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# SPONSORS OF THE CLUB MANAGERS CAREER DEVELOPMENT CENTRE

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After considering the effects of the Federal Government's recent Industrial Relations Legislation, commonly referred to as WorkChoices, CMAA Federal Secretary **Allan Peter** has outlined the Association Executive's preferred position on employment agreements. Apart from the industry's Award, the CMAA has developed a new Management Service Agreement, which calls up Award provisions ...



Pages 14 & 15

CMAA membership has brought rich rewards for 2006 CMAA Bursary Award winners **Mandy Ne'Roi** and **Stuart Burrows**. Sponsored by *Coca-Cola Amatil*, Mandy, from Mingara Recreation Club on the NSW Central Coast, and Stuart, of Club Marconi in western Sydney, enjoyed a visit to the National Restaurant Association trade show in Chicago as part of their recent bursary tour ...



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The new anti-smoking laws have given Queensland clubs a whack in the pocket. For some, it may even be an ongoing outgoing if they inadvertently fail to comply with the rules. CMAA Brisbane Zone President **Pam Shelton** said an independent survey of 197 clubs throughout the state has shown an average drop of 12.6% in revenue in the first weekend of the total smoking ban. **Henri Lach** reports ...



Pages 22, 23 & 24

The CMAA Mid-Year Executive Leadership Conference at Conrad Jupiters Casino on the Gold Coast challenged Club Managers to work effectively with their Board and to ensure an internal, dedicated and measurable Customer Service System is implemented in their clubs in our ever-increasing competitive world facing the Club Industry. In an 18-page Special Feature, CMA Magazine Editor **Peter Sharp** reviews the General Meeting, education and workshop program and social activities of the Mid-Year Conference ...

Pages 26 to 43



# AGE 2006 'Sold Out'

All available space is sold out for the 2006 Australasian Gaming Expo (AGE) in Sydney next month.

The 16th annual Expo will be presented at the Sydney Convention and Exhibition Centre at Darling Harbour from September 3 to 5.

Australasian Gaming Machine Manufacturers Association (AGMMA) Executive Officer Ross Ferrar said the response to this year's Expo reflected the increased interest in gaming in the Asia-Pacific region.

"Australian companies are now playing a leading role in the industry in the region, particularly in Macau," Ross said.

"The Sydney Expo offers industry participants a chance to see what's hot globally and how Australian companies are adapting to new opportunities."

Ross said online registration for the Sydney Expo was in full swing and he expected record numbers of international visitors to participate.

"More than 7,000 people attend the AGE each year and, judging by the reaction to date, we're confident the 2006 Expo will be an outstanding success, attracting global casino, hotel and club



**AGMMA Executive Officer Ross Ferrar.**

representatives," he said. "The exhibition is already a sell-out with more than 165 exhibits over 15,000 square metres."

Ross said the latest in games and gaming machines from Australian jurisdictions and overseas would be a real eye-opener for industry representatives.

"In an increasingly competitive industry, there is no easier way to remain abreast of emerging developments than by visiting the Sydney Expo, where the world's best will be on display," Ross said.

"For hotels and clubs to continue to survive and prosper, they need to be able to get a jump on the competition by learning the secrets of successful venues in Australia and overseas."

Also on show at AGE 2006 will be the latest in hospitality equipment, venue design and fit-outs while other exhibits will feature food and beverage, security solutions, entertainment, furniture and staff uniforms. ❏



> The Australasian Gaming Machine Manufacturers Association has sold the rights to stage annual Asian Gaming Expo.  
> FULL REPORT: Pages 56 & 57



# Baulham Hills Sports Club nets three generations of support for 40th anniversary

**A** passion for netball has inspired three generations of the Everitt family to play for the Baulkham Hill Sports Club Netball Division (BHSCND) and celebrate its 40th anniversary.

BHSCND Netball Club President Lorraine Everitt, her daughter Simonne Dallaway and grand-daughter Ally Dallaway are passionate club members and supporters. Lorraine coaches two teams, Simone plays in the club's No.1 A1 team and coaches Ally's Under 7 Beresfords team. Lorraine said she was encouraged to play netball in primary school and her love for the sport has continued to grow.

"It is very rewarding to see my family getting the same enjoyment and friendships that I have from the game," she said. "It brings back so many great memories watching my grand-daughter play ... she is so much like her mother at the same age."

Simonne said having her mother involved in the club has been a great encouragement.

"Although she coaches the club's other club, it's great



**PICTURE:** Lorraine Everitt (right), her daughter Simonne Dallaway and grand-daughter Ally Dallaway celebrated Baulkham Hill Sports Club Netball Division's 40th anniversary.

having mum involved and she's always there to support me," she added.

With mother and grandmother as representative players, Ally continues the tradition playing under Simonne's eye in the Under 7s.

"Coaching Ally is very rewarding," Simonne said. "I can see her getting the enjoyment I've had over the years, in playing and meeting new friends."

Baulkham Hills Sports Club Manager John Baresic said it was an honour that a rich family tradition continues within the club.

"BHSC is pleased to have supported many netballers over the past 40 years," he said. "Let's hope we keep the tradition alive for another 40."

BHSCND celebrated its 40th anniversary on July 8 with a members' luncheon. 🍷







From  
**TERRY  
CONDON**  
Executive Officer

I couldn't think of a better way to spend the days following the Darling Harbour Conference in late March than in outback Broken Hill - a complete contrast to the hustle and bustle of downtown Sydney.

Education Manager Ralph Kober joined me in representing the CMAA, while Chairman Peter Newell, OAM, and CEO David Costello flew the flag for ClubsNSW when we flew into Broken Hill looking forward to some country hospitality - and we were not disappointed!

The Regional Conference Meeting attracted more than 120 club managers and directors from around the district

## Broken Hill Clubs turn on warm welcome

and beyond to Temora to converge on the "Hill" for four days of regional member meetings, education workshops and social activities.

Highlights included ...

- > the Members Dinner hosted by the Barrier Democratic and Social Club;
- > presentation of the CMAA's Active Certified Club Manager (ACCM) award to three of our country managers;
- > more than 30 CMAA members attended the Zone Meeting and education workshop facilitated by Wayne Forrest, of the Enterprise development network - a CMDA Bursary sponsor;
- > the St Pat's Race Day when more than 7,000 people attended a fantastic country race meeting.

Congratulations to Broken Hill's Barrier and Democratic Social Club

CEO Karren Howe, Temora Ex-Services Memorial Club CEO David Hart and Albury's SS&A Club General Manager Paul Lappin on being presented with their ACCM awards.

