

ClubPATHWAYS

THE EDUCATIONAL PATH TO INDUSTRY SUCCESS AND SUSTAINABILITY

The New South Wales club industry is an unique and exciting industry developed by the community for the benefit of the community. It is at the forefront of modern business, recognising the benefits of learning and development to a strong, profitable and sustainable industry.

As an industry regulated by five key pieces of legislation, it is imperative that directors, leaders, and industry staff alike utilise ClubPATHWAYS educational programs.

There are three ClubPATHWAYS – **DIRECTORS**, **LEADERS** and **CLUB STAFF** – and together they support:

- skilled and educated directors driving governance
- leaders managing professional operations and
- club staff embracing innovation and change.



PATHWAYS

DIRECTORS PATHWAY

FUTURE DIRECTOR INFORMATION SESSION

[ENTRY LEVEL]

Anyone considering becoming a director of their club needs to understand what is required of a director to successfully execute their role. This information session provides a broad brush outline of the time, commitment, knowledge, and responsibility required of a director to assist in deciding to nominate for election to this important role.

MANDATORY TRAINING

Director Governance Training was introduced into the Registered Clubs Act 1976, through the Registered Clubs Regulation 2009 – Reg 21A on 1 July 2013.

This regulation mandates that any new director becoming a member of a club board must complete the two Mandatory Training Modules below, within 12 months of becoming a member of the board. For more details contact the ClubsNSW Learning & Development Team.

Director Foundation & Management Collaboration (DFMC)

This module, contained within the *Certificate IV in Governance*, is essential study for all new and existing directors, detailing their roles and responsibilities to effectively fulfil their duties under the various laws and industry best practice. Important delineation is made between governance oversight and management operational functions to ensure explicit separation of powers.

Finance for Club Boards (FFCB)

Under corporations law, ignorance is no defence for directors carrying out their fiduciary (financial management) responsibilities. This module will ensure that you can read and understand a balance sheet, a profit and loss statement, and cashflow budgets as well as the key ratios that indicate how a club is performing financially.

CLUBSNSW GOVERNANCE

Incorporating the two mandatory modules, the full *ClubsNSW Governance* program includes three other critical elements: *Strategic Planning & Market Profiling*, *Club Leadership in Action*, and *Risk Management & Procurement*. This full course will arm you with the requisite knowledge to truly govern your club's operations at an industry leading level.

CERTIFICATE IV IN GOVERNANCE (BSB40915)

For those who value a formal qualification, following completion of the *ClubsNSW Governance* program, you can invest in the additional knowledge and assessments to achieve this nationally accredited qualification. Issued by our partner registered training organisation, the Canberra Institute of Technology (CIT) (RTO No 0101), this qualification is highly regarded across the country and will give you the confidence to govern your club, or any other organisation in the most professional manner.

CLUB DIRECTORS INSTITUTE (CDI)

CDI has been providing director training workshops and seminars for over 10 years, focusing on key governance skills such as strategic planning, club leadership, financial oversight, diversity, innovation and change, risk management, and networking. Membership gives you full access to all the training, development, tools, and templates that you and your club will need to meet your compliance and governance obligations, improve operations and financial viability.

CONTINUING PROFESSIONAL DEVELOPMENT

Australian Institute of Company Directors (AICD) or Higher Education

Industry best practice encourages all directors, at any stage of their governance career, to continue to learn and develop every year through some form of continuing education. Options include attending training courses, networking functions, or pursuing further education in tertiary institutions as well as membership and education through the AICD.

All directors should be guided by the roles, responsibilities, and behaviours identified in the Club Leadership Framework, which is available online at the ClubsNSW Online Learning Centre. Another key reference for directors is the Club Industry Guide: Governance and Compliance.

RATES (inc GST)

MANDATORY TRAINING

CDI Members	\$290 / person / day
Non-CDI Members	\$390 / person / day

CLUBSNSW GOVERNANCE

CDI Members	\$290 / person / day
Non-CDI Members	\$390 / person / day

CERTIFICATE IV IN GOVERNANCE

\$4,050 per person for a fully accredited qualification

CDI MEMBERSHIP

\$175 per person / year

PATHWAYS

DIRECTORS PATHWAY PLUS

ClubsNSW and CDI are continually exploring and developing additional education resources for all aspects of governance training.

The following **Finance**, **Leadership** and **Strategy** workshops are available for delivery by the ClubsNSW Learning & Development Team to directors and club leadership teams on a fee-for-service basis. These invaluable workshops are approximately three hours in duration and are tailored to your specific club needs.

