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Change for a bright future

By **BILL CLEGG, ACCM,**
CMAA Federal President

Members now are fully informed of the CMAA Federal Executive's full review of the Association's structure and operations, including commercial practices.

The detailed five-page summary of both federal and state constitutions in the CMA Magazine October edition outlined the procedural and administrative changes associated with the Executive's Strategic Plan for the Association.

The primary object for the review is to ensure the Association is managed and conducted in the same manner – and with the same corporate responsibilities – that members are expected to manage their clubs.

As indicated in this column last month, a review of the Association's Constitution has been completed and the Executive last month, in this magazine, present the proposed changes considered necessary to achieve the proposed restructure.

The Financial Reporting Requirements will ensure that members will be able to reference and consider the financial and associated reports and have the responsibility to adopt or address each of the financial reports.

Previously, this was the responsibility of the Federal Council.

It also ensures that members, instead of having to attend a central meeting, can consider the financial information at a series of General Meetings.

It is proposed that the positions of President, Vice President and Federal Secretary will be elected from the five (5) Executive members.

This approach is considered consistent with current business practices and, again, typical of the structures that managers are accustomed to operating under.

It's proposed that the Association's Divisions will be reduced to eight (8).

Federal Councillors – elected by



the Zone membership to represent them in their Divisions – will be expected to participate proactively to support the Zone Executive and encourage Zone-initiated policy.

As has been foreshadowed, these moves are inspired by the hope and expectation that the Association's future leaders will emerge from this revised Federal Council

structure.

The changes to the CMA's State Rules mirror the proposed changes to the Federal Rules and reflect the professional and corporate environment that club managers function within.

With these Constitutional changes, a number of other initiatives will be implemented in the immediate future to ensure that the Association's Executive Officer, Terry Condon, and his staff have

the resources and structure to promote the growth of the Association to satisfy the membership's needs and aspirations.

This will complete Stage 1 of the Executive's plan for the Association.

While some of the immediate goals for the Association have been achieved, the Executive now will focus on the medium to longer-term strategies.

A topic at the forefront for many members is the professional standing of club managers.

As the Executive sets the agenda to determine the Association's mission and vision in this area, it will be imperative to have the input of the membership to ensure broad support for the strategies.

One area that needs our immediate attention is the role management must play in improving Board governance.

There is an opportunity for the Association to pursue a cultural shift within the Club Industry, where clear roles and areas of responsibility are set between Boards, Directors and Managers.

This is a challenging, but vital, agenda item for the Executive and the membership.



THE INSIDE STORY

MANAGING clubs in 2006 is an onerous and demanding task, so club managers don't have the luxury of surplus time, which makes it all the more important to make meetings work. Business coach Diane Bennett, who runs seminars on successful meetings, says it's important to define a clear purpose for the meeting and only invite relevant people. CMA Magazine's Victoria Correspondent KATIE CINCOTTA looks at how to make meetings work better ... **Page 6**

THE CMDA has created a training and development



plan for clubs who have identified talented staff as potential trainee managers yet are not ready to take the next step in appointing them as trainee managers. The plan has

been influenced by the reality of what really happens in the workplace and the differing needs of the generation of younger



employees now entering the industry and looking for a career in hospitality. CMAA Education Manager RALPH KOBER outlines the benefits of the plan ... **Page 29**

Sustainability is a mainstream issue and some leading registered clubs are recognising that they have an important role to play in sound environmental management. Seven NSW clubs participated in a groundbreaking review of environmental performance that will help establish the first Best Practice Guidelines for sustainable operation in the Club Industry. PAUL PEARCE reports on this important experiment ... **Pages 30&31**

Five more managers join ACCM 'club'



**From
TERRY
CONDON
Executive Officer**

Another five CMAA executives recently achieved their ACCM status, bringing the total of ACCM-accredited members to 225.

The five members to achieve ACCM accreditation in September were:

- » NSW Masonic Club CEO Warren Lewis
- » The Taxi Club's Secretary Manager Josh McAleer
- » Geebung Zillmere RSL Club Operations Manager Steven Ratcliffe
- » Tradies (Sutherland District Trade Union Club) Assistant General Manager Douglas Kirkham
- » Belconnen Soccer Club CEO Geoff Long

It's pleasing to see the number of qualified and accredited managers increasing steadily throughout this past year.

Geoff Long took on the CEO role at Belconnen Soccer Club in the ACT on July 1 this year after nine years as General Manager at the The Galston Club.

"After more than 23 years in the club and hospitality industry, it gave me great pleasure to formalise my experience by achieving this ACCM and to join other leaders of the Club Industry," Geoff said at the award presentation.

Prior to his role as GM at Galston, Geoff was Secretary Manager at Walgett RSL Club for a two-year contract. "This was my first club appointment, having spent my previous 12 years in hotels as a licensee in Sydney and the bush," Geoff added.

The balance of Geoff's working years, like many other club managers, was in the finance industry, working in the banking sector, also working overseas and various states across Australia.

"The professionalism the CMAA always displays and the positive advice that CMDA Education Manager Ralph Kober has offered me, always encouraged me to be involved in the local Zone in Sydney and now to be active with the CMAA in the ACT."



CMAA Executive Officer Terry Condon presents Belconnen Soccer Club CEO Geoff Long with his ACCM plaque.



CMAA farewells stalwart

The CMAA lost a great supporter and former Federal Councillor with the passing of Rev Fletcher in late October. Rev. Maxwell Fletcher passed away, aged 72, on Friday, October 20, after a short illness.

Family, friends and Club Industry colleagues farewelled the CMAA stalwart at a moving thanksgiving service by Father Jeff Parker at St Alban's Anglican Church at Forster, on the NSW North Coast, on Monday, October 23.

I was honoured to represent the CMAA's Federal Executive and many CMAA members from the region attended the service to pay their last respects to a man who believed strongly in the ethic of the Association. Club Forster President Col Bakes, Rev's son-in-law Mark Fletcher-Smith and Rev's brother Dallas Fletcher delivered eulogies at the service.

Rev worked in club management for more than 32 years, including Smithfield RSL Club, Lismore Workers Club, Willoughby Legion Club and Forster Tuncurry Memorial Services Club where he was honoured with Life Membership.

A strong advocate for the CMAA and its principles, Rev represented Great Lakes Zone as a CMAA Federal Councillor and was a proud and respected Patron of that same Zone. Everyone who met Rev encountered a man of the highest principles, who carried those principles into his work ethic as a club manager.

The prayers and sympathy of all CMAA members go out to Rev's wife Claire and their family. May he rest in peace.

Entertainment Forum success

November already ... where has the year gone? One thing is for sure, the grass doesn't get time to grow between your toes working in our Club Industry.

A special thanks to those managers who attended the "Entertainment Forum" held at the Association's Sarlemyn Theatre in Auburn on October 26. The assembled club managers, artists and entertainment managers held an open and frank workshop on how to "kick start" entertainment in the Club Industry.

The entertainment side of our industry suffered a downturn when Carr State Government mooted the "additional gaming machine tax". However, the interest and ideas generated through Forum offers a good feeling of hope that the entertainers and the clubs will again enjoy a vibrant and successful resurgence to their entertainment packages for their members.

The CMAA's 2007 Annual Conference and Hospitality Exposition will be held at Sydney's Darling Harbour Convention Centre on April 3 and 4. After the great success of the 2006 Hospitality Exposition, the number of trade exhibitor stands has been increased and are selling fast.

To compliment the special



From
**TERRY
CONDON**
Executive Officer

presentations, awards and fund-raising night in 2007, the best entertainment group in Australia, Human Nature, will perform their biggest hits from their hugely successful "Motown 1" and "Motown 2" albums.

Following on from the feedback and support of the CMAA membership, the Conference next year again will be "free of charge" to delegates. An informative and valuable range of high-quality presenters again will be assembled to address the needs of delegates.

A highlight of the social activities will be the Charity Awards Night on Tuesday, April 3, when the 2007 CMAA Hall of Fame inductees will be honoured. The Peter Cameron Award winner for 2007 will be announced, along with the CMAA's 21-year and 30-year member presentations.

Song-and-dance diva Rhonda

Burchmore wowed the audience with her dancers and show band last year, but there is more top-line entertainment lined up for 2007. The CMAA also presented a cheque for more than \$300,000 to Wesley Noffs after the Ted Noffs Foundation Charity Auction.

Congratulations to *ClubsNSW* on conducting a successful Annual Conference and Trade Exposition at the Gold Coast Convention Centre at Broadbeach on the Queensland Gold Coast last month.

The Gold Coast Convention Centre compares favourably with similar centres in Australia and around the world.

At the Conference, NSW Opposition Leader Peter Debnam unveiled the Coalition's revised criteria for its Memorandum of Understanding on Gaming Legislation which carries some interesting options, especially for smaller clubs - **see P23** for details of the MoU.

NSW Commerce Minister John Della Bosca has appointed former Court of Appeal Judge Paul Stein to review contentious draft changes to NSW OH&S laws.

Judge Stein won't deliver his report until April 20, next year, which is after the NSW Election in March.



*Human Nature
will headline the
entertainment at the
CMAA's Charity
Awards Night for
the 2007 Annual
Conference and
Hospitality Exposition
at Darling Harbour.*

The art of a good meeting

By KATIE CINCOTTA

IF you're a fan of Ricky Gervais, the creator of the "black" comedy hits *The Office* and *Extras*, you might just relate to the ludicrous reality of the following scene ...

Wannabe actor Andy Millman gets called in for a pointless meeting with his agent who tells him that no work has come in, and follows up by scheduling another senseless appointment (sigh)...

Agent: [checks computer] "Errm ... do you want to put another meeting in?"

Andy: "Any point?"

Agent: "May as well ... errm ... and then, when nothing comes in, just phone you up and cancel it."

Andy: "Okay."

Unlike entertainers, clubs managers don't have the luxury of having time to waste, which makes it all the more important to make meetings work.

Business coach Diane Bennett, who runs seminars on successful meetings, says it's important to define a clear purpose for the meeting and only invite relevant people.

Setting a start and end time can help keep the agenda flowing smoothly, with open dialogue nearing the end of the session.

"Handle that one participant who distracts and or interrupts firmly and politely, state that 'open discussion' is at the end of the session; we can discuss your concerns/thoughts then," Diane says.

A strong chairperson should keep the meeting on track with a written list of topics to discuss.

To maintain attention levels, a handy sugar boost like a bowl of lollies can help keep staff members alert.

Business consultant Robert Gerrish says at the close of meetings, summarise what's happened and discuss follow-ups and next actions.

"Don't leave with anything unsaid. Loose ends will bite you," Robert said.

New-age club managers such as Jay Mitchell, who heads up The Hoppers Crossing Club in Melbourne's west, says he prefers meetings with open dialogue, rather than the boss handing down the rules.

"I'm sick and tired of giving direction and running the meeting," Jay said. "I



Good Meeting Formula ...

- ✓ Define the meeting's clear purpose
- ✓ Invite only relevant people
- ✓ Set 'start' and 'end' times
- ✓ Ensure the agenda flows smoothly
- ✓ Keep 'open dialogue' session to close
- ✓ Handle distractions firmly but politely
- ✓ Keep the meeting on track
- ✓ Make and maintain a written list of topics
- ✓ Maintain attention levels
- ✓ Deal with all topics
- ✓ Summarise what's happened
- ✓ Discuss follow-ups and next actions

try to involve staff all the time. As long as we stick to the agenda, I just have to guide it."

Jay prefers to sit down with groups of three or four – rather than 10, or more – which makes for a more personal and informal approach to brainstorming.

He says decision-making can be very hard for middle and lower-level management who may lack confidence, but that staff suggestions should be taken seriously as part of their contribution to

the business.