The CMAA thanks Wayne Forrest on his excellent interactive presentation, "Developing Strategic Planning Principles", which proved entertaining and carried high impact for its educational value to senior managers.

I know that all managers and board members who attended the meeting over the four days left Broken Hill with great memories and experiences.

Thanks to all Broken Hill clubs that the events jointly and for their generous and genuine efforts in making the "boys from the coast" welcome in their town. 🇺🇦



*Temora Ex-Services Memorial Club  
CEO David Hart.*



*Broken Hill's Barrier and Democratic  
Social Club CEO Karren Howe.*



*Albury SS&A Club General Manager  
Paul Lappin.*



# Tooheys New claims a win for the masses

**P**roving that big is better and can be best, Tooheys New, Australia's second-most-popular brew is "Champion Lager" at the 2006 Australian International Beer Awards.

Contested by local, international, premium and craft brews, Tooheys New beat 292 lagers from 27 countries to be named Champion Lager and is the only mainstream beer to win the title in recent years.

Lion Nathan Chief Brewer Bill Taylor said the win demonstrates that Tooheys New may be a popular, mainstream Australian beer, but is a quality brew with brewing pedigree. "To win Champion Lager at the world's second-largest beer competition means that Tooheys New was judged by a panel of independent and highly qualified brewers as best lager," Bill said.

"This is a tremendous feat and proves that, while Tooheys New is brewed on a large scale, every brew is authentic and true to the

brand's quality ideals."

The win comes as Tooheys New celebrates its 75th year and off the brand's "For the Love of Beer" marketing campaign, launched in February.

"For the Love of Beer" extends to the brand's revamped packaging and was adapted for Tooheys New's ongoing Rugby Union sponsorship.

The Australian International Beer Awards were established in 1987 and have grown to be the second-largest annual professional beer competition in the world.

Conducted by the Royal Agricultural Society of Victoria in conjunction with the University of Ballarat, the Awards reward excellence in brewing and to assist in promoting the brewing industry and related industries on an international scale.

Brewed since 1931, Tooheys New is Australia's second biggest beer brand and the No.1 beer in NSW. 🍀





## INDUSTRIAL INFORMATION BULLETIN - NSW MEMBERS

# The CMAA's position on Employment Agreements (AWAs)

**From ALLAN PETER,  
CMAA Federal Secretary**

I wish to advise members of your Association Executive's preferred position on employment agreements after considering the effects of the Federal Government's recent Industrial Relations Legislation commonly referred to as WorkChoices.

The all-important regulations giving implementation of the WorkChoices Legislation became operational on March 27, 2006.

From March 27, 2006, the NSW Industrial Relations Commission lost the authority to make and vary NSW Awards for employees of constitutional corporations.

As a consequence, our Club Managers (State) Award 2006, became a Federal instrument under the Workplace Relations Act as amended by Workchoices.

Under this Act, our State Award:

- > is legally binding as a "NAPSA" (Notional Agreement Preserving State Award);
- > will continue for a three year transitional period with exclusions, until March 27, 2008.

The NSW Government has attempted to offer NSW workers a form of protection by amending the NSW Industrial Relations Act.

Part of this legislation extends the jurisdiction of the State Commission to deal with disputes arising from Common Law Contracts of Employment.

What you need to know:

- > The Club Managers State Award 2006 will continue to set minimum conditions of employment until March 2008, less prohibited content matters;
- > Managers who are on a contract with their club which relates to the Award are now under a Common Law contract;
- > The CMAA advises members not to prematurely end these arrangements by entering into an AWA (Australian Workplace Agreement).



**CMAA Federal Secretary Allan Peter addresses members at the Mid-Year Conference.**

Apart from our Award, we have developed a new Management Service Agreement, which calls up Award provisions.

This agreement may be of the type of agreement contemplated in Section 146A of the State Government legislation mentioned above.

To make such agreements work, it is incumbent upon us as an industrial organisation, to endorse the entering into an additional agreement (known as a "Referral Agreement") with individual employing clubs which can be incorporated into the Management Service Agreement.

As professional Club Managers, it is implicit upon members to provide advice to their respective Boards on such matters as Industrial Relations, as part of their duties and responsibilities.

As such, members should be aware of the advantages and disadvantages of legal agreements, in order to

inform the Board on the options available for the club's employment practises and policies.

On Page 19 the CMAA Executive has attempted - in a summary briefing table - to outline the advantages and disadvantages of employment agreements available in the context of the new Federal laws.

The CMAA Executive sought legal opinion as to the way forward that would best serve managers and their clubs, and are recommending that: Clubs and Managers enter into a Management Service Agreement which is a Common Law contract with a Referral Agreement.

The Association will provide this service to our managers and their clubs free of charge.

For more in-depth advice on this matter please contact the Associations Industrial Relations Officer at the CMAA's Head Office in Auburn, NSW. ☐

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- > This Bulletin is not intended to represent legal advice. Should you require such advice please contact the CMAA for a referral to the CMAA Legal Service.

# INDUSTRIAL INFORMATION BULLETIN - NSW MEMBERS

	CMAA COMMON LAW AGREEMENTS	REFERRAL AGREEMENTS	AWA's (Australian Workplace Agreements)
INTENTIONS:	<ul style="list-style-type: none"> <li>* To permit the two parties to an individual employment agreement to record the agreed terms of employment, without external restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>* To facilitate the resolution disputes contemplated in the provisions of Section 146A of the NSW IR Act by Commission proceedings, conducted in an efficient, expeditious and cost effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>* To remove employees' access to awards, collective agreements, or common law agreements.</li> </ul>
ADVANTAGES:	<ul style="list-style-type: none"> <li>* Full flexibility in the true representation of agreed employment conditions.</li> <li>* Ability to call up State Award conditions which may include matters considered, as Prohibited Content or non-allowable under WorkChoices.</li> </ul>	<ul style="list-style-type: none"> <li>* Parties are able to refer employment disputes and termination of employment matters to the cost free jurisdiction of the NSW Industrial Relations Commission.</li> </ul>	<ul style="list-style-type: none"> <li>* A simplified total employment agreement. Many current conditions can, and will be done away with.</li> <li>* No requirement to meet a no disadvantage test.</li> <li>* No need to involve or consult with the employees' union representative.</li> <li>* AWA conditions offered to new and promotional employees on a take it or leave it basis.</li> </ul>
DISADVANTAGES:	<ul style="list-style-type: none"> <li>* If not considered in conjunction with a Referral Agreement, parties could be equally exposed to costly common law litigation on matters that may fall into disputes between the parties.</li> </ul>	<ul style="list-style-type: none"> <li>* Employers may be unable to take advantage in the federal jurisdiction by exposure to unfair dismissal claims. These claims however may be excluded from a referral agreement.</li> <li>* If no referral agreement a dispute may be dealt with under the federal Alternative Dispute Resolution (ADR) System. The disadvantage of this is that outcomes are not legally binding on the parties and cannot resolve matters beyond those contained in the Award (NAPSA).</li> </ul>	<ul style="list-style-type: none"> <li>* Where an AWA is terminated there is no immediate access to award or collective agreement protection and employees return to the five bare minimum conditions set by the Fair Pay and Conditions standards.</li> </ul>

