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The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Federal Workplace Relations Act, 1996, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU) and the CMA is affiliated to the NSW State Branch of the ACTU, The Labor Council of NSW.

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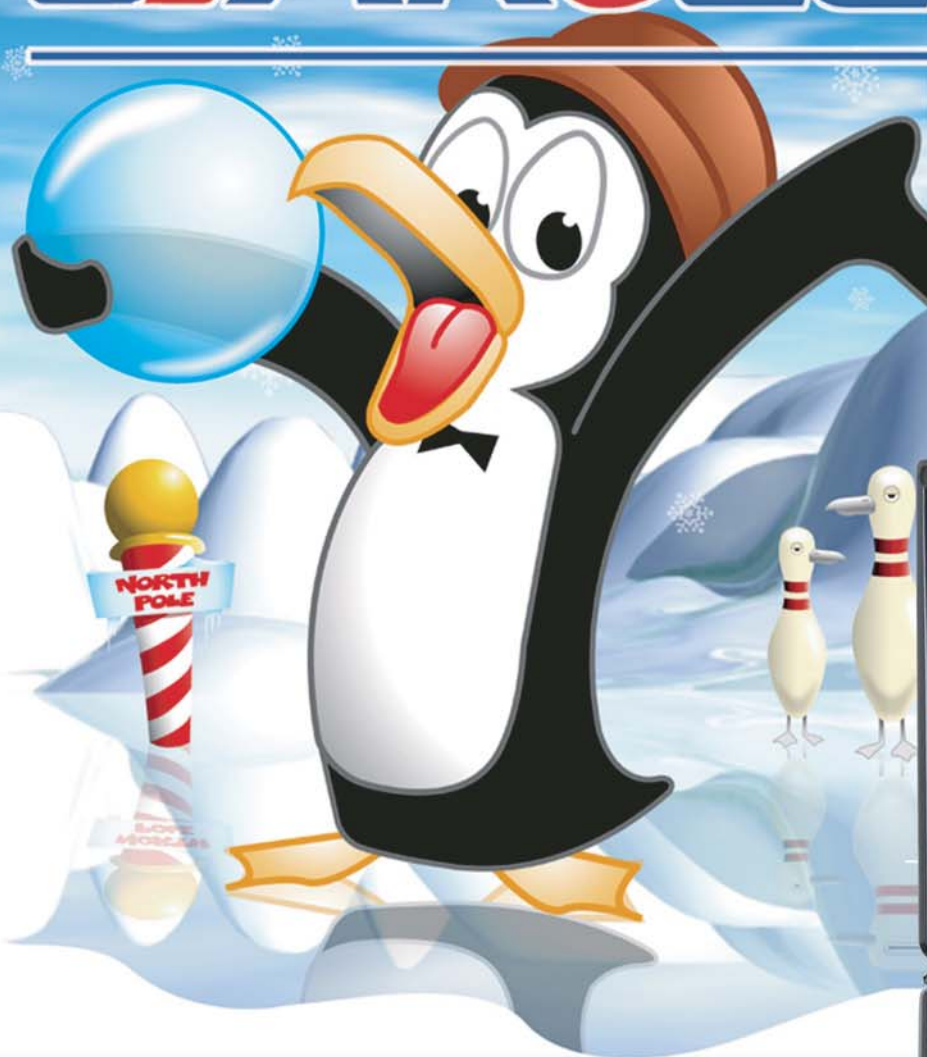
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It will be the biggest Hospitality Expo that the CMAA has staged, but the "House Full" sign is already up for trade show exhibitors. It's also likely to be a "full house" for the world-class entertainment at the Gala Charity Awards Dinner when Human Nature headlines the show. The CMAA Annual 2007 Conference, AGM, Hospitality Exposition and Charity Gala Awards Dinner at the Sydney Convention and Exhibition Centre at Darling Harbour is less than a month away.

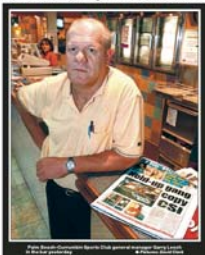


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Sledgehammer thugs threaten manager with a choice...

Keys to safe or your knees!

By Garry Leech
Garry Leech is a former police officer and a security expert. He is the author of the book 'Keys to Safe or Your Knees!' which is available from the CMAA.



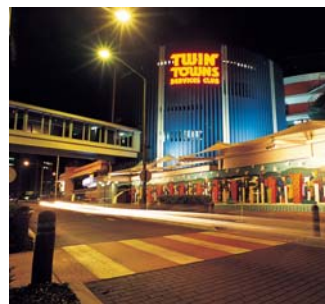
It was anything but what **GARRY LEECH** was expecting or hoping for on New Year's Day 2007. Two violent gunmen held up and robbed the Palm Beach Currumbin Sports Club of \$70,000. Two of Garry's senior staff were forced – at gun-point – to open the strong room and hand over the holiday long weekend takings. It's an experience that is a reality for every manager in every club around Australia. Even the best-organised security plan can't anticipate the time and circumstances of an armed robbery.

PAGE 39-43

The CMDA will present a record number of courses at the CMAA headquarters at Auburn and at regional centres across NSW and Queensland during 2007. CMAA Education Manager **RALPH KOBER** says the schedule of courses and presenters is of the highest standard. High-profile presenters **JENNIFER CHIPLIN**, **PAUL LYONS** and **KARYNNE COURTS** outline the courses they will present and their philosophy about professional development for club managers.



PAGE 44-46



The Tweed Shire in far northern NSW is a vibrant tourist 'Mecca' that boasts world-standard amenities, facilities and entertainment. But where would the Tweed region be today without the Club Industry? That's a question worth pondering as a bastion of the industry in the area - the Twin Towns Services Club - celebrates its 50th anniversary this year. **HENRI LACH** takes a look at the club's massive influence on the economic and social fabric of the region and talks to General Manager **ROB SMITH**.

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Combet headlines quality Conference agenda

The CMAA's Annual Conference, AGM, Hospitality Expo and Gala Charity Awards Dinner at Darling Harbour is around the corner and already is assured of being bigger and better than 2006.

ACTU National Secretary Greg Combet will provide the Keynote Address following the Annual General Meeting.

Greg has carried the fight against the WorkChoices legislation to the Government and has been effective in presenting the ACTU's sustained message that this onerous legislation is a threat to all workers and the fabric of Australian society.

Unfortunately most will only realise the personal impact in time to come.

Greg's attendance at the Conference also will mark 12 months since the legislative introduction of WorkChoices and, as we come to terms, not only with how to implement these changes, but also how the Association continues to see the toll that indiscriminate use of the laws has taken on members across the country.

WorkChoices is the issue that unites all Club Managers across all jurisdictions.

The Conference – on April 3 and 4 – also marks, for NSW, the 12-month anniversary of Premier Morris Iemma's resolution to the "gaming tax fight" of a reduction in the poker machine tax regime introduced by former Treasurer Michael Egan.

With a State Election in NSW later this month, it is timely that this issue of *Club Management in Australia* magazine presents interviews with Premier Iemma and Leader of the Opposition, Peter Debnam, who gave the Keynote Address at the 2006 Conference.

Feedback from across the state indicates that all NSW members will be closely monitoring the election outcome and how the two parties introduce or reaffirm their policies that impact on the Club Industry.

While we will always be grateful to Premier Iemma for the recognition of the contribution that the Club Industry makes and bringing the "gaming tax fight" to a conclusion, he has displayed that he can achieve results for the Club Industry.

The formation of the Industry Working Group (IWG) is another example of the Premier's ongoing recognition of the Club Industry and the industry's short-term and long-term needs.

The IWG has already delivered on some of its immediate goals, however, many are mindful that many initiatives highlighted as tools that managers and clubs needed to meet the additional tax burden and to help against the impact of the smoking bans, have yet to be implemented.

Mr Debnam's address at the 2006 Conference is remembered for the reaffirmation of commitments to the industry, after resolution of the gaming tax battle.

Clearly, without the Opposition's commitment to the Club Industry through its initial Memorandum of Understanding (MoU) to reduce the gaming tax policy long before the Government changed in position, would such an outcome have been resolved.

Mr Debnam's support of the industry throughout the gaming tax fight indicated he has always been aware of the role the Club Industry plays at all levels of society.

Whoever triumphs at the State Election, the Association looks forward to working with the new Government as part of the role we play in the development and future of the Club Industry.

We all look forward to the Conference's excellent education program, while the Hospitality and Trade Expo also provides the latest in hardware and technology.

Due to the significant infrastructure and redevelopment expenditure that clubs undertake, the Expo is an integral part of our annual event along with the networking opportunities the trade and social events offer.

On behalf of the CMAA Federal Executive, I commend the CMAA Annual 2007 Conference

Hospitality Expo to all members and look forward to seeing you at Darling Harbour.



Greg Combet

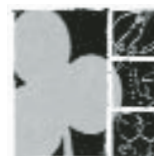


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Premier puts faith in clubs

On February 1, I had the pleasure in attending a fund raising dinner for the NSW Labor party and was impressed by NSW Premier Morris Iemma's address.

Mr Iemma spoke candidly about his and his family's use of his local club and its facilities.

