

**Publisher** Jim Henry, OAM**Editor** Peter Sharp

Phone: (02) 4274 9971

Mobile: 0410 140 036

Email: sharpee1@tpg.com.au

**Advertising Manager** Judy Rayner, Sue Flynn**Contributors**

Henri Lach, Katie Cincotta,

Steve James, Paul Dean.

**Photographer** Barry Norman.**Advertising Bookings**

Judy Rayner (02) 9332 2363 &amp; 9360 6177

Fax (02) 9361 5142

**Correspondence**

The Editor,

c/- Club Managers' Association Australia

67-73 St. Hilliers Road

Auburn NSW 2144

P.O. Box 845 Auburn NSW 1835

Phone (02) 9643 2300 Fax (02) 9643 2400

**Jim Henry OAM**  
Federal President**Allan Peter ACCM**  
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correspondence to  
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**Registered Office**67-73 St. Hilliers Road  
Auburn NSW 2144

Phone (02) 9643 2300

Fax (02) 9643 2400

P.O.Box 845 Auburn NSW, 1835

Email - cmaa@cmay.asn.au

**Office Hours**

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Independent leasing finance consultant **DEBBIE ORGAN** continues with Part III of the series that investigates the finer details within Operating Lease (Rental) Agreements and what they can potentially do to your club. By now, you'd be aware that there are some companies out there offering conditions on finance leasing that can leave a registered club exceedingly disadvantaged. So, how do you avoid such conditions?

**FULL REPORT: P24-26**



More than 200 local business people, former and current staff members and club executives from both sides of the border packed the Stars Room on the sixth floor of the TWIN TOWNS RETURN SERVICES CLUB for a testimonial luncheon to honour the club's former Chief Executive Officer **RUSSELL ROYLANCE**. Staff writer Henri Lach profiles the remarkable career of a club industry innovator.

**FULL REPORT: P28-29**

The employment test standards are always set higher for a manager. As the saying goes ... a manager always falls harder on his or her own sword. The Club Managers Association's Senior Industrial Advocate **PETER COOPER** profiles an unfair dismissal case that came before the Australian Industrial Relations Commission and the subsequent AIRC Full Bench appeal that highlights these employment test standards.

**FULL REPORT: P32-33**



The Leagues Clubs' Association recently announced it is seeking to recruit a new Chief Executive Officer to replace **DAVID WILLIAMS**, who goes with the Board's blessing after making a substantial commitment and contribution during a turbulent period of the club industry's long and rich history.

**FULL REPORT: P36-37**

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# David Graham – CMAA loses a great friend and fine man

**By CMAA Federal President  
JIM HENRY, OAM**

**D**avid Graham, sadly, passed away recently. David was a staunch supporter of the CMAA and proudly held the positions of Federal Councillor and Federal Executive Member from 1998 to 2003.

His dedication to the success of the CMAA – directly and indirectly – will always be remembered and acknowledged for the success that the CMAA achieved during his part of that stewardship.

It has to be acknowledged David also will be remembered for his tireless pursuit of auction items – a task he undertook for many years for the Association's Ted Noffs Charity Fundraiser Day.

As a gentleman who possessed a very warm sense of humour, a kind and generous spirit and a strong earthy approach to life's successes and failures, David was a friend to many.

He was extremely popular with his CMAA colleagues and trade suppliers along with his coterie of friends that would meet regularly at Rockdale RSL Club where David was the Secretary Manager for more than 20 years.

To David's family – his wife Noelene, his son Stewart and daughters Lisa and Linda – the CMAA extends there sincere condolences on behalf of everyone in "club land" who had the pleasure of meeting and working with David Graham.

Goodbye and thanks, old friend ... it remains a great honour to have known you and call you my friend.

Rest in Peace. ☐

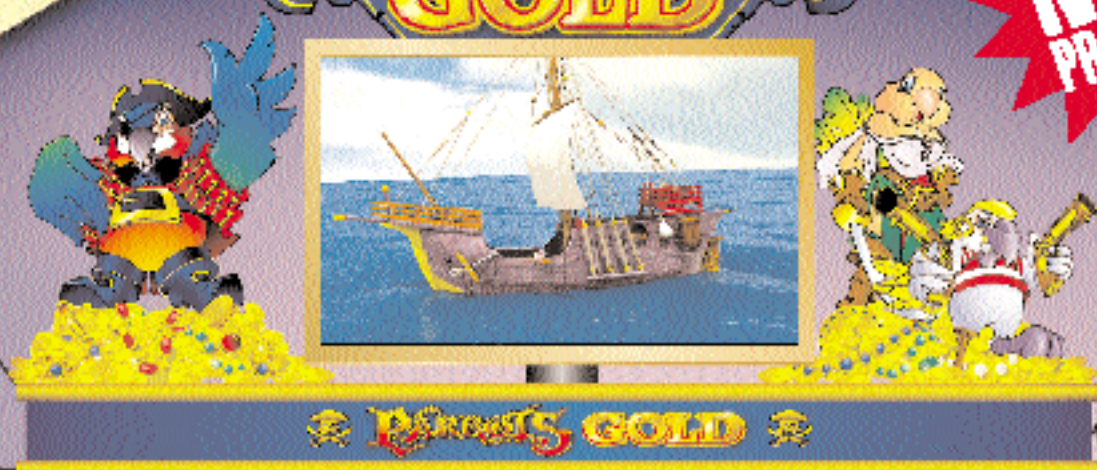


***David Graham***



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# Amalgamation brings another page of history to Mounties

**M**ounties has formally outlined the proposed amalgamation of the club with Harbord Diggers Memorial Club Ltd, otherwise known as Harbord Diggers.

Mounties has recommended its members approve the proposal, as outlined to them in a letter sent recently by the club.

The concept of the proposed amalgamation will be the merging of Mounties and Harbord Diggers as one club ...

- Harbord Diggers members will be invited to become full members of Mounties;
- Harbord Diggers will transfer all of its assets to Mounties;
- Harbord Diggers will transfer all of its liabilities to Mounties.

The Boards and senior executives of both clubs already have unanimously supported the proposal.

Mounties President Kevin Ingram

said Mounties and Harbord Diggers have held harmonious talks and the best interests of Mounties members have been paramount in negotiations.

"Mounties has approached this opportunity in a very responsible manner, having received advice from its financial and legal consultants, Mr Ingram said.

"The process, in conjunction with the representatives for Harbord Diggers, has been harmonious and constructive.

"Mounties directors believe that this is a very exciting opportunity for our club, which would expand our offering in a very financially positive way."

Harbord Diggers President, Hugh Tighe said he was pleased with the way that Mounties have conducted the merger negotiations.

"I am pleased to report that the Mounties Board and management team have been forthcoming, generous



*Kevin Ingram*

and very respectful of what Harbord Diggers have established and developed," Mr Tighe added.

"Mounties has also acknowledged the fine traditions of our club that our board and members seek to maintain.

"No jobs will be lost in the amalgamation and employees will benefit from the many staff development and employment-based awards and programs that Mounties staff currently enjoy." ■



## BULLIONAIRE IS YOUR COMPLETE MARKETING PACKAGE, CONTINUOUSLY BEING REFRESHED!

Maxgaming is pleased to announce the introduction of Bullionaire's Christmas Stocking. The Christmas Stocking Promotion will run from the 15th November 2005 to 15th January 2006 and will be available to all Bullionaire customers.

### Mechanics of Christmas Stocking Promotion

- Return of the \$50,000 to \$60,000 Maxi Level
- New Christmas Stocking level of \$2,500 to \$3,000 will replace the existing \$20,000 to \$30,000 Major level (during the promotional period only)
- The Christmas Stocking will use CCCC functionality

The promotion is designed to ensure your players win more jackpots during the festive season, than ever before. CCCC functionality will ensure continuous machine churn and rapid payouts during Christmas and the New Year.

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# Rob McLoughlin takes reins in Japan

**R**ob McLoughlin will take over the reins of Aristocrat's Japanese operations.

Aristocrat Technologies managing director and chief executive officer, Paul Oneile, recently announced Mr McLoughlin's appointment as executive chairman of the company's Japanese operations - KK Aristocrat Technologies (KKAT) and subsidiary company Aristocrat Hanbai KK.

Mr McLoughlin will report directly to Mr Oneile and Toshio Yoshimatsu will continue in his role as KKAT's president, reporting to Mr McLoughlin.

After joining Aristocrat in 1993 as general manager - marketing, Mr McLoughlin played a major role in the company's successful float to the Australian Stock Market in 1996.

He has also headed the Japan project team and was responsible for gaining approval for Aristocrat to manufacture and sell Pachislot product in the Japanese market.

Since the first Japanese game release,



*Paul Oneile*

"Triple Shooter", in January 2001, the product has generated more than \$1 billion in revenue from that market.

"With the opportunity to further develop and diversify the Japanese operation and the need to aggressively lead Aristocrat's Japan operations

through what may well be a difficult 2006 due to regulatory changes, Rob will be permanently located in Tokyo," Mr Oneile said.

In the company's half-year report, Aristocrat reported Japanese operations posted a revenue decline of 41.7% to \$91.8 million, while its overall profit contribution decreased 42.1% from \$37.3 million to \$21.6 million.

Mr Oneile said the lower number of units sold during the period was in line with expectations.

The company is planning the launch of Kyojin-no-hoshi 3™ later this year and, subject to its success, total annual unit sales are expected to be broadly in line with those of the previous two years.

While the near term outlook beyond 2005 remains uncertain given the transition to new "Regulation 5" games, the Company is confident of the longer term sustainability and growth potential of its Japanese operations. ■

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Partner

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David Brand

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(02) 8248 5833  
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Sherif Mouskassa

Senior Associate

(02) 8248 5837  
smouskassa@thomsonplayford.com.au



Zmarak Zhouand

Lawyer

(02) 8248 5813  
zzhouand@thomsonplayford.com.au



Steven Torrance

Lawyer

(02) 8248 5854  
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Phil Mason is the Managing Director of MEMS and, following extensive international research, he discovered EventPro and began distributing this powerful software solution across Australia, Asia and New Zealand.

Numerous clubs - including North Sydney Leagues Club, Parramatta Leagues Club, the Epping Club and Wyong Rugby League Club Group, as well as major venues such as Sydney's Telstra Stadium and Adelaide's AAMI Stadium - are experiencing the advantages of EventPro.

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- Phil said clients have likened EventPro to having several additional staff dedicated solely to venue management.
- "The program is intuitive, time saving and our clients are delighted with the difference it has made to their operations," he added.
- As well as distributing one of the most powerful venue management solutions available today, MEMS also is committed to providing set-up, installation, training support and help desk service. ■

*For more information on EventPro, call 1300 661 009, or visit [www.eventssoftware.com.au](http://www.eventssoftware.com.au)*



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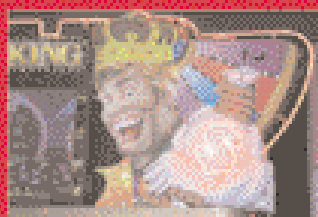
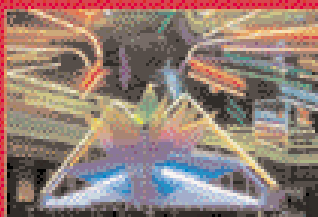
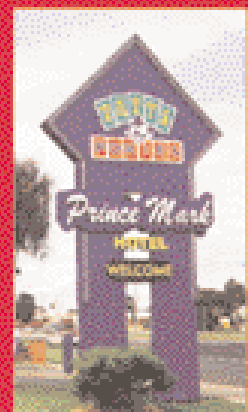
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## CMAA Expo wheels in motion for '06

The CMAA Expo moves to Darling Harbour in 2006 with a wide range of educational sessions and a hospitality expo promoting the best of the industry's suppliers.

CMA Executive Officer Terry Condon announced earlier this year that the Expo would move from Rosehill Racecourse to the Sydney Convention and Exhibition Centre for the 2006 event - March 28 and 29.

Terry said the move from Rosehill to the city was a big decision for the CMA, but one that was necessary to allow the Expo to grow and better meet the needs of club and hospitality professionals, staff and organisations servicing the industry.

"This will be a wonderful opportunity for hospitality industry professionals, delegates and exhibitors to network and gain new information under the one roof at Australia's premier convention centre," Terry added.

The floor plan for the 2006 CMAA Hospitality Expo went on display at the CMA stand at the Australasian Gaming Expo in August and already has attracted interest and bookings.

"The Gaming Expo was a good forum to announce our Expo and Judy Rayner has been fielding plenty of bookings and inquiries about the show," Terry added.

"We have given preference to exhibitors who have been with us over the years at Rosehill, but we have already had interest from new companies and I believe this is an interesting and exciting time for the CMA Expo."

