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It has been another challenging year for the clubs and hospitality industry, so it's appropriate that high-profile experts look back on 2005 - NSW Gaming and Racing Minister **GRANT McBRIDE (P6)**, CMAA Education Manager **RALPH KOBER (P23&26)** and CMAA Senior Industrial Advocate **PETER COOPER (P28&29)**

To highlight the issues of the State Government's Gaming Tax and the spirit of the club industry's charity work in NSW, a group of NSW country club managers and supporters outdid themselves in raising almost \$20,000 for the Starlight Children's Foundation of Australia with a three-day charity walk from Young to Wagga Wagga in NSW. **P21**

CMDA 2006 Education Program Planner. **P24&25**

CMAA 2006 Expo Floorplan. **P38&39**



The Leasing Traps series, which has opened the eyes of many club managers to the pitfalls of not properly researching leasing contracts, concludes in this edition with Part IV when **DEBBIE ORGAN** offers more helpful advice about returning rented equipment and looks at a leasing scenario involving mobile phones. **P33-35**

FIRE destroyed one of Melbourne's most popular venues when Club Kilsyth was gutted last month after an electrical fire began in the roof. Victorian correspondent **KATIE CINCOTTA** reports that the community hub in Bayswater North had four function rooms, a restaurant and a gaming machine venue and was the clubhouse for Victoria's largest basketball club, with 15,000 members. What remained was a pile of rubble, a \$6 million damage bill and a passionate commitment to rebuild.

P36&37

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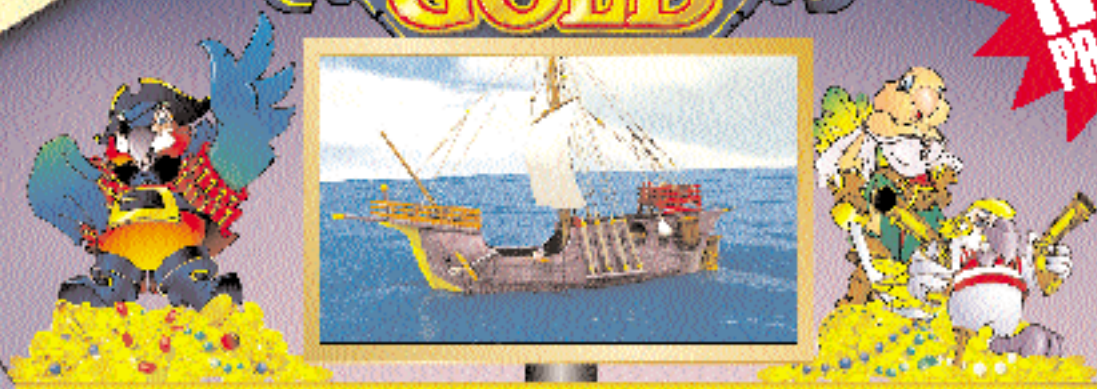
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Game Technology

Minister reviews another big year for gaming and racing

By GRANT McBRIDE, MP, NSW Minister for Gaming and Racing

2005 has been another year of challenges and achievement for the NSW Club Industry.

During the year I have worked closely with your industry at all levels to meet these challenges head-on.

At this year's ClubsNSW Conference I took the opportunity to speak on a range of issues affecting your industry.

These issues are just as relevant to your readers as they were to that audience.

A major challenge for clubs is the need to expand in an era vastly different to when clubs were first legally established in the 1950s.

Clubs are now competing with everything from dvd's and home entertainment systems to sporting events, hi-tech cinemas and the myriad of other options available to the younger generation.

As a result, clubs need to know their customers better and re-position themselves to reflect changing demographics.

Meeting these marketplace challenges requires a consistent business strategy - so I was heartened to read in the September 2005 edition of "Club Management In Australia" Tony Parks's article on the 15th annual Australasian Gaming Expo.

In it, he outlines the message of change and re-connection, for example



Grant McBride

on Page 4 where Australasian Gaming Machine Manufacturing Association Executive Officer Ross Ferrar states: "The Industry needs to reconnect with the younger population and connect with its customers in general."

This is something I will work on closely with the Club Industry over the next 12 months.

A major focus of the last year has been listening to the concerns of your industry - the Club Industry Task Force was established in a genuine effort to provide a clear and coherent process for policy development, and to improve the transparency, accountability and probity standards of the industry.

I also set up the Special Ministerial

Advisory Group (SMAG) as my "sounding board" on policy that affects your industry.

These groups are comprised of your peers ... people with decades of experience in your industry ... people with your interests at heart. And they have made important progress and we will continue to do so in 2006.

Another issue it's important to touch on is the Government's review of the Community Development and Support Expenditure Scheme (CDSE).

Despite what you may have heard, the Government remains committed to keeping the 1.5% tax rebate.

We are simply looking at ways to improve the scheme.

This is the first major review of the system and the Government wants to ensure that the wider community is given as much help as possible through this scheme - a partnership between the State Government and the clubs industry.

A lot of clubs are giving more than the 1.5% - and they are going to be congratulated - whilst others are doing the bare minimum.

These are just some of the issues I will be working on closely with the club industry in the New Year.

I would like to take this opportunity to wish your readers a very merry Christmas and a safe New Year. ❖



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The good fight continues

By CMAA Federal President JIM HENRY, OAM

As the year comes to a close I would like to reflect on a number of events that have had, and will continue to have, a dramatic impact on our industry. As you are aware the ongoing NSW poker machine tax increases have had a detrimental effect on many clubs in NSW with the direct result being that the cultures of many communities have been decimated, where previously they had been the envy of many throughout Australia.

Sporting grants, previously the mainstay of the culture of the young and old, have been slashed; donations to charities bludgeoned, and of course members' facilities dramatically reduced ... all sacrificed on the altar of the State Government's greed for more money.

The captain and chief purser, the architects of this wanton grab for cash, were Premier Bob Carr and his erstwhile Treasurer, who together, abandoned the "SS New South Wales" when they feared a full frontal storm was approaching. From what we know, their accountability on the failure of State infrastructures, utilities and God knows what else has allowed them to depart without any serious condemnation of note.

Political hypocrisy has reigned supreme. Where club managers are accountable and can be legally judged on their management competency - and punished if negligent - these politicians resigned and blame others.

This is wrong. These elected officials must find the backbone to strongly oppose ministerial bullies who dominate and intimidate the decision making in State Parliament at the expense of the ordinary person of this State.

The Federal Government's Workplace Reforms Legislation defies logic in application - and in the spirit of what Australia's all about. I can see nothing but social discord evolving from this legislation and what will it achieve? I wonder why the Howard Government committed itself to this widely condemned legislation and risk the retribution of voters, creating a catalyst for industrial unrest and damaging our international reputation. The facts of this legislation are simple - more power to the employers and to hell with workers' rights.

The CMAA is reviewing its options since this legislation will affect all members as the Association will lose the right to negotiate industrial wages and conditions. However, CMAA members have two years of award wages and conditions before they get caught up in this industrial bureaucratic madness.

So, where to from here? The CMAA is totally committed to fight for decent wages and conditions for all members as well as the on-going education and training of club managers. We will not willingly surrender our commitment to the management of the club industry.

Not now, not ever.

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Industry celebrates finest in entertainment at ACE Awards



Melinda Schneider

It was "Viva Variety" at the eighth annual Australian Club Entertainment Awards, which were presented at Canterbury-Hurlstone Park RSL Club on October 26.

It was a night of "pure imagination", celebrating puppeteers and ventriloquists, also dedicated to the memory of Calvin Winetroube, who passed away this year.

The Australian Club Entertainment (ACE) Awards, first presented in 1998, acknowledge the high quality and variety of performers who entertain club members and guests around the nation.

The Canterbury-Hurlstone Park RSL Club auditorium was, as always for this event, packed to capacity with 650 guests as Nikki Bennett and the Popset Dancers opened the evening before awards host Ian Turpie performed and introduced Jeanne Little to present the first ACE Award.

The 2005 ACE winners are ...

Australian Club Performer Of The Year: Darren Carr
 Male Vocal Performer: Stephen Fisher-King
 Female Vocal Performer: Karen Beckett
 Lifetime Achievement Award: Mary and Rita Schneider
 Comedy Act: Darren Carr
 Children's Show: The Wiggles
 Vocal Group: Cotton, Keays and Morris
 Variety Production Show: Magic to the Max
 Show Band: Akinga
 Tribute Show: Forever Diamond
 Compere: Mark Kristian
 Instrumental Act: String Fever
 Versatile Variety Act: Joey Fimmano
 Sight Act: Darren Carr
 Best New Talent: Amber Jade
 Country Male Performer: Troy Cassar-Daley
 Country Female Performer: Melinda Schneider
 Country Group/Band: The Wolverines
 Solo Piano/Vocalist: John Watson
 Solo Guitar/Vocalist: Chris Connolly
 Covers Band - 2 or 3-Person: The Robertson Brothers
 Covers Band - 4 or more: Jellybean Jam
 Original Music Group: Birtles, Shorock & Gobles
 Original Music Performer: Missy Higgins
 Technical Support: Michael Pepper & Craig Sandstrom (Rooty Hill RSL Club)
 Accompanying Band: Western Front - Mounties



Troy Cassar-Daley

In all, there were 26 categories and Patti Newton presented the main awards with Karen Beckett taking Female Vocal Performer, Stephen Fisher-King accepting the Male Vocal Performer and Darren Carr named Australian Club Performer of the Year.

John Watson took out the Solo Piano/Vocalist category, sponsored by the Club Managers Association of Australia.

Popular recording, concert and club performer Melinda Schneider, who took out the Country Female Performer category, enjoyed a special

personal moment when she was asked to honour the work of two special people in her life - her mother, Mary Schneider, and aunt, Rita Schneider - by presenting the sisters with ACE Lifetime Achievement Awards for their work in the entertainment industry. ❏



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Exhibitors back new venue for CMAA 2006 Conference and Hospitality Expo

The hospitality industry has responded positively to the CMAA's decision to relocate the 2006 Annual Conference and Hospitality Expo to Darling Harbour. The 2006 Expo will be staged in Hall 4 at the Sydney Convention and Exhibition Centre on March 28 and 29.

Judy Rayner, of Rayner Sales and Marketing, who is the Expo's exclusive sales agent, said in late November that 85% of exhibitor space already had been snapped up for the event. "There has been a very positive and encouraging response from the industry to the move to Darling Harbour and I'm very excited about the way the Expo is shaping up," Judy said. "I expect the move from Rosehill Racecourse to the central city location with the more 'up-market' feel to the event will bring more out-of-town industry professionals and delegates to the 2006 Expo.

"The fact people who book accommodation can be closer to the event and the associated entertainment factor of being in the centre of Sydney will attract more people to consider making the trip. The Convention Centre is a very positive move for the CMAA Expo and I'm confident it will



Judy Rayner

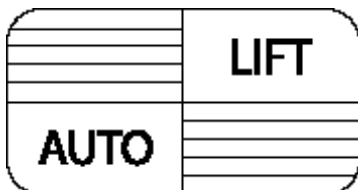
get bigger and attract more exhibitors and patrons as it becomes established in the city."