What action should I take now?:

- \* If you have an agreement that refers to the NSW State Award you are covered until March 2008. Before that time you should enter into a Management Service Agreement, with a Referral Agreement, with your club.
- \* If you are a new manager or a manager changing clubs you should enter into a Management Service Agreement, with a Referral Agreement, with your club.
- \* If you are already on an AWA, check to see that it does not contain "prohibited content" as this could mean the AWA is null and void.
- \* If you are offered or directed to enter into an AWA, you should take no action other than contact the CMAA.



# Battle of the bartenders

By KATIE CINCOTTA

**T**he luscious froth on the lips, the liquid gold down the gullet - beer is the brew that lets us dream lazy Sundays, sporting glory and celebrations (and hangovers) that seem to last for days.

But for those experts behind the bar who deliver our fill, serving beer is serious business. For the best of them, all roads lead to Brussels for The Stella Artois World Draught Master Championships in October.

Now in its 10th year, the battle to unearth the world's best bartender is a chance for clubs and pubs to showcase their most talented bar staff on the world stage, and gain kudos for their venue. And it seems it's not a man's world when it comes to the cream of the crop. Last year, worthy women showed they could pull a mean beer, with Renae Kerber from Belgian Beer Café in Oostende, Adelaide, claiming the national title, scoring 243.3 points out of 250.



Runner-up Jessica McMahon from Ramsgate Hotel at Henley Beach in South Australia scored 240 points out of 250, also showing up the boys.

Competitors will kick off the Australian leg of the competition this month, with heats taking place around the country during July.

Contenders will be given seven

minutes to serve a range of draught beers, with judges eyeing glass preparation, pouring, bottle handling, order-taking, and serving technique, in honour of the great Belgian beer tradition.

Foster's Brand Communications Manager Melanie Powell says there is substantial publicity surrounding Stella's world title event, with participating venues reporting an increase in patronage.

State finals are being held in select venues across Australia since late last month, with state finalists to converge at Sydney's Bar Show next month for a "beer-off". The winners will take their place in the international final in Belgium and compete against the most outstanding bartenders from 25 other countries.

If you would like your club to be involved should contact Foster's Australia through your Business Development Manager.

And may the fastest bartender, with the most finesse, win! ♣





# Making club sponsorship

Nobody likes to be taken advantage of. Clubs are famous for their generosity to community groups, many of which have unfortunately forgotten their mother's constant reminder to "say thank you". It's time to take a fresh look at the sponsorship/partnership relationship and build something more positive than the "hand-out" mentality. Giving \$10,000 is hugely beneficial to the recipient, but what else can you offer to ensure that each party benefits from the sponsorship. And what is the value of the in-kind support you bring to the table?

Make sure you add up the total value of your support and itemise it in the sponsorship agreement.

**KEN BURGIN, of Profitable Hospitality,** takes a look at this challenging and compelling subject ...

Before the Sponsorship Agreement is signed, consider:

- > Is the group, charity or organisation aligned with the values and vision of your Club? Is the organisation squeaky clean and the association will be a benefit, not a liability down the track? Is your target audience theirs? This is most important otherwise your Club will receive no benefit from the exposure or its generosity.
- > What due diligence will you do on the applicant group? Ask for bank account and insurance details, years of operation, office bearers and references. It is advisable to carry out honesty checks on office holders managing the finances.
- > Stipulate a period after which the sponsorship will be reviewed. Address the possibility up front ... that sponsorship perhaps may not be "forever".
- > If the organisation has a newsletter, establish the acknowledgement you expect in each issue. Make it easy for the organisation to promote your Club by supplying logos, artwork and design specifications.
- > If your logo or badge will appear on uniforms, equipment, or marketing



material make sure you are involved in the sign off process. The integrity and positioning of your branding is important. Are you happy for your logo to be featured alongside other clubs or hotels?

- > Ask for a written report of the results of all sponsored events - attendance, revenue, publicity achieved etc. Make it easy for smaller groups by having a

report form they can complete.

- > Have agreement that your Club branding will be prominent at all appropriate social events, including Annual Awards. Is there an opportunity for you to speak? Make sure your Club is on the mailing list and receives invitations to these events. Be in attendance.
- > When functions are held at the Club, the organisation must agree to work constructively with function staff under your normal terms and conditions. They're expected to keep their promise with numbers!
- > Decide the price (and value) of functions as part of the overall support agreement. Don't leave it to last minute haggling that undermines relationships.
- > Document agreement that the organisation will not participate in activities/functions where crowd or individuals' behaviour could damage the reputation of the Club or the safety or convenience of the local community - specifically drunkenness, drug-taking, harassment, violence or vandalism. Any occurrences of such behaviour would be sufficient reason to immediately cease support.

# work for everyone

## What else you can offer!

Cash is king, but clubs are positioned to offer a lot more - and receive the benefits of doing so.

It's worthwhile considering the sponsorship opportunity in the realm of a partnership, where each organisation works together to achieve the desired benefit for the other.

How can this work?

In your sponsorship offer, it is important to be very specific and identify how the partnership would work to achieve optimum benefits for both organisations.

Marketing and cross promotion is most important through websites, newsletters, appropriate marketing collateral and local print media.

## Website promotion

On-line promotion and communication is the way of the future - it has already overtaken many traditional forms of promotion in the popularity and effectiveness stakes - and should be fully utilised. It is by far the most cost-effective means of communicating your message.

- > Make sure that inclusion of relevant Club related promotional information on the recipient organisation's website is part of the sponsorship deal. Your own Club page would be ideal. The information should include:
- > The benefits the sponsorship brings to the community of the sponsorship recipient.

- > Your Club branding, what your Club offers, why the visitor to the website would benefit from Club membership.
- > Why your Club has chosen to sponsor the particular organisation.
- > Short introduction to your Club and a link to your Club website from the organisation's website.
- > An additional link on the recipient's Home Page (if allowed) is most valuable as this assists with Google ranking.
- > Inclusion of the same information (but from the sponsorship recipients perspective), on the Club's website. Many organisations need a 'big brother' to help with promotion - providing them with a page on your website also helps strengthen your Club positioning in the community.