Industry members, sponsors and suppliers who are interested in participating in the 2006 CMAA Hospitality Expo are invited to make an early stand reservation for the event by contacting exclusive sales agent Judy Rayner, of Rayner Sales and Marketing - [www.raynersalesmarketing.com.au](http://www.raynersalesmarketing.com.au) - on (02) 9360 6177, (02) 9332 2363 or [rayner@bigpond.net.au](mailto:rayner@bigpond.net.au) ✉

**2006 CMAA Hospitality Expo Floorplan - Pages 22 & 23**



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# Bullionaire promises more Xmas winners, more often

**M**axgaming has launched another Bullionaire promotion that will be released in time for the Christmas holiday season.

The "Xmas Stocking" promotion will temporarily change Bullionaire's "major" level from \$2500 to \$3000.

This will increase the number of hits for that level from an average of seven hits per month to approximately 43 hits.

The Bullionaire Xmas Stocking level will utilise CCCE functionality to ensure rapid win transfers.

During the promotion, Bullionaire's "maxi" level offers the chance to win \$50,000 to \$60,000.



Since Bullionaire's launch in 2003, the Link has seen several changes, but none as successful as the recent Bullionaire Car Promotion — the first non-monetary jackpot in NSW, which allowed players to take the car or fixed \$55,000 cash.

The promotion ends on November 15, 2005, when Xmas Stocking begins.

Maxgaming already has other Bullionaire promotions on the drawing boards for 2006 underlining Maxgaming's strategy to position Bullionaire as a complete marketing package for NSW clubs that is refreshed regularly to guarantee player interest.

Maxgaming's continuous promotional assistance and commitment to providing link solutions for venues of all sizes has helped boost Bullionaire machine numbers from 890 machines in June 2005 to more than 1200.

Clubs also have the opportunity of combining Bullionaire's lottery-style levels with in-house levels with more than 180 pre-approved levels, ranging from \$10 to \$20, up to \$1500 to \$2000 jackpot levels.

Bullionaire is available to NSW clubs as a package of six or more machines for no capital cost with the package including state-of-the-art 17" LCD toppers (including maintenance),



connection to Statewide Link and installation on a 12-month contract.

Recent studies also confirm Bullionaire's bottom-line benefit to clubs.

A comparison of linked machine turnover with pre-Link performance revealed a 54.6% average turnover increase — far above the 24% increase required to generate the same net profit after jackpot contributions.

For more information about the Xmas Stocking promotion, contact Maxgaming (1800 706 221) or contact your local Maxgaming representative. ✪



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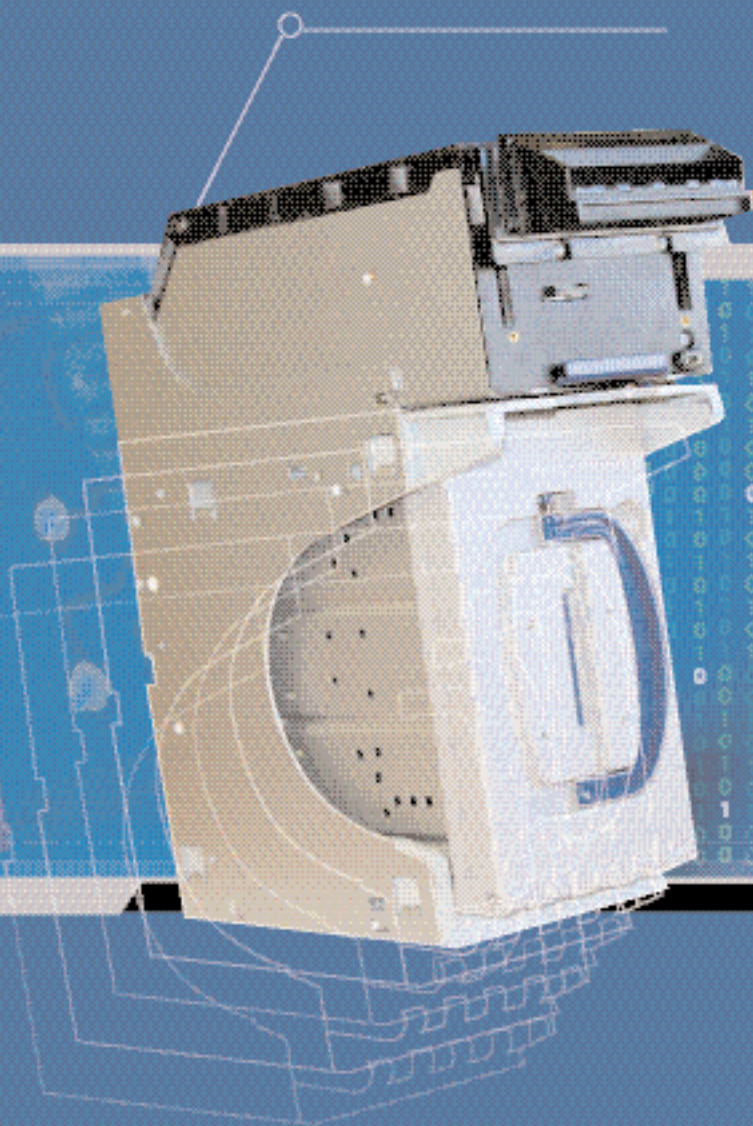
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# Foster's flows at SCG, Aussie Stadium



**T**he Sydney Cricket and Sports Ground Trust recently announced that Foster's Australia has won the rights to supply beer and wine at the SCG and Aussie Stadium from January 1, for the next five years.

Following an extensive tender evaluation process, the Trust appointed Foster's Australia as the exclusive supplier of beer and shared supplier of wine.

Foster's Australia Sales Director Geoff Jones said the tender confirms and further strengthens the company's multi-beverage approach.

Foster's Australia is Australia's leading marketer of beer with popular brands such as Victoria Bitter, Carlton Draught, Crown Lager and Cascade along with imports such as Corona, Stella Artois and Asahi. Boutique beers include Pure Blonde, Redback and Beez Neez.

Foster's Group is the world's leading premium branded wine company and its brands include Wolf Blass, Penfolds, Lindemans and Rosemount.

The Trust has hiring agreements with Cricket Australia (CA), Cricket NSW, the National Rugby League (NRL), NSW Rugby, Sydney Roosters, Australian Football League (AFL), Sydney Swans, Football Federation Australia (FFA) and Sydney FC participating in the new A-League.

Trust Chief Executive Officer Jamie Barkley said the Trust was delighted with the outcome. "Never before have spectators been given the opportunity to select from Australia's leading portfolio of beer and wine at two world-class sporting venues," he said.

Mr Barkley said spectators and sports partners would benefit from the new contract. "The SCG and Aussie Stadium are regarded as Sydney's best sporting venues where spectator

enjoyment and match day experience is paramount," he said.

Geoff Jones said the new Trust agreement allows the company to truly demonstrate Foster's multi-beverage strategy and capability.

"We are delighted the Trust has accepted our tender and enabled us to continue our long and successful association" Geoff said.

"We will offer Trust members, corporate suite holders and visitors to the SCG and Aussie Stadium an exciting range of our leading brands covering local, premium and imported beer and an outstanding selection of wine across our extensive Australian portfolio.

"We will be tailoring our beer and wine offerings to reflect the vast mix of sports at both the SCG and Aussie Stadium. Our multi-beverage offering will ensure all guests enjoy their experience at these two iconic stadia." ✱

## Mounties wins medium enterprise excellence award

**T**he Australian Human Resources Institute announced the 2005 winners of its annual Awards for Excellence in People Management last month in Sydney.

The Institute announced Mounties as winner of the "Medium Enterprise Public Sector" category.

The Institute announced awards for the Private and Public Sector in "Large", "Medium" and "Small" enterprise categories.

In making the award to Mounties, national judging panel member Professor Robin Kramar said: "This organisation has illustrated an HR department in a not-for-profit environment that is strongly linked with the business and uses HR tools to offer strategic contribution.

"The judges have recognised that linkage as an important

and integral contribution to the successful operation of the organisation," Professor Kramar added.

Mounties is the most financially and operationally successful registered club in New South Wales and employs 450 direct employees and approximately 500 contractors.

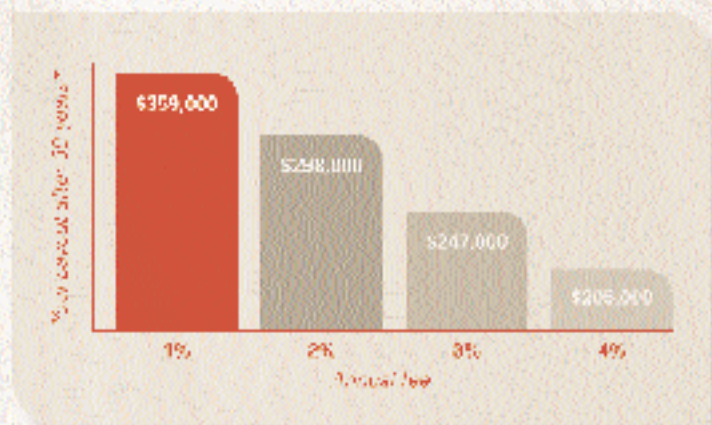
Mounties Employment Relations Manager Jodi Dickson said Mounties was pleased with their continued accomplishments in the area of Human Resources.

"Mounties is consistently acknowledged for the club's commitment to staff and people management," Jodi said.

"The club strives to provide an example of how commitment to sound people management practices can make a difference to the profitability, sustainability and broader success of the organisation." ✱



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The above figures assume an opening balance of \$10,000 and a salary of \$50,000. Fees of 1% each year and an earning rate before charges of 6% and 10% (10% with a result of \$359,000 in 30 years), compared with a result of \$298,000 where fees are 2% each year, \$247,000 where fees are 3% each year and \$206,000 if fees are 4% each year. Our performance is calculated based on annualised returns at the 30th June or 30th September. The calculator uses assumptions about compound interest that cannot be guaranteed. HOSTPLUS does not make a recommendation as to whether an employer or employee should choose HOSTPLUS over other superannuation arrangements based solely on the information in the above publication. This information is of a general nature. It has been prepared without taking into account your particular investment objectives, circumstances, financial situation or needs. When considering your investment options you will also need to consider, with the help of a financial adviser, whether the advice is appropriate in light of your particular investment needs, objectives and financial circumstances. This information is also not intended to be, and should not be construed in any way as, investment, legal or financial advice. Host Plus Pty Ltd ABN 74 009 698 700. Approved Trustee for all financial products. Licence No. 244382. HD01200903045.





# New understanding on Gaming Tax

The CMAA has joined with ClubsNSW and other industry associations in signing a Memorandum of Understanding with the Coalition of the NSW Liberal Party and NSW National Party for the club industry - should they be successful in the 2007 elections.

**CMA Executive Officer TERRY CONDON** outlines the details of the Memorandum of Understanding

## 1. INTRODUCTION

This Memorandum of Understanding (the Agreement) is between the NSW Coalition and ClubsNSW (the Parties). It reflects the desire of the Parties to create an environment conducive to the sustainability and future health of the NSW Club Movement. The Parties recognise the significant, growing economic and social contribution that clubs make to the State.

According to the Allen Consulting Group clubs in 2003:

- generated revenues of \$4.6 billion;
- employed 52,000 people and expended over \$1.2 billion on wages;
- paid \$969 million in taxes;
- provided over \$100 million to community groups;
- maintained sporting infrastructure valued at more than \$2 billion (including 1,621 bowling greens, 338 golf courses, 324 sporting fields and 102 gyms).

The Parties recognise that delivering long-term sustainability for NSW clubs is essential to maintaining their community contribution and allowing clubs to meet the growing needs and expectations of the people of NSW.

The Parties recognise the role of clubs as good corporate citizens and will support their commitment to:

- act in the best interests of their members;
- comply with their legal obligations;
- manage their affairs in a transparent and accountable manner;
- be responsible employers;
- provide gaming and alcohol responsibly;
- maximise contribution to the community.

## 2. PURPOSE

This Agreement creates a framework designed to improve the operating environment for clubs. The Parties will

seek to generate outcomes that help to secure the long-term financial future of NSW clubs and allow them to enhance their economic and social contribution to the State. The Agreement formalises the cooperation and consultation that will take place in the development of all Government policy relating to registered clubs.

## 3. KEY COMMITMENTS

Under the Agreement, a Coalition Government will work with ClubsNSW to achieve key outcomes which will include the following.

### Gaming Machine Tax

A Coalition Government will:

- fix club gaming machine tax rates at the levels which apply at the time of signing the Agreement, for the term of the government;
- introduce legislation that requires consultation with ClubsNSW before any future rate change;
- undertake a hardship review which will give severely impacted clubs additional time to meet their tax commitments.

### Gaming Policy

A Coalition Government will support a gaming policy environment based on shared responsibility and evidence based research, recognising that clubs require access to new and innovative games and technology in order to continue the popularity and efficiency of their gaming operations.

### Industry Viability

A Coalition Government will, as a priority, constitute a Task Force charged with establishing an industry sustainability action plan coupled with a full review of the industry's compliance burden.

### Registered Clubs Act

### 'Accountability' Provisions

A Coalition Government will rescind section 41X of the Registered Clubs Act (Royal Commission style investigations into clubs) and conduct a complete review of the "accountability" provisions of the Registered Clubs Act.