CMAA Executive Officer Terry Condon said a highlight of the first Darling Harbour Expo would be the CMAA Gala Awards Night on Tuesday, March 28, when the Association recognises the outstanding work and contribution of members and industry associates. "The Awards Dinner is very popular with the CMAA delegates, their partners, our sponsors and industry supporters," Terry said. "To be at Darling Harbour in late March is sure to add a new

dimension to this prestigious event."

The Exhibitor List and Floorplan for the 2006 Expo is presented on Pages 38 and 39 of this edition with more information about the Expo and the Gala Awards Dinner on Pages 30 and 31.

Industry sponsors and suppliers interested in participating in the 2006 CMAA Hospitality Expo are invited to make stand reservations by contacting Judy Rayner at Rayner Sales and Marketing - (02) 9360 6177, (02) 9332 2363 or via the internet at www.raynersalesmarketing.com.au or rayner@bigpond.net.au ☐



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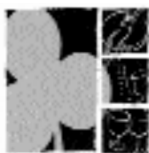
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Grasshopper offers special help for special youngsters



Nathan, from Jasper Road Public School, lies in the Universal Grasshopper System provided by the Baulkham Hills Sports Club to the Hills Physical Disabilities Team.

The Hills Physical Disabilities Team has a new apparatus - the "Universal Grasshopper System" - which allows its young patients to be treated in difficult physical situations.

The \$4500 equipment, funded by the Baulkham Hills Sports Club, will make life much easier for the team and their patients.

Most of the team's clients are students from Jasper Road Public School, which has a physical disabilities support unit, and Crestwood High School.

Most of the students suffer from a variety of physical disabilities, including cerebral palsy, muscular dystrophy and spina bifida.

Baulkham Hills Sports Club General Manager Nick Howlin said the Hills Physical Disabilities Team's work is vital to help young people in our Hills community.

"The club congratulates the team on their efforts and wishes them the best for the future," Nick said of the club's

generous donation.

The Universal Grasshopper System allows the team to keep patients in positions they could not sustain on their own, but which are necessary for proper therapy.

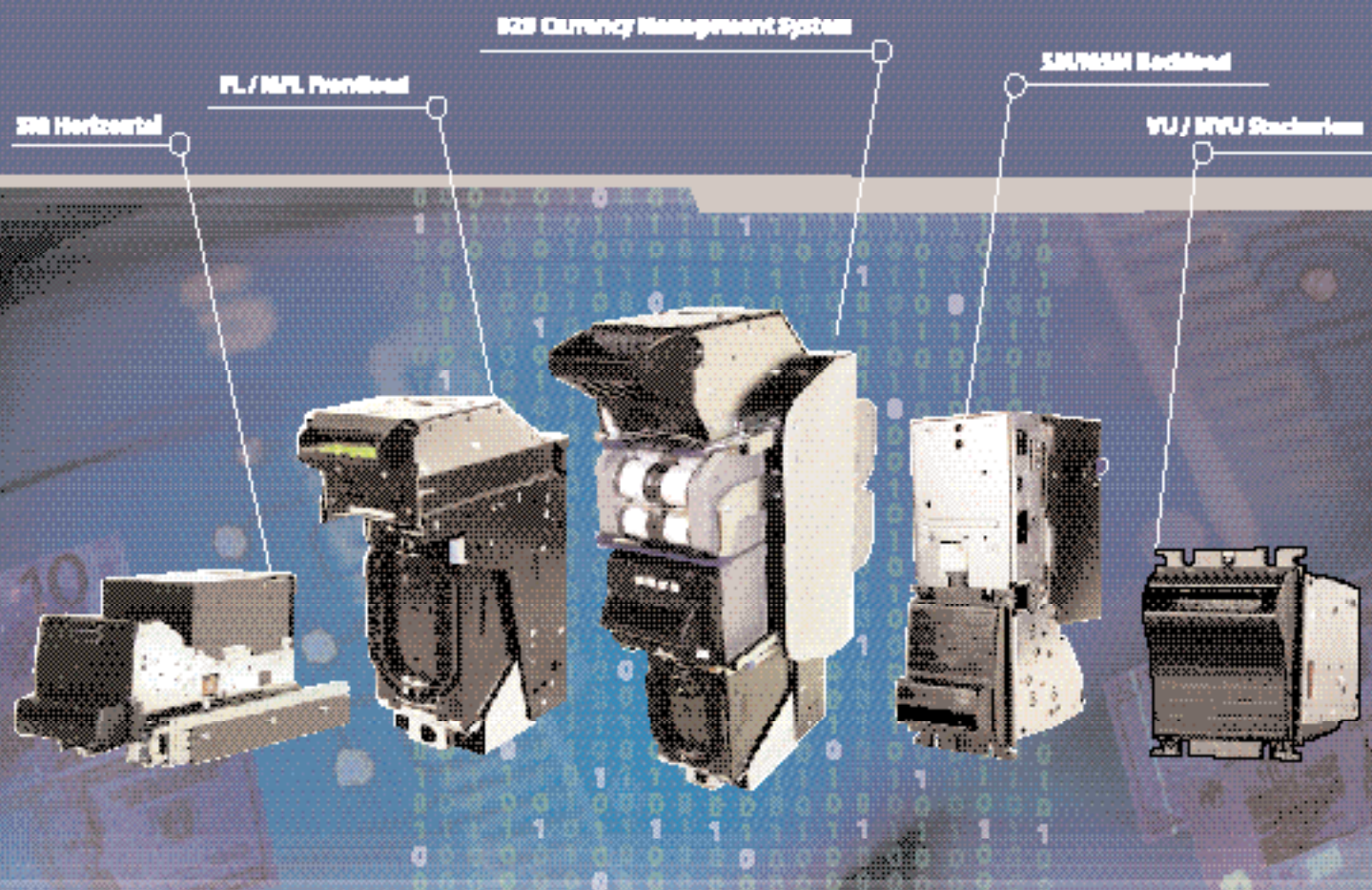
"This is going to make things a whole lot easier for us and our patients," Hills Physical Disabilities Team occupational therapist Annette Scott said.

"With the equipment, they can comfortably be kept in whatever position is necessary, be it on their sides, their stomachs, their backs or sitting. No effort is required to hold themselves in position while receiving therapy.

"It was very generous of the Baulkham Hills Sports Club to buy this for us."

The Hills Physical Disabilities Team - comprising therapists, therapy aids and a clinical nurse - works in conjunction with Westmead Hospital and the Hills Community Health Centre. ★

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The CMAA celebrated the festive season and the end of another busy year with a luncheon for corporate sponsors of the CMDA and Association members at Brighton Le Sands last month.

CMAA Executive Officer Terry Condon welcomed luncheon guests to Le Sands restaurant and introduced CMAA Federal President Jim Henry, who addressed the gathering about major issues that have arisen during the past year, including the NSW Government's controversial and unpopular Gaming Tax.

Jim also welcomed CMAA Life Members who were able to attend the function before paying tribute to corporate partners who have sponsored the CMDA training program which has educated more than 4600 club managers since the program was introduced.

Jim then presented sponsors with a gift to recognise these contributions to the CMAA and the importance of education in continually upgrading the skills and broadening the horizons of managers across Queensland, NSW, ACT and Victoria. ❏

**Photographs by
BARRY NORMAN**



Warren Jowett - Aristocrat



Nicole Sylvester - British-American Tobacco



Tony Gapes - Foster's Group



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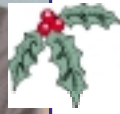
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Aristocrat Leisure Limited acquires 50% interest in global multi-terminal gaming manufacturer

Aristocrat Leisure Limited has acquired a 50% interest in the Elektroncek group of companies.

Elektroncek, which trades under the Interblock brand name, manufactures a range of electro-mechanical multi-terminal gaming products, including Roulette, Dice and Sic Bo, with a number of other products in advanced stages of development.

Aristocrat Chief Executive Officer and Managing Director Paul Oneile announced the acquisition last month.

Elektroncek is based in Slovenia, which is part of the European Union, and sells products in a wide range of gaming jurisdictions, including territories in Europe, the US, Canada and Macau.

It has products awaiting approval in a number of jurisdictions, including NSW.

Aristocrat's initial investment will be \$A48 million (30 million Euros) with up to a further \$A16 million (E10 million) payable, depending on achieving certain financial performance targets for the years to December 31, 2005 and December 31, 2006. Elektroncek is forecasting revenues for the year to December 31, 2005, of approximately \$A64 million (E40 million) and EBITDA of approximately \$A16



Paul Oneile

million (E10 million). The acquisition will have minimal net impact on Aristocrat's 2005 earnings and is expected to be accretive by around 1% per share in 2006.

Acquisition of the Elektroncek interest allows Aristocrat to compete in the increasingly popular multi-terminal segment of the gaming market.

Elektroncek will gain significant benefits from Aristocrat's extensive sales channels across 200 global jurisdictions.

Completion of this transaction remains subject to a number of procedural conditions, including regulatory approvals.

Mr Oneile said Aristocrat had been very impressed with the Interblock product range and the momentum Elektroncek has been building across a range of very important gaming markets. "We believe the two companies have complementary products and we look forward to jointly developing the markets for the Interblock product range around the world," he added.

Aristocrat is a leading global entertainment company providing a comprehensive range of gaming solutions to entertainment venues around the world.

The company is licensed by more than 200 regulators and its products and services are available in over 90 countries. ✱

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The hospitality and gaming industry operates in an increasingly competitive and complex legal environment which requires expert advice and guidance. In an era of constant change, it is vital for industry participants to keep abreast of legal developments and emerging practices in the marketplace.

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- > Dispute resolution
- > Insurance law
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Young Services Club's "Walk for a Life" delivers for Starlight Children's Foundation

A group of NSW country club managers and supporters outdid themselves in raising almost \$20,000 for the Starlight Children's Foundation of Australia.

Young Services Club coordinated a three-day charity walk from Young to Wagga Wagga in NSW on November 10, 11 and 12 - via Cootamundra and Junee - with a target of \$10,000.

Young Services Club Chief Executive Officer and event organiser Dean Café wanted to highlight the spirit of the club industry's charity work in NSW and show the Young community the club's commitment to local organisations. The State Government's gaming machine tax has seriously affected financial support for many charities and donations to the Starlight Children's Foundation donations have dropped 70% in the past 18 months due to the tax.

To highlight both issues, Young Services Club decided to support the Foundation, which in turn supported local communities from Young to Wagga Wagga by allowing them to grant wishes to seriously ill children.

Walk organisers set a target of \$10,000 to enable the Foundation to grant wishes to two local children - each wish is valued at \$5000.

However the \$20,000 result allowed for four wishes to be granted.

An early start of 6am on Day 1 allowed walkers to cover 50km from Young to Cootamundra before attending fund raising activities at Cootamundra Ex-Services Club.

Day 2 brought a chilly 5am



The Young Services Club walkers (back row from left) Greg Davidson, Doug Gibson, Paul Cameron, Sheree Baker, Dean Café, Greg Willmette, Brett Gorham, Ray Bourke, Judy Reid, Tom Preston and Mick Watts with (kneeling) Angela Noon and Marita Cameron.

departure for the 45km trek to Junee, which included a Remembrance Day ceremony at 11am in the township of Illabo. The group pressed on to complete the walk and a warm country welcome at Junee Bowling Club, a fund-raising bowls event and dinner.