## Newsletter/Magazine

- > Inclusion of the recipient group's activities in the Club's magazine.
- > Provide a promotional release to the organisation and a good quality photograph (high resolution 300dpi jpg format) so that can be included in their newsletter or magazine.
- > Promote what the benefits are to the reader.
- > Remember the old "WIIFM" ... What's In It For Me.

## Local media

When providing information to the local media promote the human interest angle - a feel-good story which involves the local community. A great way to get your story told.

## Marketing their organisation

- > Branding and display of the organisations logo, badge and memorabilia in the bar and foyer. These can be a great addition to the sports bar.
- > Assistance with marketing and catering for their Award dinners and social events. Every time they hold a function at your Club, or people hear about it, there is an opportunity to increase membership. Let's face it, many groups don't have the experience or follow-through to promote events properly. Your marketing team can be tremendously helpful with this. Let's help them to turn a booking for 100 into 100 paid-up guests who actually turn up.

- > Opportunities for the Sponsorship group's top management or leaders to speak with Club staff on topics such as teamwork and motivation. Outside speakers can bring a valuable perspective to Club training events.

What the Club could expect for its contribution (dependant on level of sponsorship)

- > A proposal from the applicant detailing the proposed sponsorship package;
- > Naming rights of a particular initiative or event;
- > Inclusion of an editorial article promoting the sponsor in the organisation's magazine and on-line;
- > Free advertising program in magazines or on-line media;
- > Promotion on the recipient's website;
- > Inclusion of Club logo on all relevant promotional material - invitations, letters, flyers, signage and website;
- > Speaking opportunities - planned program;

CONTINUED PAGE 20



# Coca-Cola Bursary winners make most of U.S. tour



**F**or Mandy Ne'Roi and Stuart Burrows, CMAA membership has brought rich rewards. Winners of the 2006 CMAA Bursary Award, sponsored by Coca-Cola Amatil, passionate "foodies" Mandy, of Mingara Recreation Club on the NSW Central Coast, and Stuart, of Club Marconi, in western Sydney, enjoyed a visit to the National Restaurant Association trade show in Chicago as part of their award.

CMAA Education Manager Ralph Kober encouraged the enterprising pair to be part of the 11-day 2006 Profitable Hospitality New Trends Study Tour led by hospitality management educator Ken Burgin, to ensure they gained as much educational value as possible and had access to the best in the industry.

According to Mandy, the experience exceeded all of her expectations.

"It opened up extraordinary avenues, presented an international perspective on the hospitality industry, inspired me and gave me many ideas to put it in place in my club," Mandy said.

"On the tour, I formed friendships and strong hospitality networks with those in our group, as well as meeting leading international hospitality professionals, which I could not otherwise have done.

"I am extremely grateful to CMAA and to Coca-Cola Amatil for making this opportunity possible."

Stuart Burrows has ensured his experiences and ideas have also been shared with his colleagues at Club Marconi since his return home.

"Without \ Amatil and CMAA I would not have been able to attend the NRA Show or the tour," he said. "The Bursary program is a wonderful initiative and I encourage every Club Manager to be a part of this.

"I sincerely thank the sponsor and the Club Managers Association Australia for this magnificent opportunity.

"With limited time in Chicago and Las Vegas, the well-planned Profitable Hospitality tour program offered great value and made so much possible.

"Tour guests had a wide range of experiences, from tours through casual dining restaurants to discussing with international industry operators how they manage to provide the exceptional service for which they are known world wide."

Both Mandy and Stuart encourage their colleagues to participate in the CMAA Bursary Awards Program.

The 2007 CMAA National Bursary and Scholarship Program will be open for applications towards the end of August. Every CMAA member will be sent a prospectus and application form. ✪



**CMAA's Coca-Cola Bursary winners Mandy Ne Roi and Stuart Burrows.**

## FROM PAGE 19

> Exclusivity?  
> An information media pack from the sponsorship recipient to be used by the Club to promote the sponsorship  
Having the Sponsorship checklist in place is essential, however Moama Sports Club Manager Wayne Sutton says it's also about "customer education and training".

It is important that Club members, and also the community, understand that the sponsoring Club is a business and as such is accountable for how it spends its money.

When the Club prospers, it can afford to be more generous.

Moama Sports Club uses its Point of Sale to track the spending of sporting groups.

Financial support is proportional - if

the annual cheque is less than usual, it reminds the recipient of its obligations back to the club.

New groups requiring sponsorship understand that support is not forever, but designed to get them on their feet and become self-supporting.

Other support could include:

- > Raffle or Competition Prizes of "Dinner to the value of \$200" to support fund-raising. A good example of a "soft dollar" item, where the actual cost to the Club is less than the perceived value.
- > Assistance with insurance under an inclusive club policy.
- > A per-person subsidy off the regular price of the Function Menu chosen.
- > Complimentary room hire for group functions (another good "soft dollar" item).

- > Access to the club's competitive purchasing of certain goods.
- > A percentage of bar proceeds spent by supporters at a certain time each month.
- > Financial assistance based on what members actually spend at the club. Modern membership card systems can link a member's card to a group account. Every time they spend at the club, it's recorded toward the group's total for the year, with financial support in proportion. Very fair.

Profitable Hospitality offers many articles and resources on [www.profitablehospitality.com](http://www.profitablehospitality.com) to help club managers with many of their marketing needs. Visit this site for answers to many of the questions you want to, but never get to, ask. ✪





# Anti-smoking laws

Queensland, with the most comprehensive tobacco laws in Australia, entered a new social order on July 1 when the State Government's anti-smoking legislation kicked in. While clubs, hotels, restaurants and casinos operate in an amnesty until the end of September, Queensland Health Minister Stephen Robertson says the Government is determined to make Queensland a healthier place. As they try to estimate the long-term cost and effect, club executives are concerned that compliance guidelines are vague as to what constitutes an appropriate smokers' area. CMAA writer **HENRI LACH** looks at the new smoking regulations – from both sides ...



**Greenbank RSL Club General Manager John Limbrick and his smoking area ... criticised for being "lavish".**

**T**he new anti-smoking laws have given Queensland clubs a hard belt in the pocket. For some, it may even be an ongoing outgoing if they inadvertently fail to comply with the rules. As well, the spectre of revenue loss has sent jitters through the industry.

An independent survey of 197 clubs throughout the state has shown an average drop of 12.6% in revenue in the first weekend of the total smoking ban, according to CMAA Brisbane Zone President Pam Shelton.

Of those surveyed, more than 75% believed the bans would continue to have a negative impact.