### Central Monitoring System (CMS)

A Coalition Government will conduct a review of the CMS.

### Community Development Support Expenditure (CDSE)

A Coalition Government will guarantee the continuation of the CDSE scheme.

### Amalgamations

A Coalition Government will support club amalgamations as an important means of ensuring the continued delivery of critical community infrastructure. The Coalition will examine all of the parameters under which amalgamations can take place with a view to streamlining the processes and ensuring small and struggling clubs have the best possible opportunity to access an amalgamation partner.

## 4. KENO

Should the extension of the Keno joint license agreement be unresolved in March 2007, the Coalition undertakes to extend the joint license for a further term of 15 years.

## 5. WORKPLACE RELATIONS

A Coalition Government will promote simplification and flexibility with regard to workplace relations.

## 6. TERM OF AGREEMENT

The Agreement binds the parties until the end of the term of the Government to be elected in 2007. ★

The legislated gaming machine tax rate schedule at the time of signing the Agreement is ...

As at 9 October 2005	Revenue Band (\$)				
	0 - 200K*	200K-1M#	1M - 5M	5M - 10M	Over 10M
<b>Legislated rate</b>	0	10.00	17.90	20.80	22.20
<b>GST</b>	0	9.09	9.09	9.09	9.09
<b>CDSE</b>	0	0	1.50	1.50	1.50
<b>Total Gaming Tax</b>	0	19.09	28.49	31.39	32.79

\* Assumes continuation of rebate for GST paid on the first \$200,000 of gaming revenue.

# The Coalition will accelerate the legislated rate decreases for clubs in the \$200K to \$1M revenue band by bringing forward the rate which would have applied in 2010.



# **CMAA Hospitality Expo 2006**

**Sydney Exhibition & Convention Centre,  
Darling Harbour.**

**Tuesday 28th and Wednesday 29th March 2006.**

**This Expo will be the premiere hospitality Expo in Sydney in 2006  
- a great way to start the year!!!!**

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## **The CMAA Gala Charity Awards Dinner**

**Tuesday 28th March, 2006**

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*Entry to the expo is free of  
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directors and staff of  
Registered Clubs.*

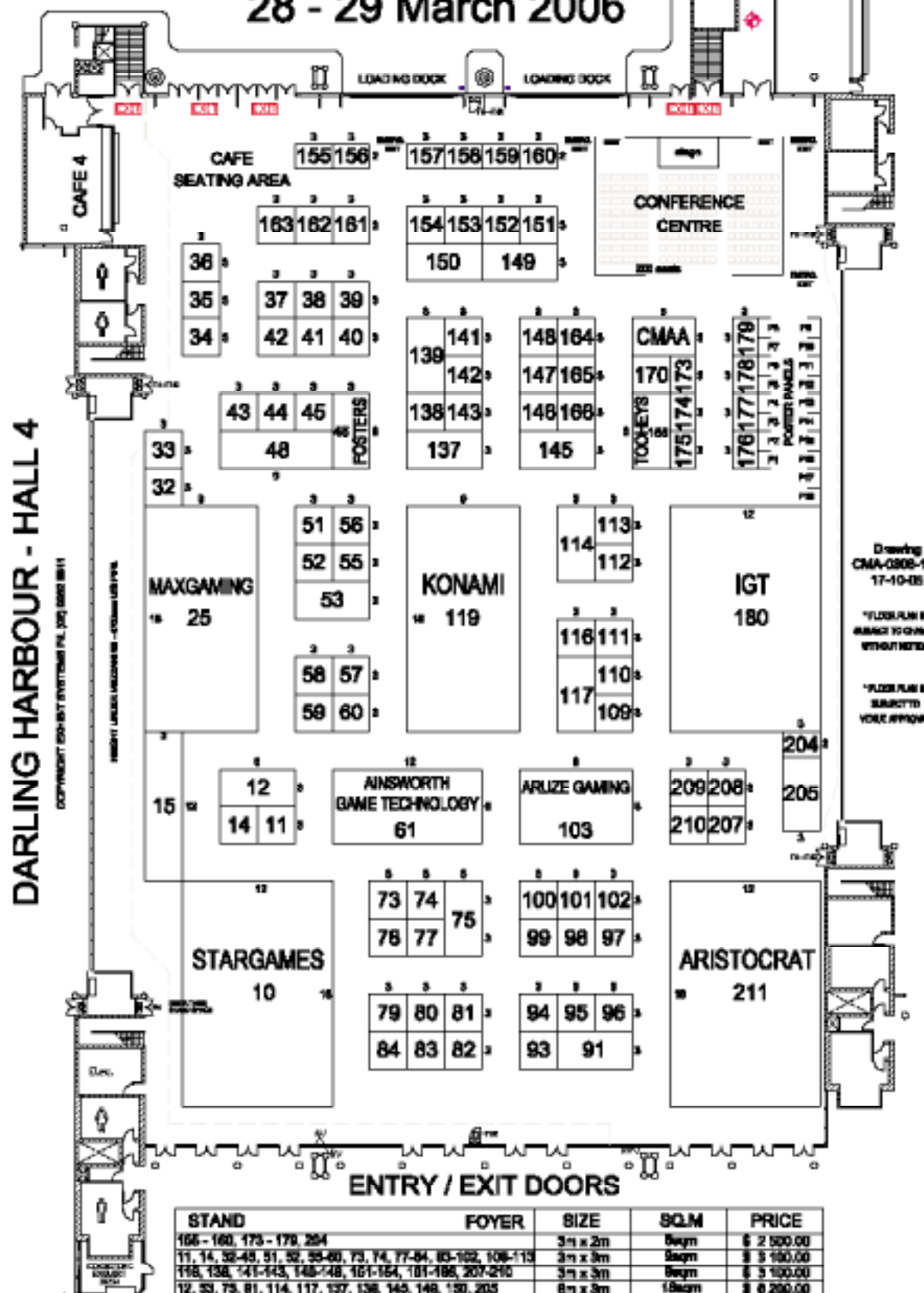
### CMAA HOSPITALITY EXPO 2006 EXHIBITORS LIST

52	Abbacus Cash Systems Pty Ltd	48	Independent Gaming
61	Ainsworth Gaming Technology	99	JCM Australia
170	AMZ Furniture Pty Ltd	207	Jensen Data Systems
211	Aristocrat Technologies Australia	209	Jupiters Gaming
103	Aruze Gaming Australia	94	Karo Australia Pty Ltd
164	AVS Group of Companies	119	Konami
210	Barringtons	109	KPMG
145	Bevcon Solutions / Premier Hospitality Services	93	Loss Prevention Australia Pty Ltd
110	Bounty Limited	25	Maxgaming
43	British American Tobacco Australia	39	Merlot Constructions (Aust) Pty Ltd
75	Cadbury Schweppes & WGA / Club Games Services	60	Micros Fidelio
58	Canterbury-Hurlstone Park RSL Club / HRT Solutions	73	Network Construction
12	Cash Handling Systems Pty Ltd	148	Osram Australia
116	CashCode Company. Inc	205	Paltronics Australasia
34	Cleanaway	102	Paynter Dixon Constructions
56	Clear Security NSW	112	Premier Building Group
139	Club AV	145	Premier Hospitality Services / Bevcon Solutions
171	Club Managers Association Australia	32	RaffleTV Networks
55	Club Plus Superannuation	51	Reed Contructions Australia
57	Coca Cola Amatil (Aust) Pty Ltd	175	Retail Systems Australia
78	Collections Design Group	79	Ricmar Commercial Furniture and Upholstery
111	Cootamundra Components Pty Ltd	14	RJ Graphics
81	De Bortoli Wines	208	Screencheck Australia
138	Deane Apparel / Hyperbola	74	Security Plastics
15	Ebet Gaming Systems	142	Shadola Sunscreen Systems
PB18	Essential Bathroom Services	84	Spacebud Pty Ltd
204	Feastcorp Pty Ltd	117	Sprintquip Pty Ltd
100	Feltex Carpets	10	Stargames
176	Finrent Pty Ltd	141	Supagas
46	Foster's Australia	101	Superior Fit
179	Furniture New Vogue	114	Technoprom Pty Ltd
11	Generate Group	PB17	The Robin Hunt Organisation
53	Global Coffee Solutions	97	Thomson Playford
137	Global Gaming Industries Pty Ltd	168	Tooheys NSW
113	Golden Games	91	Total Concept Projects
59	Gopher Graphics	40	Tree Creation
58	HRT Solutions / Canterbury-Hurlstone Park RSL Club	96	Tyrrells Vineyards
138	Hyperbola / Deane Apparel	75	WGA/Club Games Services / Cadbury Schweppes
180	IGT	41	WineSource
166	i-Mobile Pty Ltd	82	Zig Zag Apparel Pty Ltd



# CMAA HOSPITALITY EXPO 2006

28 - 29 March 2006



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WITHOUT NOTICE

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11, 14, 32-43, 51, 52, 55-60, 73, 74, 77-84, 85-102, 106-113		3m x 3m	9sqm	\$ 3 100.00
116, 138, 141-143, 148-148, 161-164, 181-188, 207-210		3m x 3m	9sqm	\$ 3 100.00
12, 33, 75, 81, 114, 117, 137, 138, 145, 148, 150, 205		6m x 3m	18sqm	\$ 6 200.00
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# Investigating More Leasing Rental Agreements

Does your club currently have an operating rental lease?

Did you thoroughly investigate all the issues when making an assessment on leasing finance and how it could adversely affect your club?

By now, you'd be aware that there are some companies out there offering conditions on finance leasing that can leave a registered club exceedingly disadvantaged.

So, how do you avoid such conditions?

In the third in a series of in-depth features, independent leasing finance consultant

**DEBBIE ORGAN BSc, SIA Dip, MBA** investigates more of the finer details within Operating Lease (Rental) Agreements and what potentially they can mean for your club.

## *Lessons to Learn ...*

- Read and understand the consequences of any documentation you are signing, and initial every page.
- Look at all aspects of the buy and leaseback option, and ensure that it's in the best interests of the club to sell your assets. Seek independent, specialist leasing advice.
- Ensure the lease documentation sets out clear calculation mechanisms for terminating rental contracts and that you seek the calculation before closing out a contract. Future rental payments should be discounted to allow for early repayment and the discount rate should be easily determinable. Are you receiving a credit for the fact equipment is worth more today than it would be at end of term? Is this credit/valuation process easily determinable?
- If you think it's likely that the leased equipment will need to be upgraded during the lease term, obtain - in writing - the method used to allow for the upgraded items. Leasing can prove to be very expensive in these circumstances, so an operating lease may not be the best alternative.

Last month's Club Management in Australia edition feature highlighted the range of payment options available for registered clubs, what they mean and how they work.

As a result of feature articles in September and October, a number of clubs have raised many questions ...

"Is buy and leaseback of equipment a viable option for your club?"

"What about termination of equipment during the term of a lease?"

"Can you upgrade equipment during the term of a lease?"

To address these questions and issues, this month, we take a closer look into this complex issue so your club knows exactly where it stands.

### **Buy and Leaseback of Equipment**

Many clubs recognise that hidden costs associated with the ownership of



**Debbie Organ**

some assets, such as I.T., communications and other assets.

Under buy and leaseback options,

the rental company provides for the club to consolidate its equipment into a single rental plan.

Equipment is purchased for its current written-down value - so no accounting profit/loss on disposal - and leased back to the club for the balance of its useful life.

For example, if I.T. equipment is one year old and perceived to have a useful life of three years, then it's purchased at its current written-down value and leased back to the club for two years.

In some cases, this is an excellent option and the main benefit is that a club receives an immediate cash injection which can be diverted into more productive uses.

Costs associated with retaining old equipment are subsequently avoided.

**CONTINUED P25**



## FROM P24

However, given the issues discussed in our October article, consider the following example ...

A club, which has suffered what it believed to be a short-term cash flow problem, decided to leaseback the following equipment (with cash used to meet current commitments):

Equipment:

I.T. equipment

Written Down Value:

1. \$315, 500 (purchased 1 year ago)

2. \$94,500 (purchased 2 years ago)

Rental Agreement Terms:

1. Rental \$39,244 quarterly in advance

Term: 2 years

Total Rental: \$313,952

2. Rental \$23,486 quarterly in advance

Term: 1 year

Total Rental: \$93,944

Considering the sum of each rental is less than the written-down value, this appears to be a viable option for the club and the rental company is quick to suggest the interest rate is negative (because the sum of each rental is less than the written down value).

Of course, it only appears to be negative because the rental company has, by definition, taken an equity position in the equipment and the equipment may have been depreciated in a shorter time period compared to its useful life and current market value.

In the meantime, the club receives a cash injection to meet its immediate commitments and, at the end of one and two years, the club plans to return the used equipment and update to new equipment.

The same Master Rental Agreement is signed and applies to buy and leaseback arrangements (together with additional purchase agreement documentation).

So, given pro-rata per diem payments and automatic extensions applied, this was the scenario that subsequently occurred:

1. \$315,500 facility over 2 years

The club missed the rental company's quarterly payment date by one day, and was required to make a pro-rata interim payment of 89/90ths of a full quarterly payment.