"If someone comes up with an idea, they're more motivated to make it work ... they have ownership of it," Jay added. "The more you empower the staff – and not delegate – the more they will work and the more success you will have."

Jay says a combined board and staff meeting twice a year for The Hoppers Crossing Club can be something of a "sterile" affair with the "us" and "them" atmosphere making conversation difficult.

"Staff don't know the board and they're reluctant to speak in the forum," he added.

"I usually word up three or four outspoken people to get involved, and prompt them during the meeting ... hopefully, there's an overflow for others to speak up."

After the official round-table, Jay says things lighten up over a barbecue.

He believes that a beer after work can work wonders as a debriefing.

"After a really busy night, I sit down with five or six staff and buy one or two rounds [as long as they're not P-platers] and talk about the night, which is a fantastic meeting," he said.

"There's nothing better than after a busy night to look forward to that cold beer."

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Tim's travels arrive

An interesting life journey brought **TIM McALEER** to the General Manager's desk at Tradies Club at GyMEA in Sydney. Tim's introduction to clubs was pulling beers while completing an Arts degree before a career teaching English and History, then a European 'adventure' acquiring gaming experience where he met the woman of his dreams and a five-year stint in executive management training. He has a reputation for speaking his mind, but there is no containing his enthusiasm for Tradies, the Club Industry and the CMAA. Tim recently signed on with Bill Clegg and the CMAA Federal Executive team and sat down for a conversation with CMA Magazine Editor **PETER SHARP** ...

There is no hiding Tim McAleer's passion. It's in his eyes and engaging smile, in his articulate conversation, in his energy for life. That passion starts with Josephine, his beautiful Zambian-born wife of 20 years and their children, John 17 and Alana 14.

The passion winds its way to Tradies at GyMEA, just south of Sydney, where he has been the General Manager for the past six years. Then it flows to the staff who have helped make the club a success, to the Club Industry that, he says, has been "so good to me" and to the Club Managers Association for its history and potential in giving club management status and credibility.

Throw in an hour each morning cycling the byways of the Sutherland Shire and you encounter a man who, at 52, feels that life is good and that he has been blessed in so many ways.

But, for Tim McAleer, that doesn't mean he can kick back and drop his life and career back a few gears to survey and savour his hard work and good fortune. Quite the contrary.

With his staff of 160, he is celebrating Tradies recent win at national H.R. award - The Australian Human Resources Institute (AHRI) Award for "Excellence in People Management (Public/Not-for-Profit category)". Tradies won both the NSW and national divisions and outpointed an impressive list of recognised organisations in the Australian "not-for-profit" sector - (*see full story on Pages 12 & 13*).

Tim doesn't conceal his pride in the club and his team when he says the latest award fits very comfortably beside the NSW Club of the Year trophies that Tradies collected in 2003 and 2004. He was also planning his latest fact-finding trip to the Global Gaming Expo (G2E) in Las Vegas for new ideas and professional contacts to further enhance the reputation and bottom line at Tradies.

And he likes to juggle ideas to help his management team



Tim McAleer joined speakers on stage at the CMAA's Executive Leadership Mid-Year Conference at Conrad Jupiters.

and staff enjoy their work - and careers - at the southern Sydney organisation.

To underline his commitment to the Club Industry and the professional development and education of managers at all levels, Tim recently accepted Federal President Bill Clegg's invitation to join the CMAA's Federal Executive.

"I admire the plans that Bill and his team are putting in place ... it's a critical time for all CMAA members and the Club Industry," Tim said. "So, I accepted Bill's invitation and am already enjoying being part of this challenging and exciting time for club managers and the club and hospitality industry in general.

"It was a big decision and I talked it over at length with my wife and children and the Tradies Board ... I

wanted to be part of the CMAA's new era.

"Bill, as President, Allan Peter, Danny Munk and David O'Neil are good and decent people and good managers ... Terry Condon does a superb job.

"I wanted to make sure that I was properly organised at home and here at Tradies before making a commitment to the Association.

"I've only been involved for a couple of months, but am enjoying the experience and the opportunity to help make a difference."

It is Tim's quest to have passionate, talented and qualified staff at Tradies that has also led to CMAA Executive involvement.

Having graduated from the University of New South Wales with a Bachelor of Arts (honours) in English and History, Tim completed a Diploma of Education and moved into secondary teaching.

At 30 and questioning the direction his teaching was headed,

"It is important that our young managers and trainees have role models, heroes and success stories that they can aspire to emulate."

at CMAA Executive

Tim pulled up stumps and headed overseas to rediscover his "club land" employment initiation when he cleaned tables, picked up glasses and pulled beer in various clubs around Sydney while completing his degree and DipEd.

But it was the gaming aspect of the industry that landed him a job at a casino in Amsterdam and his thirst for knowledge quickly moved him through the promotion ranks.

He met and – after several invitations – dated Josephine before they eventually married, then decided Australia would be the best place to raise their family.

"It was a case of my persistence," Tim says with a smile. "I kept asking Josephine out to dinner, until she relented.

"It was the best thing that ever happened to me and her support has made it possible for me to tackle some exciting opportunities and challenges."

Returning to Australia, Tim and Josephine set up home and business on the NSW Southern Highlands with an executive training program that was perfect for their education backgrounds.

When the Federal Government's 1% training levee died, so did the Southern Highlands training adventure.

Then, according to Tim, a real adventure began ... five years at the

Grosvenor (Taxi) Club in Darlinghurst, Sydney.

This club was a Sydney icon but for all of the wrong reasons.

When he left there to join the Tradies in March 2000 the Taxi Club owned its own building, had spent \$3 million on refurbishments and was a top 10 club on net per machine per day.

In many ways it was a tougher assignment than even the Tradies but, when the opportunity came to lead the Tradies team, he jumped at it. It was only six minutes from where he lived in Caringbah and he could see that it had great potential.

Like most good managers, Tim was determined to build the best management team he could find and says there is no real secret to Tradies' success.

"Good people ... there is no substitute for passionate, intelligent, capable people who see their work as enjoyable and a challenge to their skill and talent," he added.

"I knew what I wanted for Tradies, so I had to find the right people to buy into that same philosophy ... our reputation, service, financial statements and awards speak for the quality of the people who work in this organisation."

Under his leadership, the Sutherland District Trade Union Club has trebled its membership in six years and profitability increased almost 1000%, to achieve \$4.5 million net profit last year.

In early 2002, H.R. Manager Joneen Thompson and Training Manager Amanda Reynolds started work, sharing Tim's vision to establish Tradies as an industry leader in people management and customer service.

The club has invested more than \$650,000 during the past four years in training and developing staff.

Reputation, according to Tim, is everything in hospitality

and 20 resumes each week means Tradies rarely, if ever, advertises for staff and speaks volumes for the club's reputation as a service venue for the region, as an employer and as a desirable place to work.

Tim's passion fires again when he talks about the talented and successful people working at the highest levels of the Club Industry across Australia.

"We have world-class management

executives running licensed clubs in this country and it's important that we recognise and acknowledge their great work," Tim declares.

"People like Canterbury Leagues Club Greg Levett, Tony Matthews at Wests Campbelltown, Dee Why's Grant Easterby, Mingarra's Paul Barnett and plenty of others.

"It is important that our young managers and trainees have role models, heroes and success stories that they can aspire to emulate.

"It is essential that these vastly experienced, highly qualified and demonstrably successful managers are assessable to the industry's young hopefuls."

"Again, the Club Industry has come a long way in 50 years.

"We are entering the era of tertiary-trained management and, with the assistance of our own professional association, the opportunities are limitless".



Tim with his wife, Josephine and children John 17 and Alana 14.

"It is essential that these vastly experienced, highly qualified and demonstrably successful managers are assessable to the industry's young hopefuls."

Waking up to contractual 'sleepers'

Can it save you in the long run?

With the large amount of development activity currently being undertaken in the Club Industry contracts are being signed left, right and centre – often under quite demanding time frames. Some parties to a contract may be dazzled by the dollar signs and, so, not properly scrutinise the minute details of the agreement in the rush to seal the deal. It is often in the final stages of the process that the biggest mistakes are made and exposure to risk rises exponentially. Thomson Playford's Club Industry law expert **BRETT BOON** looks at this challenging topic for club managers ...

It can take just one word – or omission of one word – in a contract to expose an unsuspecting party to significant financial risk.

Commercial law firm Thomson Playford Partner and Club Industry lawyer Brett Boon said there was a host of potential traps and pitfalls in contracts that may go undetected to the untrained eye.

"With the large amount of development activity currently being undertaken in the Club Industry, contracts are being signed left, right and centre – often under quite demanding timeframes," Brett said.

"Some parties to a contract may be dazzled by the dollar signs and therefore not properly scrutinise the minute details of the agreement in the rush to seal the deal.

"It is often in the final stages of the process that the biggest mistakes are made and exposure to risk rises exponentially.

"However, this is when the greatest attention must be given and the contract independently vetted to ensure no potential legal dangers are lurking in the fine print."

Brett said in reviewing a substantial contract for a client in the Club Industry recently he had identified an inconspicuous clause that exposed the club to millions of dollars in potential damages claims.

"Luckily, in that instance, we were able to have this particular clause relating to the indemnity removed before our client signed on the dotted line," he said.

"In some cases, what one party



Brett Boon

believes they have agreed to and what is actually contained in the contract can be significantly different.

"And, if you've signed it, under the law, you've agreed to it regardless of whether you've actually read it thoroughly, or not.

"As so often is the case, the devil is in the detail."

Brett said contracts were usually "biased" in many ways to the party writing them up.

"It is human nature to ensure an agreement is structured in a way that best suits you, so it's up to the other parties to the contract to ensure a middle ground is reached with no hidden surprises," he said.

"It is therefore essential clubs receiving contracts from suppliers,

developers or potential business partners are, with the help of their legal advisers, vetting the contracts carefully to avoid any negative repercussions at a later stage."

Brett said the most common contractual "sleepers" include:

» **Automatic renewal clauses ...**

"Parties to a contract can be caught out by these types of clauses which can lock them into an unsatisfactory agreement for a significant amount of time and cost," he said.

» **Lack of ability to terminate on notice ...**

"The ability to terminate a contract on notice in certain instances provides a necessary degree of flexibility while diminishing the threat of subsequent legal action."

» **Personal guarantees ...** "It is important to clarify just who you are contracting with when finalising a deal. This is particularly important if you need to recover costs at a later stage. Often the other party is a \$2 company whilst the club is an entity of substance."

» **Description of goods and services to be provided ...**

"Often, there is a lack of detail of just what goods and services have been agreed to in the contract, especially in the case of intellectual property and information technology. If a dispute later arises, a lack of clarity can lead to major problems in determining liability."

"It is therefore essential clubs receiving contracts from suppliers, developers or potential business partners are, with the help of their legal advisers, vetting the contracts carefully to avoid any negative repercussions at a later stage."

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Two of the Club Industry's most successful organisations – **Mounties** at Mt Pritchard and **Tradies** at GyMEA – have collected major awards at the prestigious Australian Human Resources Institute (AHRI) Awards in September. The AHRI is the industry's peak organisation and recognises excellence within Australia's human resources sector. Both **Mounties** and **Tradies** are reaping the benefits of their commitment to H.R. excellence ...

Mounties find AHRI award success second time around

It was a case of second time success when the Mounties Employment Relations team collected the "Ross Human Directions Award for Innovation in Recruitment and Retention" at the annual Australian Human Resources Institute (AHRI) Awards.

The Ross Human Directions Award recognises organisations that have successfully selected, recruited and retained talented employees. Mounties received the accolade ahead of Cisco Systems, Sparke Helmore Lawyers, Freedom Furniture and XYZ Networks.

The selection criteria for the award included a submission from the club which detailed its strategic plans, reports and measuring methods as well as an employee engagement survey.