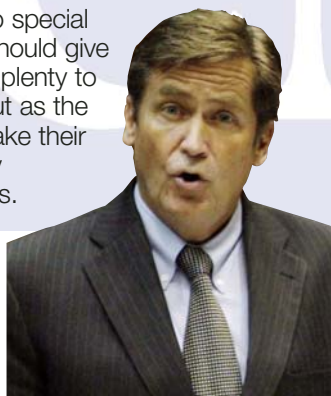
It is good to see the leader of our state acknowledges clubs for providing great facilities.

I commend to members Part Two of the spotlight on the NSW State Election in this edition.

Last month, Minister Grant McBride and his counterpart, the Opposition spokesman George Souris traded responses and comments on the Gaming and Racing portfolio.

This month, Premier Iemma and Coalition Leader Peter Debnam square off in the countdown to polling day.

These two special features should give members plenty to think about as the parties make their final policy statements.



Grant McBride

Listed below are the opposed and unopposed candidates for the CMAA Federal Executive, NSW State Executive and the Federal Council.

On behalf of the CMAA membership I thank these people for so generously offering their time and services to support the Association and assist members.

Federal Executive (unopposed): Bill Clegg, Allan Peter, David O'Neil, Danny Munk, Tim McAleer

State Executive (opposed - election required): Bill Clegg, Allan Peter, David O'Neil, Danny Munk, Tim McAleer, Deborah Feening.

Federal Councillors (unopposed):

Division B - St George/Cronulla Sutherland Zone & Inner West Zone - Ian Todd

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Division H - Victoria Zone, Riverina Murray Zone & ACT Zone - Grant Duffy

Federal Councillors (opposed - election required):

Division A - City Eastern Suburbs

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Division D - Hunter Zone, Central Coast Zone & Great Lakes Zone - Roy Anderson & Stephen Byfield

Division G - Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone & **Central & Northern Queensland Zone** - Stephen Condren, Tony Costain, Pamela Shelton

Ballot papers will be posted by the Australian Electoral Commission.

Members would have received ballot papers for Federal Council elections in these Divisions and I urge all members to use their right to vote in these elections.

As this will be the last CMAA Magazine edition before the CMAA's Annual General Meeting, Conference, Hospitality Expo and Charity Awards night, I urge all members to support this CMAA event.

All aspects of the 2006 event exceeded all expectations and we are looking for a bigger, better and more informative conference in 2007.

The conference format is first class ... as are the expanded hospitality and trade show format and the Gala Awards Dinner where Human Nature, Australia's premier stage act will headline a night of entertainment, fundraising and friendship.

ClubsNSW will launch the next round of CDI workshops - "Developing Effective Club Leadership Teams" - for club directors next month.

The CMAA has worked closely with ClubsNSW to get the correct message out to directors and club managers on their individual roles in the day-to-day running of clubs.

The operating environment for NSW clubs has changed dramatically in recent times.

One significant shift is that the corporate governance demands on clubs have increased dramatically.

The conduct of club directors and managers is now closely scrutinised by club members, suppliers, trade unions, government and the wider community.

This increased scrutiny has resulted in - for the board and club management - increased expectations to achieve and maintain, individually and collectively, a high standard of work performance to set

an example for club staff and ensure the confidence of club members and the community.

This is primarily because club directors, management and staff are custodians of members' property.

The responsibility carries with it an obligation to ensure that the operations and management of the club is conducted with efficiency, fairness and integrity for the benefit of members and the surrounding community.

The service of alcohol and provision of gaming facilities simply increases that responsibility.

Given this increased scrutiny and the need to remain competitive and successful in a dynamic business world, club boards and management must work together as an effective team.

They need to understand and respect each other's roles within corporate governance and actively support each other in policy development, strategic

planning, operational planning, decision making, plan implementation and reporting.

The role of the club leadership team, the board and management working collaboratively together, is a significant contributor to the strategic and operational success of a club.

To work as a team requires role clarity-

- Club Boards - establish strategic priorities, performance targets, policies and recruitment of the most senior management position.
- Club Management - take responsibility for the management and implementation of club policies on a day-to-day basis and the delivery of club performance targets. (Club Management = CEOs, General Managers, Secretary Managers, Honourary Secretaries, etc)

Managers and boards working co-operatively together will go a long way in making a successful club.

Don't shoot the messenger

Muhammad Ali, perhaps the greatest boxer of all time, said that he first became attracted to boxing because of the smell of the liniment at the gymnasium.

It wasn't about his remarkable athletic gifts, or the money and notoriety that would later accompany every blow he delivered and word that he uttered.

It was a simple, almost subliminal, message that attracted his attention and subsequent focus.

While these simple, almost obscure messages cross our paths every day, some take hold with remarkable power and consequence.

I had one of those moments in early February when CMDA Career Development Administrator Narell Harrison sat me down in front of her computer to complete the Barringtons Armed Robbery Course.

I was, I thought, far too busy to invest 30 minutes in the online information, instruction and accreditation process.

Although I don't work in the face-to-face environment of the Club Industry, it was 30 minutes that one day might save my life.

The 'SOS' message was direct and simple – keep yourself safe.

My youngest son works in the hospitality industry, running an inner-Sydney hotel and, while I read about armed robberies in the city every day, I failed to properly comprehend the magnitude of such an event and how it attached itself to his day-to-day responsibilities.

Then I contacted Garry Leech to follow up a conversation with CMAA Executive Officer Terry Condon about a vicious armed robbery at Garry's Gold Coast club.

Garry's account and newspaper reports of the robbery at the Palm Beach Currumbin Sports Club were – without sensationalising the event and the experience for the staff involved – terrifying.

The story is on Page 25 of this edition and should make every CEO, General Manager and Secretary Manager take a step back from any level of complacency or dismissive disposition about appropriate instruction and education for every member of staff

about this confronting and potentially life-threatening scenario.

The online armed robbery course is compulsive information and behavioural strategies that no employee can afford to be without – no matter his/her role in a club.

Having a sound security policy in place is only one aspect of the moment when a gun-slinging thief storms a club premises.

Nobody – not even the best-prepared manager – can predict when a robbery will occur, information and education is the staff member's most powerful survival assets.

When I arrived for the CMAA's Conference and Expo at Darling Harbour last year, I was staggered at the size of the "conga line" waiting to register for the event.

Do yourself a favour ... don't leave it so late that you'll be in the Expo conga line, register online at www.cmaa.asn.au and save yourself the hassle.

Otherwise, you run the risk of being in line and miss the AGM at 9 o'clock and Greg Combet's Keynote Presentation at 10:30.



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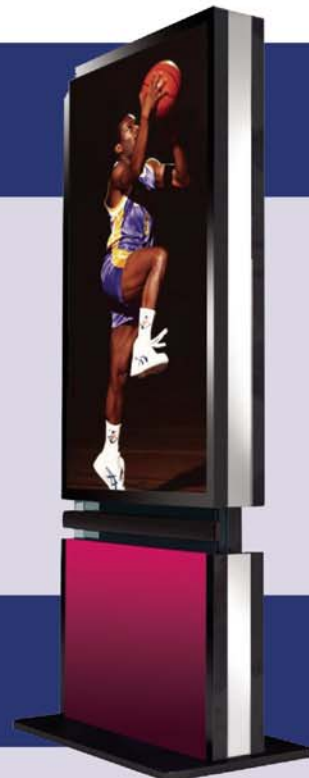
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The Australian Financial Review - in its Legal Affairs

column - recently reported that industrial litigation before industrial tribunals (the Australian Industrial Relations Commission and the States Industrial Relations Commissions) has slumped, "but that labour law firms are picking up work in different areas".

While the article could be interpreted as a piddling competition between Australia's prominent employment law firms, the message remains the same ... their workload has slumped by 30% to 40% since WorkChoices legislation abolished unfair dismissal rights for workers in companies with fewer than 100 employees.

However, these firms are reporting an increase from (using their terminology) "wealth clients" and "monied employees".

"Wealth clients" earn six-figure salaries, and (my favourite) "monied employees" are well-heeled workers more able to foot legal bills for alternative claims against employers - such as unlawful termination - which could cost up to \$40,000 to run a Federal Court action.

The Association predicted that our members, in seeking redress from harsh and unfair employer practices, would face costly litigation in the Common Law jurisdiction.

Let's leave aside unlawful terminations which, in reality are hard to sustain with the applicant required to prove that the termination was based on some form of disability, race, colour or gender.

The majority of our members are employed by clubs with less than 100 employees and most members have no legal recourse under WorkChoices legislation.

It is fanciful to suggest that the Section 146 referral agreement creates an additional legal recourse. Section 146 may turn out to be a manager's only legal option - offering protection to members and clubs - from costly common law litigation.

For the small percentage of CMAA members federally and within NSW working under employment agreements - not AWAs - are now viewed as common law employment contracts. We recommend that you make personal provisions in case, at some stage, you are required to engage legal counsel to uphold your rights to fairness in the workplace.

It's yet more evidence of "the cost of

Reduced action doesn't

justice", which is something we have taken for granted as a natural right in Australian society.

Federal Labor Leader Kevin Rudd remains committed to removing non-union individual contracts and Australian Workplace Agreements (AWAs), but accepts that business may use Common Law employment contracts to strike individuals agreements with their employees along with the option of a collective agreement - if that suits the needs of the business and the workforce.