Interim Payment payable: \$38, 807

Rentals payable: \$313, 952

The club also missed the notice period, so a one-year automatic extension also

applies: \$156,976

Total payable: \$509,735

2. \$94,500 facility over 1 year

The club missed the rental company's quarterly payment date by one day, and was required to make a pro-rata interim payment of 89/90ths of a full quarterly payment.

Interim Payment payable: \$23,225

Rentals payable: \$93,944

The club also missed the notice period, so one-year automatic extension also applies: \$93,944

Total payable: \$211,113

In both cases, the cost of the final transaction became very expensive and, as a result, the club is still paying for and using outdated equipment.

Any perceived benefit of the buy and leaseback was eliminated.

At the end of term, the equipment was still required to be returned to the leasing company in good order.

**Often, very large lump sums are added to calculations on the assumption - and, more often than not, a justified assumption - that a club will not "cost out" an upgrade exercise costing.**

Many clubs have used buy and leaseback to alleviate short-term and, in some cases more-permanent problems, in cash flow.

The finance is easier to obtain than through traditional banking lines and, again, clubs all too often sign documentation without reading it under the assumption that it's the solution to a club's problems.

Many clubs have used this short-term fix only to find it's not only more expensive but that the club has effectively transferred ownership of critical assets, such as gaming machines, which are the source of a club's primary income.

Later, a club may not be in a position to purchase new machines and are forced to either keep paying for the old machines or enter into new

rental agreements.

Buy and leaseback may be a viable alternative in some cases, however, you need to assess the real cost of the transaction you are signing, whether it's an asset that the club no longer wishes to own at the end of term and if the club will have the resources to replace that same equipment at the end of term.

### **Terminating Equipment Before Rental Term Ends**

Consider what happens if a club decides part way through a rental term that a leased asset is not meeting the club's business needs and they want to replace it.

No matter what the rental company tells you, there is a cost attached to repaying a rental contract early.

One of the advantages of an operating lease is that on the drawdown date your interest rate is fixed for the term so there's no interest rate risk.

However, there is a cost to breaking this fixed-rate transaction early.

For example ... if you are two years through a three-year contract for gaming machines and, after exhaustive scrutiny and analysis, you find that the machines are not providing the return you require, do you decide to return the equipment?

If the answer is "yes", the club must pay - depending on the terms of the agreement signed - the value of the remaining rental stream in advance and possibly what is called an "Early Termination Fee".

This Early Termination Fee is payable in the event that rates on the day of cancelling the contract are lower than they were on the day the transaction was settled.

Depending on the terms of the contract you have signed, you may receive a credit for the fact the equipment is worth more today than it would be on the original expiry date.

Many documents are unclear on how a termination will be calculated, so a club has no method of verifying the payout figure provided.

Some contracts are harsh in that you're required to pay the full value of remaining rentals and any other costs/damages to cancelling the contract at the "rental company's

**CONTINUED P26**



## From P25

discretion" - as well as returning the equipment.

Rental companies can make windfall profits in the termination of contracts.

Some rental companies also will try to convince you to merge all of your rental contracts into a single agreement on the premise that it's administratively easier to manage them.

By doing so, rental companies terminate all existing agreements and again earn windfall profits, while the club is locked into new and more-expensive agreements.

Ultimately, the point to emphasise is that there's definitely a cost to returning equipment early.

It may be, however, that due to a change in circumstance that a club is actually prepared to pay the cost and, unless the rental company is also the supplier, a club cannot hold a rental company liable for outdated technology or poor purchasing.

It's important that you make an informed decision about the term over which you rent any equipment.

If you believe there's a high risk that the equipment potentially will be outdated within two years, then it's probably worth considering that you rent for two years and make a decision at the end of that term as to what you want to do.

If the equipment is still meeting a club's requirements and expectations, then it's simply a matter of comparing the cost of a renegotiated reduced rental against the rental cost of new equipment.

But, what if a supplier also provides the rental agreement?

There have been numerous occasions where clubs have been automatically signing rental agreements for equipment such as photocopiers, telephone systems, and audio equipment for up to five years.

The equipment suppliers, who have given assurance that such equipment has a suitable life of at least five years, also supply their own rental agreements.

There have also been numerous situations where some suppliers close out existing rental agreements a few years into such agreements and provide quotes for new equipment - again for five years - because equipment is either

not working or substantially outdated.

This raises a number of issues.

First, despite claims by sales staff to the contrary, when a supplier rewrites a new rental contract, the existing contract is not simply cancelled.

The sum of the remaining rentals is then added to the cost of the new equipment, and the new rental calculated accordingly.

What a club ends up paying is interest on interest on new rental payments, which again is contracted for five years.

The supplier will also receive back early the three-year-old equipment, which a club has paid for when it cancelled out its rental contract, service it and possibly resell it at a profit.

If you were assured that such equipment had a life of five years, a supplier should provide you with alternative equipment that meets your needs and requirements at no extra cost under an existing rental agreement.

There shouldn't be any penalties to a club.

What happens more often than not, however, is that the terms of a Master Rental Agreement will state that the supplier has not made any representation warranty or undertaking about the condition or quality of the goods, or as to their suitability or fitness for your purpose.

It all comes back to thoroughly understanding the terms and conditions that you are signing.

So, how do rental companies claim that you can upgrade to new equipment during the term of a lease with no increase in the rental cost?

What a rental company might frequently fail to mention is that if you sign for new equipment at the same rental payment, the term is extended - often for ridiculous terms.

So, if you do the sums, the cost of the upgrade is actually very expensive.

It's advisable that you also ask your rental company to explain how any renegotiated rentals are calculated and again review the new terms and conditions as well as the rental cost of any upgrade.

Often, very large lump sums are added to calculations on the assumption - and, more often than not, a justified assumption - that a club will

not "cost out" an upgrade exercise costing.

If you have undertaken such an exercise, it's important you re-read the terms and conditions you've signed because it's guaranteed that you can't swap to new equipment during the term of an agreement without a change in the rental or the term.

### **Upgrading Existing Equipment During Term**

Despite the claims of some lessors, there are generally no specific clauses in any documentation regarding the upgrade of existing leased equipment.

Upgrading usually involves terminating the existing lease - as already mentioned - and adding the termination amount to a new lease.

The result is often a new lease based on substantially higher capital costs, higher interest rates and rentals based on a new term for equipment that can already be years old.

So, should you enter into a new lease for the upgraded items only?

If you consider a leased gaming machine as an example ... you decide midway through a three-year rental to upgrade permanent software and parts, then some rental companies may convince you to sign a new three-year rental for the upgrade only.

This isn't acceptable because you are entering into a three-year rental for parts of a machine due to be returned in 18 months.

If you need to upgrade equipment during the term, you need to either pay for the upgrade from other sources, or enter into a new rental agreement that co-terminates with the primary asset.

In the example of a rented gaming machine, you would enter into an agreement for an 18-month term, expiring the same day that the gaming machine expires.

This may be an expensive alternative, as your upgrade benefits the rental company who will ultimately receive upgraded equipment at the end of the 18-month term. ★

***For more information, assistance in reviewing your existing contracts, or reviewing/negotiating rental agreements going forward, contact DEBBIE ORGAN on 02 9240 9803.***



# Industry Code of Practice and Authority released

**T**he ClubsNSW Code of Practice and Best Practice Guidelines for NSW Clubs is now available.

The code addresses the following areas:

- Major Capital Works;
- Procurement of Goods and Services;
- Benchmarking Club Performance;
- Remuneration of Club Executives;
- Overseas Travel;
- Board Operation;
- Financial Reporting;
- Community Support;
- Complaints Handling;
- Conduct of Board Operations.

ClubsNSW has appointed its Code Authority, responsible for overseeing the new Code of Practice.

Its role will be to promote awareness and understanding of the Code and to examine instances of alleged breaches of the Code by ClubsNSW members, and to make determinations.

The Authority has three members, all with distinguished professional backgrounds.

**The Honourable Terry Aulich** has been appointed Chairman of the Authority.

A former Tasmanian Minister for Education, Industrial Relations and the Arts and State Secretary of the Tasmanian ALP from 1982-83, Mr Aulich was a Member of the Australian Senate from 1984-1993 where he chaired many important committees dealing with contentious issues requiring skillful negotiation and mediation.

Since 1993, he has been chairman of Aulich & Co, which provides strategic advice, media and communications training and services, privacy and security advice and opinion polling to more than 50 Australian companies and Government departments.

**Bob Samarcq** has spent 34 years working in the public and private



**From the  
Executive  
Officer's  
Desk**

**with TERRY CONDON**

sectors in key executive roles including Director of External Relations with Telstra and Executive General Manager of AusIndustry, a joint Commonwealth/State initiative.

Over the past four years, Bob has been CEO of ClubsACT, the industry association representing the vast majority of licensed community-based clubs in the ACT.

In addition, he is the Canberra representative of Clubs Australia dealing with national issues and Federal Government relations and issues management.

Bob also is Chairman of Rhodium Asset Solutions, an ACT- owned corporation that provides finance, asset leasing and management solutions to both government and private industry.

**Brett Boon** is a partner of law firm Thomson Playford working in their Workplace Relations, Hospitality and Gaming Group.

He has extensive experience advising on the conduct of litigation for registered clubs, incorporation of registered clubs and sporting bodies, Police and Director of Liquor and Gaming prosecutions and complaints, Licensing Court and Liquor Administration Board applications, workplace relations and unfair dismissal claims. ■

**Further information about the Code of Practice and the Code Authority is available from [www.clubsnsw.com.au](http://www.clubsnsw.com.au)**

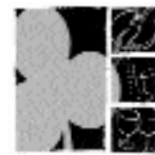
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# History meets the future at Roylance tribute

By HENRI LACH

They came from far and wide and from many walks of life to pay tribute to a man responsible for arguably one of the greatest developments in the history of the Tweed Coast, the Twin Towns Returned Services Club and its ancillaries.

More than 200 local business people, former and current staff members and club executives from both sides of the border packed the Stars Room on the sixth floor of the club's second tower for a testimonial luncheon to honour the club's former Chief Executive Officer Russell Roylance.

Russell retired as the club's General Manager earlier this year after an unbroken 34 years of service with Twin Towns - 30 years in the top job - during which he was awarded an Order of Australia Medal for "Services to the Club Industry".

It was an occasion for reminiscing and to consider the future.

Images of the former glories of Twin Towns flashed on a huge screen as guests indulged in good food and fine



*Russell Roylance*

wine.

Talk of the club's next stage of development was on the lips of many guests.

One of Australia's leading ladies of song, Julie Anthony, was there and sat with Russell and his wife Rosemary.

Julie told the crowd she owed her career to Russell Roylance.

He had invited her to be the first performer in the club's Showroom when it opened in 1971.

Her performance in the Showroom on that important occasion 34 years ago has been followed by a myriad of international stars over the following three decades, including Sammy Davis Junior, Tina Turner, John Farnham and many more.

Russell's ability to attract genuine international stars to the club put it - and established it - on Australia's entertainment map.

Gold Coast radio executive Ian Cousins, in his role as Master of Ceremonies, said the Tweed would have remained an entertainment desert without Russell Roylance and the club had set benchmarks in the entertainment business.

"The question now asked is ... 'Is it good enough for Twin Towns?' Not many people can claim to have a lasting monument to their success, but Russell can," Ian told the star-studded gathering.

In a short address to his supporters, admirers and friends, Russell said he had found his niche in the club industry, after 10 years as a young man in the wilderness on the fringes of the hospitality business.

"What is there about the club environment that sets it apart? To me it was the mateship-the mindset of camaraderie. We work in a field providing mateship and support for our community," he said.

Russell recalled the going was tough in the early 1970s.

When he took up duty on July 1, 1971, his first assignment was a complete inventory of the club's stock. "I had to ensure all the club's stock was accounted for," he added. "In those days, we even counted the boxes of matches."

He spoke of many fond memories of the world-class acts he brought to the club over the years.

"The memory that still stands out is of the Showroom's opening week when one of Australia's greatest performers,



*Julie Anthony pays tribute to Russell Roylance and his wife, Rosemary, and leads the chorus of "For He's a Jolly God Fellow".*

**CONTINUED P29**





*Russell Roylance (centre) with friends and colleagues at his farewell on the Gold Coast last month.*

## FROM P28

Julie Anthony, took the stage as our official opening act with her rendition of 'Some Enchanted Evening,' Russell reminisced.

"That single event truly opened my eyes that world-class entertainment was the way for the club to go."

There were a few tears as Russell closed his address ... "When I reflect on the challenges, on all the members, the staff, the projects we've undertaken, I've enjoyed the journey."

"I'm grateful that I've had the opportunity to work with such brilliant colleagues who've played a part in the club's history."

"And, most of all, I'm thankful that back in 1971 I happened to apply for a job at a local Services and RSL club known as Twin Towns, who decided to take a chance on a young man from country Victoria."

It's now a matter of history that Twin Towns, since those early days, has shrugged off the onslaught of poker machines north of the border and the emergence of Jupiters Casino on the Gold Coast.