Another 5am start on Day 3 set the walkers on their final leg - 40km to the Wagga Wagga highway junction. The journey was taking a physical toll of the team, but there were tears of elation and relief as they reached their destination. The final fund-raising event was a rousing night at Wagga Wagga Rules Club as walkers sat together, unwound and reminisced about the testing but wonderful

experience they had shared over the previous three days.

Dean Café said the lasting highlight was the generosity of people that the walkers encountered along the 135km route both financially and with support and encouragement of their efforts.

"Even the drivers of the Sydney to Melbourne XPT trains let their air horns run wild as they passed us by every morning and afternoon," Dean said. "This has been a remarkable experience and valuable to so many people at so many levels ... we are very proud of what we have achieved."

The curtain came down on the fundraising on November 18 and 19 weekend with a raffle night and speed shearing competition at Young Services Club.

"Our sincere thanks to everyone who participated in the walk and to businesses and anyone who donated to the Starlight Children's Foundation of Australia," Dean added. "We have been able to make an immense difference in the lives of four seriously ill children ... and that's a wonderful outcome."

"It's also important to congratulate and thank the Board and Management of each club who helped us almost double our target." ■



The Young Services Club walkers head off for the 135km trek to raise funds for the Starlight Children's Foundation of Australia.

Major changes for 2006 New Zealand Gaming Expo

Organisers have initiated major changes to the annual New Zealand Gaming Expo in Auckland early next year.

Event host Australasian Gaming Machine Manufacturers Association's (AGMMA) Executive Officer Ross Ferrar said the Expo, to be staged at SKYCITY Auckland Convention Centre on Wednesday and Thursday - February 15 and 16 - was sharpening its focus on gaming.

"Gaming in New Zealand is undergoing great change with new requirements on virtually every aspect of operations," Ross said recently.

"It's very important for everyone involved in the industry to be up-to-date with the latest thinking and changes, so that we can build a positive future."

Comprising a Gaming Equipment



Ross Ferrar

Exhibition and the Expo Conference, the event is set to provide a distinctive gaming environment. The world's leading suppliers of gaming equipment and technology will showcase the latest products and services which are highly relevant to NZ venues.

AGMMA is a not-for-profit industry association representing the interests of its members, which provide technology and equipment to hospitality venues in over 250 jurisdictions around the world.

AGMMA's members, including Ainsworth, Aristocrat, IGT, Konami and Stargames have made a major commitment to this event and will display latest games and machines.

The Expo Conference will bring together leading presenters on gaming in New Zealand and abroad.

Conference Chairman and Independent Chairman of the Gaming Machine Association, Garry Ward, recently underlined the importance of the conference. "The timing of this conference couldn't be more relevant, with the rollout of monitoring about to start in clubs and pubs, the impact of new technical requirements for gaming machines and continuing adjustments being made to accommodate a host of other changes," Garry said. "We will focus on all these issues, along with the political scene and the media.

"But the most important discussion of the conference is a focus on the

future, so we know where we're headed and start going there."

Ross Ferrar said SKYCITY Auckland Convention Centre provides an ideal environment for the event. "The entire event will be held on Level 5 of the Convention Centre, just across the Federal Street airbridge from the casino," he added. "SKYCITY Auckland is certainly New Zealand's premier gaming venue and it makes sense that the national Gaming Expo is located there."

With the conference in the mornings, the exhibition in the afternoons and the casino across the road, visitors and delegates will have an enjoyable time, Ross added.

Entry to the Exhibition is free for management representatives of gaming industry organisations.

Registration for the Expo Conference is NZ\$150 (\$A139), which compares favourably with other international conferences and includes a range of additional extras including a conference delegate's satchel.

AGMMA also hosts the annual Australasian Gaming Expo in Sydney and the Asian Gaming Expo at Macau Tower in the People's Republic of China, which enables AGMMA to apply lessons learned elsewhere to the NZ Gaming Expo.

In particular, the online systems used in its other Gaming Expo events will provide better support for exhibitors and improve service to delegates and visitors.

Online visitor registration is available at www.nzgamingexpo.com and a Gaming Expo Help Line is available on NZ Freecall 0508 987 111 if delegates prefer to register by telephone (or 02 9211 7639 in Australia).

"These events require a great deal of thought and management - and we will be applying international systems and experience to ensure that this Gaming Expo delivers a useful, informative package for the industry here in New Zealand," Ross added. ■

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New frontiers in education

By CMAA Education Manager RALPH KOBER

CMAA Annual Conference at Rosehill Gardens in March

This year's annual CMA Rosehill Conference and Hospitality Expo was well received by delegates and visitors to the trade show. The conference opened with Ian Stephens and his presentation, *"Team Dynamics and Motivation - Keys to Business Success"*.

Ian is a management consultant who has developed and equipped leading Australian and international businesses with the skills and tools to face changing and diverse challenges. The conference program featured a rigorous educational theme with six workshops devised to introduce line managers to areas of club management not usually within their scope of duties and to "refresh" the skills of more senior managers. Topics included:

- * *"Smart Pricing for Improved Profits"*, delivered by Ken Burgin of Profitable Hospitality;
- * *"EEO, Harassment and Discrimination Issues for Employers"*, delivered by the NSW Anti Discrimination Board;
- * *"Why Have a Marketing Plan"*, delivered by Culburra Bowling and Recreation Club CEO Phil Boughton;
- * *"Combating F&B Fraud: Culture and Deterrents"*, delivered by Greg Madigan;
- * *"Dealing with Difficult People"*, delivered by Paul Lyons;
- * *"Dealing With the Changing Compliance Environment"*, delivered by CMAA EO Terry Condon and ClubsNSW CEO David Costello.

The Conference, which moves from Rosehill Racecourse to the Sydney Convention Centre at Darling Harbour in 2006, is well regarded in the industry for its "Reality Check" forum, which this year used the "open space" methodology which empowered participants to drive the agenda. More than 150 delegates participated in the session with many topics challenging club managers, including staff retention, reward and recognition programs, smoking and gaming legislation, dealing with local indigenous communities and more.

CMAA Mid-Year Conference - Conrad Jupiters, Gold Coast

Delegates enjoyed a smorgasbord of

educational and social activities. The conference program featured 16 high-impact executive leadership workshops, numerous charity events - including the *Ted Noffs Charity Executive Leadership Luncheon* and the *Ted Noffs Charity Golf Day*, CMAA Members Meeting and the *State of Origin III Luncheon and Game*.

The conference opened on Sunday, July 3, with Paul Lyons delivering an entertaining and provocative session, *"Overcoming the Fear of Success"*, dealing with the strong relationship between Emotional Intelligence (EI) and job performance. EI has proven to be an excellent predictor of individual and group success in corporate



Ralph Kober

environments. The workshop explored the world of EI for those who want to stand out from the rest and propel their clubs to the top.

The Federal Executive addressed members at the CMAA Members Meeting later that day where President Jim Henry and Federal Secretary Allan Peter discussed issues such as the proposed Industrial Relations reforms and their impact on CMAA members.

CMDA Board of Management Studies Chairman David O'Neil presented the *"Education Report"*, which included the launch of an CMAA initiative to research how the Association can meet the needs of club managers - members and non-members - in the under 35 years demographic, the industry's future leaders. *The Under 35s Network Meeting* at the CMAA Career Development Centre, at Auburn, in August provided an

opportunity for the CMAA to attract new members and create products and services that will be relevant for all current and future managers.

The Mid-Year Conference's opening keynote presentation, *"Leaders Do Things! - They Just Don't Happen!"* by Peter Hobart of the Enterprise Development Network, focused on how managers can achieve sustainable long-term successful change through strong leadership. Other Enterprise Development Network workshops included *"Effective Performance Management"*, which challenged delegates on what performance management must be in clubs today and the way they treat employees as partners in their own performance; *"Conversations: A Dying Art Form"*, which identified conversations are the vehicle for relationships and yet in too many workplaces conversations are becoming a dying art form;

"A View to the Future through Strategic Thinking", which highlighted one of the greatest challenges facing our industry is the question of maintaining our relevance - not only as a business, but also as managers and leaders; *"Racing Against the Clock"*, looked at the key principles of problem solving and decision making.

Debbie Mayo-Smith, an expert in harnessing electronic media, presented workshops on *"3 Step Plan to Skyrocket Club Profits in 2005"* and *"Leading the E Business Charge Utilising Your Club's Website, Email and the Internet"*.

Customer Service consultant Steve Simpson delivered three workshops on how clubs can improve their customer service delivery and culture ... *"Discretionary Customer Service - Profiting from a Point of Difference"*, introduced the discretionary service concept that enables clubs to truly differentiate themselves based on service; *"Introducing UGRs - Creating a Culture of Service"*, introduced the globally acclaimed concept, "Unwritten Ground Rules" (UGRs), which can be used for dramatic impact on team culture; *"Making Customer*

CONTINUED P26

CMAA Career Development Centre, Auburn	January	February	March	April	
Duty Management Development:					
Duty Management Development Program 6 Days	(S2) M 16, T 17 & W 18		(S1) M 18, T 14 & W 16	(S2) T 4, W 6 & Th 8	
Food and Beverage Management:					
Food and Beverage Management Development Program 6 Days		(S1) M 18, T 14 & W 16	(S2) M 20, T 21 & W 22		
Gaming Management:					
Analyse and Report on Gaming Machine Data - Stage 1: THHAD001B ACCM Unit 1 Prequisite for Stage 2 2 Days	M 20 & T 21		W 6 & Th 8		W 24 &
Gaming Management Development Program - Stage 2: (THHAD 002A Equivalent) ACCM Unit 3 x 2 Day Sessions This program is the equivalent of the Accredited CA GMDG program.		(S1) T 21, W 22 & Th 23		(S2) M 2, T 4 & W 6	
Human Resources Management:					
Interpret the NSW Club Employees' State Award Prequisite for Payroll and Roster programs 1 Day		T 7			T 2
Manage Payroll BSBADM016A 1 Day			M 18		M 22
Roster Staff THHGLE06B ACCM Unit 1 Day		M 27			T 28
Deal with Conflict Situations THHGLE08B 2 Days	M 28 & T 24			T 18 & W 19	
Monitor Staff Performance THHGLE09B ACCM Unit 2 Days	M 30 & T 21			W 26 & Th 27	
Recruit and Select Staff THHGLE07B ACCM Unit 2 x 2 Day Sessions		(S1) M 20 & T 21	(S2) T 21 & W 22		
Manage Workplace Relations THHGLE10B ACCM Unit 2 x 2 Day Sessions				(S1) W 19 & Th 20	(S2) T 16 & T 17
Finance Management:					
Financial Fundamentals - Stage 1: THHGF008A and THHGLE13B Prequisite for Stage 2 2 Days		M 6 & T 7			
Financial Management - Stage 2: THHGLE14B and THHGLE16B ACCM Units 5 Days			(S1) T 7 & W 8	(S2) W 26, Th 27 & F 28	
Marketing Management:					
Develop and Manage Marketing Strategies THHGLE12B ACCM Unit 2 x 2 Day Sessions			(S1) M 6 & T 7	(S2) M 10 & T 11	
OH&S Management:					
OH&S Risk Management for Supervisors and Managers (THHGLE02B Equivalent) 2 Days			W 16 & Th 18		
OH&S Consultation Work Cover Approved (THHGLE04B Equivalent) 2 x 2 Day Sessions		(S1) W 18 & Th 2 (S2) W 22 & Th 23			(S1) M 16 & T 17
General Management:					
Legal Knowledge Required for Business Compliance THHGLE03B ACCM Unit 5 Days		(S1) T 14 & W 16 (S2) M 27, T 28 & W 29	(S2) (cont) W 1		
Manage Physical Assets THHGLE18B ACCM Unit 2 x 2 Day Sessions					
Develop and Implement a Business Plan THHGLE19B ACCM Unit 3 Days		(S1) M 27 & T 28	(S2) M 18		
Training and Development:					
Coaching Skills for 'Buddy' System' Line Trainers THHGT001B 1 Day	T 21		Th 20		M 26
RSA and RCG - Mandatory Courses:					
Responsible Service of Alcohol THHBF006B (L&S approved)	M 28	M 20	T 21	W 26	M 22
Responsible Conduct of Gambling THHAD000B (L&S approved)	T 24	T 21	M 20	Th 27	T 28
Leadership:					
Visionary Leadership Program 2 x 2 Day Sessions				(S1) T 11 & W 12	(S2) T 16 & T 17
Strategic Leadership Techniques 3 Days		T 28	W 1 & Th 2		