While they try to estimate the long-term cost, club executives are concerned that guidelines for compliance with the new laws have been vague as to what constitutes an appropriate smokers' area.

Even the government's so-called "Tobacco Hotline" has come under fire, for providing information about what not to do, but failing to give positive directions.

Pam Shelton and CMAA Gold Coast Zone president Steve Condren are scathingly critical of the lack of direction from the Health Department.

"A lot of people have spent money and they don't know whether they're going to get final approval," Steve said.

"I don't know any manager of any club who has anything in writing.

"All some of them have been given is

verbal approval from someone, saying that this or that conforms."

His club, the Southport Workers Community Club, has spent \$50,000 on its smokers' refuge.

"By the time we do our next extension we'll know exactly what we need to do to comply, and to do it properly," he said.

"But I feel sorry for those who have spent a lot of money and who are going to find out that it doesn't work.

"I've never seen a piece of legislation without something saying that you're compliant or not.

"What actually is an enclosed space? Can you have a roof, or can't you have a roof?

"The biggest grey area is about the buffer zone between the drink area, entertainment area and the smoking area."

Pam Shelton's Logan Diggers Club included a smoking deck in its recent extension.

Pam estimates its cost accounted for about \$250,000 of the total expenditure.

She, too, is not happy about the lack of direction from the Health Department.

"A lot of clubs just didn't know what to do," she said.

"There has been no pre-approval of plans, and there has been conflicting information."

The giant Greenbank RSL on Brisbane's south side incorporated its smokers' area in



**Logan Diggers General Manager Pam Shelton.**

*'About 40% of our members are smokers and we're not about to treat them like second-class citizens just because of Government legislation.'* - JOHN LIMBRICK

# hit clubs' pockets

'There was a school of thought that you'd have the first few months to adjust. I suggest that if you didn't adjust from day one, you're in trouble.' - STEVE CONDREN

a recent \$6 million general upgrade of its club.

Smokers there have very attractive facilities indeed, and can enjoy their cigarette in a garden-like setting, with double automatic doors separating them from the general area.

General Manager John Limbrick says it's all about looking after his members - all 70,000 of them.

"About 40% of our members are smokers and we're not about to treat them like second-class citizens just because of Government legislation," he said.

He also agrees that the requirements are vague.

"People from the Health Department came out and had a look at our plans," he said.

"But nobody has offered any documents saying, 'we're happy with it'.

"Nobody has signed off on it."

And just what the hospitality industry didn't need in these uncertain times is severe criticism from the Queensland Cancer Council.

"Clubs and pubs should be encouraging their members to give up smoking, and not encouraging them to keep up the habit by providing them with lavish accommodation to do so," a Cancer Council spokesperson said.

John Limbrick, himself a smoker, believes in individual choice on the matter.

"At the end of the day, smoking is still legal," John added.

"I don't think it's the club industry's role to educate people not to smoke.

"That's the role of Government."

In Queensland's far north, Cairn's major club, Cazaly's, has outlaid \$850,000 to provide three separate venues for smokers, covering the gaming, food and spectator areas.

General Manager Joe Kelly is confident two of them definitely will comply with the new rules ... but he's not sure about the third.

But he sees a positive side to the new laws.

"Many people are saying that they'll come to the club more often now that smoking is banned, and others are saying that this is a chance to quit the habit," he said.



**Cazaly's General Manager  
Joe Kelly.**

As to the possible longer-term loss of revenue, on this most agree with the early survey that it will happen: it's only a question of quantum.

Pam Shelton estimates the loss to her club will be about 13% in the first 12 months.

John Limbrick is budgeting for a 15% fall.

Joe Kelly believes his club will be more fortunate, with a reduction of between 5% and 12%.

Steve Condren is guarded: "It's crystal ball stuff at the moment."

As for the current amnesty, Steve echoed the opinion of his fellow progressive managers: "Sadly, some of the smaller clubs have turned a blind eye to what was coming.

"There was a school of thought that you'd have the first few months to adjust. I suggest that if you didn't adjust from day one, you're in trouble." ❖



**Southport Workers and Community Club General Manager  
Steve Condren.**

> The official word from Queensland Health Minister Stephen Robertson: PAGE 24

# New social order leaves Queensland out of puff

By **HENRI LACH**

Queenslanders awoke to a new social order on July 1. The full force of the State Government's anti-smoking legislation kicked in on that day.

Smoking is now prohibited in all indoor areas of licensed premises in Queensland, as well as outdoor eating or drinking areas.

The official word from the state Health Minister Stephen Robertson, who said his government was determined to make Queensland a healthier place, is this:

"The law makes it illegal to smoke in any indoor area of pubs and clubs and at any commercial outdoor eating or drinking area. It's a sad fact tobacco smoking is the leading cause of preventable chronic disease and death in Queensland. We want to support Queenslanders trying to quit and discourage others from taking up the habit in the first place. All Queenslanders are entitled to enjoy a smoke-free environment."

The Health Minister said under the new laws:

- > The whole enclosed area of liquor-licensed premises must be no-smoking;
- > All poker machines at a liquor licensed premises must be no-smoking;
- > Outdoor eating and drinking areas where food or drink is provided as part of a business, must be no-smoking;
- > Pubs, clubs and casinos may set aside designated outdoor smoking areas where only smoking and drinking can occur. They can allocate up to 50% of their outdoor liquor licensed area for this purpose. These areas must be under the control of a smoking management plan for the venue.

He said anyone found in breach of

the new laws would face serious penalties.

"Already, Queensland Health has issued 930 on-the-spot fines of up to \$300 for breaches of tobacco laws since March last year," he said.

"Queensland Health is again inviting the public to use the Tobacco Hotline to make complaints about alleged breaches of the new laws."



**Stephen Robertson**

The Health Minister said Queensland had the most comprehensive tobacco laws in Australia. The first phase of the new laws began on January 1, 2005 and included smoking restrictions at major sports stadiums, within four metres of non-

residential building entrances, within 10 metres of outdoor children's playground equipment and between the flags at patrolled beaches.

"We have taken a phased approach to banning smoking in liquor-licensed premises to give businesses time to amend their practices and prepare for the changes," he said.

However, clubs, pubs, restaurants and casinos are currently enjoying an amnesty until the end of September, when health inspectors will begin getting tough on any breaches of the new laws.

In the meantime, a public awareness campaign is in progress until the end of next month.

Its theme is "Smoke-free for Good" and according to a Health Department spokesperson it aims to inform all Queenslanders about the specifics of the new laws and the health benefits to the community.

A "Tobacco Hotline" has been established that can be accessed by the public and by vested interests.