While other far-northern NSW clubs struggled against the unprecedented competition that suddenly came from the north, Twin Towns continued to grow and prosper under Russell's guiding hand, with a huge expansion of the original club.

Its other major assets now are the Quality Resort across the road linked by a walkway to the parent club; Club Banora, a massive development a couple of kilometres to the south on

reclaimed swampland; and the Twin Town Juniors Club, rescued from oblivion and now a positive contributor to the club's income. Another tower - the Harbour Tower - is about to be developed.

The club's current operations provide employment for nearly 600 local people.

That will increase with the completion of the new tower.

From turnover counted in amounts of just tens of thousands of dollars in the '70s, the 2004 calendar year produced a record turnover of \$67.5 million.

Twin Towns club now rates as the second biggest in NSW - second only to the Penrith Panthers.

Russell Roylance was in a relaxed mood at his tribute luncheon.

Gone was the executive shirt and tie, replaced by a casual striped shirt as he mixed with friends and well wishers.

He's not about to exit the club scene and he will maintain his long-term CMAA membership.

Russell has formed a company, Star Billing, where he will represent a

number of Australian artists.

As well, he will be looking to attract overseas talent.

"I am also involved in club consulting in relation to operations, strategies, profiling and I'm available for clubs requiring a business review, as well as project management," he said.

Russell is positive about the future of the club industry in general - and NSW clubs in particular. "On the poker machine tax issue, I think that the State Government eventually will capitulate for the sake of its own survival and the survival of our industry," he said.

He also has a few words of advice for club managers ... "Clubs that continue to cut costs and introduce staff reductions are planning to fail."

"Members do not wish to see drastic visible changes to their clubs, just as they won't want to visit their club if continually confronted by attitudes of pessimism from management and staff."

"There is too much talk of doom and gloom."

"Managers who are seeing the cup half full rather than half empty will continue to do well." ■



*Today's panorama from the north with the Quality Resort Twin Towns dominating the skyline.*

# Sydney Fine Food Show takes the cake

**C**ompliments - like the superb cuisine and record number of club delegates - overflowed at the 2005 Fine Food Show at Darling Harbour's Sydney Exhibition and Convention Centre in September.

The show set its own record by filling all six halls of the Convention Centre for the first time in its history.

Alister Yeo, of Sanitarium, described the show as: "One of the best food exhibitions we've ever been involved with ... the audience quality was superb."

More than 28,300 buyers flocked to the show, including 2000 international buyers and a large contingent from the club industry.

A group of 24 club delegates - on a tour organised by Caloundra RSL Club Operations Manager Jim Darcy from Queensland's Sunshine Coast, and Ken Burgin, from Profitable Hospitality - joined the fray.

Following the success of the 2004 Fine Food Club program in Melbourne, Ken Burgin again organised a free seminar series and additional hospitality events specifically for clubs.

"The growing number of club delegates at Fine Food is most encouraging," Ken said. "The Profitable Hospitality special events program was well supported and the Back of House Tour of the Sydney Exhibition and Convention Centre (SECC) a sell-out."

An early morning start for a group of 25 club managers, chefs and other industry representatives - some who had driven two hours or more - got unanimous approval when they joined the Sydney Exhibition and Convention Centre's Executive Chef Detlef Haupt and Functions Manager Adrian Slingsby for a no-holds-barred exploration of the massive operation.

The benefit of having effective systems and processes in place was thrown into sharp relief when looking at how 2000 meals can be served in one sitting - in 15 to 20 minutes from go to woah.



*West's Ashfield Executive Chef Chris McIntyre (left) chats with Ken Burgin, of Profitable Hospitality, during the six-course Degustation Dinner at Ash Blu.*

The next big challenge was the 2000 after-dinner espresso coffees, served hot!

Bribie Island RSL Club Food and Beverage Manager Janelle Barraud - one of three winners of a 2005 CMA Bursary, sponsored by Profitable Hospitality - described the tour as "an eye-opener".

"While it was almost beyond comprehension to see an operation of this size, it was also fascinating to see

that no matter what the magnitude, problems and experiences are universal in the hospitality industry," Janelle said.

"I came away with many new ideas and insights into dealing with day-to-day issues, which arise for us all regardless of the size of our organization."

Nambour RSL Club Operations

**CONTINUED P31**



*Mingara Recreation Club Functions Manager Mandy Ne'Roi chats with Sydney Exhibition and Convention Centre's Executive Chef Detlef Haupt.*



## FROM P30

Manager Laurie Williams and Mingara Recreation Club Functions Manager Mandy Ne'Roi attended the four-day Fine Food Show courtesy of Profitable Hospitality as part of their CMA Bursary and participated in a non-stop carousel of special events.

Following a breakfast showcasing the creative skills of Detlef Haupt and his team, the first seminar, "A 10-Day Kitchen Profit Program" presented by Ken Burgin revealed how, by putting just a few ideas into action, catering profits can be improved.

Next up was a thoroughly entertaining interview as Ken uncovered the tale of the rise and rise of restaurant business entrepreneur and Cockle Bay restaurant Wagamama CEO Stewart Koziora.

Stewart has made a runaway success of "doing it well with food" and his interesting business model had lessons for everyone in the audience.

"Promote from within, work them hard, train them hard and look after them" is Stewart's recommendation when it comes to staff.

And it seems to work.

Eight operational stores, each serving more than 2000 meals per week with three more expected to open their doors by December, have kitchens run by kitchen hands who know the system ... there is not a chef to be seen.

A live panel discussion, "How Smart Clubs are Making Money with Food", with Geoff Long (The Galston Club), Mark Wilkie (Bankstown Sports Club), Tony Costain (Caloundra RSL Club), Marion Casey (St George Leagues Club), Peter Saez (Epping Club) and Ken Burgin attracted another big crowd and panelists discussed their individual catering operations and what works, or doesn't, to maintain or improve profitability.

St George Leagues Food Services Manager Marion Casey recommended clubs move away from the perception that club meals are a cheap option.

"At St George Leagues, the emphasis is on quality product, menus which are changed regularly, premium service and the confidence that a \$30 main course price offers great value," Marion added.

Caloundra RSL Club General



*Ash Blu 'back of house' tour at Wests Ashfield.*

Manager Tony Costain supported Marion's advice.

The Galston Club's General Manager Geoff Long said he had seen his staff numbers increase from 7 to 50 with a key ingredient the club's success in leveraging.

"We don't go in search of many new customers, instead we seek one that knows 100 others," Geoff said. "It's about smart marketing and nurturing independent advocates who spread the word about your business."

Befriending the local high school and supporting its fund raising by selling a function at \$45 per head, then donating \$15 back to the school, has brought The Galston Club an influx of potential new customers.

The day's final seminar, "What Do Chefs Really Want?" with a panel of chefs, including Paul Rifkin (Campbelltown Catholic Club), Justin

Savine (Wests Newcastle) and David Lee from Bondi's popular Speedo's Café, Hospitality Recruitment Consultant Jeremy Glew and Ken Burgin delivered their forthright opinions from the hip.

Chefs are workers - not slaves ... employers need to think about food service and hospitality as a "professional" profession ... employment packages must incorporate a work structure that supports work/life balance ... treat chefs and other staff with respect ... manage younger workers and offer them opportunities ... and, young chefs, in particular, are keen to improve their skills - if they are not being developed or learning, they will move on.

A full and informative day ended with 50 guests whisked off to Wests Ashfield to enjoy a totally indulgent six-course "Degustation Dinner" at the club's Ash Blu, courtesy of Executive Chef Chris McIntyre.

The lavish culinary experience encompassed great food, wine, company and the bonus of comments from Executive Chefs Justine Savine (Wests Newcastle), James McKenzie (Graphic Arts Club) and Chris McIntyre.

Justine was the winner, with James and Chris receiving honourable mentions at the Clubs NSW Awards for Best Club Restaurant category.

These three experts are proof that you can make money with fine dining!

Wests Ashfield Finance Manager Chris Mamarelis, who loves good food and hospitality, added his reality check on the importance of understanding and using "the numbers" to keep catering on track, and successful.

Another inspiring opportunity to see the future of your business is Ken Burgin's Profitable Hospitality New Trends Study Tour to Chicago and Las Vegas in May 2006, including a visit to the world's biggest hospitality show, the NRA Show. ☑

Visit [www.profitablehospitality.com](http://www.profitablehospitality.com) for more information on the tour.

# Managers face greater challenges in employment test standards

The employment test standards are always set higher for a manager. As the saying goes ... a manager always falls harder on his or her own sword.

**The Club Managers Association's Senior Industrial Advocate PETER COOPER** profiles an unfair dismissal case that came before the Australian Industrial Relations Commission and the subsequent AIRC Full Bench appeal that highlights these employment test standards ...



*Peter Cooper*

**T**he Club Managers Association has, on many occasions, provided representation for member charged with the offence of "Conduct Unbecoming of a Manager at the Club".

All employees have the same common law employment obligations such as;

- To obey the lawful and reasonable commands of the employer;
- To display due care in the performance of his or her work and to perform it competently.
- To account to the employer for all moneys and property received in the course of employment
- To be faithful to his or hers employers interest

These obligations are extensively added to by virtue of the statutory obligations of a club manager, detailed in our various awards in the clauses covering the Manager's "Duties and Responsibilities".

The NSW Club Managers Award has the following added provisions under the Duties Clause ...

## **DUTIES and RESPONSIBILITIES** **Standard of Conduct** **Policy**

Club Managers as defined in the appropriate clause are expected to achieve and maintain a high standard of work performance in order to set an example for other club employees and ensure the confidence of club members and their elected representatives on

the Clubs governing management committee.

### **Practice**

Managers should perform their duties with professionalism and integrity by providing operational information to the Club's Board of Directors in a timely manner.

All Managers shall be responsible for the administration and implementation of Club policies on a day-to-day basis.

Club policies are as determined by the Club's Board of Directors.

If a manager finds that he/she has some personal, financial or other involvement which may lead to a conflict of interest he/she shall discuss the matter with the Club's Board of Directors or the duly appointed representative of the Board.

Managers shall be required to dress appropriately for the duties they perform and in accordance with the policy and culture of the Club.

### **Australian Industrial Relations Commission decision on dismissal of an executive employee ...**

An Australian Public Service executive sacked for manipulating the organisation's football tipping competition has got his job back following an AIRC ruling handed down in May 2005.

The assistant director developed and administered its football tipping competitions, which were used by some 600 people inside and outside the organisation.

However, the employer became

aware late last year that the director had logged in its system three times in August and changed his personal tips - after game results became available - in a number of the department's competitions.

The employer argued that the director not only changed his personal tips, but also changed margins into winning ones.

The employer sacked him in December 2004, after deciding his behaviour breached the Code of Conduct when he failed to act with honesty and integrity and uphold the values and good reputation of the his department.

He also used inside information and his position for his own benefit.

The worker's counsel argued that the footy tipping competition was an "out of hours" activity and as a result wasn't covered by the employer's Code of Conduct.

The Commissioner said that on the question of honesty and integrity, the director's behaviour "left a lot to be desired". He also refused to accept some of the director's explanations for his actions, but noted that the employee acknowledged his breaches of the Code of Conduct.

The Commissioner said, however, that the punishment didn't fit the crime. He also accepted that for the purpose of the code of conduct, "changing footy tips is not work related".

**CONTINUED P33**



## FROM P32

The Commissioner said that manipulating the footy tips ... "has not been demonstrated by the employer to have impacted at all on either the community, or the Government".

There was no evidence that the director had ever manipulated "actual" statistical or personnel data, nor was he likely to.

The Commissioner said the ABS had no valid reason for dismissing the director because of the range of sanctions available to it.

Other "viable" sanctions included:

1. reduce his classification and or salary (permitted for some Crown employees);
2. reassign his duties;
3. deduct a fine from his salary;
4. reprimand him.

In October 2005, the ARIC Full Bench - on appeal - endorsed the employer's approach, saying the executive had "deliberately cheated" and had abused his authority by gaining access to the organisation's football tips database and then failing to reveal the "full extent" of his actions in altering his tips.

It took into account the importance of confidentiality to the department's operations and said trust was a "critical element" of the employment relationship - particularly at management level.