Regional NSW/Queensland/ACT/Victoria	January	February	March	April	
Duty Management Development Program 6 Days		Perth (S1) M 6, T 7 & W 8	Laurieton (S2) M 6, T 7 & W 8		Broken (S1) M 6 (S2) M 6 W 8 Batemans (S1) M 6 W 8
Analyse and Report on Gaming Machine Data THHAD001B ACCM Unit 2 Days		Moruya T 14 & W 16	Willend T 21 & W 22	Dubbo M 2 & T 4	Melbourne M 22 & T 23
Interpret the NSW Club Employees' State Award Prequisite for Payroll and Roster programs 1 Day				Dubbo W 6	
Monitor Staff Performance THHGLE09B ACCM Unit 2 Days		Brisbane T 7 & W 8	Melbourne M 6 & T 7	Depto M 2 & T 4	ACT M 2 & T 3
Coaching Skills for 'Buddy' System' Line Trainers THHGT001B 1 Day		Brisbane Th 9	Melbourne W 8	Wagga W 12	ACT W 10

Training Calendar



May	June	July	August	September	October	November	December
			(S1) M14, T16 & W18	(S2) T18, W20 & Th21		(S1) M12, T14 & W16	(S2) M4, T6 & W8
		(S1) M2, T4 & W6	(S2) T1, W2 & Th3		(S1) M16 & T17	(S2) W3 & Th9 (S3) W28 & Th30	
Th26		W28 & Th27		M26 & T28		M27 & T28	
	(S1) T12, W14 & Th16	(S2) M10, T11 & W12			(S1) M22, T24 & W26	(S2) M20, T21 & W22	
			Th3		Th12		Th7
			M23			Th18	
			Th17		Th28		
		W18 & Th20			M8 & T10		W8 & Th7
			W8 & Th10			W1 & Th2	
				(S1) W8 & Th7	(S2) T2 & W4		
W17				(S1) M12 & T18	(S2) M8 & T10		
	M6 & T8				W11 & Th12		
		(S1) M24 & T26	(S2) M21, T22 & W23			(S1) W3 & Th9 (S2) M20, T21 & W22	
			(S1) M7 & T2	(S2) W12 & Th14			(S1) W8 & Th7 (S2) W12 & Th14
			M21 & T22			M12 & T14	
T18	(S2) T20 & W21				(S1) W11 & Th12	(S2) W28 & Th30	
	(S1) W7 & Th3 (S2) M26, T27 & W28				(S1) M22, T24 & W26	(S2) M27 & T28	
	(S1) M18 & T20	(S2) M17 & T18					(S1) M4 & T6 (S2) M11 & T12
				(S1) M11 & T12	(S2) T2		
		W18		W27		Th28	M11
	W21	M24	T28	M12	W12	W22	W12
	Th22	T26	W20	T18	Th18	Th22	Th14
					(S1) Th18 & F20	(S2) Th18 & F17	
			M7, T2 & W8				

May	June	July	August	September	October	November	December
Hill T1, T2 & W8 T8, T20 & S1		Brisbane (S1) M10 & T11	Brisbane (S2) Mon & T1	Griffith (S1) M26, T28 & W27	Griffith (S2) M22, T24 & W26		
an's Bay T6, T18 & 17	Batemans Bay (S2) M6, T8 & W7	Brisbane (S2) M21 & W8	Brisbane (S3) M22 & T28				
ume T22	Forster T20 & W21	Tuggerah Lakes W12 & Th13	Tamworth T16 & W18	Melbourne M11 & T12 ACT T12 & W12	Tweed Heads W12 & Th18	Albury T14 & W16	Coffs Harbour M4 & T6
	Forster Th22		Tamworth M14		Tweed Heads T17		
B	Albury W14 & Th16		Narooma M21 & T22	Brisbane W12 & Th14	Orange T18 & W11	Laurieton M20 & T21	
	Albury T12					Laurieton W22	Narrandale T6

se Fees are listed overleaf
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FROM P23

Service Feedback Strategies Work", focused on how clubs can get inside the minds of their customers.

HR consultant Jillian Dirou presented delegates with the confronting workshop, "From 'NO!' to 'Let's GO!' - The Human Side of Change", which looked at the reasons why change initiatives - from great innovations to necessary but unpopular decisions - fail.

"*Making Ice Burn - Setting a Cold Team on Fire*", presented by Mike Schoettler, exposed delegates to the two faces of low morale and the five simple steps to turn teams around with the resulting benefit of how customers respond to the change in a team.

"*Project Plan a Virtual Club Refurbishment*", allowed candidates to workshop each stage of the planning project with input and advice from industry specialists, including Mingara Club Property Manager Andy Yelds, Lindsay Verdon, Steve Alley and Matthew Green from Paynter Dixon, Stephen Mee from Rider Hunt, Rolfe Latimer from Altis Architecture, and Tony Musico from TCP.

The "*Ted Noffs Charity Executive Leadership Luncheon*" featured a presentation by Debbie Watson, OAM, a gold medalist at the 2000 Sydney Olympics with the Australian Women's Water Polo team. Debbie drew on her achievements to highlight how leaders can drive successful outcomes in business and their people by establishing clear goals, developing a passion for encouraging and nurturing team members, demonstrating a constructive approach to interpersonal communication, and instilling personal and team motivation.

As the conference closed, a panel of State of Origin legends - Darryl Brohman, Steve Mortimer, Greg Conescu, Artie Beetson and Paul Langmack - entertained delegates at the *State of Origin III Luncheon* as part of the build-up to the Suncorp Stadium game.

The CMAA's Federal Executive thank delegates and sponsors for their continued support of the Mid-Year Conference and making it a successful industry event.

Inaugural Under 35s CMAA Network Meeting

The CMAA has, for many years, been prominent in the industry as the advocate of club managers pursuant to State and Federal Awards.

The CMDA is the premier provider of professional development opportunities for club managers, supervisors and more recently line staff on a state wide and national basis.

The CMAA prides itself on providing relevant services and products to meet the needs of its members and future members.

To sustain this philosophy, the CMAA Federal Executive and CMDA Board of Management Studies identified it was timely to hold an annual event for club managers in a section of the industry that usually has limited access to the CMAA's services and information - members and non members and under 35 years of age - so they can have "their say" in how the CMAA can support their career development.

The inaugural *Under 35s Conference Network Meeting* was held at the CMAA Career Development Centre in Auburn on August 29 and 30.

The Network Meeting format offered a series of presentations which addressed career and personal financial needs and the opportunity to participate in an active network "think tank" discussing issues pertinent to their demographic and education through management/leadership seminars. More than 90 managers from regional and metropolitan NSW attended with Victorian colleagues.

Training

Almost 3000 club industry personnel have undertaken training with the CMAA in 2005 taking the total trained since 1999, when the CMA became a registered training organisation, to more than 30,000 participants.

Courses that have been popular ...

- CMA Duty Manager Program
- CMA Food & Beverage Manager Program
- CMA Gaming Manager Program
- Gaming Analysis Program
- Financial Fundamentals
- OHS Risk Management
- Food Service Efficiency
- Organising Profitable Functions
- Café' Espresso

The CMDA 2006 Training Calendar

has been distributed to all members and is enclosed as a centre-spread lift-out - Pages 24 and 25 - in this edition of the magazine for your convenience. The first courses for 2006 start on January 23. The calendar also can be accessed on the CMAA website - www.cmaa.asn.au - along with course registration forms.

National Bursary Program

More than 50 bursaries were offered in 2005 totalling \$100,000 for CMA members. Special thanks to our sponsors for providing such a substantial opportunity for our managers' professional development.

The full list of National Bursary Program recipients will be published in the February edition of the CMAA Magazine.

ACCM Awardees

Congratulations to the 20 CMAA members who have received recognition for their contribution to the industry and achieved ACCM Awards this past year.

Special congratulations to Dooleys Lidcombe Catholic Club Gaming Manager, Scott Bennetts, and West Pennant Hills Sports Club Chief Executive Officer, Jason Read, who achieved their Awards in November.

Sharon Purnell, who also recently received her ACCM, was excited at her achievement: "It has been a rewarding experience to achieve this certification, the Club Managers Association has been a great help. I have been a member of the CMAA for a number of years and highly recommend employees in the industry to join and further their education. I am very honoured to be associated with the CMAA which provides members with the opportunity to further their education and career. I attended a number of courses and seminars also did a lot of study via correspondence, assisted by my employer. Since commencing as the Club Manager of Caloundra Golf Club I have gained a great deal of experience and knowledge and this has really contributed to me obtaining this award."

For further details on how you can achieve this prestigious industry recognition, contact CMAA Students Services Coordinator Narell Harrison (02 - 9643 2300) or on email at narell@caa.asn.au ☐

Building a productive kitchen team

By **KEN BURGIN**

Just spending lots of money on equipment and shaking hands with suppliers doesn't mean members will be happy or gross profit figures turn out the way you want.

A good kitchen team supported by good systems is essential.

So, what makes for a good productive team?

■ Good quality information every week - costs, sales, customer numbers, stock levels and item sales. Supply accurate information so your chef knows how the business is travelling, and feels some ownership of his/her contribution.

■ An organised workplace - a business that has simple and effective work systems, is easy to work in, has supplier and ordering lists, worksheets, costed recipe cards and reliable suppliers. This means staff can follow the book rather than always asking the boss.