It's interesting to note that about 30% of workers already work Common Law contract, compared with 5% under AWAs.

Harsh warning for members

Closer to home, our members are continuing to be disadvantaged under WorkChoices - and it's all legal.

Case 1 ... A manager was given the choice of accepting a restructure to the club and continuing employment under the terms of an AWA with a salary reduction of \$10,000 per annum, or resign his position. The club had no intention of making the manager redundant - with the appropriate redundancy payment.

Case 2 ... A manager was deemed redundant with no prior notification or consultation. To add injury to insult ... having lost her employment abruptly, the manager then discovered that the redundancy payment was four weeks less than the equivalent State Award provisions. The manager was working under an old AWA, signed it in good faith, acknowledging that the Office of the Employment Advocate (as required at that time) conducted a no disadvantage test against the State Award. While this was stated, it simply did not occur. WorkChoices legislation has removed any "no disadvantage" text for all AWAs.

Hockey off to bad start

The new Workplace Relations Minister Joe Hockey's first foray into the realm of Industrial Relations can only be described as an embarrassment.

Mr Hockey had to visit car parts manufacturer Tristar, then called senior management to Canberra, requesting the company "do the right thing" by their employees, rather than access the laws that his Government created.

Tristar's actions in denying a dying employee and 35 other employees

tell the full story

access to redundancy provisions of a federal agreement lacked compassion, but it is entirely legal.

What the company is doing has been made possible since the Howard Governments amended Workplace Relations Act of 1996 (WorkChoices), which made it easier for employers to terminate an expired agreement by way of an application to the Australian Industrial Relations Commission (AIRC).

Regardless of an employee's length of service, in this case, all Tristar employee redundancy provisions are capped at 12 weeks.

This case even attracted the interest of a conservative Sydney radio broadcaster who sought to publicly shame an employer to do the right thing by its workforce.

This is a bizarre way of obtaining fairness in the workplace.

And regardless of the best intentions of the NSW Labor Minister for Industrial Relations Minister to have the matter referred to The State Industrial Relations Commission for dispute resolution, Tristar cannot be lawfully compelled to attend a hearing, let alone accept any recommendation from this independent umpire in seeking to resolve a dispute.

WorkChoices has removed the jurisdiction of State Commissions to deal with industrial disputes between unions on behalf of their members when companies are deemed constitutional corporations.



Joe Hockey

Be clear on Federal Industrial Policy

The current session of Federal Parliament is set to again amend the 1800-page Amendment Act (WorkChoices) to the Workplace Relations Act 1996.

The purpose of the latest proposed amendment is to fix some unintended consequence of WorkChoices - particularly in the areas of sick leave and annual leave.

Details of the legislation are yet to be made public. The current I.R. laws are complex and confusing.

The new Workplace Relations Minister, Joe Hockey, and the Government's main advocate, Australian Chamber of Commerce and Industry Chief Executive Peter Hendy, are muddying the waters by focusing on the Federal Opposition's policy and direction on industrial laws.

Mr Hockey has said "workers will be left in limbo by a confused Labor Industrial Relations Policy", while Mr Hendy has been mischievous in stating that Labor would roll back WorkChoices, suggesting WorkChoices would remain in some form.

Opposition Leader Kevin Rudd has made it clear that a Federal Labor Government would bin the legislation.

Opposition Spokesperson for Industrial Relations, Julia Gillard, is on the record: "We'll repeal the so-called WorkChoices Act and we will have a whole new Act."

However, AWAs lawfully made would continue until they legally lapse.

ACTU proud of campaign for asbestos victims

ACTU National Secretary Greg Combet has expressed pride in the role unions and union members played in achieving justice for the victims of James Hardie asbestos products.

"After six years of struggle, unions are pleased to see James Hardie now taking responsibility for its Australian asbestos victims," Mr Combet said early last month.


"What unions have helped secure is a final, open-ended, tax office and now shareholder-approved funding agreement from James Hardie which will see Australian victims of its asbestos products properly compensated now and into the future.

"Following the 99.6% vote of support from James Hardie shareholders, the company will make an initial payment of around \$185 million into the Asbestos Injuries Compensation Fund with further regular payments to be made over the minimum 40 year life of the agreement.

"The pressure of unions, along with the NSW Government and the tireless work of the victim support groups and the community has been crucial to the success of this campaign.



"There has been such broad support from unions it is hard to single out individuals, however the AMWU in NSW which represents many current and former James Hardie employees, and the CFMEU have also played an enormously important role in this campaign."

"The current session of Federal Parliament is set to again amend the 1800-page amendment Act (WorkChoices) to the Workplace Relations Act 1996 ...



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Peter Debnam

Strong message from electorate

NSW Coalition Leader PETER DEBNAM claims the message he is getting from the electorate is that NSW is ready for a change of Government and that the Labor Party does not deserve another four years in power. The Liberal Member for Vacluse, like his Gaming and Racing Shadow Minister George Souris in the February edition of *CMA Magazine*, took on the challenge of answering a series of questions about the Opposition's profile, its position on the Club Industry and how it will break Labor's 12-year reign as the ruling Party in NSW ...



1. Will the Coalition win the NSW Election on March 24 ... forecast a seat margin ... and what is the biggest challenge for a Coalition victory?

The continual message I receive is that people want change and that NSW needs change. On March 24, they will have the opportunity to vote for change, but it's their decision.

2. The Club Industry has strong and powerful grassroots support for its place and work in the community, how would you define the Coalition's attitude towards clubs and their plans for survival, diversification and development ...

My attitude to clubs is straightforward: I want to secure their future. Labor seems determined to do all it can to undermine registered clubs in NSW. Clubs are part of the community, especially in rural and regional areas. They provide millions of dollars in support of local sporting groups, charities and hospitals. I want that to

continue. I want to put a floor of confidence under the registered Club Industry. That's why Shadow Minister for Gaming and Racing George Souris and I have signed a Memorandum of Understanding with the club movement to freeze the rate of tax at the 2005 level. I've found Labor's attack on the clubs extraordinary. A vote for Labor continues the attack on clubs. A vote for Peter Debnam and for your local Liberal or Nationals candidate will ensure the survival of registered clubs.

3. Gaming and Racing Minister Grant McBride – in the *CMA Magazine* February edition – suggested that, as the Member for Vacluse, you might be out of touch with the reality of life in the suburbs. Is this a problem for you and the Coalition seeking power and how do you respond to this type of characterisation?

That's just Labor party rhetoric. I was born in Terrey Hills, went to school in

Profile ...

Peter Debnam is the Shadow Minister for Western Sydney and Shadow Minister for Citizenship.

Elected to Parliament as the Member for Vacluse in 1994, Peter has also held the shadow portfolios of the Treasury, Redfern Waterloo, Police, Transport, Planning, Housing, Small Business and Consumer Affairs.

After serving in the Shadow Cabinet since 1997, Peter was unanimously elected to the leadership of the NSW Parliamentary Liberal Party in August 2005.

Born in 1954, Peter's early life took him to Broken Hill, Dulwich Hill, Terrey Hills and Wollongong.

After completing the HSC, Peter joined the Royal Australian Navy in 1972, attending the Royal Australian Naval College.

He served on many ships including the aircraft carrier HMAS Melbourne, destroyer escort HMAS Torrens, destroyers HMAS Vampire and HMAS Anzac and patrol boats HMAS Attack and HMAS Barricade.

Leaving the Navy in 1980, Peter worked in the aerospace industry for Hawker de Havilland and Australian Aircraft Consortium in various management roles.

Between 1986 and 1994, Peter worked for Dalgety Farmers Ltd and in 1993 completed a MBA at the Macquarie Graduate School of Management.

Peter's long-held interest in politics culminated with him joining the Liberal Party in 1986 and progressing through many positions in the party organisation.

One of Peter's escapes from the hustle and bustle of political life is an early morning swim at Bondi Beach with his wife Deborah.



Continued page 14

Morris Iemma

A Common Goal - it's all about services

NSW Premier MORRIS IEMMA has made no bones about the fact that the 2007 State Election is one of the greatest challenges of his 16-year political career. In the second edition of *CMA Magazine's* NSW Election 2007 special features, Mr Iemma has taken an overall view of a series of questions regarding the Government's policies relating to the Club Industry, the Government's relationship with the industry, the controversial gaming tax and the way ahead – securing the future of the Club Industry in NSW...



In less than 18 months, my Government has formed a reinvigorated and strong relationship with the registered club movement.

One of my first commitments as Premier was to reach a fair and responsible agreement over gaming machine tax.

While not everyone in the industry was completely satisfied with the outcome, it was a landmark agreement.

This will ensure clubs can continue to support the local community and help fund our schools, hospitals and roads.

The Government, in partnership with the registered Club Industry, is moving in a new direction with a common goal – securing the future of clubs in NSW.

This strong partnership is focusing on achieving a balance so the interests of clubs, Government and local communities are served equally.

In just a short period of time we have

already developed practical commonsense structural reform for the Club Industry.

Last year, we took important steps towards a prosperous future.

The formation of the Club Industry Working Group (CIWG), comprising senior representatives from clubs and Government, provided an open dialogue to achieve realistic and workable reforms.