This survey was carried out by the Macquarie University Voice Project and asks employees to rate aspects of their employment conditions such as communication from management, corporate culture and opportunities for development.

The Ross Human Directions Award is awarded to a business that has – among other criteria – strategies to identify talented, skilled employees both externally and internally, quality induction processes and programs evidence of ongoing measurement of employee engagement and evidence of leadership development, as well as personal development opportunities.

Mounties Group Employment Relations Manager Jodi Dickson, ACCM also a CMDA Board of Studies member, says



she was "very proud" to accept the award.

"We have been nominated in this category in the past two years and now we have the award ... we're thrilled," Jodi said.

"It's a great honour to be recognised by the Human Resources Industry in Australia, as we dedicate a lot of time to ensure our staff are fulfilled, our employment systems work and that staff are acknowledged for their contribution to the workplace."

Mounties Group has 550 employees across its four sites and has a 6% staff turnover. More than 90% of Mounties employees live within a five-kilometre radius of where they are employed.

Mounties also was a finalist in the Vurv Award for best Human Relations (HR) Strategic Plan.

This award is given to HR teams who can demonstrate they have achieved genuine business partner status within their organisations.

"It's a great honour to be recognised by the Human Resources Industry in Australia, as we dedicate a lot of time to ensure our staff are fulfilled, our employment systems work and that staff are acknowledged for their contribution to the workplace."

- Mounties Group Employment Relations Manager Jodi Dickson

Tradies delivers on service goals



Tradies at Gympie has collected numerous club industry awards at state and national level in recent years, but General Manager Tim McAleer is very happy with the club's latest recognition for excellence.

The Australian Human Resources Institute (AHRI) Award for "Excellence in People Management (Public/Not-for-Profit category)" has joined the Tradies trophy cabinet.

The Club won both the NSW and national divisions and outpointed an impressive list of recognised organisations in the Australian "not-for-profit" sector.

The AHRI is the industry's peak body in recognising excellence in Australia's human resources sector.

The other national finalists came from federal and state government departments, charitable organisations and local government authorities.

Tim McAleer is known for having made some strong and successful decisions since he took the Tradies General Manager role.

Under his leadership, the Sutherland District Trade Union Club has trebled its membership in six years and profitability increased almost 1000%, to achieve \$4.5 million net profit last year.

But Tim acknowledges a decision that falls into the "outstanding" category was employing two dynamic and innovative women to manage Tradies' HR responsibilities.

In early 2002, Joneen Thompson (H.R. Manager) and Amanda Reynolds (Training Manager) started work, sharing Tim's vision to establish Tradies as an industry leader in people management and customer service.

Tradies adopted an innovative approach to recruiting new staff and managing its current team, maintaining an unwavering commitment to empowering their frontline staff – dealing directly with customers – to anticipate patrons' needs and participate in continuous business improvement.

Tim said all opinions and ideas are valued and considered with every staff



member recognised for talents, trained across the variety of service areas and encouraged to strive for advancement.

"Our goal is for the Tradies' team to understand and appreciate the 'bigger picture' of the club's operations contribute to ensure the club's goals and expectations are met," Tim added.

With a \$650,000 investment in the past four years in training and developing staff, Tim, Joneen and Amanda could be forgiven for protecting their talented team and keeping their successful formal "in house". But, that's not the case as Amanda explains the Tradies' philosophy.

"If we can have someone for four

years – the average staff tenure, unless approaching retirement – we will benefit greatly from the training investment," she said.

"By encouraging and developing them in the direction that suits their longer-term goals, our staff give us tremendous commitment, drive and enthusiasm."

Tradies has not advertised to fill staff vacancies for more than four years and Joneen Thompson says the club receives more than 20 resumés each week from employee hopefuls.

"Tradies has built a strong reputation for being a good employer ... for treating our team well," Joneen added.

"We respond to every person who submits their name for consideration and regularly conduct induction sessions where all applicants are invited to participate to see if they would fit into the Tradies' culture."

Teamwork is a vital aspect of the process for Joneen Thompson.

"Tradies' competitive edge – its point of difference – is the service experience that our passionate team provides," she said.

"The difference is the way our people interact with members and with each other.

"Tradies is single-mindedly dedicated to providing a service experience, by inspiring its people to work together for a shared vision."

The Tradies trophy cabinet backs up that philosophy.

New CMDA Training Courses for 2007

The CMDA has developed a number of new and relevant training and professional development courses in order to meet the needs of its membership.

2007 will see the launch of six new programs:

- » **Manage Workplace Diversity**
- » **Plan and Establish Systems and Procedures**
- » **Marketing Fundamentals**
- » **Recruitment and Selection Techniques**
- » **Understand and Negotiate Leases and Contracts**
- » **Effective Business Writing**

Manage Workplace Diversity

As part of the Frontline Operational Development program suite, this course deals with the skills and knowledge required to provide leadership in a diverse workplace where customers and staff are from a wide range of backgrounds.

It builds on the common core unit THHCOR02B Work in a socially diverse environment, and reflects the importance of managing diversity in the tourism and hospitality industry.

This course is delivered over one day.

Plan and Establish Systems and Procedures

Part of the Frontline Operational Development program suite, this course deals with the skills and knowledge required to develop and implement new ways of doing things in the workplace.

It focuses on operational strategies to achieve workplace goals including developing procedures, standards of quality performance, systems and efficiencies.

This course is delivered over one day.

Marketing Fundamentals

This course targets supervisors and managers who deal with marketing issues in an operational context i.e. putting together campaigns, promotions dealing with external agencies and internal communication and more.

It is designed to be the first step in developing a supervisor and manager's

understanding, skills and knowledge prior to taking on a more strategic marketing role.

Therefore, this course is a prerequisite for the higher level Develop and Implement Marketing Strategies offered by the CMDA.

This course is delivered over two days.



Paul Lyons

Recruitment and Selection Techniques

Presented by one of the CMDA's more dynamic trainers, Paul Lyons, this revamped course is now two days in duration and highly interactive and relevant to today's employment environment.

It covers all areas of recruitment and selection, interviewing and induction techniques and will assist all supervisors and managers responsible for recruitment in their clubs. The cornerstone of the course will be simulation of interviews and feedback.



Understand and Negotiate Leases and Contracts

Club managers are often challenged by having to interpret and demonstrate an understanding of complex contracts and leasing agreements as part of their responsibilities.

This is not easy. In fact, a lot of managers learn by trial and error and, sometimes, with disastrous impact on themselves personally and their clubs.

This outcome may also be influenced by a reluctance by the manager to renegotiate the terms of a contract or leasing agreement because of a fear of showing ignorance or not wanting to confront the "hard issues" around a document which is not

balanced or in the best interests of the club.

Part of the solution is education.

In this course, specialists in the field of contracts and leasing will explain and identify ways in which managers can become more knowledgeable and confident in understanding these documents as well as tips on negotiating a better deal for the club.

This course is delivered over one day.

Effective Business Writing

Very few managers are taught the skills of business writing.

For many, it's a case of trial and error over a number of years.

This program is designed to put in place strategies that can be used to develop a highly effective business writing approach.

Topics covered include:

- » **Deciding when to write**
- » **Using Plain English**
- » **Developing a friendly style**
- » **Editing and Proof reading**
- » **Writing good Letters, Memos and Reports.**

A comprehensive, quality self-paced learning workbook is included in the cost of the program valued at \$100.

This course is delivered over one day.

These courses and more will be highlighted on the 2007 CMDA Training Calendar.

For more details regarding these courses contact training@cmaa.asn.au or call (02) 9643 2300.

Every CMAA Zone has a dedicated Education Officer elected to provide local members with the information relevant to training and development.

Contact your CMAA Education Officer or President to request that

training courses other than those scheduled on the calendar be made available through Zone subsidy or Zone sponsorship.

Contact the CMDA Training Course Administrator Narell Harrison at the CMDA for more details on training@cmaa.asn.au or call (02) 9643 2300.



Narell Harrison



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Giddy up ... it's the Melbourne Cup

The 2006 Melbourne Cup has been run and won. It's a day and a moment that stops a sports-mad nation focused on finding the winner of one of the most important races on the international racing calendar. But the Melbourne Cup Carnival has massive implications and consequences for Victoria's tourism economy and Victorian clubs are along for the ride.

KATIE CINCOTTA saddles up for the big event ...

THE fillies lathered up in fake tan and strapped on the "killer heels" for a day on the bubbly ... the stallions were just as hot to trot in sharp suits and zesty cologne ... anyone smell racing season in Melbourne?

It's Melbourne Cup time.

With its unique blend of sport, history, fashion and hospitality, the Melbourne Cup Carnival is one of Victoria's prize events, attracting 23,000 international visitors and 60,000 interstate visitors on Cup day to its four-day racing festival.

Run by the Victoria Racing Club across the manicured gardens of Flemington Racecourse, the Cup Carnival is a huge tourism drawcard, which generated an estimated \$318 million for the Victorian economy in 2005.

Compare that to the \$209 million raised by the Australian Open tennis tournament earlier this year, and you can see why business heads turn in the lead up to spring racing.

Melbourne's Lord Mayor John So says the race that stops a nation offers a huge opportunity for local business to gain exposure.

"When the country's premier racing club, the VRC, opens the gates at Flemington for the Melbourne Cup Carnival each year, it becomes a focal point not just for racing enthusiasts, but for everyone with an interest in Australia's cultural, social and business life," Mayor So said.



Last year, the VRC launched the Melbourne Cup Business Network to maximise the event's impact on trade, offering a program of business-to-business matching initiatives to bring local and international companies together at corporate events such as The Chairman's Dinner.

This year, Tattersall's begins its six-year naming rights sponsorship of one of the carnival's big three races – the WS Cox Plate – to be called The Tattersall's Cox Plate from 2006 to 2011.

To support the event, Tattersall's ran a network-wide promotion in all Tatts venues, with \$800,000 in prizes.

As one of the closest clubs to Flemington Racecourse, Essendon Football and Community Sporting Club manager Alan Burton says Cup Carnival is a busy time, and a wonderful marketing opportunity for clubs.

Essendon's social club manager says they used the racing event to create theme packages for local members including a Cup Breakfast, sweeps, hat competitions and bus trips to

The Melbourne Cup Feast

During the 2005 Melbourne Cup Racing Carnival patrons consumed ...

- > 388 dozen oysters
- > 881 kilograms of salmon
- > 8,210 kilograms of lamb
- > 41,127 sandwiches
- > 5,000 cakes
- > 35,792 meat pies
- Washed down with ...
- > 390,000 bottles of beer
- > 18,000 litres of tap beer
- > 120,000 pre-mixed spirit drinks
- > 100,000 bottles of champagne
- > 30,000 bottles of wine
- > 160,000 bottles of soft drink and water

(Source: Victorian Racing Club)



Flemington Racecourse.

"We definitely have an increase in trade," Alan said.

"It's a good solid trading period.

"There's a lot more tourism in the area, and being in the local vicinity, our brand name does attract people, which lets us give staff more hours and helps the profitability of our club."

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RSL AND SERVICES CLUB NATIONAL CONFERENCE

RSL brand powerful, but needs refining

In a world dominated by “brand power”, RSL and services clubs have one of the finest brands of all, but it requires refining and highlighting.

That’s the view of best-selling author and journalist Patrick Lindsay, who told delegates at the recent National Conference of RSL and Services Clubs that RSL and community clubs represented the essence of the Australian community.

“You have a much-loved and respected brand. It’s authentic ... it’s proven ... it’s a sleeping giant,” he said.

“Your industry is under siege ... reeling from the impact of legislative change.

“It’s faced by governments determined to rip out as much money as they can.

“It’s hamstrung by its archaic structure.

“It’s under sustained challenge by pubs and predatory retailers. Membership of the RSL is falling dramatically.”