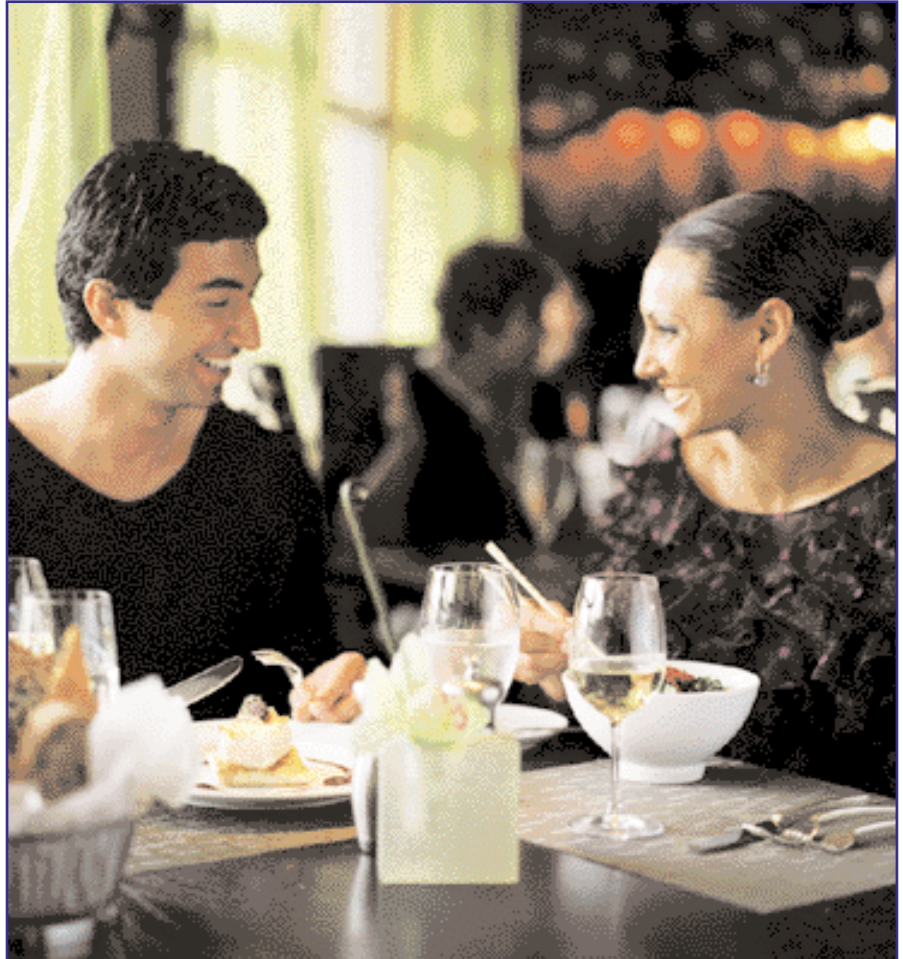
The Full Bench, in its ruling, also took issue with single Commissioner's finding that the football tipping administration hadn't been part of his work requirements and that there was no evidence he'd been less than diligent and trustworthy in carrying out his main duties.

Two things, the Full Bench said, gave the executive's conduct "a relationship to work which is direct and significant".

First, it inferred that the other participants in the competition were the executive's co-workers.

Second, he was an assistant director and used his administrator privileges for personal gain.

It was noted that this senior employee was afforded the appropriate procedural fairness prior to termination and that he had 14 years of unblemished service. ■



## Food For Thought ...

During October, we were greeted with the Federal Government's avalanche of media advertisements on its Industrial Relations reform legislation "**Work Choices**".

Reports indicate that the Government may spend unto \$100 million on informing the general public on its legislation.

Consider the following info on the campaign launch alone ...

■ the Government's four-page advertisements in national and capital city newspapers on the Wednesday cost the Australian taxpayer more than \$1 million for that day alone;

■ that's \$1 million that could have paid for the annual salaries of 40 young Australians on the minimum wage, or the annual salaries of 30 registered nurses to help in hospitals across the nation.

If this isn't bad enough news for Australian taxpayers, consider the Howard Government's abuse of \$1.7 million of taxpayers' money on Sunday night alone to pay for the first screenings of its TV advertisements.

That's \$1.7 million "up in smoke" in five hours!

The Howard Government's two-day, \$2.7 million advertising spending spree could have paid for ...

■ the annual wages of more than 100 Australians on the minimum wage;

■ the annual wages of 80 registered nurses;

■ more than 165,000 petrol tank refills - including the average increase in the petrol prices since January 1 this year;

■ more than 1750 average monthly mortgage payments;

■ almost 92,000 bulk-billed GP consultations.

Please take time to read the **Australian Council of Trade Unions** summary document of the **Federal Government's "Work Choices"** campaign on **Pages 34 & 35** of this issue.

# WorkChoices: The Facts

## 'Wage Setting no longer has regard to fairness' - ACTU

The Australian Council of Trade Unions (ACTU) has summarised its assessment of the Federal Government's campaign to establish the Fair Pay Commission and concentrate workplace industrial relations to Australian Workplace Agreements and rationalise industrial awards across the nation.

**CMAA Senior Industrial Relations Advocate PETER COOPER** takes a look at the ACTU document and its implications for CMAA members ...

**T**he Australian Industrial Relations Commission (AIRC) will have no role in setting wages.

It will be replaced by a "Fair Pay Commission" (FPC), whose major focus will be only to ensure the economy is competitive, rather than meeting the dual needs of a strong economy and wage fairness.

The FPC will set and adjust minimum rates of pay, including casual loadings, and set classification wages in awards.

Unlike the AIRC, the FPC won't have to maintain a fair safety net of minimum wages and conditions, having regard to living standards in the community. While it will set the safety net for low-paid workers, it won't have to have regard to the needs of low-paid workers.

The economic criteria the FPC will consider excludes building productive workplaces and focuses only on competitiveness.

There will be a focus on ensuring junior workers, trainees and workers with disabilities are competitive in the labour market, which is a euphemism for substituting welfare payments with low wages.

Unlike the AIRC, the FPC's members will be fixed-term appointments, who can be removed if the Government disagrees with their determinations.

### **Awards To Be Cut Back And Frozen**

Federal Awards will become industry-wide, common-rule awards with State Awards effectively abolished as awards under the new system.

Awards will be further stripped.

Matters to be excluded are ...

- Skill-based career paths;
- restrictions of trainees/apprentices;

- enterprise flexibility provisions;
- independent contractors;
- labour hire workers;
- union picnic days;
- tallies;
- trade union training leave.

Annual leave, personal leave, parental leave and ordinary time hours of work will be removed from awards, unless the award contains superior provisions, in which case the superior provisions apply and are retained.

Other matters will be pared back ...

- all award conditions must be basic minimum entitlements;
- allowances must relate to actual expenses;
- part-time provisions must be in all awards;
- facilitative provisions that require majority agreement are unallowable;
- only public holidays declared by a State or Territory Government - not industry holidays/union picnic days;
- redundancy pay is only allowable in the event of genuine redundancy, which presumably means changes to redundancy will exclude redundancy where alternative employment (even at lower pay) is offered;
- outworkers conditions retained, but pay to be removed from awards and set by FPC.

Jury service, long service leave, notice and superannuation are not allowable and no new awards can contain them.

They will remain in awards for current and new employees

(superannuation only until 2008).

Existing and new employees who are award-reliant will continue to have access to these provisions and the Award Review Task Force will ensure rationalised industry awards retain these for relevant employers.

Classification rates, piecework rates and casual loadings will be rationalised and there will be fewer rates.

### **New Minimum Conditions Guarantee Is A 'Crock'**

Agreements will exclude awards, so that awards no longer underpin agreement making.

The only guaranteed minimum conditions that must be in all agreements are annual leave, personal leave, parental leave and ordinary hours.

These replace the "no disadvantage test".

#### **Annual Leave ...**

- four weeks, option, exercisable at the initiative of the employee, to cash out two weeks;
- one additional week for certain shift workers.

#### **Parental Leave ...**

- 12 months unpaid leave between the parents.

#### **Personal/Carer's Leave:**

- 10 days paid leave per year, accumulating for personal sickness, capped at 10 days per annum for caring purposes.
- unpaid leave for casuals and those who have exhausted all caring leave;
- compassionate leave of two days paid per occasion of death or serious illness.

**CONTINUED P35**



## FROM P34

Ordinary Time:

- 38 hours ordinary time, that can be averaged over 12 months;
- any additional payment for any hours worked in excess of 38 hours will be a matter for awards and agreements;
- the Federal Government promises you won't have to work unreasonable additional hours, but workers won't know that they are working extra hours until they have met the annual limit.

The so-called "cap" on ordinary hours is pure nonsense because there is no difference between an ordinary hour and an hour that isn't ordinary.

The Government is trying to con workers into believing it has added public holidays, rest breaks and meal breaks, incentive-based loadings, annual leave loading, penalty rates and overtime rates to the minimum conditions.

These only continue to apply if they are not expressly excluded from an agreement.

Where they are excluded, there is no obligation to otherwise compensate the employee.

### **Employer Holds All The Aces In Agreement Making**

Australian Workplace Agreements (AWAs) can be offered at any time - even if a collective agreement is in force.

However, collective agreements cannot override an AWA.

Bargaining to support unions in the workplace will be banned.

The Government will be able to stop unions from bargaining around issues it doesn't agree with.

Unions that do bargain around issues can be fined up to \$33,000.

It will be illegal to bargain for ...

- trade union training leave;
- paid union meetings;
- a compulsory role for the union in disputes procedures;
- that the next agreement will be a collective agreement;
- that there will be no AWAs offered, to limit the use of contractors;
- to keep unfair dismissal protection.

The Minister can regulate to include more items in the list of banned

bargaining matters.

Protected industrial action will require a secret ballot of either the union's members or the employees at the workplace.

Unions have to pay 20% of the cost of the ballot.

In addition to the existing grounds, action will become unprotected if it is deemed to be pattern bargaining.

The AIRC must either suspend or terminate bargaining if any of the grounds are made out.

However power to arbitrate is removed unless the bargaining is terminated due to the impact of the act on the safety of the population or the economy.

The Minister can override the

**The Government will be able to stop unions from bargaining around issues it doesn't agree with. - ACTU**

AIRC's role and declare action is having a detrimental impact on the public safety, or the economy.

The Minister can issue orders to return to work and cease action, as well as remove protection from industrial action.

### **Independent Umpire A Lane Duck**

The AIRC is effectively stripped of all powers - except the power to stop unions taking protected industrial action.

It can only arbitrate to settle a dispute if everyone agrees before hand to agree to the decision.

Award disputes procedures will be replaced with a new procedure, which does not include arbitration.

The AIRC's role will be limited to dealing with issues around industrial action, such as issuing orders to lift bans or suspending the bargaining period to remove protection from industrial action.

The AIRC cannot make orders in the process of negotiating agreements unless all the parties agree to accept the order.

Federal Awards will be effectively frozen, with the AIRC only able to

arbitrate to remove ambiguity, discrimination or change the names of the parties.

In the few special instances where it can arbitrate - such as when a bargaining period has been terminated due to the impact of the industrial action on public safety or economy - it must have regard to the FPC's determinations.

### **Unfair Dismissal Laws Are Even Less Fair**

Unfair dismissal laws are removed from all employees in workplaces employing less than 100 employees at the time of the dismissal.

To be counted in the 100, the employee must be permanent or a long-term, regular casual.

This means that permanent employees in companies with more than 100 employees also can lose their protection.

Employees dismissed on grounds of redundancy will not be able to claim, irrespective of the size of their employer's workforce.

This means workers can't challenge the dismissal by arguing the redundancy is bogus, or by arguing that the employer was unfair in selecting who should be made redundant.

### **A Unitary System**

State systems are overridden for corporations, but the transitional rules will create confusion for employees and employers.

All constitutional corporations covered by state awards and agreements will automatically be covered by the federal system.

State agreements and state awards will become and be treated as transitional federal agreements.

The rules relating to federal agreements will be applied, in that they can only contain matters that pertain to the employment relationship and cannot contain banned matters.

Non-constitutional corporations in the federal system can remain covered by federal awards and agreements for up to five years, with their awards and agreements continuing.

After that time they will revert to the state systems. ✱

**Updated information available from the ACTU**

[www.rightsatwork.com.au](http://www.rightsatwork.com.au)

# LCA seeks CEO replacement

## Williams decides on new direction

By PETER SHARP

David Williams has decided to hit the road, literally, so the Leagues Clubs' Association (LCA) is seeking a new Chief Executive Officer.

David's three-year LCA contract concludes in February and, at 57, he has decided it's time to change gears and escape the pace of life in the fast lane of top-level management.

The LCA recently announced it is seeking to recruit a new CEO to replace David, but he goes with the blessing of the LCA Board after making a substantial commitment and contribution during a turbulent period of the club industry's long history in Australia.

LCA Chairman Peter Hardgrove said David's decision was a personal one and he goes with the LCA's blessing and in the knowledge of a job well done.

"David has held the position of CEO for the past three years in what has been possibly the most tumultuous period in the long history of the NSW club movement," Mr Hardgrove added.

"During that time, he has done a great job in representing the best interests of member clubs and our valuable sponsors.

"The LCA is now looking for a new CEO and we are grateful to David for agreeing to stay on and assist in fully inducting his replacement."

The job has been advertised in the metropolitan, state and national media.

Having come through a hectic period with the NSW Government's poker machine tax and smoking legislation, David is looking for - and looking forward to - the next stage of his life beyond executive management roles, which has formed the majority of his professional career.

"The pressures of these two major



David Williams

issues have imposed a lot of demands on club executives and boards and I hope I have made a contribution to the policy issues associated with these two major challenges," David said.

"I don't believe the demands will be as great in the next few years as they have been during the time the club industry has been forced to confront the smoking and taxation issues.