A direct result of the CIWG was a package of legislative reforms, which passed through Parliament unopposed, designed to cut red tape and improve the Club Industry.

These reforms, developed in the true spirit of co-operation, will deliver significant long-term benefits to clubs.

These reforms lessen restrictions on club amalgamations, reduce duplication and compliance burdens and give greater flexibility for clubs

Continued page 15

Profile ...

Born in 1961, Morris Iemma grew up in a household centred on family, faith and community.

His parents came to Australia in 1960 from a little village in southern Italy.

Morris attended Narwee High School and played Australian football for the Penshurst Panthers.

In 1995, Morris met his future wife Santina Raiti, a young accountant from Concord. They now have four children.

Shaped by his family experiences and a commitment to helping people, at 16, Morris joined the Labor Party.

In 1991 he was Labor's candidate for the State Seat of Hurstville and, running against a popular Liberal MP, the media thought he had no hope.

Morris won Hurstville by a handful of votes and, for the next four years he didn't let up, doorknocking his electorate twice over, earning himself a strong reputation as a local MP.

At the 1995 Election, Morris's hard work paid off, turning Hurstville into a safe seat with a 5% swing.

In 1999, he was appointed to the Capital Works portfolio, helping to oversee the delivery of key infrastructure for NSW.

Then, as Health Minister in 2003, Morris restructured the health bureaucracy to get more resources to frontline doctors and nurses.

Morris became NSW Premier on August 2, 2005.

He immediately took action, abolishing the unpopular Vendor Duty and committing to fight for people with disabilities and the mentally ill.



NSW Election 2007 - Polls Apart II

Peter Debnam

From page 12

Broken Hill and Wollongong, then spent nine years in the Navy serving on a number of destroyers, before entering the aerospace industry and then travelling the state working for Dalgety Farmers.

4. Are you a member of a club?

Yes, Rose Bay RSL Club in my electorate. I'm also an honorary member of another half a dozen clubs including NSW Leagues Clubs and Parramatta Leagues.

5. What response has the Coalition had from the Club Industry through its initiative to sign the original MoU and the subsequent amendments? Is the Coalition prepared to revisit the MoU if elected later this month?

The response has been overwhelming and positive. Whenever I enter a club, which is pretty regularly, everyone asks me about the clubs tax. And I tell them: the NSW Liberal/Nationals will secure your future. In relation to the MoU, it's straightforward - the MoU I signed with Nationals Leader Andrew Stoner, Shadow Minister George Souris and ClubsNSW President Peter Newell at the ClubsNSW conference last year will be the one I implement in Government.

6. Can you give a commitment to workers in NSW that state-covered industrial relations powers will not be transferred to the Commonwealth if the Coalition wins power?

All state sector employees and workers under 18 years of age will remain on the NSW system. The rest will be transferred to the Federal Government.

7. If elected, how can the Coalition turn around the major issues challenging successive NSW Labor Governments ... health, education, transport, water?

The job to fix NSW will start on day one. It requires tough decisions - decisions Morris Iemma and Labor haven't been prepared to take, but I will. It's a matter of getting resources out of the back-room bureaucracy through to the frontline. In health, for example, there are currently 1,400 nursing vacancies in hospitals, which Labor hasn't filled because of the budget crisis. I will fill those positions and add another 500 nurses to ease the strain on the health system. With water, there's no silver bullet. It's got to be dealt with town by town and city by city. And that's what I'm doing. We've announced comprehensive water plans for the NSW Central Coast, the Southern Tablelands and Queanbeyan.



Andrew Stoner has committed to fund the Country Towns Water Supply and Sewerage Program by investing \$100 million a year. But for 12 years, Labor has failed to embrace recycling and stormwater harvesting. Sydney recycles just 3% of its water, compared with around 20% in Adelaide. During my first term of Government, I will recycle one ocean outfall and use the water for industrial and environmental purposes.

8. If you could "take back" a single decision, comment or appointment in the past 12 months, what would that be and why?

In the Navy, you learn to always deal with what is in front of you.

9. Are you happy with the support you have received since taking over from John Brogden and will you attempt to stay on as Leader of the Coalition if Labor wins a fourth term in Government?

The support I've received from my colleagues has been fantastic. We have the best set of candidates - in every seat across NSW - in the party's history. I put a lot of effort into assembling this team and it was worth it. Take Tricia Hitchen, our candidate in Penrith, she's a mother of three, one of whom is autistic. She was a local police officer who received a commendation for rescuing children from a burning building. What a great representative for the people of Western Sydney who knows the battles families face every day.

10. Assess Premier Morris Iemma's term in office as Labor Leader and the electorate's view of the Government's performance during that period.

Morris Iemma's softly-softly approach hasn't served the state well. He's refused to take the tough decisions to get NSW back in front. Labor's had 12 years to address the water crisis in NSW, yet done nothing. After 12 years, it's a tired old Government with the same old faces who have failed us again and again - whether it's Joe Tripodi, Michael Costa, Eric Roozendaal, John Della Bosca or Frank Sartor. As I travel around the state, I get the same message. People want change. It doesn't matter if it's in Western Sydney or Western NSW. Everyone agrees Labor doesn't deserve 16 years.



"Whenever I enter a club, which is pretty regularly, everyone asks me about the clubs tax ..."

Morris Iemma

From page 13

seeking to dispose of, or lease, non-core club land and property.

The changes also improved the interpretation of the 5-kilometre rule for clubs whose location makes application of the rule problematic, and required anyone nominating for election as a club director to receive a pre-election education package developed by ClubsNSW.

The Gaming Machines Amendment (Retail Shopping Centres) Regulation 2006 was another key reform.

This regulation allows clubs in limited situations - and under strict conditions - to benefit from retail developments adjacent to the club as an alternate revenue stream, and shift away from a reliance on gaming income.

Under these reforms there can be no direct access from the retail area into the registered club, no increase in the number of gaming machines and a limit of 40 shops.

Importantly, it will also assist clubs to meet the changing needs of their members and local communities through the provision of high-quality facilities and services, while creating thousands of new jobs.

The reforms of 2006 are welcome, however, it is only the first step and there is still more to do.

Yet our opponents oppose a number of these important initiatives.

This year, we will continue towards developing a comprehensive industry management plan to support and guide the club movement into the future.

We are commissioning the Independent Pricing and Regulatory Tribunal (IPART) to conduct an independent review of the NSW Club Industry.

IPART will examine the social and economic role of NSW clubs and lay the foundations for a clear future direction for the industry.

Over the past decade, NSW clubs have been confronted with many new challenges in the ever-changing modern business environment.

More recently, higher interest rates and a period of soaring petrol prices have created increased competition for the entertainment dollar.

To combat this, obviously clubs must be able to adapt to the changing needs of our community.

The independent review will identify measures to ensure the ongoing

"One of my first commitments as Premier was to reach a fair and responsible agreement over gaming machine tax ..."



sustainability of the NSW registered Club Industry.

It will provide recommendations and a framework for a whole of industry management plan.

Most importantly, the independent review will recognise the different needs of clubs in metropolitan, regional and remote areas.

Just as the State Plan has set a new direction for NSW, this review will develop a new direction for clubs as a basis for further reforms.

Clubs are an important partner in implementing the State Plan and I am determined to ensure that this independent review produces a shared Government-club vision for the industry.

The essential ingredient to achieve this will be comprehensive consultation with the Club Industry.

Just as the Club Industry has worked with the Government to set the terms of reference for this independent review, clubs will also be consulted during and after the review.

I am also determined to expand the lines of communication between my Government and club CEOs, General Managers, Secretary Managers and Directors so we continue to gain a good understanding of issues at the

grassroots.

Last year, the Office of Liquor, Gaming and Racing trialled a program of panel discussions during Club Corporate Governance and Management Workshops in various locations around NSW.

This program will be expanded in 2007 after the success of the trial.

I recognise the commitment many clubs give towards the State's 134 Liquor Accords, which are a key component of the State Plan to reduce alcohol-related, anti-social behaviour.

I also acknowledge the valuable social and economic contribution made by registered clubs through financial and in-kind support and the provision of high-quality facilities and services to many communities across this great State.

I reaffirm the Government's continued commitment to the 1.5% tax rebate for the Community Development and Support Expenditure (CDSE) scheme.

This community support must be preserved.

My Government is determined to help the Club Industry flourish and secure its future.

Together, we will continue to work towards this shared goal.



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Fairytale ending at the 'Castle'

On November 1, 2006, the new Club Kilsyth reopened for business ... almost a year after fire burnt it to the ground, leaving nothing but a concrete slab.

By KATIE CINCOTTA

CEO Sue Munro celebrated the club's record-breaking revival with a heartfelt dinner to honour the construction team that made it all possible.

That night, the eight men behind the reconstruction were given hard hats with nicknames to reminisce over the arduous task of rising from the ashes.

"The insurance guys were 'Banker 1' and 'Banker 2', the accountant was 'Check Mate', head foreman Abe Andrews was 'The Judge', the architect was 'Mr Arty Farty' and my hat said 'I'm Over It'," a now-beaming Sue said.

Marketing and business development manager Amanda Brown captured the emotional journey with a take on the "Jack and the Beanstalk" fairytale, which was given to each of the "hard hats" at the dinner.