Further, the industry’s main sources of revenue were under direct threat by major operators such as Woolworths and Coles.

But, Patrick said that while that represented a grim scenario, it also represented opportunity.

“If you look around you can see people are trying to recapture their community connections,” he said.

“People are joining book clubs, school P&Cs, volunteering for community groups.

“Young kids are forming groups of friends – connected by their mobile phones – to replace the lack of community structures. Look at the way young people are drawn to Gallipoli and the Kokoda Track ... they’re seeking ways to belong.

“Your clubs offer your members – and your many potential members – the chance to rediscover and nurture that sense of community.

“Think of the countless ways you’re already enhancing their communities and their lives ... are they aware of the good you’re doing?

“Think outside the box ... think of the many new ways you can reach out to them.”

Patrick Lindsay said that now is the time to create new links with communities ...

- » Ways to bring people together at your clubs
- » Ways to reach out to kids in danger of losing touch with humanity in a digital world
- » Ways of recapturing the ties that used to bind older people to the tribe so we don’t read of elderly people dying unloved and not being found for months
- » Ways of giving people the forums to take some control of their lives and their towns and suburbs ... so that, for example, small businesses, shops, restaurants and cafes, are not swamped by the heartless weight of the mass-market operators

Patrick told delegates never to forget the massive advantage they have in not being driven in their decisions by the relentless, soulless and often-mindless demands of making profits for shareholders.

“You have been demonstrating corporate social responsibility long before some boffin at Harvard wrote a thesis on it,” he said.

“You have untapped – and, in many ways, unlimited – power at your fingertips.

“You represent the combined will of a vast mosaic of intertwined interests ... from the social and sporting clubs you nurture to the combined buying power you wield.

“You represent the moral suasion of a mighty silent majority.”

It was clear, he said, that clubs needed to work at refining their message and a recent study of attitudes to the RSL in Victoria pointed up some major image problems.

But that now was the time to develop strategies to change these perceptions ... to work together to define strengths and weaknesses, to set goals and create a combined plan to get on the front foot and turn things around.

“Rather than looking at the many negatives facing you in these difficult times, consider the far greater positives with which you can arm yourselves,” he said.

He believes it is time to look at things differently ... the problems facing clubs and the available solutions.

“If you do what you’ve always done, you’ll get what you’ve always got,” he said.

“Look to the future, think long-term and put in place succession plans.

“Above all ... plan together and act together.”



RSL AND SERVICES CLUB NATIONAL CONFERENCE



Hospitality industry MUST have trained staff

One of Australia's most recognised and passionate food and wine commentators claims there is a dramatic need for chefs training to become a main issue in the hospitality industry – particularly in the club industry.

In addressing delegates at the recent National Conference of RSL and Services Clubs at Twin Towns Services Club, Peter Howard said that a recent economic outlook for 2007 by BIS Schrapnel cited one of the major issues confronting growth is “skilled labour shortages”.

“Training has got to be re-introduced onto the main agenda if this business of ours is to survive,” he told the conference. “Until we have a sense of ownership on this problem it is simply is not going to go away ... no matter how many people we import. “There is a culture that says, ‘it is not my problem’, but it definitely is an industry issue.”

Peter told delegates there is also a cultural issue – men, and their limited knowledge of food. “Mostly, managers are males and mostly chefs are males and there is the ‘two bulls in a paddock’

syndrome only too often,” he added.

“Also, we have elevated chefs to star status and that is because they are a rare species and management know they have to look after them. However, it is crucial that management know whether they want the chefs to cook or manage ... and fancy titles don’t alleviate that problem. Some chefs can manage but, mostly, they are thrown in the deep end

“Train your chefs to be managers – if that is what’s needed to fit that job description.”

Peter said that in many cases mature staff are the best alternatives.

But, mature or otherwise, staff have to be trained to fit into an operation.

They may well have the qualifications, but they still have to be inducted and trained to do what you want them to do. He said there was a move to take hospitality staff from up scale hotels and move them into large clubs. “Without training, or making these new staff aware of the culture in your club, they will flounder as I have seen in a few examples around Sydney,” he added.

On the issue of changing patrons’ palates, Peter pointed to a recent BIS

Schrapnel survey on the types of ethnic cuisines people would like to try – African, Spanish, Turkish and Middle Eastern were the top four.

However, in another of their survey on our current tastes, Chinese cuisine still ranks as the most popular. In the survey, Italian food dropped from 29% to 18% in a matter of two-to-three years, while Chinese (no particular type) was up from 31% to 46% for the same period.

Peter said that while Chinese food was still popular in the bush and with aging members, it does not mean clubs should offer only Chinese foods ... “the alternatives must be offered”.

He said “fusion food” has been a buzz word for years – East meets West – and Australia, with its proximity to Asia and its Asian-infused population – does it best.

It can provide the best of both worlds – if done properly.

By 2007, he said, Asian restaurants and takeaways will represent 60% of the total ethnic food service market – a market that was worth \$30 billion here in 2004 – while Italian (and other European) cuisines will experience slower growth.

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CLUBS NSW ANNUAL CONFERENCE & TRADE EXPO



Back to basics at BOOTCAMP



Former Australian Defence Force Chief General Peter Cosgrove addresses the ClubsNSW Conference.

By **OLIVIER BJÖRKSÄTER-BLEYLOCK**,
Editor, *Club Life Magazine*

The 2006 ClubsNSW Annual Conference and Trade Expo at the Gold Coast Convention and Exhibition Centre provided delegates with an event and an experience to remember.

“Club Bootcamp”, under the theme ... “outwit, outplay, outlast” ... offered 35 seminars, workshops, and presentations that were not to be missed.

Club delegates had the opportunity to reinvigorate their senses in a post-tax climate while they underwent an intensive – but enjoyable – training regime that changed their outlook and perception, improved their strength, endurance and agility, as well as further developed their self-esteem and confidence.

As club delegates gathered for what was undoubtedly the perfect ice-breaker – a welcome party combined with the official opening of the Trade Expo – it gave clubbies the chance to meet up once more, mingle and make new friends within our industry while inspecting and investigating the latest and greatest products and services the industry’s leading suppliers had to offer.

And, with the Annual Conference’s biggest and best turnout to date, there were plenty of opportunities to make new contacts.

The 2006 Trade Expo’s offerings were the talk of the town with, literally, anything and everything from “A to Z” that the Club Industry could require or ask for.

From air-conditioning to architecture ... construction to computers ... finance to furniture ... gaming, gaming, gaming, and more gaming as well as human resources, beverages galore, interior design, security, plants, flowers, community partners, and an endless array of fantastic accessories, this year’s Expo was truly the ultimate one-stop shopping extravaganza for clubs throughout New South Wales.

CONTINUED P22

CLUBS NSW ANNUAL CONFERENCE & TRADE EXPO

FROM P21

In keeping with the theme, this year's keynote speakers included former Australian Defence Force Chief and Australian of the Year recipient, General Peter Cosgrove.

The former head of Australia's Armed Forces drew upon his years of military experience to find the essence of real leadership ... proving his thoughts were as relevant to club managers as they are to soldiers in training and in the field.

General Cosgrove headed a team of highly-qualified speakers and seminar hosts who included communications specialist Ricky Nowak.

Better known as 'The Communication Catalyst' Ricky addressed the industry

on communications being everybody's responsibility.

And Martin Linström is recognised as one of the world's primary branding gurus, constantly developing new groundbreaking rules of branding.

He represents the new generation of branding thought-leader ... globally astute and technology-driven.

Specialised seminars also were available to delegates, covering a range of issues that touched on gaming manoeuvres for future operations and how clubs can better cater for ...

- » customer expectations
- » environmental sustainability and proofing your club from rising energy and water costs

» the smoke-free battle plan for the fast-approaching final smoking ban phase-in restrictions

» food and beverage operations and the incredible opportunities for smart catering operators

» community sponsorship and support, including a detailed tactics assessment;

» how to be media savvy, hosted by prominent media trainer Pat Kennedy

With each seminar literally packed to capacity, it further demonstrated the industry's commitment to "shine their boots and check their ammo" as they prepared to take the next steps through "Club Bootcamp".

Also making a return in 2006 were the ever-popular "master classes" through



Conference connections (from above) ... ClubsNSW Chairman Peter Newell with conference dinner sponsor and stargames Managing Director John Rouse. ClubsNSW CEO David Costello (right) talks politics with NSW Coalition Deputy Leader Barry O'Farrell. Peter Newell addresses the audience during the ClubsNSW Annual Conference Dinner. There was a great social buzz about the ClubsNSW Conference Dinner.



CLUBS NSW ANNUAL CONFERENCE & TRADE EXPO

the Club Directors' Institute, including undertaking the role of a chairperson and the directors' master class of building a better club business.

With numbers strictly limited, both events were sold-out, highlighting the fundamental investment club chairpersons and directors are willing to make to help progress their clubs and their boards for the good of the communities where they serve.

The four-day event was capped off with the "Jungle Room" theme Annual Conference Dinner when delegates literally swung into the jungle and danced to the rhythm of the drums for an unforgettable night of fun and entertainment.

With some of the best entertainment this country has to offer, it set the scene for when more than 1,500 "clubbies" came together musically – an event in itself.

ClubsNSW Chairman Peter Newell, OAM, offered special recognition to Tooheys, who again returned as conference host or the 2006 event.

John Rouse and his team at stargames also generously threw their support behind the Jungle Room dinner.

The Gold Coast Convention and Exhibition Centre also offered the perfect location for a successful event – all under the one roof, for the first time.

The venue allowed delegates to move around the entire conference with ease

and comfort, boosted by the record number of seminar and workshops available.

It was also an experience – and pleasure – to welcome back a familiar face in the witty and effervescent Jean Kittson as the conference host.

So, it was back to basics at Club Bootcamp where delegates learned that ... to be successful in the future, you need a strategy and ... to play the game, you need to know your competition.

An interesting consequence of the recent conference is that tickets for the 2007 conference already are in demand.

So, if you missed the 2006 *ClubsNSW* Annual Conference don't miss the boat to secure your place next year.

Debnam announces Coalition review of MoU

The 2006 *ClubsNSW* Annual General Meeting provided the perfect platform for the NSW Coalition to release a revision of the Memorandum of Understanding (MoU), originally issued in October 2005 between the NSW Liberal and National parties and the NSW Club Industry.

The AGM was staged as part of the 2006 *ClubsNSW* Annual Conference and Trade Expo at the Gold Coast Convention and Exhibition Centre in early October.

At the opening of the meeting, Opposition Leader Peter Debnam, MP, announced amendments to the club gaming tax rates that would apply under a Coalition Government.

Mr Debnam also addressed delegates during the 2006 CMAA Hospitality Expo and Conference at the Sydney Convention and Exhibition Centre at Sydney's Darling Harbour in late March.

The principle change to the Coalition policy is the introduction of a tax-free threshold for clubs earning below \$1 million in gaming revenue.

The consequence of this change is a slight increase in the top tax bracket (clubs earning more than \$20 million in gaming revenue). Overall, the revised MoU outlines ...

- » fixes club gaming machine tax at the rates until August 31, 2012
- » incorporates a \$1 million zero-tax threshold (and smoothing mechanism)
- » preserves the original Memorandum of Understanding's marginal tax rates for \$1 million to \$5 million, \$5 million to \$10 million and \$10 million plus (up to \$20 million)
- » creates a new top tax band for revenues of more than \$20 million

The revised MoU can be viewed in full at www.cmaa.asn.au and at www.clubsnsw.com.au for club managers and board members requiring more-detailed information.



NSW Coalition Leader Peter Debnam addresses the ClubsNSW Annual General Meeting.



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Applicants will apply directly to your advertisement via email or by complying with your instructions in the advertisement. You can post your company logos in advertisements and provide other documents to interested applicants.