"After being in the middle of such a testing time for so long, I can't make a commitment to the LCA for another three-year contract.

"I believe the right thing to do was to give the LCA plenty of time to advertise the position and recruit a new CEO."

David is looking forward to a break from the demands of executive management and making time for some relaxation and, perhaps, even exploring yet another direction in his already impressive career.

But, in the short term, he will concentrate his vast skills on his role as vice-president of the Ulysses Club in Sydney for motorcycle "trags" and devote some time to his life-long passion for motorbikes.

David proudly owns a Yamaha FJR1300 - one of the fastest shaft-driven motorbikes ever produced

capable of speeds up to 300km/h - and is planning a few trips in the near future to get away from it all and enjoy some motorcycle touring with his Ulysses club mates and some solo travels.

"There are a few major motorcycle rides I'm planning and perhaps my ideal scenario would be to work three or four days a week in the club industry," David said of his short-term future.

"I love riding the FJR and can't wait for a few of these upcoming trips to be able to enjoy the experience without the background pressures of work."

David is planning trips to Tasmania in February and to the United States in May.

"Perhaps I'll be able to find some short-term work, or even squeeze in some consulting opportunities between the time I finish at the LCA and take off on my planned motorbike adventures."

David lives at Winston Hills and his wife, Joy, reminds him constantly that he still has plenty to offer the club industry.

"Joy has threatened to take a job if I stop work to stay at home," David laughed.

After serving four interesting years as senior advisor to then NSW State Government Gaming Minister Richard Face, David made the switch to the club industry and the LCA senior executive role.

Before the Gaming Ministry, it was a senior executive position with the NSW Harness Racing Authority at Bankstown.

David had extensive international experience as a Deputy Commissioner for the NSW Government in Los Angeles and New York and worked for more than a decade in the NSW Premier's Department, and as many

**CONTINUED P37**

***"In my entire working career, I have never enjoyed the genuine camaraderie, support and respect that people within this great club movement give to each other."***



**FROM P36**

more years with other Ministers including two former Deputy Premiers and two years for the NSW Overseas Trade Authority.

Asked what he will remember most from the job, David had no hesitation in mentioning the many lasting friendships made during his years in the club industry.

"In particular, I want to pay tribute to other industry leaders David Costello, Terry Condon, Graeme Carroll and David Allen," David added. "We all worked so closely together to unite the industry.

"We all had our individual frustrations on behalf of our respective associations but, at the end of the day, we were all fighting for the same end result and that was for the benefit of the club industry.

"In my entire working career, I have never enjoyed the genuine camaraderie, support and respect that people within this great club movement give to each other.

"I was certainly the beneficiary of that and I will always be grateful for it." ❖

## Paynter Dixon extends LCA sponsorship to 2010

**P**aynter Dixon Managing Director David Macintosh has confirmed his company will extend its sponsorship with the Leagues Clubs' Association (LCA) until 2010.

"The relationship between Paynter Dixon and the Leagues Clubs' Association has been one of mutual respect and we value it tremendously" Mr Macintosh said.

"The LCA embraces the same qualities of personal relationships, friendship and respect which Paynter Dixon prides itself on, so, it's a natural bond which we see remaining in place for many years."

The Leagues Clubs' Association's outgoing Chief Executive Officer David Williams supported and endorsed David Macintosh's remarks.

"Both on a personal and professional level, it is a delight to deal with David Macintosh, Garry Boyd

and their team at Paynter Dixon," Mr Williams added.

"They have been so supportive of the Leagues Clubs' Association over a long period of time that the LCA Board had no hesitation in reappointing Paynter Dixon as our Premier Sponsor for another five years."

Mr Williams said that the new sponsorship agreement was a significant development which shows support for the Association but is a strong sign of faith by Paynter Dixon in the future of the Club industry generally.

"Not only does the extended sponsorship arrangement give added support to the Association, but it also continues the vital link between such a reputable building construction and design company and our member clubs." ❖

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# CMDA Summary

By CMAA Education Manager **RALPH KOBER**

## ACCM Awards

Recent months have seen a host of members achieve their ACCM Awards.

Congratulations to each of them on a fantastic achievement ...

- Karren Howe, Secretary Manager at Barrier Social and Democratic Club;
- Craig Norman, Secretary Manager at Narooma Golf Club;
- David Cassidy, Secretary Manager at Katoomba RSL All Services Club;
- Nathan Hickman, Catering Manager at Liverpool Catholic Club;
- Sharon Purnell, Secretary Manager at Caloundra Golf Club;
- Suzanne Long, Office Manager at Nambour RSL Club;
- Laurie Williams, Operations Manager at Nambour RSL Club;
- Michelle Best, Office Manager at Alex Supporters Association Inc.



**Nathan Hickman**

## ACCM Audits

As we approach the end of the year, it's time for those members who hold ACCM Awards to update their industry activity points.

A reminder to all ACCM holders that you are required to maintain 50 points of activity in each activity period.

A helpful hint in this area is to check your ACCM Pin for your activity period.

For recipients with the activity

period 2004-2005, members should ensure that records are up-to-date before December 31, 2005.

Audit forms have been mailed to all members who fall into this group.

Activity points are allocated as follows:

- 10 points for attending a CMAA Zone Committee Meeting;
- 15 points per year for holding a CMAA or CMDA Office;
- 2 points per hour attendance at a CMAA/CMDA-accredited or non-accredited Training Course/Seminar/Conference Workshop;
- 1 point per hour attendance on a non-CMAA/CMDA-accredited course and up to 1 point for attendance on non-accredited Training Courses/Seminars/Conference Workshops, may be considered on application and subject to the discretion of the Board of Management Studies;
- Up to 1 point per hour attendance at non -CMAA industry recognised meetings and holding office with a non -CMAA industry organisation, may be considered on application and subject to the discretion of the Board of Management Studies. (a maximum of 25 points will be allocated per event used as evidence)

Members should provide the following details for all industry activity:

- Meeting organiser;
- Meeting title;
- Meeting date;
- Meeting duration (in hours);
- Meeting venue.

Attach details of CMAA and/or CMDA office(s) held, including the following information:

- Zone;
- Office title and duration of office.

For further information on ACCM Audit matters, please contact Narell Harrison at CMAA on 02 9643 2300 or by email [narell@cmaa.asn.au](mailto:narell@cmaa.asn.au)



**Ralph Kober**

## CMAA Duty Manager Development Programs for 2006

Prepare your existing and potential Duty Managers and Level 5/6 supervisors to be ready to take on the demands of the ever-changing business environment facing the club industry. *(graph next page)*

This six-day program will be scheduled eight times during 2006 in response to industry demand at the CMA Career Development Centre at Auburn and at Forster/Laurieton, Broken Hill, Bateman's Bay, Brisbane and Griffith. The presenters include senior club managers and industry experts committed to up skilling existing and potential Duty Managers, the leaders of tomorrow.

The program has been constructed to provide learning across essential areas of operational management ...

- Human Resource Fundamentals;
- Roster Staff;
- Cost Control;
- Situational Leadership and Communication;
- Compliance and Risk Management;
- Sexual Harassment Prevention and Report Writing;
- Problem Solving and Staff Appraisals.

Participants also receive a comprehensive self-paced "Essential Business Report Writing" workbook that will assist in compiling management reports, proposals, formal correspondence as well as Ken Blanchard's "Leadership and the One Minute Manager" text, which describes situational leadership styles.

**CONTINUED P39**



## FROM P38

The cost of the program is \$1298 (plus GST) per person and is a small investment in the future of your club.

A 10% discount applies to clubs who place two, or more, participants on to an individual program.

For more information, contact Narell Harrison at the CMDA on 02 9643 2300, fax: 02 9643 2400, or email: [narell@cmaa.asn.au](mailto:narell@cmaa.asn.au)

### **CMAA 2006 Training Calendar goes regional**

Members are advised that the CMAA 2006 Training Calendar is out now. Each CMAA member has been sent a copy of the calendar by surface mail and can access it on the CMAA website [www.cmaa.asn.au](http://www.cmaa.asn.au) and by contacting the CMAA office 02 9643 2300.

A feature of the calendar will be the listing of more than 30 regional training courses, including the ACT, Victoria and Queensland.

Another 50 seminars are planned for 2006 as well as the training courses

and these again will feature multiple regional sites.

The Board of Management Studies is pleased to provide increased access to club personnel on to professional development activities and asks for support in ensuring these events are successful and well patronised with more than minimum participant numbers. In-house courses also are available for those clubs and zones at reasonable rates.

### **January 2006 Courses at Auburn**

Registrations are open for the following courses at CMAA's Auburn

training facility ...

- Analyse and Report on Gaming Machine Data, Monday 30th & Tuesday 31st;
- Deal with Conflict Situations, Monday 23rd & Tuesday 24th;
- Monitor Staff Performance, Monday 30th & Tuesday 31st;
- Coaching Skills for 'Buddy System' Line Trainers, Tuesday 31st;
- Responsible Service of Alcohol, Monday 23th;
- Responsible Conduct of Gambling, Tuesday 24th. ■

Great Lakes - Forster/Laurieton Forster Bowling Club/Laurieton United Services Club	February 6,7,8 & March 6,7,8
CMA Career Development Centre, Auburn	March 14,15,16 & April 4,5,6
Broken Hill Democratic Club	May 1,2,3 & May 29,30,31
Catalina Country Club, Bateman's Bay	May 15,16,17 & June 5,6,7
Brisbane Aspley Hornets Club	July 10,11 - July 31, Aug 1 & August 28,29
CMA Career Development Centre, Auburn	Aug 14,15,16 & Sept 19,20,21
Griffiths Leagues Club	Sept 25,26,27 & Oct 23,24,25
CMA Career Development Centre, Auburn	Nov 13,14,15 & Dec 4,5,6

## **'The Three Edges of Optimism'**

Respected author Martin E.P. Seligman, PH.D is an expert on motivation and in his book, "Learned Optimism" (Random House, 1990), he documents the effects of optimism on the quality of life, provides tests to determine the degree of our negative and positive orientation, and offers a program of specific exercises to help break the habit of pessimism and learn the habit of optimism for ourselves and others.

Seligman has some very interesting insights on how organisations and individuals can overcome feelings of discouragement and how to manage the difference "between helplessness and mastery, between failure and success" (pp255).

In today's club environment it can be all too easy for managers and clubs as entities to declare that it's "all too hard" and anything we do will not make a difference so "why bother?".

This kind of pessimism can exact a deadly toll on everyone within the club ranging from low staff morale, poor customer service, a pervading atmosphere of impending doom and yes your customers will smell the "fear" and desert you in great numbers bringing about the "inevitable".

The effort that it takes to be consistently negative and pessimistic in this regard can easily be channelled in to learning to be optimistic.

By making a conscious decision to be positive and optimistic, managers can overcome adversity and eradicate the "fear".

So how does it happen?

Seligman describes three ways - "the three edges of optimism" - an organisation can use the optimism edge to overcome discouragement and pessimism.

The first edge is staff selection.

Your club can elect to select optimistic individuals ...

"Optimistic individuals produce more, particularly under pressure than do pessimists. Talent and drive alone are not enough' 'without an unshakeable belief that you can succeed, high talent and relentless drive can come to nothing." (pp256).

Research from more than 50 US companies has suggested that selecting for optimism is ideal for job roles that have high recruitment and training costs and a high turnover rate.

"Selecting for optimism reduces costly manpower waste and improves the productivity and job satisfaction of the whole team." (pp256)

The second edge is placement.

"Strong optimism is an obvious virtue for 'high-defeat' and 'high stress' jobs that require initiative, persistence, and bold dreaming." (pp256)

The third edge is perhaps the most important - learning optimism at work.

As Seligman declares ... "Only two groups of people don't need to learn optimism in their work settings: those who were lucky enough to be born optimists and those who occupy low defeat jobs." (pp258).

Learning optimism is all about changing your internal dialogue ... "What you think when things go wrong, what you say to yourself when come to the wall, will determine what happens next: whether you give up or whether you start to make things go right." (pp259).

To explore these concepts further, consider participating in the CMAA's Visionary Leadership Program.

Learned Optimism is a key learning outcome of the program and it has helped more than 200 senior club managers make a difference in their clubs and in their own personal life.

Contact CMAA Education Manager Ralph Kober (02 9643 2300) to discuss the programs.

# Liverpool Catholic Club supports Sisters of Charity

**L**iverpool Catholic Club, through the CDSE program, has again supported the Safe Haven house for victims of domestic violence, run by Catholic order the Sisters of Charity.

The club also made a donation to another of their Liverpool projects, the Parenting Support Program.

The club handed over \$30,000 to Safe Haven recently following on from a \$25,000 donation in March.

Safe Haven provides short-term crisis accommodation for up to 11 women and children escaping domestic violence situations.

As well as a bed, the program gives clients meals, assistance in dealing with Centrelink, seeking public housing and support for court appearances.

Most clients are women and children who have not qualified for admission to other refuges.

"Liverpool Catholic Club's donation helps us make life easier for our clients who are going through difficult times," Safe Haven Manager Glenda Roberts said.