It was the story of the "magic bean"

(Abe), who helped the new club climb into being, helped by consultants from near and far, who worked tirelessly to resurrect the community's "castle".

Sue says the pace of the club reconstruction was "astonishing".

"It was a turn-around of only eight months for building, and we opened eight days before the fire's one-year anniversary," Sue said.

Both staff and members say many of the similarities to the old club are eerily familiar.

"It's fairly 'déjà vu' and it's a bit of a reality check for a lot of staff who ask: 'Did it really happen'," she added.

The community embraced the opening with record patronage.

"Trading when we opened was bigger than Ben Hur ... we were booked out night and day in the bistro and we're still doing close to those numbers," Sue said.

Members have been most impressed with the new electronic sign-in developed by Primcoy, plasma screens that advertise upcoming events and a new Seniors Club that is taking a lifestyle approach to club activities.

"It won't just be bingo, raffles and sing-a-longs ... our chef will be doing how to cook sessions for one or two people ... our gardener will show members how to plant a veggie garden ... a hairdresser is doing senior hair styling and we'll have art classes," the CEO said.

"It's about helping seniors to go forward, which is really exciting."

After the madness of a year's worth of reconstruction, you might think it's time for a breather, but a progressive manager like Sue Munro already has further development on the agenda.

The club has just received approval to build a nearby Club Ringwood, which appears set to open in July or August.

With that kind of workload, it's easy to see why Sue Munro calls Phillip Island home, balancing her time between the Bass Coast and Melbourne's outer eastern suburbs.

Recharging the batteries at the beach probably keeps the "Queen of the Castle" sane and relaxed.

"It was a turn-around of only eight months for building, and we opened eight days before the fire's one-year anniversary ..."



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2007 CMAA Annual Conference sessions

Tuesday, April 3

Keynote Presentation: Greg Combet
'A Fairer Balance Between I.R. and the Economy' will drawn on all aspects of his work and career studies and will no doubt focus on the Federal Government's WorkChoices legislation and its effect on the Australian workforce in general and the Club Industry in particular.

10:30am to 11:30am

Session 1: Industry Representatives Panel

Drilling Down on Industry Issues
12:30pm to 2:30pm

Topic 1: Amalgamations Update
Thomson Playford senior partner Brett Boon and CMAA Federal Secretary Allan Peter ACCM ... an update of the changes to amalgamations under the revised Liquor Bill.

Topic 2: Business Development Opportunities

Casino RSM Club General Manager Darren Schipp ... a presentation of the Casino RSM's shopping Centre development.

Topic 3: Evaluating TITO and Volatility
AGMMA CEO Ross Ferrar, Norths Leagues Club Operations Manager Luke Simmons, Reverend Chester Carter, Penrith Panthers Chief Operations Officer Danny Munk ... a discussion around the developments of the TITO field tests.

Topic 4: Armed Robbery Crisis in the Club Industry

An overview of the impact of increased armed robberies in the Club Industry

CMAA 2007 National Bursary & Scholarship Winners Presentation
3pm to 3:30pm

CMAA 2007 Gala Charity Awards Dinner
5:30pm

Wednesday, April 4

Session 2: Protecting Your Club Through Better Understanding of Contracts and Leases

Thomson Playford senior partner Brett Boon and Jim Hollington of PKF ... there are pitfalls in contracts and it requires an expert to navigate the maze of financial and legal jargon – and don't forget the fine print.

9am to 10am

Session 3: Evaluating the Cost Benefits of Player Tracking Systems
Panthers Chief Operations Officer Danny Munk - Moderator, Harbord Diggers Club General Manager Andrew Lauridsen, Wests Ashfield Gaming Manager Peter El Hassan, Andy Burnip of iGO and Twin Towns General Manager Rob Smith.

10:30am to noon

Session 4: Club Food – Innovation and Trends

Profitable Hospitality Director Ken Burgin - Moderato. Staying ahead of the game is what keeps the top restaurants on top but it's a fine line between innovative genius and maintaining that reputation for quality dining.

1:30pm to 2:30pm

Session 5: Have You Prepared Your Staff? – Dealing With Customer Dissatisfaction Around The Smoking Bans

Creating Synergy Managing Director Ron McLean analyses and underlines the importance of staff being properly equipped with the appropriate information and words to ensure club patrons get the right answers to their inquiries and complaints.

3pm to 3:30pm

CMAA Hall of Fame

Peter Cameron Award

1993 Lew Cooper
1994 John Allen
1995 Gerard McMullan
ACCM
1996 Phillip Rudder ACCM
1997 Craig Fantom ACCM
1998 Allan Greig
1999 Peter Stephenson
2000 Michael Wiesel
2001 Wayne Forrest ACCM
2002 David O'Neil ACCM
2003 Grant Duffy ACCM
2004 Wally Day
2005-06 Ray Agostino
ACCM

Association Associate

1994 Ray Seager

1995 George Anthony
1996 Harold Jamieson
1997 George Cragen
1998 Bruce McHugh
1999 Judy Rayner
2000 Greg Hart
2001 Rod Grosvenor
2002 Brett Boon
2003 Andrew Dettre
2004 Jim Hollington
2005 Peter Hodge
2006 Garry Boyd

Club Manager

1994 John Allan
1995 Peter Strachan
1996 Allan Peter
1997 Peter Bracher
1998 Steve Cowan
1999 Phillip Rudder
2000 Bill Clegg

2001 Denis Fitzgerald
2002 Paul Dalton
2003 Pam Shelton
2004 Wayne Kendrigan
2005 Roger Cowan
2006 John Turnbull

Industry Associate

1994 Len Ainsworth
1995 Richard Cousins
1996 Nick Balgiannis
1997 Brian Frost
1998 David Costello
1999 Mary O'Neill
2000 Danny Gladstone
2001 Doug May
2002 Allan Brassill
2003 Tony Cooper
2004 Michael Horne
2005 Warren Jowett
2006 David McIntosh

Full program ... 'full house'

It will be the biggest Hospitality Expo that the CMAA has staged, but the "House Full" sign is already up for exhibitors at the trade show.

It's also likely to be the "House Full" sign for the world-class entertainment at the Gala Charity Awards Dinner when Human Nature headline the show.

The 2006 Aria-award winning group's national No.1 Motown albums and international success will ensure a memorable night.

Industry-related service providers have again endorsed the CMAA's decision to move the annual event to Sydney's Darling Harbour precinct.

Hospitality Expo Co-ordinator Judy Rayner said all available trade stands and floor space has been sold more than six weeks before the doors open on the Club Industry's biggest event.

The CMAA Annual 2007 Conference, AGM, Hospitality Exposition and Charity Gala Awards Dinner will be presented for the second year at the Sydney Convention and Exhibition Centre at Darling Harbour on Tuesday, April 3 and Wednesday, April 4.

"We have moved to Halls 5 and 6 this year which will allow for extra Expo space and a separate sound proof area for the conference. With 120 trade stands and the response for the industry-related companies has been fantastic," Judy said.

CMAA Executive Officer Terry Condon said he was delighted with the trade support for the Expo and anticipated that support would flow on to the

Conference program.

"Last year, for the first time, we took the strong decision to make the Conference free to CMAA members and almost every session was packed," Terry said.

"We have expanded the Conference seating capacity and the program of topics and speakers should attract record attendances by CMAA delegates.

"Greg Combet will set the standard for the Conference Program and Ralph Kober has assembled and impressive list of club managers and industry experts to tackle the issues affecting managers and boards of clubs all around Australia.

"I recommend that members make the effort to register online to avoid the extensive queues that we experienced last year."

Members can register online at www.cmaa.asn.au

ACTU Federal Secretary Greg Combet's Keynote Address will follow the CMAA Annual General Meeting at 9am on Tuesday, April 3, and the two-day Conference runs across five sessions.

Conference starting times both days is 9am with the Hospitality Expo open from 10am to 5pm both days.

Hospitality students, staff, management and directors of clubs,



*CMAA Hospitality Expo Co-ordinator
Judy Rayner*

hotels, casinos, restaurants and caterers will have free registration.

Trade supplier representatives not accredited as a Hospitality Exposition Exhibitor will pay a registration fee of \$550 per person.

The CMAA will recognise the contribution of CMAA Members and Club Industry Associates with the presentation of CMAA Hall of Fame Awards, CMAA 21-Year Member Awards, CMAA 30-Year Member Awards and the prestigious Peter Cameron Award.

The 30-Year Awards will be presented for the first time at the Gala Charity Awards Dinner on Tuesday night, April 3, when more than 1,000 guests are expected in the Harbourside Ballroom.

Already, 39 members have logged more than 30 years of service, while another 12 members qualify this year meaning 51 members will be inducted at the 2007 Dinner.

Appropriately, 21 members will receive 21-Year Awards this year.

This induction group takes the category total from the current 196 to 217.

While these members receive their 21-year and 30-year awards, a special guest at the Gala Awards Dinner will be CMAA Life Member and former Association President (1974-1983) Les Evennett who this year celebrates his 90th birthday and 49 years as a CMAA member.