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How to logon to ozjobfindit.com

As a job applicant:

1. Go to www.ozjobfindit.com and select the club industry
2. Go to logon/register and enter your details. An email verifying your account will be sent. Ensure you select 'are you actively looking for work?'
3. Once you receive the email, verify your account and make sure you answer the profile questions
4. You can now search and apply for jobs using the site's search functions

As a job advertiser:

1. Go to www.ozjobfindit.com and select the club industry
2. Go to logon/register and enter your details. An email verifying your account will be sent
3. Once you receive the email verify your account. Ensure you select the 'enable your account to post jobs' link
4. To post a job go to the jobs workbench and select 'add new job'

AUSTRALIAN GAMING EXPO 2006

Leaders Dinner serves up accolades

The Gaming Industry Leaders Dinner capped off a successful and productive AGE2006 at Sydney's Darling Harbour.

Attended by NSW Premier Morris Iemma, NSW Gaming Minister Grant McBride, NSW Opposition Deputy Leader Barry O'Farrell, and South Australian Shadow Minister for Gambling and Employment Steven Griffiths, the dinner also brought together more than 200 industry representatives, including guests from across Australia and overseas.

The AGMMA Report's October edition reported that Grant McBride publicly welcomed the contribution AGMMA member companies make to the NSW economy and that AGMMA's community contribution was often underestimated.

"They not only provide strong support to the hotel, club and casino industries in NSW, but nationally and internationally," he said.

"Many people do not recognise the research and development contribution that AGMMA members make within NSW.

"They are a significant employer of highly skilled I.T. engineers and technology professionals.

"They also design and build their products in Australia for export markets throughout the world.

"They have also worked in partnership with the NSW Government to develop the responsible gambling policy which sets an international

benchmark."

AGMMA Executive Officer Ross Ferrar described the dinner as a milestone which has produced unity across the industry.

Coinciding with AGE2006, four industry bodies – Australian Casinos Association, Australian Hotels Association, Clubs Australia and AGMMA

– hosted the event.

"An industry at its strongest is united and this landmark event has been a perfect illustration," Ross said.

"It's the first national event to take place with full involvement from all the associations.




"The cooperation between these associations for the industry dinner has really signified the common goals of the different bodies."



Grant McBride



Ross Ferrar

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2006 ACTU CONGRESS

Fair workplace laws top of agenda

By **PETER COOPER**, *Senior Industrial Relations Advocate*

With the Association's Federal Secretary, Allan Peter, I represented members at the ACTU Congress in Melbourne last month. The Congress was condensed in duration to focus on current Industrial Law and to accordingly formulate principles for a fair Workplace Laws.

It was to be an exercise in proactive and forward thinking and not merely turn the clock back in time, offering genuine options in allowing employees and employers the choice between individual agreements and collective agreements.

Under current Workplace Laws, the employer holds the stronger bargaining position by promoting individual agreements and discriminating against collective agreements ... modifying and/or removing protected award conditions via Australian Workplace Agreements (AWAs).

What is being sought is a fair minimum standards and a decent safety net for all Australian workers, with the ability to individually negotiate on terms above the minima and without "big brother" deciding and dictating the parameters that restrict good faith bargaining between the parties.

With this significant shift in power, it appears that no-one in Canberra really cares what's happening within our society.

Australian corporations are able to simply announce that they are moving hundreds of jobs off-shore to secure corporate wealth. Qantas CEO Geoff Dixon recently announced "the flying kangaroo" would outsource to India its I.T. operations at a loss of 340 jobs in Australia.

In a statement at the company's Annual General Meeting, Mr Dixon said Qantas would move its I.T. applications support and maintenance to global service providers Satyam Computer Services Ltd and Tata Consulting Services from next month, with the transition to take place over 15 months.

"There is an increasing concentration of suppliers with the skills we need for the ongoing support of these applications, and these suppliers are achieving a scale and efficiency that airlines like Qantas simply cannot match," he said.

Mr Dixon later told the AGM that in fields like I.T., engineering and catering, there had been a concentration of suppliers with superior scale and efficiency than in Australia.

"Airlines that want to remain sustainable are under increasing pressure to restructure their operations or source these inputs from these suppliers," he reported.

He acknowledged off-shore outsourcing was a "very emotive" issue and that people had "genuine concerns" about labour restructuring.

The Federal Government's response to these issues is that it has slashed TAFE funding by more than \$1 billion since 1997.

Industrial Relations Policy

The policy proposes a future Federal ALP Government using the Constitution's corporations powers to entrench a national I.R. system that would allow a residual role for state jurisdictions over public sector and non-corporate workplaces or those choosing to "opt in" to the system. State-based union lobbies are expected to support the compromise.

The ACTU policy proposes a "majority-rules" collective bargaining right, requires employers to consult and provide business information to employees, and guarantees employee entitlements in company collapses. AWAs, or other statutory individual contracts, would be phased out and union representatives' right of entry provisions would be restored.

Minimum wage fixing powers would be returned to the Australian Industrial Relations Committee (AIRC) through test case procedures.

Statutory minimum conditions

The policy proposes legislation to establish the following minimum statutory conditions, which could be varied by AIRC test cases and expanded through higher award standards and collective agreements:

- » 38-hour ordinary time working week, with limits on unreasonable overtime
- » four weeks paid annual leave per year which cannot be cashed out
- » paid parental leave rights from the Family Provisions Test Case;
- » 10 days personal/carer's leave per year
- » at least 11 public holidays each year
- » up to two years of unpaid parental leave and

- a right for parents of pre-school children to part-time work
- » rights to information and consultation
- » termination notice
- » retrenchment pay
- » guarantee of entitlements when companies fail
- » unfair dismissal remedies.

Awards and supplementary AIRC payments

Restrictions on award coverage including prohibited content and unallowable or unenforceable matters would be abolished, so that Awards set by the AIRC together with the statutory minima would comprise the safety net and the basis for a new no-disadvantage test for agreements. "The coverage of the awards should be extended throughout relevant occupations, organisations and industries on a common rule basis," the policy states. "Where bargaining and/or market rates are substantially higher than the award rates of pay, the Commission should be empowered to consider industry-based supplementary payments in awards to reduce the gap between award-reliant workers and those with access to collective bargaining while also maintaining and recognising industry relativities."

Unions

The policy would establish new freedom of association provisions preventing anti-union behaviour by employers, with new powers for the AIRC to make orders against such conduct. Recognition of union delegates, two paid union meetings per year and right of entry provisions would be legislated. The new rights would include the "provision of information to unions and workers on the company's overall strategy and planning, with particular reference to employment-related issues, including new technology, products and processes, the company's future planning, future labour requirements and proposed changes to work organisation".

Collective bargaining

"Good faith" bargaining, overseen by AIRC orders, would include options for multi-employer agreements and the abolition of employer "greenfield" agreements.

The Commission could order secret ballots to determine majority support for a collective agreement before issuing mandatory "good faith" orders.

Protected industrial action would be available during bargaining without the

need for a ballot, but the policy says "as a matter of good union practice, unions should not take action unless it has been democratically endorsed".

ACTU comments on data supplied to Senate Estimates Committee by Office of the Employment Advocate

Under the Federal Government's I.R. laws Australian children as young as 14 years old are signing AWA individual contracts.

According to previously unreleased official Government figures, 598 AWA individual contracts were signed by children under the age of 15 from July 2005 until May 2006, including many under the new I.R. laws. Another 7,779 individual contracts were signed by children aged between 15 and 18 years old and a further 13,269 individual contracts were signed by young workers aged 18 to 21 over the same period.

ACTU Secretary Sharan Burrow described the figures as "very disturbing". "They are official figures that were supplied to the Senate Estimates Committee by the Office of the Employment Advocate - the Government agency with which all new AWA individual contracts are registered," Ms Burrow added.

"The figures show thousands of young Australians are now signing individual contracts that are no longer subject to a 'no disadvantage test'.

"Under the new I.R. laws AWA individual contracts can legally remove award protections like rest breaks, meal breaks, public holiday, weekend and overtime pay without any compensation for workers.

"The Government's workplace agency [OEA] has admitted that 40% of AWA individual contracts registered under the new laws get rid of rest breaks and 63% of AWAs scrap penalty rates and annual leave loading and 50% get rid of shift allowances, overtime loadings, skills payments and public holiday pay.

"These are terrible statistics that show a generation of Australians are growing up with fewer rights as a result of the Coalition Government's I.R. laws.

"I am sure that parents would be as shocked by this news as I am."

AWAs approved for young workers - July 2005 to May 2006:

Less than 15 yrs:	598
15 to 18 yrs:	7,779
18 to 21 yrs:	13,269
Total:	21,646



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CMDA Training Program: December 2006

For full content details of each of the programs contact the CMDA on (02) 9643 2300 or refer to the 2006 calendar on our website; www.cmaa.asn.au

COURSES	DECEMBER
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	W 13
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	Th 14
Interpret the NSW Club Employees State Award - 1 Day (Prerequisite for Payroll and Roster programs) Covers the provisions of the award. For those who are responsible for controlling shifts and adhering to labour/roster targets.	POSTPONED
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	W 6 & Th 7
Develop & Manage Marketing Strategies THHGLE12B - ACCM Unit 2 x 2 Day Sessions For Managers who are responsible for the strategic marketing and promotion of functions within their department or club.	(S1) W 6 & Th 7 (S2) W 13 & Th 14
Manage Physical Assets THHGLE16B ACCM Unit 2 x 2 Day Sessions Deals with the systematic maintenance, repair, purchase, monitoring and coordination of financing for physical assets.	(S1) M 4 & Tu 5 (S2) M 11 & Tu 12
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	W 11

REGIONAL TRAINING...

COURSES	DECEMBER
Analyse & Report on Gaming Machine Data THHADGO1B ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	Coffs Harbour M 4 & Tu 5
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Newcastle Tu 5

Courses featuring a code prefixed by either BSB or THH are nationally recognised & accredited training units.

Upon successful completion of assessment requirements, participants will be issued with a Statement of Attainment and/or a Qualification.

For further information contact Estelle McDonald or Narell Harrison at the CMDA, either; **Phone:** (02) 9643 2300 or **Fax:** (02) 9643 2400.

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Looking to develop talented staff BEFORE you make them Trainee Managers?

By RALPH KOBER, CMDA Education Manager

The CMDA has created a training and development plan for clubs who have identified talented staff as potential Trainee Managers, but are not ready to take the next step in appointing them as Trainee Managers.

The plan has been influenced by the reality of what happens in the workplace and the differing needs of the generation of younger employees now entering the industry and looking for a career in hospitality i.e. the "Generation Ys" – those people in the 18 to 25 years category.

Over the years, clubs have used the Trainee Manager provisions in the Award sparingly as a consequence of the changing needs of both clubs and the trainees.

Currently, Trainee Managers embark on a four-year on-the-job program while enrolling into a nationally recognised Diploma of Hospitality Management qualification to meet the trainee's off-the-job requirements. There has been mounting evidence presented that this arrangement has been less attractive to both clubs and trainees because of the duration and the commitment to the traineeship.

This has proven to be a disincentive for both parties, especially where the trainee is not being provided with support in both time and access to training.

In fact, a lot of traineeships dissolve well before the allotted time due either one or both parties departing the agreement.

Therefore, the question remains ... is there any less benefit for a prospective trainee to undertake a two-year versus four-year training plan that provides a realistic timeframe in which to complete relevant and, in most cases, nationally accredited training courses and allows the trainee and the club to determine whether that person will continue on to become a management trainee? The CMDA believes there is not.

In fact, the CMDA believes this plan will help to increase the number of talented prospective employees selected to take on this "developmental plan" and feed into a shorter and more-realistic management traineeship program.