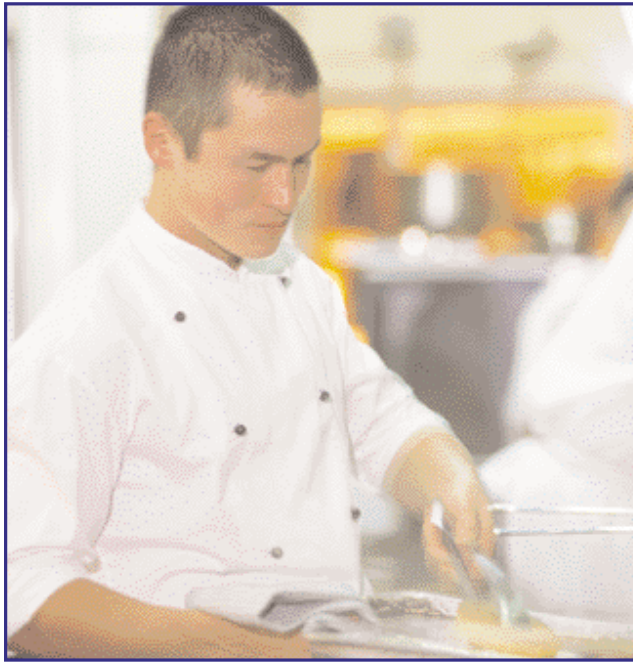
■ Equipment that works with an efficient layout. When the pressure is on it's no wonder staff "lose it" if the second fryer still isn't working three days after the boss was asked to fix it.

■ Good quality help - when it's time for service and all hands on deck, this is not the time to deal with kitchen hands who can't do the job, family members who are there for a free ride or the slow and shifty. False economy.

■ Office space for the head chef. Not to avoid work, but to have a space for paperwork, phone calls, menu planning and cost control. Plus a good computer on the network.

■ Rewards and recognition for work well done. Praise is scarce in many kitchens and, when you have reliable performance indicators relating to costs, productivity and staff stability, make sure you praise success.

■ Consequences for poor performance. It's noticed and your quality systems ensure the causes are uncovered quickly and corrected. If



human error is involved, management is not too shy to take action.

■ Information about current industry trends. Occasional eating out expeditions will be useful - and good for relationship building. Keep up the supply of food and trade magazines and encourage internet access. Make sure everyone visits the trade fairs each year, both locally and overseas if possible.

■ Good number skills. Let's face it, most chefs were not offered a job in banking, so chances are their experience with percentages, computers and numbers in general may be limited. Take it slowly and start with a calculator, working out simple costings.

■ An opportunity to learn management skills - operating costs, recruitment, negotiating with suppliers, using a computer - these are on the "wish list" of most chefs.

■ A chance to improve written English. This may be essential for staff from a non-English speaking background, so don't be shy to raise the issue if you see written communication being avoided.

■ Leadership skill development. It's a hot, sweaty and intense atmosphere in most kitchens and communication can become strained. If you put someone in a leadership position, make sure they can truly lead the group.

Effective leadership is very different to bossing and nagging - which is how many people "manage". You'll need to be the coach and support your chef in this area.

■ Finally, a good team is made up of people who want to be there - supporting each other on the field, enjoying the effort, keeping track of the score and basking in the applause.

Clubs are now the "preferred employer" for many kitchen staff who want fair conditions and an organised workplace.

But it's easy for complacency to set in.

Check the scorecard above and see how well your team is

performing.

For further information about Profitable Hospitality, call 1800 001 353, or visit

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New maturity in Australia's Industrial Relations systems

By PETER COOPER, CMAA Senior Industrial Relations Advocate

As we approach our festive season I have reflected on what happened in the old days of industrial action around the "silly season".

What used to be taken as read in the lead-up to the Christmas break ... Australia would be confronted with a breweries strike resulting - "shock horror!" - in the possible shortage of beers supplies to clubs and hotels ... and throw in an airline strike.

As a general barometer to industrial unrest we could rely on the NSW Teachers Federation to hold a series of lighting strikes.

In this system that is so broken according to the Federal Government, we find that the teachers have just negotiated a new three year award with the NSW Government through a process overseen by the NSW Industrial Relations Commission.

The Australian Industrial Relations Commission in 2004-2005 dealt with 1675 industrial disputes (down from 2564 in 2001-2002).

NSW CMAA members have recently been advised in a circular from the Federal Secretary that the Association had successfully completed negotiations with ClubsNSW on a new two-year award delivering a 6.4% increase over its term.

These negotiations were conducted in good faith between the parties without the need to revert to the arbitral powers of the Industrial Relations Commission.

The Award was ratified by the commission on a consent basis.

All of this goes to show that our system of industrial relations has greatly matured over the years where genuine consultation and negotiations on workplace issues are capable of resolution within the current jurisdictions of our various Industrial Relations Commissions.

To suggest the AIRC's manner of setting minimum wages and conditions



Peter Cooper

and dispute resolution process is "an anachronism of an old system" - a term used by the Federal Workplace Relations Minister Kevin Andrews when introducing the Federal Government's Work Choices legislation.

The AIRC President, Justice Geoffrey Giudice, in his annual report to Parliament, provided the following statistics on the activities of the Commission for 2004-2005.

Of the 24,558 total matters lodged in 2004-05 ...

- 6707 were unfair dismissal applications (the lowest figure in five years);
- 3836 were applications for certification of union agreements;
- 1564 were applications for certification of s170LK employee deals;
- 1633 were award variation applications;
- 1177 were AWAs referred to the Commission for approval.

Of the 6707 unfair dismissal applications lodged, the vast majority (4116) were in Victoria, which doesn't have a state-based dismissal jurisdiction.

Some 77% of all claims were conciliated - the highest figure in 10 years.

From the start of January, 1997, until

June 30, 2005, just 1168 unfair dismissal claims resulted in an order for payment in lieu - and 243 for reinstatement.

Some 1215 were dismissed on the merits, 682 rejected because they were out of time, and 1212 dismissed for lack of jurisdiction.

Just 0.3% - or 163 - of the applications lodged since the start of 1997 resulted in the Commission issuing certificates for cases to proceed solely on unlawful termination grounds (the jurisdiction that will survive Work Choices unscathed).

Work Choices Legislation Update

The nation-wide rallies for the National Day of Community Protest, organised by the Australian Council of Trade Unions on Tuesday, November 15, proved to be an astounding success.

More than 500,000 people gathered in every corner of Australia to send a powerful message to the Howard Government.

Together, we vowed that we would not be the first generation of Australians to leave our children with fewer rights at work than we inherited.

The ACTU thanks every person who attended the rallies.

Your hard work spreading the word about the event helped make it the largest community protest in our nation's history.

Visit the website -

<http://www.rightsatwork.com.au/campaigns/> - to see highlights of the rally, download key speeches, and watch the John Clarke and Bryan Dawes skit that brought the house down.

Final State Award for NSW CMAA Members

Justice Schmidt, of the NSW Industrial Relations Commission, formally ratified the new replacement Award at a hearing on November 16, 2005.

Our new State Award is a true reflection of collecting bargaining on

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an industry basis to provide Club Managers in NSW with minimum safety net wages and conditions.

However the Commission and the parties on the day could not ignore the fact the Federal Government's Work Choice Legislative Bill was before the Federal Parliament, so it was agreed to depart from the normal Award renewal process by making a replacement award to have affect after the expiry date of the old Award (January 3, 2006).

This will be the final State Award to be made to cover Club Managers within NSW because, under the Federal Government's Workplace Reform Legislation, the Commonwealth will take over the NSW Industrial Jurisdiction.

Our two-year term award will continue to operate for a transitional period until wage adjustments will be handled by a Government-appointed body, referred to as the "Fair Pay Commission", and five standards employment conditions will be prescribed in the Workplace Relations Act.

These laws will affect all CMAA

members with the first impact being the ability and legal right to negotiate industry wages and conditions with the employer respondent to the Award (ClubsNSW).

The CMAA is reviewing what options - if any - might exist to safeguard members' conditions gained over many years of industrial negotiations.

The Government's legislation is expected to be passed by both houses of Parliament in December 2005 with royal assent to follow in early January 2006.

Staff Xmas Parties

The celebrations and merriment of the festive season doesn't always escape the frailties of human nature.

It appears each year that Industrial Tribunals around Australia have to deal with situations arising from staff Christmas parties.

The NSW Administrative Decisions Tribunal dealt with a case where a company receptionist claimed both sexual harassment and sexual discrimination.

While she failed on both claims, the Tribunal found the company did

discriminate against its female employee in that it had not invited her to a work Christmas party for the company's clients and staff.

The employee became upset and left her job when she learnt that a topless waiter had been engaged to serve drinks at the lunch-time office event

The review panel agreed with the tribunal's original decision the incident could not constitute sexual harassment under the state Anti-Discrimination Act's definition of having it occur "in relation to" the woman.

Nor could it constitute sexual discrimination because the conduct could not amount to "treatment" of her because that was a more direct connection with the person than conduct "in relation to".

However, the appeal panel found the company had discriminated against the woman because it had not invited her to the Christmas party while it had encouraged all the men to attend.

It awarded her \$500, finding it could not award more because she had left the job because of the topless waitress, not because she was not invited to the party. ❏

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Registration forms will be posted to all CMAA members

Leasing Traps - Part IV

Clubs must demand more from leases - and themselves

Thank you the people who have contacted Integrity Corporate Finance Group Pty Ltd regarding both their existing lease and service agreements, and to assist in negotiations of new agreements.

Within two hours of receiving documents recently, we were able to save a Club \$600,000 on only one drawdown under a contract, showing that there are substantial benefits in having existing agreements reviewed.

Again, we will address issues raised by Clubs, and in particular issues we have seen in the Club industry in the last few months.

I thank and applaud ClubsNSW and the Club Managers Association of Australia for their unwavering support and determination to protect the club industry.

Equipment being rented must be returnable

You must be able to return the equipment, in good order.

So, it makes sense that equipment, for example cemented into the ground can probably not be returned in good order.

Items that are fixed should not be funded under an Operating Lease.

How can our organisation assist?

Our advisory service business at Integrity Corporate Finance Group Pty Ltd is increasingly forming a reputation for efficient, honest advice based on ethical business practices.

We are working to save clubs substantial amounts of money.

We will review all your current financing and servicing documents and will provide a written report, together with required action plans.

If we need to correct your documentation or provide necessary notices, we will draft these on your behalf.

Ultimately, we will do whatever action is required to protect your club.

We can review new agreements, or even write agreements for the club to use. Some clubs have outsourced the administration of all their equipment financing and administration to us.

We can also provide assistance/advice regarding club corporate finance needs, or advice in choosing financiers.

Clubs are welcome to call (02) 9240 9803 or email

debbie@integrityfinacegroup.com.au and discuss any issues.

I have seen printing equipment rented which was cemented into the ground.

When the Club realised it could not be returned, the current market value to purchase was at the lessors discretion, which turned out to be more expensive than new replacement equipment.

In a commercial kitchen, all equipment, including the splashback tiles was funded via an Operating Lease.

The cost of equipment was \$1 million.

The club paid rentals for three years and was then caught into a one year extension.

At the end of the now-four-year term and, after some \$1.7 million in rental payments, they were told the current market value of the equipment was \$500,000.

Unfortunately, all these terms and conditions were in the Master Rental Agreement, which the club had signed.

We recently reviewed a Rental Agreement for mobile phones.