Charity Gala Awards Dinner table or individual ticket booking and Hospitality Exposition registration can be completed online at www.cmaa.asn.au



"I recommend that members make the effort to register online to avoid the extensive queues that we experienced last year ..."

Exhibitor List **It's bigger and better ... Will you be there?**

WHAT ... The CMAA Annual 2007 Conference, AGM, Hospitality Exposition & Charity Gala Awards Dinner

WHEN ... Tuesday, April 3 & Wednesday, April 4 – 2007

WHERE ... Halls 5 & 6 at the Sydney Convention & Exhibition Centre, Darling Harbour

It's FREE to attend the CMAA's world-class Conference Program and Trade Expo for Managers, Directors and Staff of Registered Clubs

But don't get caught in the queue ... register online for the Conference & Expo @ www.cmaa.asn.au

Stand COMPANY NAME

32	Abacus Cash Systems
45	Ainsworth Game Technology
212A	Air View Media
133	Allpride Signs
136	Amore Coffee
60	AMZ Furniture Pty Ltd
78	Aristocrat
103	Aruze Gaming
201	ATM Solutions Australasia Pty Limited
95	Australian Interior Landscapes
41	Australian Poker League Pty Ltd
202	Australian Shadola
221	Axeze
121	Bank West
87	Barringtons
58A	Bevcon Solutions
84	Boden Projects Pty Ltd
PP2	Botton & Gardiner
149	British American Tobacco
2	BSG Australia
220	Business Electronics
101A	Cadbury Schweppes
160	Cannon Group
65	Cashcode
101B	CGS Group
PP11	Chas Clarkson
26	CHS Australia Pty Ltd
28	Club AV Pty Ltd
114	Club Plus Superannuation
115	Coca Cola Amatil (Aust) Pty Ltd
212	Codemaster Systems
73	Community First Credit Union
PP12	Computer Magic
98	Cootamundra Components Pty Ltd
139	Corporate Protection Services
207	Daily Press Pty Ltd
224	Datacard South Pacific Pty Ltd
138	De Bortoli Wines
34	Dina Corporate
153	Display Me
204	Domina General Insurance Pty Ltd
111	Ebet Gaming Systems
15	Eco Elegance
74	Eco Living Centre
150	Essential Bathroom Services
203	Fandd Pty Ltd
77	Feltex Carpets Ltd
20	Fosters Group Limited
PP1	Fructimat Australia
211	Furniture New Vogue Pty Ltd

Stand COMPANY NAME

113	Generate Group
144	Global Coffee Solutions
18	Global Gaming Industries Pty Ltd
92	Gopher Graphics
17	HPA Newcastle
154	Icons Group
99	ICU Security Cameras
165	IGT (Australia)
124	Independent Gaming
132	Independent Liquor Group
146	InfoGenesis Pty Ltd
122	Innersphere Pty Ltd
206	Inzenius
205	JBN Sound Solutions Australia Pty Ltd
85	JCM Australia
75	Jensen Data Systems
30	Jtech
64	Karo Australia Pty Ltd
PP6	Kinetik Internet Systems Pty Ltd
36	Konami
72	KPMG
222	Lahood Corporation Pty Limited
152	LMI Concepts
7	maxgaming
148	MDS Intelligent Security
151	MEM Solutions Pty. Ltd.
51	Merlot Constructions (Aust) Pty Ltd
29	Micros Fidelio Australia Pty Ltd
5	Mondo Café (HB Distributors)
117	National Cash & Coin
13	Nationwide Amusements Australia
66	Network Interiors & Construction
59	New England Constructions
118	Nufurn Commercial Furniture
147	Office of Liquor Gaming & Racing
96	Paltronics
76	Paynter Dixon Constructions
210	Pigott Stinson Ratner Thom Lawyers
159	Pitney Bowes Australia Pty Ltd
62	POS Displays P/L
137	Premier Building Group
58B	Premier Hospitality
209	Presidential Card
PP7	RaffleTV Digital Signage Networks
33	Reed Contructions Australia
68	Rentokil Initial Pty Ltd
3	Rentokil Tropical Plants Pty Ltd
86	Retail Systems Australia Pty Ltd
42	Ricmar
11	Riva Ice Cream Dispensers

Stand COMPANY NAME

67	Saltec
100	Sanyo Data Systems Pty Ltd
143	Screencheck Australia
40	Sensaroma
134	Showworks Australia
50	Spacebud Pty Ltd
141	Sprintquip Pty Ltd
52	Stargames
156	Statewide Business Training
223	Tascot Carpets
1	Task Retail
24	Technoprom
163	Tooheys
70	Total Concept Projects
116	Tree Creation
94	Tricorp Gaming
16	True Blue Chemicals
123	Tyrrell's Wines
93	UniPage
4	Worldsmart Retech
69	Zig Zag Apparel Pty Ltd

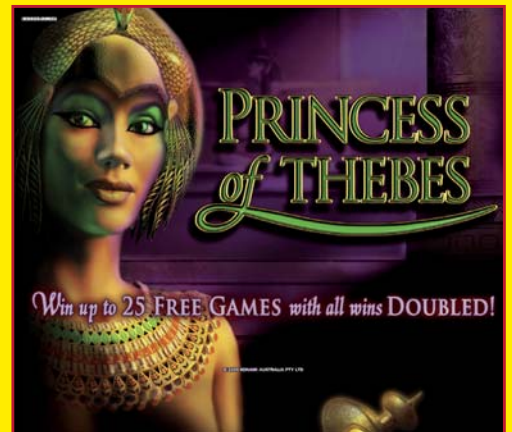


NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Tuesday, April 3, 2007 in the Conference Room, Hall 6, of the Sydney Convention & Exhibition Centre, Darling Harbour. Members will receive 10 ACCM Activity Points for attending the meeting and signing the Members Register.

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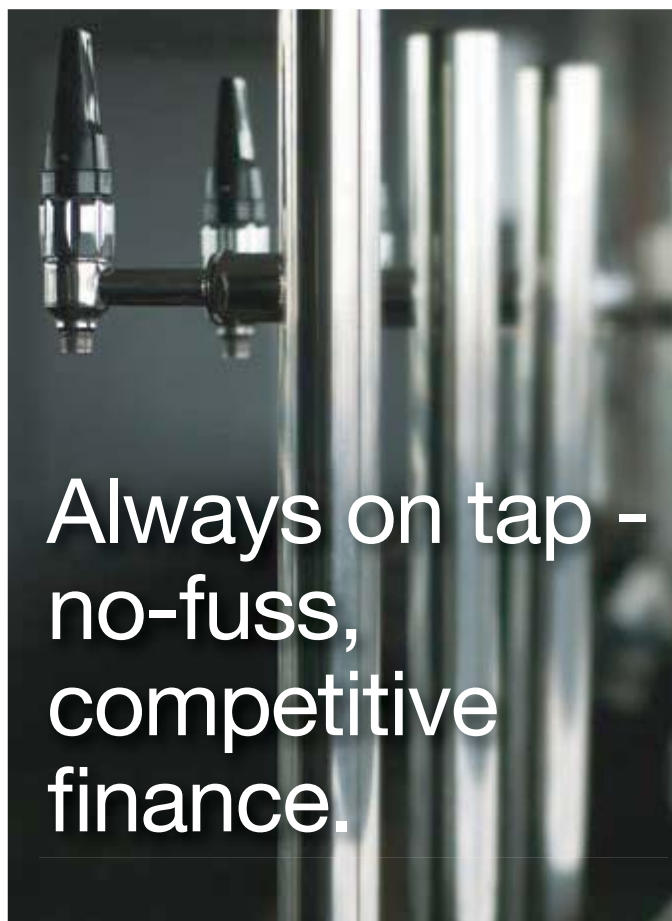


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CMAA Diary Dates - Zone Meetings and Industry Functions

Day	Date	Meeting	Venue	Zone	Lunch
MARCH 2007					
Wednesday	7/3/2007	09:30	Armidale City Bowling Club	North West State Zone Meeting	13:00
Tuesday	13/3/2007	09:30	Redcliffe Leagues Club	Brisbane Zone Meeting	13:00
Wednesday	14/3/2007	09:30	Kingscliff TAFE	Far North Coast Zone Meeting	13:00
Thursday	15/3/2007	10:00	Muree Golf Club	Hunter Zone Meeting	13:00
Tuesday	20/3/2007	09:00	Kingsgrove RSL Club	St George Cronulla Sutherland Zone Meeting	13:00
Thursday	22/3/2007	09:30	St Marys Band Club	Nepean Zone Meeting	13:00
Friday	30/3/2007	11:00	Horton Park Golf Club	Sunshine Coast Zone Golf Day	13:00
Saturday	31/3/2007	11:00	Gunnedah Racecourse	CMAA / ClubsNSW Race Day	13:00
APRIL 2007					
Monday	2/4/2007	17:30	Darling Harbour	Federal Council Meeting	
Tuesday	3/4/2007	09:00	Darling Harbour	CMAA Annual General Meeting	
Tuesday	3/4/2007	17:30	Darling Harbour	CMAA Annual Awards Presentation Gala Dinner	
Wednesday	4/4/2007	09:00	Darling Harbour	CMAA Annual Conference, AGM & Hospitality Expo	
Wednesday	4/4/2007	09:30	Sydney	Club Industry Advisory Council	
EASTER - 06/4/2007 TO 09/4/2007					
Tuesday	17/4/2007	11:00	Camden Haven Golf Club	Great Lakes Zone Meeting	13:00
Wednesday	18/4/2007	10:00	Wallarah Bay Recreation Club	Central Coast Zone Meeting	13:00
Friday	20/4/2007	07:00	Bayview Golf Club	Manly Northern Suburbs Golf Day	13:00
Thursday	26/4/2007	09:30	Auburn	CMAA Executive Meeting	