"Our budget is tight and donations like these enable us to continue our service."

The Sisters of Charity's Parenting Support Program (PSP), which has been in place in the Liverpool area for 12 years, also received an \$18,000



*Epitiam Albarkani (from left), Sister Elizabeth Wall, Soumya Shantier and her daughter, Sonya, in front of the Parenting Support Program's van.*

donation.

"We have clients from all nationalities and we run a class to teach English to parents from culturally and linguistically diverse backgrounds," program coordinator Sister Elizabeth Wall said.

The PSP's other activities include a weekly support group for parents, presentations on parenting issues and children's playgroup with counselling available for parents.

The club's donation will cover

running a van for mothers, which is a vital service with many experiencing difficulties using public transport.

"We could not run our program without the generosity of donors like the Liverpool Catholic Club," Sister Wall added.

Liverpool Catholic Club President Tony Atkins said the club is proud to support the Sisters of Charity. "They do wonderful work to help families, and our Liverpool community is much richer for their help," Tony added. ❖

## DOOLEYS takes classic ride with new sponsorship

Five elite riders from the Lidcombe-Auburn Cycling Club (LACC) completed the oldest cycle race in NSW - the Goulburn to Sydney Classic - in late September.

DOOLEYS Lidcombe Catholic Club supported the team again this year with the team proudly wearing their new strip featuring the DOOLEYS logo.

On the Wednesday night before the race, the team attended a cocktail party at Waterview, DOOLEYS at Silverwater to present DOOLEYS President Peter Ross with a framed strip to acknowledge the sponsorship.

The DOOLEYS' board and senior management also attended the function, which underlined the importance they place on support of local sporting clubs.

On race day Darren Benson, Charles Topfer, Paul Green, Nelson Santos and Gerard Donaldson joined the field of 130 competing teams, among them European and American-based professionals.

Despite the gruelling 170-kilometre course, the team held a good position throughout and were thrilled with their results.

Darren Benson was the best-placed of the DOOLEYS team, finishing in 28th place - six minutes behind the winner - while Gerard Donaldson finished in 41st place.

After a hard day in the saddle, the DOOLEYS' LACC team members were quickly making plans to tackle the classic next year. ❖



# News Café opens at new Wallsend Diggers



A major Newcastle club, Wallsend RSL and Community Club, recently went through a makeover and is trading under the new title, Wallsend Diggers. The transformation occurred officially on Thursday, September 1, after management and the Board decided a title change would represent the club's expansion into the future and coincide with the club's new look.

A big aspect of the renovations is the club's News Café and a new outdoor timber deck patio area at the northern end of the facility, which fulfills new smoking legislation criteria.

A new club logo, which encompasses the past, present and future of



Wallsend Diggers, also was introduced to compliment the changes.

The logo is a contemporary representation of a family-orientated and friendly culture founded on the tradition of the Australian spirit.

Wallsend Diggers Promotions

Manager Peter Young said it was an exciting time to be involved with the club and the News Café is a bold step into the bright future for a club that maintains its focus on providing quality dining, top-level service and an entertaining environment for the whole family.

The News Café opened for trading to the public on September 2, in a friendly, stylish and modern area that caters for up to 200 people at a time.

This area includes a front deck that spills onto the street, inner and enclosed café, an outdoor courtyard with a waterfall feature and barbecue facilities, kids play gym with a soft fall area and a kids Sony Play Station activity centre. The News Café offers an outdoor barbecue menu to compliment the new facilities, a weekend breakfast menu, a-la-carte style lunch and dinner menu, a special kids menu and blackboard specials.

The outdoor barbecue menu offers members and guests the option to create their own meal with steak, chicken and seafood options, which also encourages patrons to enjoy the outdoor environment.

The weekend breakfast – from 9am to noon – menu is based on selecting from healthy and traditional options, including eggs benedict, bacon and hash browns, or a fresh fruit plate with natural yoghurt.

While parents enjoy the extensive menu, children can choose from steak, chicken, fish or pasta meals, which include a drink and bowl of ice-cream or a colouring book with pencils.

All menus are supported with a self-serve salad bar, Bruno Rossi coffee selection, fresh cakes, gateaux, pastries, home-made ice-creams and sorbets along with traditional favourites.

The News Café is open daily from 11am to 3pm and 5.30pm to 9.30pm Monday to Friday; Saturdays from 9am to 3pm and 5.30pm to 9.30pm; Sundays from 9am to 9.30pm; breakfast is available Saturdays and Sundays from 9am to noon. ☐



*News Café chef Jacob Stone prepares one of his special dishes.*

# CMAA DIARY DATES

## FOR ZONE MEETINGS & INDUSTRY FUNCTIONS IN 2005 / 2006

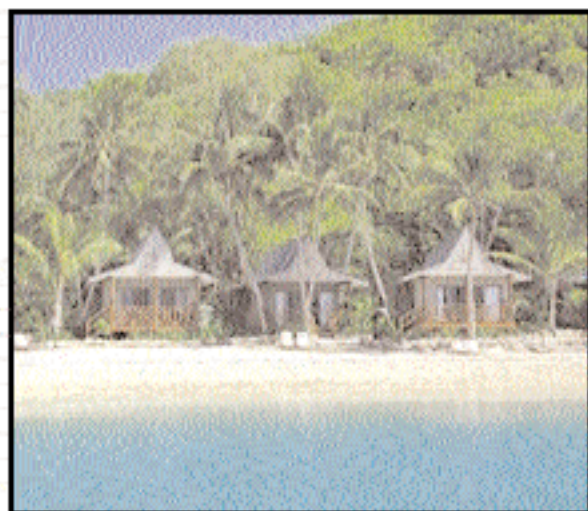
Day	Date	Meeting Time	Venue	Zone	Lunch Time
NOVEMBER					
Thursday	3/11/05	09:30	Taree RSL & Golf Club	Great Lakes	13:00
Thursday	3/11/05	N/A	Marriott, Surfers Paradise	Leagues Club Association	N/A
	- 6/11/05			National Conference	
Wednesday	9/11/05	09:30	Dubbo RSL	Mid State	13:00
Sunday	20/11/05	N/A	Hyatt Hotel, Canberra	Services Clubs Association Ltd	N/A
	-23/11/05				
Tuesday	22/11/05	09:30	Logan Diggers	Brisbane	13:00
Tuesday	22/11/05	09:30	The Entrance Leagues	Central Coast	
Friday	25/11/05	09:00	Auburn	CMAA Executive Meeting	N/A
Friday	25/11/05	10:00	Auburn	CMAA Federal Council Meeting	13:00
Friday	25/11/05	N/A	Brighton Le Sands	CMAA Sponsors Luncheon	13:00
Tuesday	29/11/05	09:30	Maroubra RSL Club	City Eastern Suburbs	13:00
Tuesday	29/11/05	09:30	Catalina Country	Far South Coast	13:00
Wednesday	30/11/05	09:30	Castle Hill RSL Club	Manly Northern Suburbs	13:00
DECEMBER					
Friday	2/12/05	09:30	Revesby Workers Club	Inner West	13:00
Friday	2/12/05	11:00	Collegians	Illawarra/Shoalhaven	13:00
Tuesday	6/12/05	09:30	St George Sailing	St George	13:00
Tuesday	6/12/05	09:30	TBA	Mid North Coast	13:00
Wednesday	7/12/05	09:30	Tamworth TBA	North West State	13:00
Wednesday	7/12/05	09:30	Sydney	Club Industry Advisory Council	N/A
Thursday	8/12/05	09:30	Mount Druitt Workers Club	Nepean	13:00
Friday	9/12/05	09:30	Maroochydore Surf Club	Sunshine Coast	13:00
Monday	12/12/05	09:30	Currumbin RSL Club	Gold Coast	13:00
Wednesday	14/12/05	09:30	TBA	Far North Coast	13:00
Wednesday	14/12/05	11:00	Cardiff RSL Club	Hunter	13:00
Wednesday	14/12/05	09:30	TBA	Victoria	13:00
Thursday	15/12/05	09:30	Auburn	CMAA Executive Meeting	N/A





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## National

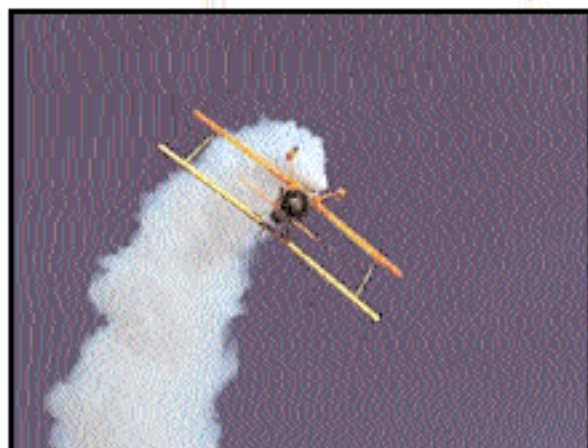
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## National

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# Zone Education Officers

## ACT

Greta Evans  
Woden Tradesmen's Union Club  
Phone: (02) 6285 1995  
Fax: (02) 6285 2592

## CITY/EASTERN SUBURBS:

Shane Dollimore  
Bronte RSL Club  
Phone: (02) 9389 7544  
Fax: (02) 9389 2568

## MANLY/NORTHERN SUBURBS:

Luke Simmons  
North Sydney Leagues Club  
Phone: (02) 9202 8888  
Fax: (02) 9955 7619

## INNER WESTERN SUBURBS:

Stuart Jamieson  
Carnarvon Golf Club  
Phone: (02) 9649 6255  
Fax: (02) 9749 4240

## ST GEORGE/CRONULLA:

Tracey Van Rossum, ACCM  
Club Rivers  
Phone: (02) 9533 3144  
Fax: (02) 9533 3812

## NEPEAN:

Joseph Bayssari, ACCM  
Seven Hills RSL Club  
Phone: (02) 9622 2800  
Fax: (02) 9621 8121

## CENTRAL COAST

Delia Wedes  
Mingara Recreation Club  
Phone: (02) 4349 7799  
Fax: (02) 4349 7800

## HUNTER:

Andrew Walker, ACCM  
Pelican Flat RSL Club  
Phone: (02) 4971 2165  
Fax: (02) 4972 1660

## THE GREAT LAKES:

Christine Shannon  
Forster Bowling Club  
Phone: (02) 6554 6155  
Fax: (02) 6555 6526

## MID NORTH COAST:

Glenn Buckley, ACCM  
Woolgoolga R.S.S. & A. Club  
Phone: (02) 6654 1234  
Fax: (02) 6654 0156

## FAR NORTH COAST

Phillip Mallon, ACCM  
Cabarita Beach Sports Club  
Phone: (02) 6676 1135  
Fax: (02) 6676 1245

## ILLAWARRA ZONE:

Matthew O'Hara  
Oak Flats Bowling & Rec Club  
Phone: (02) 4256 1400  
Fax: (02) 4257 1050

## FAR SOUTH COAST

Michael O'Sullivan, ACCM  
Milton Ulladulla Bowling Club  
Phone: (02) 4455 1555  
Fax: (02) 4454 0539

## RIVERINA/MURRAY:

Paul Barnes, ACCM  
Moama Bowling Club  
Phone: (03) 5480 9777  
Fax: (03) 5480 9888

## Southern Riverina:

Craig Muir  
Cooma Memorial Club  
Phone: (03) 5027 4505  
Fax: (03) 5027 4350

## NORTH WESTERN:

Sharon Goodhew  
Narrabri RSL Club  
Phone: (02) 6792 1844  
Fax: (02) 6792 1696

## MID STATE:

Andrew Spice  
Forbes Services Memorial Club  
Phone: (02) 6852 1488  
Fax: (02) 6852 3227

## VICTORIA:

Wayne Rinaldi, ACCM  
Sebastopol Bowling Club  
Phone: (03) 5335 9146  
Fax: (03) 5335 5440

## QUEENSLAND

### BRISBANE

Christine Mannix  
Sunnybank Community & Sports Club  
Phone: (07) 3344 7222  
Fax: (07) 3344 2944

### IPSWICH/DARLING DOWNS:

Paul Phillips  
Goondiwindi RSL Club  
Phone: (07) 4671 1269  
Fax: (07) 4671 3330

### SUNSHINE COAST:

Tony Costain, ACCM  
Caloundra RSL Club  
Phone: (07) 5491 1544  
Fax: (07) 5491 7101

### GOLD COAST:

Anne Stovin  
Currumbin Palm Beach RSL & Ser. Mem Club  
Phone: (07) 5534 7999  
Fax: (07) 5534 7831

## QUEENSLAND SUB ZONES:

### BUNDABERG

Hellen Ryan  
Hervey Bay RSL & Services Club  
Phone: (07) 4128 1133  
Fax: (07) 4124 2370

### ROCKHAMPTON/GLADSTONE

Will Schroeder ACCM  
Yaralla Sports Club  
Phone: (07) 4972 2244  
Fax: (07) 4972 6355

### TOWNSVILLE

To Be Advised

### LONGREACH

To Be Advised