While it is arguable whether mobile phones should be rented at all (do they have a life of three years?), the issues raised were:

- Can all mobile phones be returned in good order?
- Can all chargers be returned in good order?
- Are all manuals available in good order?

In this case, if it was decided that an Operating Lease was appropriate, all manuals should, for example, have been placed in safe keeping so they could be returned at the end of the term.

Without all manuals, chargers and phones, the club is exposed.

When returning equipment, the club must ensure each item in the Rental Schedule is returned, including where applicable, manuals, power cords, cables etc.

Check that the Master Rental Agreement does not require you to return equipment in original packaging or boxes.

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For these reasons, you should also keep a copy of the invoice, so that it can be verified at the beginning of the lease what equipment has been supplied and does the equipment on the Rental Schedule reflect that listed on the invoice.

We have seen additional computers or gaming accessories listed on Rental Schedules when, in fact, the equipment was never ordered or delivered.

At the end of the term, all equipment must be adequately packaged and insured during transportation to ensure no damage to the equipment.

All equipment will be tested when the rental company receives it and the club will be billed for damages if applicable.

The club is entitled to a written report of any damages and the method of charging for damages.

We recommend the club internally write up its own report detailing equipment and noting its current condition and working order for club records.

Then, the club will be in a position to negotiate any issues that it does not agree with.

If the club wishes to fund equipment via Operating Lease, it needs to be comfortable as to the method that will be used to ascertain the "current market value" of the equipment at end of term in case the equipment is misplaced or damaged or if the club wishes to make an offer to purchase.

Often, Rental Agreements give the rental company the right to decide "at their discretion" the current market value of the equipment.

If the club cannot return the equipment, it will be obliged to pay any amount the leasing agency sees appropriate.

If a club knows in advance, that equipment cannot be returned in good order, or is wishes to own it, then it should fund the equipment via another form of finance.

Equipment Suppliers/Service Providers supplying their own finance or recommending financiers

Many equipment suppliers and, increasingly, service providers have entered into mutually beneficial

strategic alliances, offering rental as part of their total asset solution.

Their aim is to sell the equipment to the club.

Logically, the initial sale is more likely to be closed if an immediate large capital expenditure is presented as smaller fixed, recurrent payments.

In regard to this practice, we make the following comments and observations:

I have been in the finance industry for more than 20 years and, during that time, have been advising and providing finance for the club industry for 15 years.

Added to this are substantial years of study in finance and management.

While I am qualified to advise clubs



Debbie Organ

on their financing and contractual arrangements, it does not make me qualified to advise clubs on issues such as which computer system the club should buy (that advice should come from an I.T. expert), what conversion should go into a gaming machine (there are gaming experts for that), or what speakers are best for the plasma screen (should be referred to an audio specialist).

How then are equipment suppliers experienced to be advising clubs on financing?

The answer is ... they are not.

The majority of suppliers have no finance background, but rather are asking clubs to sign Rental Agreements, solely to close the sale.

Many have no idea about the product or of the consequences of the agreements the clubs are signing.

Others are simply referring financiers or forming joint ventures in return for a fee if the club signs the Rental Agreement.

We wonder if equipment suppliers have considered the consequences of what will be the effect on their relationship with the club if they recommend a financier, and the club is subsequently adversely affected by the documentation outlined above?

We have seen a few opposing examples:

First, a computer supplier wins a large tender for the supply of I.T. equipment to one of Australia's largest companies.

They in good faith, introduce a rental company to the organisation with the aim of assisting with the cost of acquisition.

The clients, however, had a very bad experience with the rental company in the past (they had been caught in extension terms which cost them more than \$1 million) and resented the relationship between the two organisations.

In turn, the supplier lost the contract.

We would consider the supplier to be an innocent bystander in this instance as he had no knowledge of the rental company's background, reputation and work ethics, or the terms and conditions in their Rental Agreement.

We have also seen many cases where rental companies have been collaborating to finance invoices, which are substantially higher than what was agreed between the club and the supplier.

On settlement of the higher invoice, the difference is split between the two parties, while the club is paying rentals on the higher invoice cost.

In some cases, we have seen \$200,000 added to the invoice cost.

Rental companies frequently do not send a copy of the invoice and there is a risk the club will be exposed.

In reverse, funding of fraudulent invoices is currently a concern for financiers.

They are funding invoices for equipment which either does not exist, or that has been financed before with other funders.

This is why we recommend clubs check the invoice against the Rental Schedule they are signing.

Second, finance provided by equipment suppliers is generally more

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expensive than can be received by independent rental companies.

This is because the suppliers are either supplying their own finance and are taking no residual investment in the equipment, or because the rental company to cover the commission to the supplier is adding on substantial fees.

One way suppliers cover the fact their monthly rental is higher than competitors is to "blind price" the equipment.

Blind pricing occurs on the supplier's assumption the club will focus attention on the monthly rental quote rather than the capital cost of the equipment.

Blind pricing occurs when suppliers, who are confident the club will rent the equipment, provide rental quotes and provide a highly inflated equipment cost.

On the off chance the club compares their rental quotes to alternative rental quotes (based on what is perceived to be the capital cost), their rental quote appears cheaper than competitors.

This practice is common with suppliers who offer their own finance, and so have the ability to manipulate the invoice. We come across this practice on a weekly basis.

Always obtain more than one quote for equipment and make sure the supplier is aware that you may choose to pay cash for the equipment.

In this case, they cannot risk the sale by providing a capital cost substantially in excess of their competitors.

We also recently came across contracts in a club for the supply of telephone services.

This is a fixed term contract for four years (which, in itself, is an article waiting to happen) however, attached to the service agreement was a rental agreement for the phone system itself.

The monthly rental for the phone system was, by coincidence, very similar to the monthly service fee.

We are confident the club has signed these agreements thinking they were one, and not realising it had signed a rental agreement that was detrimental to the club.

How is it that a telephone service provider can also be experienced in finance?

The answer is ... they are not and they tricked the club into signing two agreements.

The club will be locked into an agreement where they pay for the phone system four times over - and still will not own the equipment at the end of the term.

While there are some suppliers and reputable rental companies partnering in successful programs, the decision to purchase and the decision to finance should be handled independently.

Executing Documentation

Having revised all the issues outlined in this and previous issues, it is time for a club to execute documentation.

The Master Rental Agreement and attached documentation is executed by the club and returned to the rental company who then execute the document.

A copy of the entire executed document should then be provided to the club for their records.

This is standard procedure and, in fact, documentation will note there is no offer to rent until the rental company executes the document.

I have seen instances where clubs have executed agreements, only to find that inside pages in the agreements were changed prior to the agreement being returned to the club.

It is the final executed agreement that will apply once drawdown commences.

It is for this reason that we request all clubs check the numbering of all pages of the agreement they receive, that every page of the agreement is initialled and a copy of the executed agreement is kept before it is returned to the rental company.

Learn By Your Mistakes

It is interesting that clubs that have been caught in these contracts, which have cost them hundreds of thousands of dollars, are again accepting quotes from the same rental companies and accepting them because they appear cheaper.

Surely commonsense dictates that if you get stung once, do not use that provider again.

Do not accept the excuse they have changed their ways, or it was all the doing of one individual in their company.

Also, if you come across detrimental clauses like the ones we have outlined, why not send a general warning to other clubs in your area. ■

"Surely commonsense dictates that if you get stung once, do not use that provider again."

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Before ...**After ...**

Maroondah Hospital's Day Chemotherapy Unit, got a \$15,000 makeover from Club Kilsyth staff and volunteers.

Bitter-sweet time for Club Kilsyth after 'Weekend Blitz' at Maroondah Hospital

Management and Staff at Victoria's Club Kilsyth recently experienced both ends of the emotional spectrum.

In late October, Club Kilsyth came to the rescue of the Maroondah Hospital's Day Chemotherapy Unit, which desperately required a refit and makeover.

A few weeks later, Club Kilsyth was burnt to the ground following an electrical fire that started in the roof of the club.

The club has always taken a leadership role in the community and recently raised \$1.8 million for a foyer at the Kilsyth Sports Centre and \$15,000 for the renovations at Maroondah Hospital.



Sue Munro

It is estimated the club also has raised more than \$150,000 for the Country Fire Association since it opened in December 1998.

The clubhouse was built by the Appleby family, who had been in the Bayswater North area since 1916.

It was a terrible blow for everyone associated with the club, but Club Kilsyth General Manager Sue Munro has vowed that the club will be rebuilt and trading before the end of next year.

As part of the Victorian club's community sponsorship program and five-year partnership with Maroondah Hospital, Club Kilsyth organised and delivered a project to completely refurbish the area.

The Unit's facilities were less than ideal due to the rapid expansion of the service and the location of the area in the

older part of the hospital.

The renovation has totally improved the "feel" of the area, not just for the staff, but - most importantly - for the patients.

On top of the \$10,000 donated towards renovation, electrical works and furniture for the new waiting area, Club Kilsyth staff and volunteers staged a "weekend blitz" in late October to complete the project with work that included patching, painting, hanging artwork, moving furniture and cleaning.

The Good Guys Bayswater delivered the electronics, appliances and other items that provide comfort to patients and their visitors who are experiencing a significant change in their life. ❏

CLUB KILSYTH BLAZE TRAGEDY - P36 & 37



Club Kilsyth staff and volunteers put the finishing touches to the Chemotherapy Unit makeover.



Club Kilsyth was gutted by an electrical fire in the roof last month.

\$6 million Club Kilsyth will rise from the ashes

By KATIE CINCOTTA

FIRE has destroyed one of Melbourne's most popular clubs. Club Kilsyth was gutted last month after an electrical fire began in the roof.

About 75 firefighters were unable to save the community club at the foot of The Dandenong Ranges east of Melbourne, after its roof collapsed and the structure went up in flames.

The community hub in Bayswater North had four function rooms, a restaurant and a gaming machine venue and was the clubhouse for Victoria's largest basketball club, with 15,000 members.

What remained was a pile of rubble, a \$6 million damage bill and a passionate commitment to rebuild.

Club Manager and CMAA member Sue Munro said the reconstruction project would take some of the club's young staff on new career paths.

She believes her chosen team will be like the phoenix rising from the ashes - the tragic fire offering them a rare opportunity to develop new skills to help create the new Club Kilsyth.

"We've been fortunate with our insurance company to keep at least 10 staff on board," Sue said. "I want them to have the ownership and the passion that I had eight years ago. I want to hand it over to the younger ones and hope that they can rebuild with me guiding them."

As CMAA Victoria's 2004 Tabaret Manager of the Year, Sue eminently qualified for the tough slog of rebuilding the club.

As a former property developer with Tabcorp, she took on the club manager's role in 1997 and supervised

the entire construction of the venue.

But, because of her intimate involvement with the club's inception, Sue has been unable to visit the charred ruins. "I haven't been back since the fire," she said. "It's too difficult at the moment. But some of the staff have been back for the healing process and to see if they can save anything from the debris."

Functions coordinator Chantelle McClean said staff were devastated by the damage and managers were trying

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Club Kilsyth, one of Melbourne's most popular club.

FROM P36

to move staff and clients to nearby clubs.

"It's been devastating for everybody," Chantelle said. "Some of us can't eat or sleep. And there's always the worry of where I'm going to go now."