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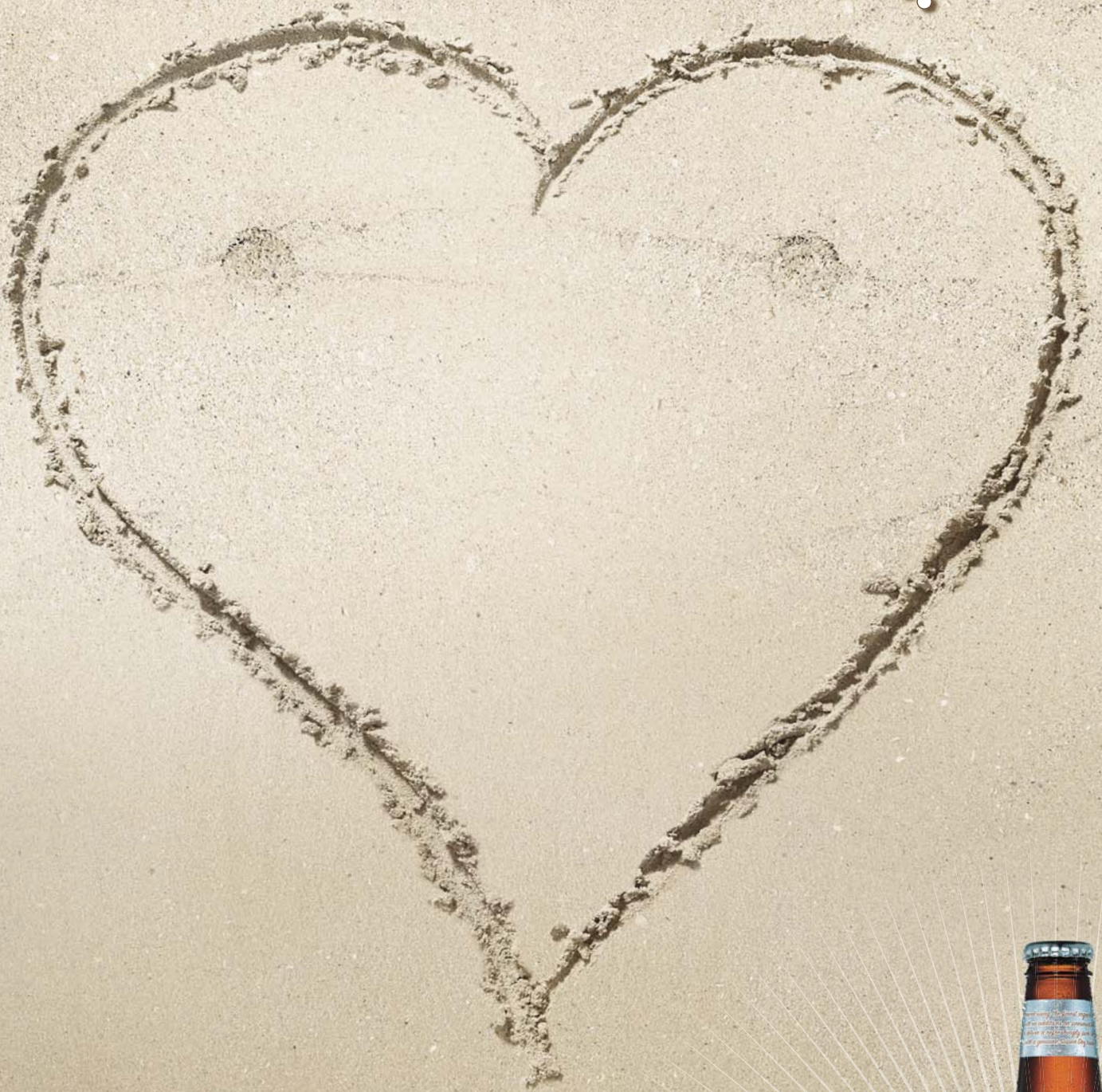
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No heroics at the point of a gun

By PETER SHARP

It was anything but what Garry Leech was expecting, or hoping for, on New Year's Day 2007.

Two masked gunmen smashed through the front doors of the Palm Beach Currumbin Sports Club, put guns at the throat of two club staff, got into the safe and escaped with more than \$70,000.

At first, it must have felt like the club's General Manager was reading the review of a movie or television police drama ... but the reality was much more than Garry and his staff ever anticipated.

There was also \$12,000 worth of damage caused as a consequence of the robbers' wild rampage through the club to the strong room and the holiday long weekend takings.

The gunmen – still on the loose and believed responsible for other armed robberies in the Gold Coast region at banks and Fisherman's Wharf that netted more than \$150,000 – wore white overalls and ski masks and crashed through the front doors of the club at 7:20pm on Monday, January 1 ... 20 minutes after the Duty Manager and staff had locked up after the holiday weekend.

"There were lots of follow-up reports from people saying they had seen two blokes in the car park earlier that day, sitting in the grandstands at the adjacent football field later on and they probably spent some time in the club in the days leading up to the robbery ... but the police still don't have them," Garry said.

"The police believe they might have been 'casing' the club and the job for up to three weeks ... the whole thing, including leaving the car park, was over in eight to 10 minutes.

"Police have commended the club – particularly the two senior staff directly involved – for taking all appropriate measures to avoid personal injury, but it was a terrible experience for them and has left everyone – staff and members – slightly on edge and taking a close look at anyone who looks out of place around the club."

Police examined surveillance video footage of the robbery and said all available and appropriate security and safety procedures were in place and followed.

Garry said the club staff had a good awareness of how to react in an armed

robbery situation, but the New Year event has prompted him to review security measures, money-handling procedures, put on an armed security guard and dog on specific nights and schedule a revision program for all 16 staff covering armed robbery behaviour and procedures.

Club night shift workers Ross and Rebecca had guns thrust into their necks after the thieves broke through the isolated club's front doors 20 minutes after Ross locked up for the day.

In the following few minutes, Rebecca had to lie on the floor while Ross was forced to open the safe room.

"Both people are experienced hospitality professionals and handled the situation and the robbers as well as possible," Garry added.

"The police, myself and other managers were on the spot in minutes after the building was secured and they were able to sound the alert.

"After the police questioned Ross and Rebecca, they received appropriate counseling, which is still ongoing, and, while I offered them the opportunity to take extended time off to recover from the experience and change their rosters, they both reported for their night shifts four days later.

"They are both good people and their courage and determination to return to work took some heat out of the situation."

Garry said everyone involved with the club – managers, directors and members – were doing everything possible to get on with the day-to-day business of running the club, but the massive media coverage and the fact the robbers have not been captured keeps eyes and ears wide open for any indication of another episode.

"The fact is that when armed robbers decide to take a club, then there is no room for heroes trying to thwart the



The Gold Coast Bulletin newspaper graphically reported the robbery and police hunt for the armed gunmen in the days following January 1.

robbery ... awareness and safety must be the only priority for staff caught in this situation," Garry concluded.

"It could have been much worse if our people had not reacted and responded intelligently and calmly, which was a tribute to their training and instruction."

"The fact is that when armed robbers decide to take a club, then there is no room for heroes trying to thwart the robbery ... awareness and safety must be the only priority for staff caught in this situation ..."

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Grow

League champion tackles new challenge

By PETER SHARP

John Dorahy was a talented schoolboy footballer when he was called up to first grade and the biggest challenge of his career.

His coach believed John had all the talent and skills to make it and decided to find out whether the teenager was up to the pressure and pace of top grade rugby league.

Dorahy didn't take a backward step in his first grade debut and went on to a wonderful career, playing with the Western Suburbs Magpies, Manly-Warringah and finishing his premiership days with the Illawarra Steelers in his home town of Wollongong.

His twin sons, Dane and Jason, played their junior football with John's old club where he maintains his link with rugby league as a Board member at Wests Illawarra.

But, like his league days, John's not frightened of making a change and tackling a new challenge.

So he's joined CashCode as the company's Director of Business Development – Australia and is on the road touching base with CashCode clients and acquainting himself with this new aspect of the industry, Note Validation technology.

John's not new to the gaming side of the business, he worked with Aristocrat, IGT, Stargames and what's now Aruze, before his latest move, which brings a new set of challenges.

John started with CashCode on November 1 last year and has been busy clocking the kilometres securing current clients and exploring new markets with clubs, hotels and casinos in Australia and New Zealand.

CashCode's main markets in Australia are note validation machines in banks, parking stations, railway stations, vending machines and kiosks.

"We have ticket-in-ticket-out work in the pipeline and we expect to move into Asia once we have established new markets in Australia and New Zealand," John said. CashCode already has a strong branding and reputation in Europe, South America, South Africa and growing in Asia, but John's new assignment is to raise the Canada-



based company's profile in Australia.