FINANCE

Managing Banking Relationships

Gone are the days of sealing a deal by handshake with your long-term bank manager who genuinely cared about you and your business. Banks today have ever-changing staff and priorities, so it is critical that you understand how to manage your banking relationship.

This three-hour workshop covers:

- understanding your club's needs and how to prepare your application before you go to the bank
- understanding the client/banker negotiation process
- being fully conversant with your bank's terms and conditions, including your critical obligations to the bank.

Contracts

Understanding the pitfalls of not reading and fully understanding the fine print of your service, supply or finance agreements is critical to any club or successful business. This three-hour workshop helps identify the pitfalls and traps, too often found in contracts, and provides a guide on how to avoid them and not suffer the financial consequences that have plagued the club industry in the past.

Financial Fitness

Do you understand all the financial jargon that's discussed in your Board meetings?

Do you understand and know how to calculate the key ratios that inform you as to the health of your club operation? This three-hour workshop makes sense of the basic financial reports – balance sheet, profit and loss, cash flows and key ratios. You will learn how to apply the appropriate analysis to your own financial statements to gauge the health and financial fitness of your club.



LEADERSHIP

Effective Interaction – DiSC Facilitation for Teams

Understanding the behavioural profiles of yourself, directors, managers and staff, and their interactions with each other, can lead to more co-operative, friendly and productive teams and a great club culture. *Everything DiSC Workplace Profile* is the most accurate, user-friendly, online behavioural assessment tool. A three-hour session at your club, lead by a ClubsNSW facilitator, will demonstrate how best to structure and communicate with your team for the maximum benefit to all participants.

Coaching Conversations

This three-hour workshop continues to build on leadership skills for directors and managers by differentiating between managing and coaching. Participants are given tailored strategies and templates that enable them to become coaches, with an understanding and knowledge of the coaching process. They also learn the variety of styles, skills and techniques needed within a problem-solving, solution-focused context that can assist their teams in defining and achieving their professional and personal goals.

Building High-performing Teams

The gap between 'good and great' lies in human capital.

Applying leadership skills learnt from *Effective Interaction* and *Coaching Conversations*, this workshop is about transforming good teams into high-performance teams – highly focused on their goals and achieving superior business results while outperforming all other competitors. Tailored to individual teams, the workshop explores the behaviours, needs and characteristics of high-performance teams and the leadership skills needed to build, manage and maintain them.

Is your club ready to make that giant leap?

STRATEGY

Strategic Planning Facilitation (1 day)

"If you don't know where you're going, you're already there."

Strategic planning is the key visioning activity of the board, and providing commentary on the strategic objectives for the club and how they will be achieved, is a vital element of the Directors' Report in the Annual Report. If you need to create a strategic plan for your club, or you would like an impartial review of an existing plan, ClubsNSW Learning & Development Team can provide an experienced facilitator to guide you through the process.

Marketing Mix

Managing the marketing of your club is a complex process that needs to address your club's vision and mission while being consistent with industry communications. Get the mix right and your members and patrons will engage effectively with the club.

The *Marketing Mix* looks at the basics to improve your communications, customer relations and the product /service

mix to help build member numbers, turnover and reputation for your club.

Risk Management

Risk management is an essential ingredient for any corporation and is a critical success factor of both effective strategic planning and corporate governance.

Risk appetite, capacity, tolerance and context must all be established to ensure the organisation can create and manage an effective risk profile, that minimises detriment and maximises opportunity for successful trading.

RATES (inc GST)

Three-hour Workshop* \$1,980 + Travel

One-day Workshop \$3,30 + Travel

*All workshops are three hours in duration unless otherwise specified.

Travel – Drive & Stay \$275

Travel – Fly & Stay \$550



BOARD PERFORMANCE ASSESSMENT TOOL

The Directors Pathway provides the education and guidance for club directors to develop their governance expertise and ClubsNSW has now provided the *Board Performance Assessment Tool* for boards to survey and measure their progress.

This easy to use, self-assessment tool provides an opportunity for all members of a club's governance team to rate their individual and group performance against the parameters of the *Club Leadership Framework* and the *Best Practice Guidelines of the Club Industry Guide*.

The tool can be used to identify any skills gaps on the existing board and the knowledge level of new board members. It is also a benchmarking exercise of the board's performance that can be reviewed every year or two.

Reports are provided measuring collated scores for the Chair, Manager and Board as a group and are then benchmarked

against individual ratings. ClubsNSW can provide a facilitator to unpack the results in a debrief session and provide guidance to the team on further development.

Accessed online at clubsnsw.com.au, the tool takes less than one hour to complete and should be done in one sitting.