The training and development plan is listed above.

It is designed to be completed over a two-year period, working in with the club's needs. It comprises approximately 35 days of training and industry activities.

The 2007 CMDA Training Calendar has been prepared with our regional members in mind and includes a non-Sydney Metropolitan calendar, which highlights where and when training courses will be offered outside of Sydney.

The plan itself is called the "Frontline Operational

Frontline Operational Development Program

Year 1 - Content	Days
Financial Fundamentals	2
Deal with Conflict Situations	2
Coaching Skills for Buddy Line Trainers	1
Manage Workplace Diversity	1
First Aid	1
Armed Robbery Survival Skills	1
Business Writing	1
Marketing Essentials	2
Industry Activity	
– Darling Harbour, industry visits, guest speakers	2
Year 2 - Content	
Gaming Analysis	2
OHS Risk Management for Supervisors & Managers	2
Monitor Staff Performance	2
Setting Standards (Plan & Establish Systems and Procedures)	1
Industry Activity	
– Darling Harbour, industry visits, guest speakers	3
Food & Beverage Development Program	6
Duty Manager Development Program	6
Total days	35

Development Program" and sits within the overall CMDA Training Calendar. For the plan to work effectively, it is strongly suggested that any club using it to align the potential trainee's off-the-job training course program with the appropriate on-the-job exposure to anchor the learning.

For example, where a potential trainee undertakes the Gaming Analysis course, then he/she should be rostered to perform those duties in the workplace. The plan is comprised of two parts – Year 1 and Year 2. These are interchangeable, however it is recommended that the roll-out of the plan for a potential trainee follow the format.

The potential trainee would be monitored for performance and, subject to satisfactorily completing the program, be in a position to be offered a dedicated trainee management position.

It is hoped this model will assist managers in building development plans for their talented staff who are looking to their managers to offer them a realistic career pathway aligned to tangible development and professional outcomes.

For more information, contact Career Development Administrator Narell Harrison at the CMDA 02 9643 2300.



Clubs responsible for 'gre

Seven registered clubs in NSW have participated in a groundbreaking review of environmental performance that will help establish the first Best Practice Guidelines for sustainable operation in the Club Industry. Big Switch Projects managed the review for *ClubsNSW* and commissioned energy consultancy AHA Management to examine opportunities for energy and water savings. Waste Audit and Consulting Services also conducted a separate study into waste management practices. **PAUL PEARCE** looks at the results of the project and the implications for clubs beyond 2006

Sustainability has become a mainstream issue and some leading registered clubs are recognising that they have an important role to play in sound environmental management.

This was demonstrated in a recent project to identify more efficient management of energy, water and waste in the Club Industry.

After a state-wide call by *ClubsNSW* for members to volunteer for a study of environmental performance, seven clubs nominated as study subjects – Mt Pritchard Community Club, Dooleys Lidcombe Catholic Club, Wagga RSL, Asquith Bowling and Recreation Club, Lismore Workers Club, Illawarra Master Builders and Illawarra Catholic Club's Club Menai.

The draft guidelines for Best Practice were finalised and presented at the *ClubsNSW* Annual Conference at the Gold Coast from October 7 to 10.

The project, known as the "Cool Clubs" program, is supported and partly funded by the NSW Department of the Environment and Conservation (DEC) and aims to help establish some industry benchmarks for energy-saving and water-saving options, while also reviewing how clubs manage waste reduction.

Steve Hennessy of building services engineering company, AHA Management, conducted the detailed



examination of energy-saving and water-saving options.

He identified savings that are relatively straightforward to introduce in the short term while there are other savings projects that need further review.

"The investigation of energy use focused on the two largest consumers of power – existing lighting systems and air-conditioning – particularly the use of outside air to supplement mechanical cooling," Steve said in his report.

"In examining water usage, attention was given to factors such as leaks and the efficiency of various water-dispensing devices, as well as water-storage facilities. In nearly all cases, there are opportunities for making a substantial improvement in energy efficiency, lower water usage and waste management. In the key air-conditioning area, our recommendations ranged from relatively minor repairs to upgrades such as the retrofitting of economy air cycles and the latest building management systems.

"Most of the clubs use high-energy demand lighting and our recommendations included retrofitting a range of low-energy lamps and the latest managed lighting systems.

"It should be added that many of the savings related to operational issues such as leaving on gaming machines and air-conditioning outside of business hours."

During the inspections, it was not uncommon to find the air-conditioning running in large function rooms that typically are unoccupied for significant periods.

Similarly, it was noted that high-energy using plasma televisions tended to be switched on hours before opening time in some clubs.

Conversely, legislative restrictions on smoking in licensed premises has had the effect of cutting the energy needed to introduce fresh air into the clubs.

However, as Steve Hennessy points out: "There is still a significant role for outside air, but it requires careful engineering to optimise the benefits ... for example, ensuring a properly controlled air cycle that introduces cooler outside air on a summer's evening to reduce the demand on air-conditioning."

Overriding all of these issues, Steve says, is the issue of maintenance.

"The ongoing efficacy of



ener' sustainable future



improvements in energy efficiency will depend on the quality of systems maintenance and, in most cases, the clubs will not necessarily know if the maintenance is up to standard," he added.

"This may require the supervision of a third party qualified to periodically check these mechanical and technical issues."

Big Switch Project's Managing Director Gavin Gilchrist reports that, on average, the project has identified cost-effective opportunities to save more than 12% on energy use, 21% on water consumption and numerous opportunities to improve recycling waste practices.

"These savings not only deliver an excellent environmental dividend, they also make good financial sense," Gavin said.

"Many of the recommended projects, some requiring expenditure in the \$100,000 to \$200,000 range, have an expected payback period of just two to three years."

Having completed the reports in August, five CEOs and two senior Operations Managers attended a workshop with organisers who explained the issues surrounding sustainable operation.

"Currently, in conjunction with DEC, we are continuing to discuss the findings with the clubs and explaining how the changes can be initiated, Gavin added.

"The feedback has been very positive and it is highly likely most of the clubs in this exercise will want to develop action plans to implement some or all of the recommended changes."

'COOL CLUBS' ...

- > Mt Pritchard Community Club
- > Dooleys Lidcombe Catholic Club
- > Wagga RSL Club
- > Asquith Bowling and Recreation Club
- > Lismore Workers Club
- > Illawarra Master Builders Club
- > Illawarra Catholic Club's Club at Menai

Green light for Dooleys enviro rethink

Greg Kearins was immediately attracted to the possibilities of the "Cool Clubs" program. "As soon as the ClubsNSW people mentioned it to me, I realised that its objectives dovetailed nicely with our already emerging intentions toward energy conservation," the Dooleys Lidcombe Catholic Club General Manager said.

With 25,000 members and annual revenue of \$20 million, Dooleys has started a \$19 million expansion and refurbishment program that included briefing the architect to consider environmentally sustainable design in the new works.

"Our program manager, Big Switch Projects, appointed building services engineers AHA Management to do the detailed review of our power and water usage," Greg added. "The recommended action identified annual savings of \$18,000 in energy use and avoiding 213 tonnes of CO2 emissions annually."

The bulk of the recommended reductions in energy entail changes to lighting and air-conditioning. Most lighting changes involve installing a variety of energy-efficient lamps and controlled lighting systems, including dimmers and motion sensors, to reduce power usage by up to 30%.

The club has accepted various options for air-conditioning changes, including installing economy air cycles that reduce the need for air conditioning and heat exchangers to allow re-use of conditioned air.

Greg Kearins says the payback on this investment "is a very acceptable eight years, given the 20 to 30 year life expectancy of the equipment".

Dooleys embraced all water conservation recommendations, including installing and retrofitting waterless urinals (cost neutral) and tap flow restrictors. The club's Building and Services Manager Colin Eisenhuth also plans to introduce rainwater harvesting for use in irrigation.

Operational change also has had a big impact.

"AHA's power usage analysis of our poker machines has been of great benefit," Greg added. "Previously, all machines were on the one circuit, which presented difficulties turning off the machines. A new design, with banks of machines on separate circuits, will reduce power usage of 109,200kWh per annum and cut CO2 by 115 tonnes."

Dooleys also are well advanced with plans to reduce waste materials. The club is testing a new system to recycle food waste into liquid pulp which is taken off site and converted to "green power". This initiative, combined with another recycling process, will cut waste to landfill by 70% within two years.

"Overall, we consider that the environmental benefits of these changes far outweigh the costs and we have been delighted to be involved in this program," Greg said.

Make CMAA membersh

By **KEN BURGIN**,
of Profitable Hospitality

Inspiration is an essential part of the training process, but it's only the start. Unless training program participants return to a positive climate, where initiative and enterprise is encouraged and their fellow workmates are motivated and looking for better ways to work and manage, the benefits will soon wear off.

One way of ensuring your team is on side and shares the vision for success is to encourage regular participation in the training programs offered by your own industry training body.

The CMAA's expansive range of food and beverage training covers every area, from kitchen management to function sales, café efficiency to duty manager supervision.

Take advantage of your member benefits and use these courses to provide a bedrock of knowledge and understanding, then ensure you get staff "out of the house" to see how other smart operators are putting it into practice.

We must look "outside the box" to examine how others are offering hospitality.

Don't just visit another club ... but investigate how smart pubs, cafés, retailers and food courts are designing food and beverage service, using technology, displaying product and keeping up with ever-changing customer demands.

Does your kitchen team need motivation and inspiration?



Ken Burgin

Subscribe to *Gourmet Traveller* for the staff room and give your employees internet access to keep track of food and hospitality sites.

Ensure they visit trade shows and the occasional visit to Sydney or Melbourne food precincts will open up much potential.

Encourage the use of digital cameras and have a competition for best food photography.

Promote special dinner events and involve the hospitality teachers at local schools and TAFE ... this is your supply source for future workers.

Back it up with CMAA's "Kitchen Profit and Efficiency Workshop" to ensure a thorough understanding of financial management behind the daily activities of ordering, production and service.

Does your Function Manager need inspiration with menu packages and support with sales skills?

The RSVP shows in Sydney and Melbourne each year offer excellent value, as do local bridal fairs and a host of websites and email newsletters.

Do they understand the maths of cost and profit margins on large events?

Perhaps number training and spreadsheet skills will be important, plus five-finger typing to help them get the quotes out quickly.

If you've invested in function management software, training for new staff is essential, otherwise important features are unknown and unused.

Support this with both of CMAA's "Function Management Workshops", for existing managers and those who are "in the wings".

How about the café?

Is it as organised and efficient as the local Gloria Jeans, or burdened by long queues and boring displays?

The "Profitable Café Workshop" is a great start, backed up by coffee training from your supplier and a quality automatic



Encourage regular participation in the training programs offered by your own industry training body.

ip work for your career

machine.

And don't forget to take the team off to sip and enjoy at several of the big coffee franchises, observing how they handle queues, displays, menu choices and pricing.

Are bar staff unsure of what to recommend to someone who is obviously not a local, or how to talk to someone in a suit?

This may not be the right person to call "mate" or "darling" and attending a customer service workshop will get them thinking about the wants and needs of different types of people.

Bar staff also need sales scripts and lots of product training from the friendly wine and liquor representatives.

Ask them to showcase not just their product but have horizontal tastings – comparing different brands of the same product, e.g. beer – and vertical tastings – different years of the same wine.

Cocktails are the new hot topic, so take staff along to events such as the Sydney Bar Show for inspiration, and

organise a cocktail expert to design drinks that fit your price range and style.

Some of these can make an excellent dessert substitute, if promoted in the right way, and flaring skills add excitement.

Is the Bar Manager up to speed with stocktaking maths and ordering?

Has the POS been designed to handle this, or do you need training from that supplier as well?

It only needs a phone call to start the process.

