our members needs. As a CCV member, you will have peace of mind knowing our only concerns are your fundamental needs. We will defend you, do our best to serve, inform, educate and advise you, and we do this to position you to be the best club you can be.

CCV Membership Goals

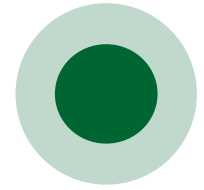
- CCV will provide member services based on our member's needs, and we will survey our members annually to ensure they are the right services and they are highly satisfied.
- Based on industry need and member demand, CCV will run industry events, training opportunities and information sessions.
- CCV will aspire to grow its membership and in doing so, our industry will be stronger and our collective voice will be louder.



I took on the role of president of our golf club in 2018, and soon after joined CCV. I have contacted CCV on numerous occasions since for questions regarding VCGLR, general policy and constitution, other legal matters and day-to-day issues that arise in running a small club like ours. I have always found CCV to be extremely helpful and keen to assist in whatever way they can. Joining CCV was one of the smartest moves I've made in the last three years.

Neville Gutteridge
President
Maffra Golf Club





Best Practice

Community Clubs Victoria will strive to adopt best practice in everything we do. It will be a theme driving both the internal way we operate, but moreover in the standard of member services we provide. Our business tools, resources and member services across our 18 key service areas will provide significant benefit to our members on a year-round basis.

CCV Best Practice Goals

- CCV will commit to best practice across our 18 core key services.
- CCV will aspire to offer accurate and timely information, courses, updates, education and support.
- CCV will provide members with access to industry leading practices and the best companies and suppliers that can assist clubs.
- CCV will continually challenge the 'status quo' when it comes to our service offerings – we are committed to continuous improvement.



We joined CCV during the 2020 COVID lockdown and the support and resources provided by CCV has been invaluable. There are so many complex aspects to successfully running a club and at times it is difficult to look beyond our own front doors, or even have the time to do so. Hearing about how other clubs have tackled issues, or learning about best practice in the industry, helps make all clubs better for their members. I look forward to a long and successful relationship with you.

Maria Whitford
General Manager
Ararat RSL





Community Clubs Victoria
Great Clubs, Connecting Communities

www.ccv.net.au