The number is 1800 005 998 and that line is open 8am-6pm, seven days a week. ☒

There's also a web site [www.health.qld.gov.au/atods/tobaccolaws](http://www.health.qld.gov.au/atods/tobaccolaws)





## 2006 Mid-Year Executive Leadership Conference - President's Address

CMAA President BILL CLEGG reported to the membership of more than 400 delegates at the Association's General Meeting of June 25, 2006, to open the CMAA's 2006 Mid-Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in late June. Bill addressed the challenges - WorkChoices, Smoking Bans, Gaming Tax Legislation and state-based issues - facing the CMAA and the new Federal Executive in the wake of the "Henry Years" ...

I would like to start by congratulating the local members of the Gold Coast and Brisbane Zones for the success of yesterday's (Saturday, June 24) Charity Race Day. I ask Steve Condren (Gold Coast Zone) and Pam Shelton (Brisbane Zone) to convey our congratulations for raising \$30,000 for local charities. You certainly have done us proud.

I would like to publicly express my appreciation to my fellow CMAA Federal Executive Members for the confidence and faith they have placed in me to assume this position and the support they have given.

It is appropriate that at this General Meeting of Members that we acknowledge the contribution and meritorious service that Jim Henry, CCM, OAM, provided to the Association since his election to the Federal Council in 1989 and subsequent election as Federal President in 1992. It is the end of an era - and those that contributed on the Executive during that time should also be acknowledged ...

- > Terry Condon, CCM and CMAA Life Member
- > Ron Taylor
- > Hans Sarleymn, ACCM and CMAA Life Member
- > Greg Pickering, ACCM and CMAA Life Member
- > Barry Stevenson, CMAA Life Member
- > Alan Peter, ACCM and CMAA Life Member
- > Craig Fantom, ACCM
- > and the late David Graham.

The "Henry team" was elected on a commitment to the Association ... the "professional pledge" reinforced the objects of the Association that now direct our purpose, which are ...

***"to foster, promote and protect the industrial rights and expand the professional development of the members".***

While the words may change, we, as an Executive are committed to, while

recognising and celebrating the past and those that contributed to it, advancing the Association in a manner that is appropriate to the environment that professional managers are expected to work in today.

I believe that March was a defining moment for the Association ... seeing the end of one era, "the Henry years", and the start of another with a most successful CMAA Trade Show and Conference at Darling Harbour.

The period and events redefined how the Association, during a time when it could have been pre-occupied with issues such as WorkChoices, Smoking Bans and Gaming Tax Legislation was still prepared to be creative and pursue a new direction.

The theme of that March Conference, "Dare to be Different" typifies the direction of the Association in the immediate future.

The success of the Darling Harbour event, and the early indications of this conference (CMAA 2006 Mid-Year Executive Leadership Conference) is a tribute to the Association's staff who are committed to ensure the Association's success by providing the best of services to the membership.

### Current

The CMAA Federal Council has received reports on the latest issues impacting on the membership in general and in each jurisdiction in particular ...

### A.C.T.

- > Membership continues to be a challenge. It is hoped WorkChoices might stimulate membership interest.

### Victoria

- > The issues of the duopoly and the CMAA's support for clubs to have a choice.

### Queensland

- > Introduction of total smoking bans - arguably more draconian than in other states.

### NSW

- > After nearly three years of fighting with

the State Government, the unity that the Club industry displayed now comes together to work towards a better industry for the future.

- > The Industry Working Group - on which the CMAA membership is represented - will address the measures required in the short term to ensure the sustainability, future development and growth of the industry in NSW.

### General

- > WorkChoices and the impending impact of smoking bans are issues across all jurisdictions.

### The Future

The Federal Executive, Executive Officer Terry Condon and Education Manager Ralph Kober, with the support of the Board of Management Studies - and they should be acknowledged ...

Chairman, David O'Neil, Tony Lycakis, Cameron Provost, Debbie Feening, David Hiscock, Tracey Van Rossum, Luke Simmons and Stuart Jamieson, ably supported by Student Services Coordinator Narell Harrison have this weekend continued the work on the CMAA's Business and Strategic Plans.

For the Association to maintain its relevance, it has to continually reassess the needs of the membership and what structure best suits the strategic objectives, to meet those needs.

It is time to commence debate among the membership on the structure of the Association to address the future industrial, educational and commercial needs of the membership in particular and the Association, in general. The Association's direction is a message that needs to be communicated to the members on an ongoing basis.

As practicing managers, it is a challenge to get away from our clubs but the Executive will make an effort to attend regional meetings, particularly as we seek input from the members. ☐

# Conference hits jackpot with Aristocrat

In his Welcome Address to the Mid-Year Executive Leadership Conference Dinner, Federal President Bill Clegg paid tribute to the CMAA's remarkable relationship with its sponsors and corporate supporters.

Twenty-four companies support the CMAA's Career Development Centre based at Auburn and sponsor the Association's comprehensive Bursary Program.

Aristocrat Technologies grabbed the opportunity to be major sponsor of the Mid-Year Conference at Conrad Jupiters on the Gold Coast in late June.

Representatives from almost all companies supporting the CMAA and CMDA attended the Conference Delegates and Sponsors Dinner in the Gold Coast and Southport Rooms in the Pavilion Convention Centre.

Aristocrat's Northern Region Business Manager Ian Thompson responded to Bill's address and thanks endorsing the company's support of the conference, the Association and the CMDA.

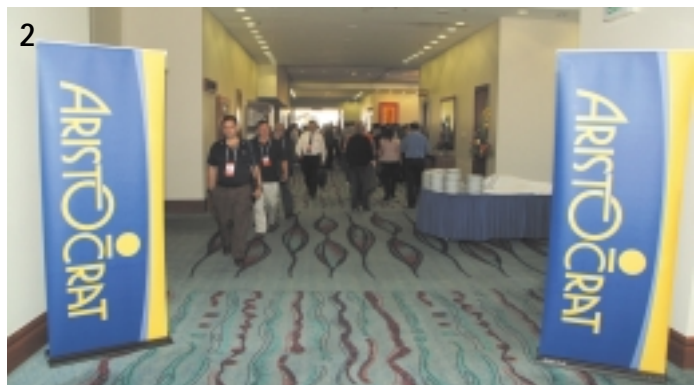
It was one of Ian's last official functions representing Aristocrat as he has moved on to become CEO of Independent Liquor Group.

Aristocrat's Executive General Manager – Australia and Asia-Pacific, Warren Jowett, said everyone at Aristocrat wished Ian and his family well with his new venture.

"It was a pleasure for Aristocrat to be major sponsor of such a significant event and I was pleased to hear that it was such a great success for the CMAA and everyone involved," Warren added.