With the wealth of new products and promotions from liquor companies, bar managers also need a good understanding of marketing.

Plus solid leadership skills to keep a bunch of active staff focused on their job and the customers.

Can they handle a "discipline interview" if one of their staff is repeatedly late or failing to perform?

Senior managers often are frustrated by middle management unwillingness to handle this type of responsibility.

Intensive training, such as CMAA's "Duty Manager or Food and Beverage Manager" programs are a great start – especially if there's a group attending together.

Training should be a reward as well as a duty ... we all learn more when we enjoy ourselves.

Opportunities for training experiences such as those offered by the CMAA Bursary Program are invaluable.

Encourage your staff to apply and help them with the application.

Or book a bus and go as a group to events such as Fine Food – in Brisbane, Melbourne or Sydney – or the CMAA's Club Management Conference each year.

Take advantage of your CMAA membership and get it working for your success and the success of your Club.

For more information about Profitable Hospitality, visit www.profitablehospitality.com or call 1800 001 353.

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Thomson Playford

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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- > Liquor licensing
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NSW wines emerge from shadows

NSW wines often get a bum rap ... constantly overshadowed by their interstate rivals, particularly brands from exotic places such as the Barossa Valley in South Australia, Margaret River in WA and Victoria's Yarra Valley. And, when you toss up names such as Penfolds, Peter Lehmann, Houghtons, Hardys and Coldstream Hills, the argument tips strongly back in favour of Australia's wine capitals being anywhere other than NSW. Now, I'm certain the Tyrrell, McWilliams and DeBortoli families will have a bit to say about it – and with good justification – but, as an example, the facts remain that wine drinkers in NSW annually consume more WA classic dry whites than the total population of the wine variety's home state.

In a recent survey commissioned by The Sommeliers Association of NSW, it was found that upwards of 98% of all restaurant and club wine lists contained at least one South Australian red wine, and in NSW alone, 52 % of all lists did not carry any NSW wine.

I have worked with NSW brands throughout my wine industry career, and, fortunately, understand more about them as a result. A misconception is that the NSW wine industry is all about the Hunter and the Riverina.

While the state's biggest brands do come from these two regions, it is worth noting the impact other regions are now having on the industry.

Take Mudgee as an example. Mudgee is a noted region for wine tourism and big rich reds – a veritable oasis of manicured vineyards, lovely fortifieds and quaint country roads leading to small cellar doors. But Mudgee enjoys several different microclimates and soil terrains, which invariably mean that not all Mudgee wine is the same.

A case in point is the Simon Gilbert Winery, about 20km south as the crow flies. It lies in the higher end of the valley and its newest-released wine range, the Prince Hill selection, is testimony to the variables that can occur within the Mudgee area. The fruit chosen for the Prince Hill range was individually selected by acclaimed winemaker Andrew Ewart from the

best quality sites on the estate, where soil drainage and crop thinning are some of the considered factors that go into the wine.

A little further south on the Central Ranges and Orange comes into view.

For years, the leading winemaker at Rosemount, Phillip Shaw is forging a name with his latest wine venture on the back ranges of Mt Canobalas, west of the Orange township. Shaw – and the Cumulus Wine Company – is producing some outstanding cool-climate wines under labels with the creative names, "Rolling" and "Climbing", along with his own signature label.

The region's continual cool temperatures, coupled with highland sunshine, gives the fruit incredible colour and vibrant flavours.

Phillip has had 15 years to understand the intricacies of Orange as a wine district and his wines are consolidating the reality that great wines can only come from nurturing vineyards that have natural raw talent.

This is also a case not lost on two other relatively obscure NSW wine regions that have set the wine industry tongues wagging with their impressive wines. One is the Shoalhaven maritime district – just north of Nowra on the South Coast – where Coolangatta Estate has been producing world-class Semillon since the mid-'90s. Their outstanding 1998 Semillon has amassed enough trophies to have a cabinet of its own ... such is its show success around the country.

The other is the snow-laden vineyards of Tumbarumba, at the back of the Kosciusko National Park. The chardonnay from several vineyards in this area is used to make some of this country's most-expensive white wines (Penfolds Yattarna), and where wine critics are uniting in declaring Tumbarumba Chardonnay as among Australia's best. Try either Bidgeebong or Hungerford Hill to get the feel of some superb chardonnay.

I also rate the wines from Cassegrain in the Hastings Valley, near Port Macquarie, as quite exceptional, but it would take forever to go through the state of NSW region by region.

BATE'S
VINTAGE



My pick this month is the 2005 Prince Hill Merlot, from Simon Gilbert Winery. There is the smell of soft plum and blackberry fruit aromas against a background of cedar oak. The ripe plum flavours with fine tannin structure gives a complex palate and a long, persistent finish. It's my favourite merlot at the moment. These wines are new, hard to find and seriously worth the hunt. The reds are exceptional quality and would sit well on any wine list.

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**LION
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Brewing revolutionary finds the

By HENRI LACH

Most people look forward to retirement at 65. There are exceptions. Bernard Power is one of them. A life of aged leisure is not for Bernard, who is looking forward to further challengers for himself and for his company, Club Advantage.

It's a company he describes as "dedicated to, and working with" the Club Industry.

If the name Power rings a bell, it should.

"Bernie" Power, as he was affectionately known, is the man who turned the brewing and hotel industry in Queensland – indeed, in Australia – on its ear back in the 1980s.

History records that his brewing techniques are still yardsticks for the industry.

His Power Brewery at Yatala, south of Brisbane, is now in the hands of the giant Foster's group, after a mutually satisfactory takeover in the 1990s.

But it's a tribute to the man's brewing skills and acumen that Foster's continue to market the Power brand of beer in several configurations.

He is unashamedly of Irish publican stock. His father was a pubkeeper in country Queensland and Bernard followed in his footsteps.

Bernard still owns a pub, which he calls his "hobby", in the state's far north and from which he contributes to the local population's welfare.

In the aftermath of the sale to Foster's, he bought a floundering company called Club Liquor in 1998.

Although the company had an unimpressive beginning, it led to Bernard being converted to the Club Industry with the sort of fervour that must have struck St Paul on the road to Damascus.

The name Club Liquor was changed to Club Advantage and Bernard considers himself a publicist and a lobbyist for the Club Industry, as well as a provider of goods and services.

He believes Club Advantage has developed into a very significant club business and is the biggest of its kind in Australia.

"We now have 220 clubs under our banner," he says proudly.

"Twenty-two of those are in NSW and 18 in Victoria, even though we have not yet set out to move into NSW or Victoria.

"We have actually been approached by clubs from down there to become members of Club Advantage."

"The company has changed its profile very dramatically since we started.

"We were purely a liquor group, where we negotiated deals with all the major liquor suppliers.

"While the focus continues to be on alcohol, we now have deals in place with energy companies and we have a national deal with Flight Centre.

"They have negotiated a deal with us because of our club membership base, which is now heading up towards 950,000 members – that's a very significant number."

A club member can contact Flight Centre and get a deal

that's specifically tailored for a club member, Bernard explained.

Bernard Power's aim is to demonstrate to clubs that they can broaden their income stream by tapping into their membership base.

"For instance, the club gets a percentage of the profit if one of their members takes a trip through Flight Centre. It's a commission. A single club would not have the collective buying power of all our clubs," he said.

Deals with energy companies also have brought about big savings.

"Some of our clubs have saved \$50,000 a year on their energy bills," he said.

"The energy companies tender, through us, for our clubs' business."

Bernard Power is a man who is earnest and enthusiastic about what he and his company are achieving.

"The single most important thing is that everything we do is very transparent," he added.

"We are now becoming a big organisation.

"We're endeavouring to say to the industry that it is critical that you have to broaden your income base, beyond gaming, liquor sales and food.

"Governments are going to challenge the viability of the club industry, so clubs have to be stronger.

"And what they have to do above all is to capitalise on the members they've got and what they can do for their members.

"A single club can't physically do what we can do, because we're not constrained by management of a club.



Bernard Power shares a joke with one of his member club bosses, Easts Rugby League Club General Manager Sharna McLean.

Power for clubs and business

"But there's a lot of things that 950,000 members can do to attract a lot of business by some very, very big players.

"We're constantly being approached by suppliers saying ... 'Look, can we get on board to do business with you.' That's fine, but it has to be with the approval of the clubs."

Bernard is effusive about the role of clubs in society.

"Without clubs you would not have the game of rugby league," he claimed.

"Clubs provide the platform and the foundation for young people to take up the sport.

"People and governments have to understand how important clubs are in society.

"If you take any club out of its area, let me assure you that it would damage the social fabric of that area.

"Many people would have nowhere to go.

"Hotels don't provide the same sort of facilities.

"These clubs are the feeder clubs for all sorts of sports - not only for men, but for women and children.

"If you said to the government, 'Clubs are going to go', it would be a disaster,

"The government could never pick up the cost involved in providing the infrastructure for sport and recreation, and for the social gathering of people that clubs provide.



"Clubs provide an affordable lifestyle, and a very good one."

He also sees the Club Industry as the last bastion of the independent business venue.

"Hotels are being devoured at a staggering rate by Coles and Woolworths, and that represents a significant threat to the beverage industry and suppliers," he said.

"Clubs have to be forever vigilant.

"There's always a good reason to broaden their income stream, to sell more than they do within the club."

"The Club Industry has undergone change over the years ... it's a very big business.

"The level of professionalism is now

outstanding.

"Managers are now very professional and very skilled, because they are running very big businesses.

"The average club is a much bigger business than a lot of large companies in Queensland.

"Clubs are huge employers of people.

"I think that it's absolutely crucial that the industry has a very strong voice, both commercial and political."

And, on that point, he had a word of praise for the CMAA.

"I have enormous respect for them," he added.

"They are a very professional group, with some dynamic members."



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Clubs rescue youth 'at risk' program

As funding goes, it's not a lot of money, but CDSE funding allocations from Fairfield RSL Club and Smithfield RSL Club means a lifetime opportunity for some young people in the area. The clubs have donated \$33,000 – Fairfield RSL \$23,000 and Smithfield RSL \$10,000 – towards the Fairfield Workplace Learning Partnership (FWLP) Vocational Mentoring Program – the only funding the program currently receives.

At this stage, the two clubs' combined CDSE funding is keeping the program alive, according to Fairfield Workplace Learning Partnership Vocational Mentoring Program Manager Narelle Stoker.

Narelle said the program was identified by all state secondary school principals in the Fairfield Local Government Area as a much-needed service for Year 9 and 10 "at risk" students. Fairfield City has significant youth unemployment and a low school retention rate, Narelle said, so the FWLP program assists young people develop work-ready skills.

Labour force participation rates show that only 35.4% people aged 15-to-19 years are employed, which is 10% lower than Greater Western Sydney.

"Fairfield City Council also supports the need for strategies and programs to assist young people who are at risk of disengaging from school," Narelle said.

"An industry vocational mentoring program is an excellent tool, which will enable young people to become familiar with local industry and establish a work ethic."

The FWLP, as a not-for-profit independent, incorporated association, functions on CDSE funding to offer value-added education programs for the Local Government Area (LGA) schools.

Since 1998, the FWLP was federally funded to provide a work placement program, but that funding ended this year.

CDSE funding of more than \$100,000 over the past five years has allowed the FWLP to provide additional services – neither state nor federally funded – to the LGA's disadvantaged students.

The CDSE scheme, funded by local clubs, supports the Vocational Mentoring Program and funds FWLP initiatives.

The CDSE fully funds the Vocational Mentoring Program with Fairfield City Council providing full office

students – agreed unanimously on a Vocational Mentoring Program for Year 9 and 10 students "at risk of disengaging".

"There is no service to assist these young people refocus or reengage in either continuing their education or leave school and pursue a career," Narelle said.