The club has been running a temporary office from the its basketball club's stadium, which was inundated with inquiries regarding the hundreds of cancelled Christmas and New Year functions that were booked at the stunning sandstone venue.

Management held regular staff meetings to keep their 100-odd employees briefed on matters of employment and insurance.

Staff members also were offered a list of up to 70 hospitality venues where they could seek work.

Chantelle said the community rallied around the club following the tragedy. "Clients have been so understanding," she said. "They've said, 'as soon as you rebuild we'll be back again,'"

The five nervous brides who had weddings booked in the New Year were relocated to other venues, which



Club Kilsyth Manager and CMA member Sue Munro (centre) with some her more than 100 staff.

Chantelle said showed the support of the business community in crisis.

"Our competitors have been fantastic," she added. "And we'd do the same for anyone else."

Chantelle said that Sue had maintained an important leadership role in the face of the disaster.

"Sue is an amazing person and she's definitely chin up," Chantelle added.

The club hopes to be open for business in late 2006.

Karma is sure to be on their side through Club Kilsyth's commitment to local fundraising. The have raised \$1.8 million for a foyer at the Kilsyth Sports Centre and \$15,000 for renovations at Maroondah Hospital's chemotherapy ward. For words of support and encouragement, work offers or donations to the Club Kilsyth reconstruction, phone (03) 9761 4233 or log on to the website www.clubkilsyth.com.au ☑

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Merry Christmas

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CMAA HOSPITALITY EXPO 2006

28 - 29 March 2006

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Jason working to deliver Arana Leagues Club's vision



The Arana Leagues Club...a new look by Christmas.

By HENRI LACH

There's a common thread in the mindset of top club executives ... a need to be innovative and move with - or be ahead of - the times.

Jason Lynch is typical of these innovative managers and he's putting it to good use at the Arana Leagues Club, on Brisbane's north side, where he took over as General Manager last November.

Jason is the first to admit that he inherited a club that was in good shape, with a plan on the drawing board for a major expansion program.

He also inherited a friendly, loyal staff.

Some of the 50 full-time employees and 40 casuals have been with the club for more than 10 years, and he's quick to pay tribute to them.

"Without these people I would not have been able to achieve any of the results since I've been here ... it's been a team effort," he said.

During these past 12 months membership has topped the 10,000 mark, net profit has reached \$1.1 million and he's successfully applied for an increase in the club's gaming machines from 146 to 200.

He's also fought - and won - a battle with Council for extensions to the



Arana Leagues Club's General Manager Jason Lynch.

club's car park and negotiated plans through Council for the \$2 million major expansion to the club premises.

The club itself is on leasehold land, but it bought two privately owned residential properties to increase car parking space.

"It's been a long, drawn out process

to get permission for the car parking and to get the major plans approved," he said.

The major extensions will give the club an additional 700 square metres of floor space.

This will include an alfresco dining area with its own kitchen, new bar and new coffee shop - all facing the club's oval so patrons can watch the football, day matches as well as games under lights.

Arana Leagues is home to a senior team in the Mixwell Cup competition, regarded as South-East Queensland's second-tier competition.

The Arana under 18s won the premiership this year.

Jason Lynch was looking to the future when he insisted the extension plans include special provision for smokers in the face of looming tougher anti-smoking legislation in Queensland, due to come into force on July 1 next year.

So far, he believes the restrictions on smoking have not had a great impact in his new club.

"We budgeted for a downturn between 5% and 10% in gaming revenue, but that does not appear to have happened," he said.

CONTINUED P41

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It's the first time in his club career that Jason has worn the mantle of general manager.

While there were other contenders for the job his sound background and past experience obviously won the day.

Jason has a graduate certificate in business from the Australian Institute of Management that has given him four units towards his Master of Business Administration (MBA).

He's also a Bachelor of Business in Accounting from the University of Southern Queensland, and he's an ACCM.

His involvement with the CMAA includes a stint as treasurer of the Brisbane Zone from 2001 to 2003.

That was while he was finance and gaming manager with the Logan Diggers, a club still under the direction of CMAA Hall of Fame member Pam Shelton.

Jason has a high regard for Pam and acknowledges that four years with the Logan Diggers was an excellent springboard for his top-level role at Arana Leagues Club.

From January 1997 until he went to the Logan Diggers in March 2000, Jason was finance manager at Redlands RSL Club, on Brisbane's bay side, where he helped oversee a major

redevelopment of the club's facilities.

His first senior executive job was as racing manager of the Queensland Principal Club at Toowoomba, on Queensland's Darling Downs, from 1990 until 1997.

Responsibilities there included management of staff and ensuring compliance with legislation, skills that certainly are important in the club industry today, particularly in the area of legislation.

With all that in his experience bank, Jason is tackling his Arana posting with confidence and looking forward to the club's new extension opening in time for the Christmas trade.

"It's all about moving forward, creating a new and better atmosphere," he said.

Jason's appointment at Arana Leagues Club came with a bonus.

Two weeks into his new job, his wife Susan presented him with a son, Toby, a brother for their then two-year-old daughter, Taryn.

"I met Susan in the club industry," Jason said with a smile. "She was a duty manager at Redlands RSL club, but she's a full-time mum now."

There is no doubt that they, and the people of the Arana Hills area in general, will benefit from the new expansion and from Jason Lynch's stewardship of this progressive club. ❖



Jason Lynch

Arana Hills a diverse community

The Arana Hills area, on Brisbane's north side, is the population catchment of the Arana League Club.

Arana Hills is a fascinating mixture of socio-economic groups encompassing areas of former housing commission homes to million-dollar mansions set in landscaped gardens.

It's also an area that is home to many families and providing sporting facilities and support for the local youth is a high priority in the club's commitment to its community.

To this end, the Arana Sports entity has been formed within the auspices of the Arana Leagues Club.

"Arana Sports was created to manage and coordinate the sporting and recreational interests associated with the many sporting groups that use and are based at the club precinct," Arana Leagues Club General Manager Jason Lynch explained.

"There about 1200 juniors under the umbrella of Arana Sports, with another 200 seniors who play sport here."

The list of organisations supported by Arana Sports is impressive and includes the local Police Citizens Youth Club, whose members have access to the club's sporting facilities.



Arana Leagues Club's Bistro attendant Denise Newman is one of the club's long-serving employees.



Keith Nolan

Life Member, sports legend passes

The club and racing industries and the Illawarra region lost a legendary figure with the recent passing of former Thirroul Leagues Club Manager Keith Nolan, a CMAA Life Member.

The man known to friends and colleagues as "Shoulders" died on Thursday, November 24, aged 75, following a long illness.

Keith, who was involved with Thirroul Rugby League Club, also served as Chairman and Chief Executive of the Illawarra Turf Club during his long career as a club and sports administrator in the Illawarra.

The main grandstand at Kembla Grange Racecourse is named in Keith's honour and one of the feature events on the club's racing calendar is the Keith F. Nolan Classic.

Keith also was on the steering committee that helped put the Illawarra Steelers into the NSWRL premiership in 1982. Keith's sons, Peter and Mark played rugby league with Thirroul during the club's best seasons.

Keith is survived by his wife Jill, children Peter, Cathy, Mark and Julie and 12 grandchildren.

DOOLEYS event spotlights partnering



DOOLEYS Lidcombe Catholic Club President Peter Ross, State Member for Auburn Barbara Perry, keynote speaker Stella Axarlis and DOOLEYS Lidcombe Catholic Club General Manager Greg Kearins.

DOOLEYS at Silverwater hosted an evening that brought together people from all levels of the community with the theme, "successful partnerships".

Local Government, business, community groups and club representatives - including DOOLEYS' Board and management, life members and sports council representatives - gathered at Waterview at DOOLEYS on October 26.

The gathering was headed by State Member for Auburn Barbara Perry, Auburn Council and ClubsNSW representatives who heard keynote speaker, Stella Axarlis, endorse the merits of investment in communities.

Stella has faced enormous challenges on three fronts; as an educator, an internationally acclaimed opera singer and as an elite business person.

Stella became a Member of the Order of Australia in 1998.

DOOLEYS hosted the event to

recognise their investment in and commitment to their local community through their recent renovations and refurbishment of the Silverwater Club.

The focus of the event was bringing businesses and community together and celebrating the rewards that successful partnerships bring.

Stella endorsed and consolidated this philosophy in her presentation, stating that building successful and sustainable businesses result in positives for their communities.

The club industry was born of community and has always promoted, supported and facilitated community improvement and growth. Clubs work towards "community profit sharing", providing necessary funds to local schools, sporting clubs, support programs, youth groups, arts and entertainment.

The evening was generously sponsored by Yellowglenn, Wolf Blass Wines and Vittoria Coffee. ☐

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RSL Clubs Conference numbers up

More than 200 delegates attended the fourth annual conference of the RSL and Services Clubs Association - "Switched on for Success" - at the Hyatt Hotel in Canberra last month.

The number of delegates was up more than 10% on the 2004 attendance, a reflection of the high standard of the conference program and the increased number of the Association's member clubs - up from the 23, when formed in early 2002, to 70.

Following a day-and-a-half of sessions, the conference - from November 20 to 23 - ended with its signature dinner at the Australian War Memorial, preceded by a remembrance service in the Tomb of the Unknown Soldier.

During the conference, the Association made a special presentation to acknowledge the work of the founding chairman of the Association, Craig Fantom, who left the industry in September to pursue a career in hotel management.

Craig had been chairman since the organisation was founded in late 2001.

The Association also signed the Memorandum of Understanding with the NSW Opposition on the Coalition's future Gaming Tax proposals and long-term strategy for



Newly appointed RSL and Services Clubs Association Chairman Tony Jeffcott (right) makes a presentation to the Association's founding chairman Craig Fantom during the annual conference in Canberra last month.

the NSW club industry.

Leading the presenters was keynote speaker Ross Honeywill, a former director of KPMG, internationally published author and co-founder of the privately-funded international consumer think-tank the Centre for Customer Strategy.

Ross focused on the New Economic Order (NEOs) and their spending patterns as opposed to the 'traditional'

member and their likely impact on the club industry.

"While traditionals and NEOs are equally likely to go to a club, NEOs - generally younger - are more attracted to food and entertainment," he said. "Further, NEOs are as attracted to change, as traditionals are opposed to it."

Ross told delegates they should understand their club's "economic type" in business and not confuse customers by creating products or promotional campaigns that are misaligned. Clubs must recognise and reward customers; think and behave like a customer themselves; put a 'traditional' in charge of 'traditionals' and put 'NEOs in charge of 'NEOs'.

Other key speakers included Steve Simpson, who focused on the unwritten ground rules of management cultures improving profits from an improved culture; and Peter Thurin, who left delegates with key messages on excellence in management.

Topics addressed at the conference included strategies to increase food profitability; the new wave of technology coming over the industry; water recycling; a look at the emerging Asian gaming market; an enlightening session on how Star City Casino is going about changing its service culture. ■



(from left) Raelene Breakwell (Club Keno Holdings), Jenny White (Whitenow Consulting) and Anne Fitzgerald (ClubsNSW) at the 2005 Conference's Entertainment Showcase.