During the Dinner, the CMAA also recognised the support of two CMDA sponsors when Bill presented 10-Year Sponsor Awards of appreciation to Vaughan Clarke, of Presidential Card, and to Danny Gladstone, of Konami.

Special guests at the Conference Dinner included *ClubsNSW* Chairman Peter Newell OAM, *ClubsNSW* CEO David Costello, RSL and Service Clubs Association CEO Graeme Carroll and Leagues Clubs Association of NSW CEO Peter Turnbull. 📧



1 - CMAA Federal President Bill Clegg presents 10-Year Sponsor Awards to Vaughan Clarke (left), of Presidential Card, and to Danny Gladstone, of Konami, during the Delegates and Sponsors Dinner.

2 - Delegates assemble in the Pavilion Convention Centre at Conrad Jupiters for the Mid-Year Executive Leadership Conference.

3 - Aristocrat's Northern Region Business Manager Ian Thompson addresses delegates and sponsors at the CMAA's Mid-Year Executive Leadership Conference.

# Attendance exceeds expectations

**I** am delighted that more than 400 delegates registered for the four-day Mid-Year Executive Leadership Conference on the Gold Coast in late June.

It would have been easy for many of these delegates not to make the effort to be on the Gold Coast because so many of them attended our annual event in Sydney in March.

There was a reasonable expectation that numbers would be down for the Conference, but the strong support of the industry was reflected in the fact that attendance was up by more than 25% with the work of the CMDA and the support of the Executive rewarded with the impressive attendance.

The quality of the workshops and the ever-present ambition among Club Managers to upgrade and enhance their professional skills base is reflected in the attendance for this conference.

We have staged the conference at Conrad Jupiters for the past five years



**From  
TERRY  
CONDON  
Executive Officer**

and it appears to be the ideal venue for delegates and our sponsors.

The success of the switch from Rosehill Racecourse to Darling Harbour and the response to this conference is a strong indication that the CMDA is tapping in to the professional needs and ambitions of Club Managers right across our CMAA membership.

New Federal President Bill Clegg addressed a Members General Meeting on Sunday, June 25, pledging member participation in the CMAA's new Strategic Plan.

Bill pointed to the Strategic Plan as encompassing the Club Industry's major challenges that include the Federal Government's WorkChoices Legislation, the ongoing consequences of Gaming Tax legislation in all states, total and partial smoking bans and membership concerns, facing the Association.

A lot of issues were discussed and raised at the Members General Meeting to open the Conference formalities at Jupiters and Bill, Allan Peter, Danny Munk and David O'Neil outlined the new era and the Federal Executive's Strategic Plan to responsibly and transparently steer the Association through what are sure to be challenging times in the coming years.

That Strategic Plan involves and includes the Board of Management Studies and the membership were very responsive and positive at the General Meeting.

Bill also paid tribute to immediate past Federal and State President Jim Henry, OAM, CCM, particularly Jim's passionate efforts in establishing the CMDA.

He said Jim did remarkable work in making the Association's nationally

recognised training facility and programs a reality and we must always appreciate the time and energy it took to deliver his dream.

In recognising Jim's work, it's also appropriate to acknowledge the generous and ongoing support of the CMDA's sponsors who make the education and bursary programs possible to enhance the learning and skill levels of club managers across Australia.

The Conference social program kicked off with the Combined Gold Coast-Brisbane Zones Race Day at the Gold Coast Race Club but the racing was washed out.

That couldn't dampen the spirits and sense of fun of the more than 500 guests who supported the event and raised more than \$30,000 for two Queensland charities.

Steve Condren (Gold Coast Zone) and Pam Shelton (Brisbane Zone) and their teams have staged this event for the past five years and bring great credit to the CMAA through their planning and hard work.

More than 300 delegates gathered for the Delegates and Sponsors Dinner and Bill made special presentations to Vaughan Clarke, of Presidential Card, and Danny Gladstone, of Konami, for their 10-year support and sponsorship of the CMDA.

Although we partied hard on the Sunday night, a great characteristic of the Club Industry is that everyone was on deck and we had a full roll-up for the first sessions of the Conference program on the Monday morning.

My congratulations and thanks to Board of Management Studies Chairman David O'Neil and his team, to Education Manager Ralph Kober and his capable team of Narell Harrison and Kerrie Treasure and to Catherine Mancuso and Jodie Tipping, from CCM Travel, for their help on the Information Desk and the Ted Noffs Charity Golf Day at Robina Woods.

The Mid-Year Conference was a huge success on all fronts and the response from delegates virtually ensures there will be a bigger attendance at the 2007 event. ■



## 2006 Mid-Year Executive Leadership Conference - Review

# Astute Leaders Get Results

The recent CMAA Mid Year Executive Leadership Conference held in the Gold Coast in late June has been hailed as a success by delegates. The range of educational workshops challenged those attending to review their current processes and strategic outlook on certain issues within their clubs. The CMAA collaborated with the Australian Institute of Management (AIM) and the Customer Service Institute of Australia (CSIA) to present two full days of education around Managing the Board and Developing Customer Service Systems while Paul Lyons presented two very entertaining and meaningful workshops concerning "Emotional Intelligence" and "Developing a Mentoring Program". CMAA Education Manager RALPH KOBER looks back on the 2006 conference workshops ...



### Day 1 "Managing the Board"

Sometimes, the greatest divide in business interest is found at the top of an organisation. To help senior managers expand their knowledge of corporate governance and work more effectively with Boards and Directors, the Australian Institute of Management (AIM) collaborated with Fran Morris and Kate Costello to develop a suite of seven Practical Executive Governance Programs, which were specifically designed to help senior managers who work with Boards to "manage" upwards

more effectively and successfully. Day 1 workshops were a snapshot of some of AIM's programs.

#### Session 1

#### What Directors Need and What Managers Want - AIM

As we chart a new future for our clubs, the relationship between the Board and Management will become more important.

It won't be about keeping members contented but about what 'The Club' will be in 5, 10 or 20 years' time.

Increasingly, our discussions will need to be based on

**CONTINUED PAGE 30**

## 2006 Mid-Year Executive Leadership Conference - Review

### FROM PAGE 29

research and will be more conceptual and strategic. Invariably, everything we do will be more risky.

How can we develop a robust, long-term decision-making environment to cope with a board membership based on direct election and which changes regularly?

In this plenary session, two senior Board members, David Trodden from West Tigers and Tony Mitchell from Twin Towns Services Club, who have overseen major strategic change challenged managers to focus on What Directors Need to make informed, strategic, yet financially prudent decisions.