RATES (inc GST)

Board Performance Assessment Tool* \$1,650 + Travel

*Includes debrief and review

Travel – Drive & Stay \$275

Travel – Fly & Stay \$550

PATHWAYS

LEADERS PATHWAY

B – Barringtons Pathway to Excellence program

JOB READY CERT III LEVEL^B

This course can provide access to the next level of training and qualification in your journey. The focus is on key *Certificate III* level skill sets required to ensure you understand how best to deliver the outstanding service that customers expect. The skill sets build towards a full qualification in the discipline of your choice – hospitality or business administration.

WORKING SMART CERT III LEVEL^B

Delivered via five one-day sessions over a year, the *Working Smart* program is aimed at industry employees looking to formalise their knowledge at the *Certificate III* Level in hospitality and business administration. Workplace assessment ensures that trainees are getting on-the-job experience and are assessed by their managers, who are most likely seasoned industry professionals.

LEADERSHIP FOUNDATION CERT IV LEVEL^B

This program has been developed jointly by Barringtons and ClubsNSW to provide team leaders and supervisors the first stepping stone to a career in leadership and management for the hospitality industry. The focus is on developing the skill sets for managing frontline staff through building effective teams, implementing operational plans, and demonstrating leadership by ensuring that exceptional customer service is delivered at the staff/customer interface.

LEADERSHIP EXCELLENCE CERT IV LEVEL

This 12-month program is designed to nurture leadership qualities of staff at all levels within the organisation. A realignment of focus for team leaders and supervisors, through performance management, rekindles their passion to contribute to the achievement of corporate objectives. The program focuses on staff management, working through the pillars of organisational leadership, management principles and adaptive leadership styles to lead a diverse and active labour force. *Leadership Excellence* develops the individual to achieve their highest potential, accelerating succession for future leaders better aligned with the club's corporate vision, mission and goals.

FUTURE CLUB LEADERS DIPLOMA OF BUSINESS, HOSPITALITY, HUMAN RESOURCES, OR LEADERSHIP AND MANAGEMENT^B

In 2012, Barringtons and ClubsNSW combined to develop a tailored, industry-focused program that would mould and create the future CEOs/General Managers of the club industry.

Rather than focus purely on management skills, this program aims to deliver leaders who will take the industry through the 21st century and deliver it safely and sustainably for future generations. With the aim that 'changing just one person per club can change an industry', this program focuses on the key issues of policy and government relations, networking with business and communities, delivering a culture of innovation and change, and understanding and managing media (especially social media), to the benefit of the club and its members.

DUTY MANAGER (OPERATIONS) DIP HOSPITALITY

This 12 month Duty Manager (Operations) course is accredited as a Diploma in Hospitality and delivered as four sessions of two days, producing leaders who will competently step up, administer and manage various portfolios; identify and develop organisational standards; integrate human resources and operational efficiencies in line with their clubs' business objectives. Content focuses on operational excellence for middle to senior management staff moving up the leadership pathway. Some of the initiatives engage managers to focus on performance rather than task management, establishing and measuring performance values for operational efficiency in the workplace and developing and delivering a culture of excellence in standards and service, change management, financial management and managing staff performance and culture.

DUTY MANAGER (RISK & COMPLIANCE) COACHING AND MENTORING PROGRAM

This 24-month program aligns organisational strategy with operational efficiency, ensuring measurable outcomes for the club and the individual. The key focus is on issues of workflow methods, business standards, performance and deliverables, reporting guidelines and creating a culture of innovation and change aligned with the club's strategic direction. Risk management and mitigation, application of legal, operational and administrative responsibilities are incorporated into individual's KPIs and performance reviews. Through weekly coaching sessions these milestones, targets and other outcomes are continually reviewed, ensuring individual accountability for delivering both individual and organisational benefits.

FINAL FRONTIER BACHELOR OF BUSINESS^B

ClubsNSW and Barringtons' *Future Club Leaders Diploma in Hospitality* has been negotiated to deliver its graduates up to 50% credit towards the *Bachelor of Business (International Hospitality Management)* degree. This means that you can enter this degree with a credit transfer of 12 units, leaving only 12 units to complete, with responsible gaming being the main focus. Delivered by Southern Cross University, this degree will take approximately 18 months to complete via part time or distance learning. Industry experts in the gaming area are involved in the development and delivery of the subjects, core to understanding gaming on a national and international level.

NB Rates on application.