CMAA DIARY DATES

FOR ZONE MEETINGS & INDUSTRY FUNCTIONS IN 2005 / 2006

Day	Date	Meeting	Venue	Zone	Lunch
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	6/12/0	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	West Diggers Tamworth	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
JANUARY					
Friday	20/1/06	11:00	Brisbane Waters	Central Coast Social Cruise	13:00
FEBRUARY					
Friday	10/2/06	07:00	Carnarvon Golf Club	Inner West Golf Day	13:00
Tuesday	14/2/06	09:30	Caloundra RSL Club	Sunshine Coast AGM	
Tuesday	14/2/06	09:30	Everglades Country	Central Coast AGM	13:00
Tuesday	21/2/06	N/A	Las Vegas, Hawaii.	79th World Conference	N/A
	- 5/3/06		www.cmaa.asn.au	on Club Management in Hawaii	
MARCH					
Tuesday	28/3/06	13:30	Darling Harbour	Inner West Zone AGM	
Tuesday	28/3/06	09:00	Darling Harbour Sydney	CMAA Annual Conference	www.cmaa.asn.au
Tuesday	28/3/2006	09:00	Darling Harbour	Federal Council Meeting	09:00
Tuesday	29/3/2006	12:30	Darling Harbour	CMAA AGM	10:30
Tuesday	28/03/06	18:00	Darling Harbour	CMAA Annual Awards Dinner	18:00
APRIL					
Friday	7/4/06	07:00	Horton Park Golf Day	Sunshine Coast Golf Day	13:00
Tuesday	16/5/06	07:30	TBA	Inner West	N/A
Tuesday	23/5/06	09:30	Tewanton Noosa RSL Club	Sunshine Coast	13:00

Liverpool Catholic Club adds \$71,600 to All Saints Senior College donations

Liverpool Catholic Club Directors visited All Saints Senior College in Casula to announce a \$71,600 donation and reviewed the results of the previous year's funding.

"Liverpool Catholic Club is proud to be able to help the College for another year," Club President Tony Atkins said. "Our donation, which forms part of our broader aim of supporting schools and parishes in the Liverpool area, will go to funding a range of programs within All Saints."

With the club's help, All Saints Senior College will again employ three part-time teachers who specialise in

literacy, numeracy and teaching students of non-English-speaking backgrounds. The funding also will purchase 10 laptops for students who, due to physical difficulties, need to use a computer in their Higher School Certificate. The laptops will be available to the students on a daily basis so they are not disadvantaged during exams. The funding also backs the hire of buses for the school's Community Support Program to transport All Saints students on visits to assist local community organisations such as nursing homes, pre-schools and the refuge centre.

The club also has supported a program, to be created and implemented by the school's careers adviser, which will give All Saints students greater access to post-secondary career and training options. Most of these programs are already in place thanks to previous donations from Liverpool Catholic Club.

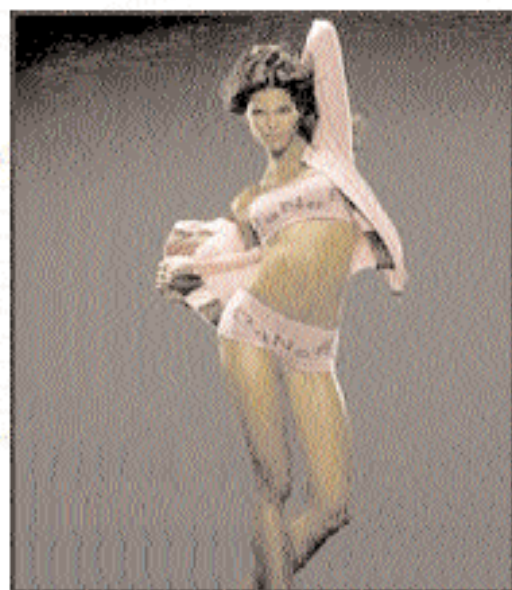
Tony and club directors Silvio Marucci and Val Hood expressed great satisfaction at how the programs have been implemented.

"It is a pleasure to see that the club has been able to give a real hand to students," Tony said. ☑



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Caloundra RSL growth continues as Tony marks personal milestone

By HENRI LACH

Caloundra RSL Services Club's staff quietly celebrated a very personal piece the club's history at an informal gathering over a few drinks. November marked a decade since Tony Costain took on the job as General Manager of what was then a small club on the Sunshine Coast of Queensland.

When Tony arrived at Caloundra in November 1995, the club membership was around 2000, with a handful of poker machines tucked away in the corner of the lounge, and a staff of a couple of dozen volunteers.

"The current committee had decided the time had come to put the club in professional hands," Tony said.

"I could see there was a big job ahead and I needed good help. I'd worked with Jim Darcy at Southport RSL Club on the Gold Coast and asked him to come up and give me a hand. We've been a team ever since."

The club - and its team - have never looked back. Tony's first move back in 1995 was to upgrade the club's gaming machines and launch a membership drive. Two years later, the club had



The view across Pumicestone Channel from the Caloundra Power Boat Club.

money to expand. The tired, old building got an overhaul in 1997 ... the interior modernised and additional gaming machines increased cash flow.

The club formulated a master plan and, by 2000, stage two of the plan was completed, giving the club its present people-friendly look and facilities.

Tony Costain is somewhat matter-of-fact about the club's progress and

achievements. "We've spent \$20 million on upgrading the club in the past seven years, and we're debt free at the moment," he said.

"We'll spend another \$12 million soon for further expansion."

That expansion includes a conference centre accommodating 400 people and a new alfresco dining area.

He expects this work to be finished before the end of next year.

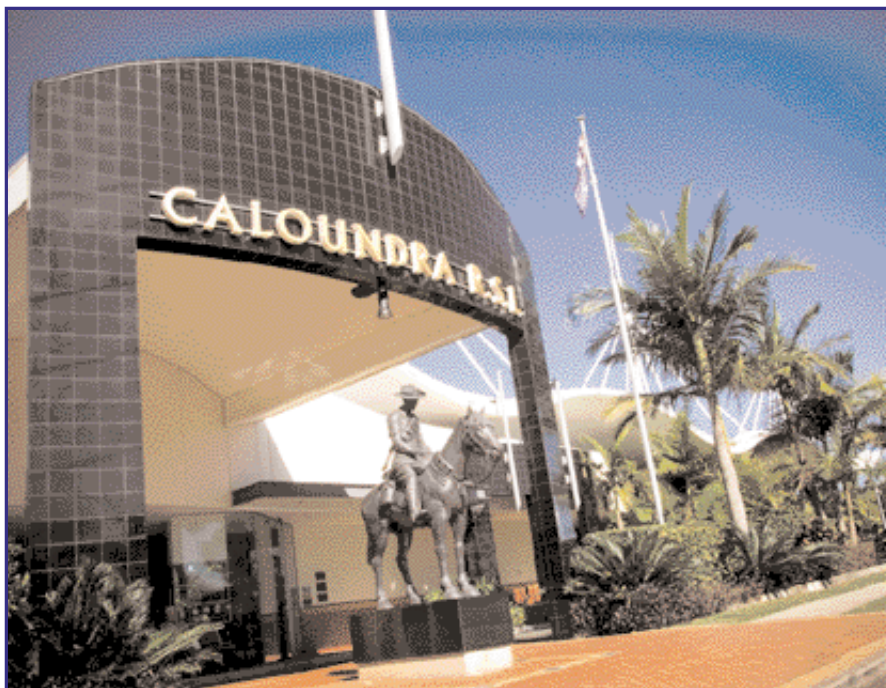
The club bought an entire block of residential properties across the road from the club and has successfully applied for a street closure to amalgamate the properties.

"An accommodation block of 15 storeys is part of the master plan for the next five or 10 years down the track," Tony said.

During this major planning and acquisition period, there's been time and money to bail out the adjacent bowling club, the Caloundra Surf Lifesaving Club for around \$500,000, and Caloundra Power Boat Club for \$1 million to bring them under the RSL Club's administrative wing.

"They were all in trouble but are all trading profitably now," Tony said.

The parent club has consistently shown a profit of \$6 million to \$7



Caloundra RSL Services Club's impressive exterior and arrival area.

CONTINUED P47

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million during recent trading years from a turnover of \$26 million a year.

Membership is approaching 40,000 with a full complement of 280 gaming machines.

Food from its three in-house restaurant operations has accounted for \$750,000 of the annual profit.

Quality is a byword ... the best beef comes from King Island and seafood from local trawlers. "We do about 35,000 meals a month," Tony said.

The club provides free entertainment seven nights a week, at an annual cost of \$600,000. "Other clubs charge \$12 a head for the sort of entertainment we provide," Tony added.

The club recently won a three-year battle to extend its licensing hours to 3am.

"There are a lot of ex-Sydneysiders here who don't want to go to bed at 8 o'clock," Tony explained with a smile.

The club's list of awards since 1997 includes: Best Club on the Sunshine Coast, eight times; Best Club Food Outlet in Queensland, five times; Hall of Fame Membership in 2001 for three Best Food wins; Best Licensed RSL Club, three times; Best Gaming Venue, twice. It's also been named Best Club in Queensland, four times.

The club also has won the Restaurant and Catering Queensland - Best Family Establishment Restaurant and Best Pub/Club/Tavern Award for the Sunshine Coast several years running along with the Professional Development Award for staff for the



Caloundra RSL Services Club General Manager Tony Costain with the club's Education Director Katharina Radziwill.

past two years.

Tony Costain has been twice named Best Club Secretary Manager, in 2000 and 2004.

If all that isn't enough, Tony and his deputy Jim Darcy - both long-term CMAA members - also have evolved a "big brother" approach to country clubs over a wide area of Central and Northern Queensland.

Each year they invite club staff and managers from as far a field as Biloela to visit the Australasian Gaming Expo and the Fine Food and Wine Expo.

And Tony, who is CMA Education

Officer for the Sunshine Coast and an ACCM, is enthusiastic about his club's recent State Government accreditation as a hospitality training facility, under the direction of Katharina Radziwill, also a CMA member.

Tony Costain is a man who has found his niche and is focussed on continuing the successful and important work at Caloundra RSL Services Club.

"We are heading for exciting times and I want to be here for the next decade and beyond," he said. ✱

Tony follows rich family heritage into hospitality industry



Caloundra RSL Services Club General manager Tony Costain is another person literally born into the hospitality industry.

His parents were in hotels in Launceston, Northern Tasmania, where he was born.

While his two sisters showed no inclination to head in that direction, Tony decided to follow in his parents' footsteps and worked in their hotels for a number of years. When his parents semi-retired, moved to the Gold Coast and tried their hand in the real estate industry, Tony tagged along but soon found the real estate business not to be his cup of tea.

With the advent of gaming machines in

Queensland clubs, the state's hotel industry in the early 1990s was left fighting for survival. Many hotels went bust before laws were changed allowing them to install gaming machines and Tony's skills were in demand from receivership administrators.

In 1992, he took a job with Southport RSL Club during that club's massive expansion program, until the Caloundra job came up.

Tony's wife Kelly also worked in the hospitality industry on the Gold Coast. They have three children - Christopher 12, Ryan 10, and Sharnii 9. Kelly now also works in the club as the Group Functions Manager.

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