Three experienced chief executives, Bill Clegg Randwick Labor Club, Tim McAleer Sutherland Trade Union Club and David O'Neil from Castle RSL Club, offered their views on working with boards and what managers want to prepare the board to take increasingly important decisions.

Kate Costello, from her governance consulting experience in membership organisations, facilitated the session and outlined ways to help manage the expectations of the board and management.

### Session 2

#### Encourage Your Board to Think Strategically - AIM

The Board's role in governing the organisation is different from management's role in operations.

Many Boards grapple with this distinction.

They tend to spend too much time micromanaging the work of the chief executive and managers, and have little time to add value or help managers explore strategic options.

In this session ways to clearly separate the role of the board from management and help the board to stay focused on the long-term interests of the Club rather than the short-term concerns of members were examined

At the end of this session, participants were able to:

- > Explore the concept of governance;
- > Identify ways to ensure governance is performance, not compliance, focused;
- > Explore ways to clearly separate the role of the board from that of management

### Session 3

#### Fostering a Board & Management Team - AIM

How often have you heard the clichéd phrase: "It's better to have a champion team than a team of champions"?

We've heard it in sport and now we're hearing it in business.

Attention is moving from the individual's role in idea-generating, innovation and performance to encouraging a team approach to decision making.

In this session new skills were explored for influencing, and practical decision-making tools for strengthening decision making.



## 2006 Mid-Year Executive Leadership Conference - Review

At the end of this session, participants were able to:

- > Identify different methods of engaging the board;
- > Examine practical tools to influence and improve decision making.

### Session 4

#### Monitoring People Performance: New Measures for a New Future - AIM

Historically, financial reports have been the tool for assessing organisational performance and managers were assessed on their ability to reach financial targets.

While financial data still has its place, it is now shared with variety of non-financial information dealing with members, markets, employees, leadership, innovation, environment and society - areas that are key to the success of the business.

In this session, new measures for people performance were explored, starting with the strategic plan,

defining what managers must deliver and then asking: "How can we measure how management and the board add strategic value?"

At the end of this session, participants were able to:

- > Learn how to use the strategic plan to develop measures for success;
- > Explore measures which future-focused organisations monitor;
- > Explore different ways of reporting.



Ralph Kober

### Day 2

#### "Developing a Customer Service System"

With customer

expectations continually rising, the wider business community is becoming aware of the value and role that customer service plays in achieving business success. This highly demanding area is arguably the critical success factor for many organisations. This conference day focuses on how leaders influence the quality of the customer service they deliver in their clubs.

### Session 5

#### Emotional Intelligence Quotient Definition - Paul Lyons

The set of skills people use to read, understand, and respond effectively to the emotional signals sent to us by others and by ourselves.

These skills allow us to understand and adjust our reactions to events and people, and they enable us to influence others.

CONTINUED PAGE 32



## 2006 Mid-Year Executive Leadership Conference - Review

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#### The Four Steps ...

- > Notice what we or someone else is feeling;
- > What are thoughts accompany that feeling?
- > Where is this feeling coming from? (insight question);
- > What do I want to feel (or what do I want someone else to feel?) and how can I make that happen?



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#### Session 6

#### Customer Service for Business Growth and Excellence - CSIA

The CSIA has developed Australia's only formal and nationally recognised Certified Customer Service Manager (CCSM) designation. The CCSM recently has become a Diploma of Business (BSB01) and the Day 2 workshops were snapshots of some programs within the qualification course.

Do you know the lifetime value of one of your customers?

Statistics abound regarding the importance of customer retention and how it's easier to keep a customer than get a new one.

It is not so hard to understand why customer service is important, but determining what customer service really is can be more difficult.

This session provided plenty of discussion on just those issues.

Determining the customer, knowing who your customer is and sometimes more importantly, isn't, is another key learning area.

Sometimes it can be better to say "no" to new business.

Examples to illustrate what effective customer service means across a variety of industries were used.

The message is that we all have customers, no matter what industry or part of the organisation we work in.

Giving the ultimate customer the required result means



David O'Neill



## 2006 Mid-Year Executive Leadership Conference - Review

providing internal customers in the chain with the support they need.

This session provided an introduction to customer service, offered some sample service delivery models and an inventory of service strategies.

### Session 7

#### The Balanced Scorecard Methodology - CSIA

The information for this session was drawn from "The Balanced Scorecard" by Robert Kaplan and David Norton.

The session's aim was to describe the general theory of the scorecard learnt from the years of research work complete by the Kaplan and Norton team.

During a year-long research project with 12 companies at the leading edge of performance measurement, we devised a "balanced scorecard" - a set of measures that gives top managers a fast but comprehensive view of the business.

The balanced scorecard includes financial measures that tell the results of actions already taken.

And it complements the financial measures with operational measures of customer satisfaction, internal processes and the organisation's innovation and improvement activities - operational measures that are the drivers of future financial performances.

It provides answers to four questions:

1. How do customers see the organisation?
2. What must the organisation excel at?
3. Can the organisation continue to improve and create value?
4. Does the organisation look attractive to shareholders?

While giving senior managers information from four different perspectives, the balanced scorecard minimises information overload by limiting the number of measures used.

The balanced scorecard forces managers to focus on the handful of measures that are most critical.

It guards against "sub-optimisation".

By forcing senior managers to consider all the important

operational measures together, the balanced scorecard lets them see whether improvement in one area may have been achieved at the expense of another.

The "Balanced Scorecard" approach provides support for measurement that quantitatively links broader organisational performance measures with the more traditional, but critical, financial measures.

The Balanced Scorecard is premised on four key processes ...

1. Translation of vision - The vision and strategic thinking are linked into the operational framework;
2. Communication and linking - This enables people to determine how they are going to contribute to the strategic outcomes;
3. Business planning - This can integrate diverse improvement initiatives into the financial plans;
4. Feedback and learning



### Session 8

#### Service Leadership - CSIA

Leadership helps make strategy a day-to-day reality.

Unless top managers profess the religion of customer service, employees will view the most elegant strategy as just another easily ignored public relations campaign.

Leaders of organisations which produce outstanding service repeatedly pronounce their beliefs

and back up their words with actions, often dramatic ones that become corporate legends.

Their goal is to nurture a service culture that will shape employee behaviour more effectively than rules and regulations can.

They make service everybody's business and empower workers to make on-the-spot decisions in the customer's interest.

"Effective service leadership can be hard on middle managers accustomed to giving orders instead of coaching employees to act independently. But cutting through red tape and blasting bureaucracy is key to delivering great service."

**CONTINUED PAGE 36**

## 2006 Mid-Year Executive Leadership Conference