The Vocational Mentoring Program started in Term 3 and, to-date, has assisted 36 students in Fairfield LGA

schools with self-esteem, confidence and decision-making skills about their immediate future prospects.

Students are already receiving offers of apprenticeships, traineeships, part-time employment and full-time employment.

The FWLP's Vocational Mentoring Program features

- » It is preventative - aimed at students who are in danger of being disengaged
- » It involves the whole of the student's support team
- » It offers choice and is individually molded for the students needs
- » It gives the student exposure to a range of school-to-work pathways

"We realise there

are students who will not excel academically, or move easily through the school systems, but may be affected by poor peer influence or lack of guidance or ideas about where they want to go," Narelle added.

"We want to work with these students and show them there are options where they can participate in their career choice and have an enjoyable and satisfying working career.

"We recognise that not every student will undergo a 'Road to Damascus' experience, but the FWLP service will have opened up communication channels between the support team and the student and given the student an experience that may confirm/change his/her career concept.

"In some cases, the communication and experience may lead to offers of holiday work and even apprenticeships."



Fairfield Workplace Learning Partnership Vocational Mentoring Program Manager Narelle Stoker with Fairfield RSL Club President John Burgess.

accommodation to administer the program.

Other clubs that have supported the FWLP in recent years were ...

- » Club Maconi
- » Mt Pritchard Community Club
- » Canley Heights RSL Club

Only Fairfield RSL and Smithfield RSL have supported this new initiative during 2006.

"We will not be able to complete the project successfully, nor lobby state and federal governments without this much-needed seed funding," Narelle said.

The FWLP has developed effective relationships with schools and businesses in the Fairfield area and shown initiative and innovation in identifying young people's needs to provide a pilot program.

Fairfield LGA principals – asked what service would most benefit their

City Golf Club boss's eye on

By HENRI LACH

Golf is the core business of golf clubs, of course. But General Manager Peter Constance looks at the broader picture from his chair in the Toowoomba City Golf Club, at the gateway to Queensland's Darling Downs.

"Here, we are trying to fulfil the original proposition that clubs are places where you go to meet people, to meet and make friends, and that's particularly important for older people," Peter said.

"Whether it's from nursing homes, or whether it's retirees, clubs are where they can go and feel safe. It's a total environment where they can enjoy inexpensive food and entertainment as well."

Many in the Toowoomba community and surrounds obviously share that view because the club's social membership is more than 15,000.

There are 100 golf members.

Peter Constance is in his second year as senior executive of what is arguably the best country golf club in Queensland where general facilities are concerned – and the state's only golf club with a TAB outlet.

Peter has put his own stamp on the City Golf Club since he



took over the top job when long-serving former boss Phil Reitano retired.

Peter pays tribute to Phil as an inspirational club executive and "the father of the City Golf Club".

A new chef has been employed and the club bistro serves more than 8,500 meals a week – and rising.

Food has always been a club drawcard and it boasts a patronage record that has to qualify for the

Guinness Book of Records.

Elderly local residents Joe and Ruth Perrin have lunched at the club every day for the past seven years. "I can't remember ever missing one day," Ruth said.

Peter is considering striking a medal to honour their loyalty.

While food continues to be an important aspect of the club's operation, Peter has broadened the scope of entertainment with innovations like a "morning melodies" program.

Bingo has been given a lift with a lunch meal deal and morning tea during the half-time break.

A varied list of local and Brisbane entertainers is booked from Thursdays to Saturdays.

All that is not to say that golf has somehow taken second place in the club's priorities – far from it.

A \$300,000 course renovation program nears completion

Mum's the word

Michelle Hogan (pictured right) is something of a rarity of her era ... a girl who listened to her mother.

A gaming analyst with the St George Leagues Club for 10 years, Michelle's mother, Coby, encouraged her to seek a career in the Club Industry. Michelle found a casual job at Canterbury Hurlstone Park RSL Club in 1994 and spent the next three years learning the business from the bottom of the career ladder.

"Like anyone else starting in a club, I emptied the ashtrays and did all the usual menial things," she recalled.

Michelle joined her mother at St Georges Leagues Club in '97 as a casual but her dedication to the job and some of mum's helpful advice soon produced a promotion to gaming supervisor, a job she held for two years before moving on to the Illawarra Catholic Club in 2002 as assistant gaming



manager. A year-long stint as Miranda RSL Club's Gaming Manager allowed Michelle to hone her club promotion skills.

In 2004 she opted for a "tree change" (as distinct from a "sea change") with the assistant manager's job at Gatton RSL Service Club, about halfway between Brisbane and Toowoomba.

"It was only a short trip from there to here," she quipped in her position as the Toowoomba City Golf Club's Marketing and Gaming Manager.

General Manager Peter Constance's decision to hire Michelle was inspired by her academic record, which runs to a full A4 page.

That record includes half a dozen CMAA courses and Gaming Management units through Southern Cross University.

Michelle was CMAA Darling Downs/Ipswich Zone Treasurer during 2004.

What's next on her agenda? "I love my job, and I love Toowoomba. We'll see what the future brings," she said with a smile.

- HENRI LACH

bigger picture

and the club gained important prestige in April by co-hosting Golf Australia's junior championships.

"It was an event that was great for the club - and great for Toowoomba," Peter said, referring to the number of young golfers and their families and supporters who invaded the city for the eight-days of competition.

The City Golf Club strongly supports junior golf and waives green fees for schools competition.

In the meantime, Peter Constance won't be fazed by the spectre of total anti-smoking legislation.

"Our gaming income has not fallen during the past 12 months, in fact, there's been a growth," he said. "We'll assess the full impact in the next six months, after the introduction of total ban."

The club already has made provision to cater for smokers with a designated outdoor area off the gaming room and its 150 machines.

"Members are aware of what's coming and they've become used to it," Peter said.



Peter Constance and Michelle Hogan chat with club stalwart Ruth Perrin, who has lunched there every day for the past seven years.

Peter advocates education and experience

Toowoomba City Golf Club General Manager Peter Constance (pictured below) has an impressive background of nearly 30 years in the hospitality industry.

He part-owned and managed a winery restaurant and tourist complex in Victoria and held executive positions at the Twin Towns Services Club at Tweed Heads, the South Tweed Bowls Club, and the Southport Yacht Club.

In a previous life on the Gold Coast he was named Queensland's Best Club Manager/Secretary for 1998 while at the helm of the Currumbin Palm Beach RSL and Services Memorial Club. The previous year the club's restaurant was named Queensland's Best Food Outlet.

His most recent post before going to Toowoomba was as head of the Palm Beach Surf Club on the Gold Coast.

Peter has sound academic qualifications and broad practical experience with a Bachelor of Business from the Footscray Institute of Technology in Melbourne, with a Diploma in Catering and Hotel Management.

He became a member of the CMAA Federal Committee while on the Gold Coast and maintains that role.

Peter is an advocate of educating club industry managers and staff and encourages all members to undertake CMAA courses.

He places emphasis on academic and practical qualifications when employing new staff members.

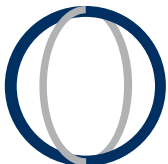
The club's newest executive employee, Michelle Hogan, is a case in point.

"I advertised a position for someone to look after gaming and marketing six months ago and there were quite a few applicants. Michelle stood out as the obvious choice," Peter said.

- HENRI LACH



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ZONE MEETINGS & INDUSTRY FUNCTIONS

Day	Date	Meeting	Venue	Zone	Lunch
DECEMBER					
Friday	1/12/2006	09:30	Revesby Workers Club	Inner West	13:00
Monday	4/12/2006	N/A	Taree Race Club	Great Lakes	13:00
Tuesday	5/12/2006	09:00	Cronulla Leagues Club	St George Cronulla Sutherland	13:00
Wednesday	6/12/2006	09:30	Sydney	Club Industry Advisory Council	N/A
Wednesday	6/12/2006	09:30	Tamworth	North West State	13:00
Thursday	7/12/2006	09:30	Liverpool Catholic	Nepean	13:00
Friday	8/12/2006	09:30	Maroochy Surf Club	Sunshine Coast	13:00
Friday	8/12/2006	12:00	Collegians Balgownie	Illawarra Shoalhaven	13:00
Monday	11/12/2006	18:00	Burleigh Bears	Gold Coast	N/A
Wednesday	13/12/2006	09:30	Yamba Bowling Club	Far North Coast	13:00
Thursday	14/12/2006	09:30	Cooma RSL Club	Far South Coast	13:00
Thursday	21/12/2006	09:30	Auburn	CMAA Executive Meeting	N/A

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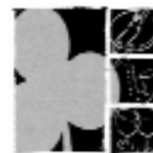
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'Big Dave' in the Zone

The CMAA's Far North Coast Zone recently held its Zone Meeting at the CUB Brewery at Yatala. David "Big Dave" Staughton, from Non Executive Management (NEM), provided great entertainment and information in his presentation, "Generation Y". Attending the luncheon meeting were (pictured from left) retired Far North Coast Zone Treasurer and Vice President John Ritchie, "Big Dave" Staughton and Zone Secretary Gordon Rhodes from South Tweed Sports Club.

Tourism challenges under microscope

Australian tourism leaders are being drafted to tackle the raft of challenges facing the domestic industry at the Tourism Futures National Conference in Melbourne next month.

This is the first time the conference is being staged in Melbourne after four years in major Queensland tourism destinations.

The gathering comes at a critical time as the Australian domestic tourism industry faces a decline.

Tourism Futures National Conference convenor Tony Charters said a priority for the high-level gathering, which assembles the tourism industry's senior players, was to look for innovative approaches and solutions to grow Australia's share of global tourism.

Key issues facing the industry include skills shortages, fuel prices, climate change and competition from low-cost South-East Asian competitor destinations.

"This conference is designed to tackle the hard questions," Tony said.

"How can Australia best focus its attention to deal with the myriad of issues that are now running concurrently?

"How can

industry, government and tourism bodies work collectively to develop strategies and actions that move tourism beyond 20th century responses to issues?

"How do we apply 21st century responses to meet today's and tomorrow's issues?"

Tony said the conference would also address, arguably, the industry most contentious issue. Is there a need for a fundamental change in the way Australia and New Zealand drive their tourism business?" he asked.

The conference – from December 4 to 6 – will be based on a number of sub-themes that builds toward a more holistic approach, including access and transport, marketing and distribution and product development.

Keynote speakers include Geoff Carmody of Access Economics, Michele Levine of Roy Morgan Research and Clint Laurent of Asian Demographics.

A Tourism Futures Hotline – 07 5548 6199 – has been established with more details available online at

www.tourismfutures.com.au



Aristocrat wins landmark rulings on internet piracy

Aristocrat has won court orders and settlements in a series of landmark Australian Federal Court actions to prevent internet "pirates" selling Aristocrat's games through eBay world-wide.

The court orders were recently agreed with 14 respondents, resulting in significant damages being paid to Aristocrat Technologies Australia Pty Ltd.

Aristocrat's Chief Executive Officer Paul

Oneile said the company had created an in-house anti-piracy team to chase

down infringers of Aristocrat's intellectual property in Australia and overseas.

"We are determined to enforce and protect our intellectual property rights for our games," Mr Oneile said.

"The majority of these games have been developed in Australia and are sold to more than 90 countries across the world."

Aristocrat first identified the piracy taking place in May this year, when a range of eBay merchants were selling CD/DVDs of Aristocrat's games for buyers to play on personal computers.

Australian Federal Court orders have been secured which require the "pirates" to permanently halt the manufacture and copying of the games on CD/DVDs and to disclose their sources.

Aristocrat, during the past 12 months, has successfully commenced criminal and civil proceedings in various countries against persons known or suspected of product piracy and intellectual property theft.

These proceedings have resulted in court orders and raids that have permanently shut down a number of pirate operations.