PATHWAYS

CLUB STAFF PATHWAY



CLUBSAFE

TRAINING & SUPPORT

ClubSAFE is Australia's leading gambling harm minimisation program designed to provide guidance and support for clubs, to not only manage their responsible gambling operations and obligations, but to achieve excellence in responsible gambling best practice. More than 950 clubs and their patrons across NSW choose ClubSAFE to assist them with Multi-Venue Self-Exclusion (MVSE), 24/7 phone support and counselling, face-to-face training, and compliance support.

WORKPLACE RELATIONS

SEMINARS & WORKSHOPS

The ClubsNSW Workplace Relations team is an experienced team of advocates who specialise in understanding current legislation as well as the opportunities and threats these laws pose to registered clubs. The seminars are designed for small groups of up to 20 and each seminar can be tailored specifically to your club's needs.

CLUBSWHS

WORK, HEALTH & SAFETY TRAINING/PLANS

Individuals at all levels within the industry are involved with work, health and safety issues. ClubsWHS is a *Work, Health & Safety Management System* tailored to the club industry that includes tools, guidance, and information to enable you to adapt the system to suit your individual workplace. Access to ClubsWHS is managed through Club Employers Mutual, a joint venture partner of ClubsNSW. Visit clubswhs.com.au.

ARMED ROBBERY PREVENTION

BARRINGTONS GROUP

Armed robbery has a considerable impact on your business, and the health, safety, and welfare of club staff. Over 7,000 armed robberies occurred in NSW last year, a startling figure, yet venues still believe "it won't happen to me." The stark reality is that if your business handles cash, you are a target for armed robbers. Training in armed robbery prevention is an essential ingredient to ensuring that you implement the best practice procedures to minimise your club's chance of becoming a target. ClubsNSW works with two leading training organisations, Allied Risk and Barringtons Group, in the area of *Armed Robbery Prevention*.

SUSTAINABILITY

OFFICE OF ENVIRONMENT & HERITAGE

Sustainability is well and truly on the agenda. Communities are looking to their clubs to lead the way in environmentally-friendly practices, ensuring minimal impact on their surrounding environment. Following on from the release of the *2013 Clubs' Sustainability Toolkit*, ClubsNSW and the Office of Environment & Heritage offer new sustainability and energy efficiency courses, which are available in blended delivery formats such as face-to-face or online training. Visit www.environment.nsw.gov.au/business/clubs-training.htm.

RESPONSIBLE SERVICE OF ALCOHOL (RSA)

In order to work in the club industry, or hospitality at large, workers involved in the sale and supply of alcoholic beverages must hold a RSA competency card. ClubsNSW offers RSA training online through hospitalityalliancetraining.edu.au and face to face through various accredited providers including the Club Managers' Association of Australia (CMAA).



NB Rates on application.

ClubPATHWAYS

THE EDUCATIONAL PATH TO INDUSTRY SUCCESS AND SUSTAINABILITY

DIRECTORS

Future Director Information Session

Entry Level



Mandatory Training

Director Foundation
& Management Collaboration
(DFMC)

Finance for Club Boards
(FFCB)



ClubsNSW Governance



Certificate IV in Governance



Club Directors Institute (CDI)



Continuing Professional Development

Australian Institute of Company
Directors (AICD) or Higher Education



Directors Pathway Plus

Finance
Leadership
Strategy

LEADERS

ClubsNSW Industry Induction



Job Ready

Cert III Level
School-Based Traineeship



Customer Service Excellence



Smart & Skilled

Cert III Level



Working Smart

Cert III Level



Leadership Foundation

Leadership Excellence

Cert IV Level



Future Club Leaders

Duty Manager (Operations)

Duty Manager (Risk and Compliance)

Diploma of Business, Hospitality,
Human Resources, or Leadership
and Management



Final Frontier

Bachelor of Business

CLUB STAFF

ClubSAFE

Training & Support



Workplace Relations

Seminars & Workshops



ClubsWHS

Work, Health & Safety Training/Plans



Armed Robbery Prevention

Allied Risk & Barringtons Group



Sustainability

Office of Environment & Heritage



RSA

Face-to-face & online

Education at the highest level will ensure successful industry compliance, maintenance and growth, and deliver outstanding service and experience to members and their communities from their local club.

PROGRAM DELIVERY

All ClubPATHWAYS programs and materials are overseen and approved by the ClubsNSW Learning & Development Team to ensure quality, accuracy, and consistency. Programs are delivered online, face-to-face in formal courses, or via facilitated training (we come to you).

For more information, visit clubsnsw.com.au



ClubsNSW acknowledges the input and support of the ClubPATHWAYS program provided by our Gold Corporate Partner, Barringtons.



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