CashCode was looking for a recognised name and face in Australia's gaming machine industry to get better foothold in that side of the business.

The company has been involved with Australian gaming machine manufacturers overseas, but sees Australia's enormous potential to assist venues over some of the impacts on likely lessening revenue streams.

"They were looking for someone with industry knowledge, experience and a strong relationship with people involved in the gaming side of the industry," John added.

"It has been an exciting change of direction for me and a steep learning curve.

"Although I worked in the gaming machine business for 15 of the past 18 years, I never looked at payment solutions such as validators in the same light as I have since I joined CashCode, "My immediate experience is that it's something all club and hotel managers should look at seriously because customers who have money rejected at machines are likely to move on to another machine or perhaps even leave the premises out of frustration ... it's not necessarily the game, but the validator that can be at fault."

John said gaming machine buyers overseas use a checklist – "like buying a new car" – to ensure all criteria are met to gain best solutions to their gaming floors.

"In Australia we buy a machine with the components provided by the manufacturer and the buyers have no say in the peripherals," John added. "It's changing in Australia, but ever so slowly."

John said CashCode has a reputation as one of the top two or three manufacturers around the world.

Despite strong references from product users in Europe, South America, South Africa and Asia, John said the company's products will show significant validation rate differential with competitor products – up to 30% in

some instances.

"It makes it effective to let the product do the talking for you and I expect that will influence our position in the market here," he added.

"CashCode has five separate criteria for validation of notes versus other products that have four or three criteria ... that point of difference is the message I am delivering to the gaming machine producers and the clubs.

"It's a bonus to be again dealing with people I worked for and clients – club and hotel managers – that I assisted during my time on the road for the machine companies.

"In Australia, we already have a presence with the CMAA through our showcase at the CMAA Expo and advertising with the *CMAA Magazine*, but now we are pushing to enhance and expand our national profile."

Melbourne distributor JEA Technologies have looked after the other areas of common business for CashCode over the years and the company has worked with Tattersalls, TABCorp and Crown.

"If the product stacks up behind the marketing and promotion, then you have the right combination to do good business," John added.

"In pricing, we stack up well against our competitors, but it's in the area of validation quality where we expect to stand out."

John moved back to Figtree, just south of Wollongong, to finish his league career with the Steelers but he expects to clock up another 50,000 kilometres this year spreading the CashCode "gospel".



John Dorahy has taken on a new direction and a new challenge with CashCode.

"In pricing, we stack up well against our competitors, but it's in the area of validation quality where we expect to stand out ...



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Business on the border

By KATIE CINCOTTA

THERE'S no room for state rivalry as far as club general manager Andrew Terry is concerned.

The general manager of the Albury SS&A Club is taking his expertise across the border to transform the ailing Wodonga Country Club into a \$20 million community hub.

In a unique move, Wodonga City Council approached NSW's highly successful Albury SS&A Club to revive the Victorian golf club, which had been dogged by financial woes and dwindling membership.

"I literally fell off my chair ... it's not something you expect every day," Andrew said.

"And they backed that request up with a significant offer of assistance to negotiate an economic strategy to make the club viable."

In the past year, adding plasma screens and a professional catering team has allowed the club to tee off in its total transformation.

"Trading has increased by thousands of per cent," Andrew added.

"It's booked out Friday nights and bar trade has quadrupled ... we've picked up 250 new golfing members."

"Local support has been quite phenomenal and we haven't really touched the building, this is just new management."

The 5-hectare development on the 55-hectare property includes a new clubhouse designed by architects Altis with new bistro, restaurant, entertainment lounge and gaming room with 60 poker machines from Tattersalls.

The \$2.5 million renovation will take place between February and May this year, offering Victorians a new state-of-the-art club.

"It will be a club that Victorians have never before seen," Andrew said.

But more than that, it will be a new community initiative.

"Our aim is to run a great community club, not necessarily a golf course ... the club has been built as a focal point for the township."

"It will become a lifestyle destination, like a leisure village."

Those plans include retail, aged care retirement, and an 80-room hotel for the site.

But the aspirations haven't come easily, especially for a NSW club manager trying to set up shop in Victoria.

Andrew has had to wrestle with the

complexities of Victorian club legislation, such as regional gaming caps, which is where their RSL network came to bear.

"We forged an alliance with the state RSL branch and got tremendous support from the RSL, who provided us with Victorian club knowledge, especially for gaming and licensing laws," he added.

Victoria's gaming rules, Andrew says, have proved a huge challenge: "Unlike NSW, where we control every aspect of gaming, we have no say in what happens across the road which is enormously difficult."

Andrew says the aim, ultimately, is to create a similar brand experience at their three clubs across both states, but to also recognise the unique Victorian culture and sense of identity.

"Victorians are very tribal ... they believe in good causes," Andrew observed.

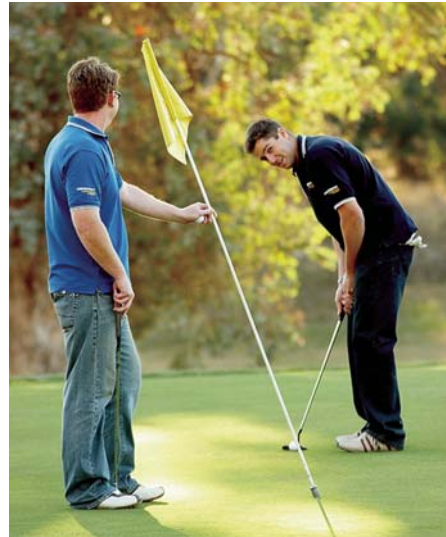
"So we're demonstrating to them that we're not a NSW raider coming in and taking money back to Sydney."

"We sponsored the Wodonga Cup for three years, which is their biggest sporting event, and we raised a bus for special needs disabled people."

"When the market sees that you're investing in them, then they'll invest in you."

In 2006, Albury SS&A made \$25 million in revenue, much of which was redistributed to finance the Wodonga Country Club development.

"We're using profit to pay for the future, as a club and as a company," Andrew said.



The "Border's Local Club" has already injected up to \$5 million into the Wodonga economy, creating a buzz for the entire border region.

"There is enormous public interest in this ... it's euphoria, really," Andrew said.

"It's something the town has never had."

"We're taking the best club model in the world in NSW and exporting it to another state."



Albury SS&A Club General Manager
Andrew Terry

"Our aim is to run a great community club, not necessarily a golf course ... the club has been built as a focal point for the township ..."



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Mingara turns on water innovation

Water is precious on the NSW Central Coast, so Mingara Leisure Centre has taken an innovative approach to its use of the now-limited resource.

Mingara recently installed a Nubian Homespring Water Purification System to recycle nearby wetland and storm water for backwashing their public pools.

The system will increase town water by 15 million litres a year.

The purification system effectively upgrades biologically unsafe water with high-turbidity levels to a pristine quality so that it meets the quality requirements for public swimming pools and can be used in the weekly backwashing process. (for their 50-metre swimming pool, hydrotherapy pool and leisure pool, Mingara use 180 kilolitres per week)

Numbian CEO John Huggart said Mingara had set a wonderful example for councils, clubs and leisure centres that have large swimming pools.

"Their foresight demonstrates how scarce town water supplies can be astutely conserved, especially during times of limited supply, such as the acute water restrictions caused by the current drought," John added

"Should their example be followed by public pools



The Mingara Leisure Centre team with the Nubian Homespring Water Purification System.

throughout Australia, we would see a massive saving of public drinking water."

The installation, which requires minimal maintenance for the centre manager, was a two-stage process:

1. installation of a sand filter, to manage turbidity levels
2. installation of a suite of four Homespring Water Purifiers in parallel to process and treat the volumes required for backwashing.

The compact and neat installation was installed in one day and commissioned in four hours.

The new pool filtration system is the first of its kind in Australia. Water harvested by the Mingara wetlands is pumped from the Wetland Pumping Station via a new 500m water pipe to the Mingara pool complex.

It is then pumped to the sand filter and then to the four-unit Nubian system for ultra filtration which removes turbidity, dirt particles, viruses and parasites.

The final treatment before being stored in a balance tank is an ultraviolet disinfection process as a precaution.

The treated water then goes through the existing pool filtration and disinfection systems for use in the backwashing filters and topping up for the 50m and hydrotherapy pools.



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Expect Bremerton's success

At major and regional wine shows in this country, not all wines are judged against each other.

Classes of wines determine just where a wine will feature in the judging and, therefore, the standard of wine it will be up against.

For example - and to keep it simple - all one-year-old shiraz entered into a show will be judged against each other. Any other shiraz shown, might appear in many of the other classes within that show.

Wines also are rated into classes by their availability, retail value and production size.

The Macquarie Bank Royal Sydney Wine Show takes place every year around the start of February and sits along with the most keenly contested wine shows in the country.

Australia's major wine companies regularly win the trophies given out at Royal Sydney to wines in the highly contested commercial classes.

The commercial white wine class is for wines that do not exceed \$15 per bottle selling price and the red wines must not exceed \$20 per bottle.

Purely by the economies of scale, companies such as Foster's (formerly Southcorp and Berringer Blass), Hardy's and Orlando often scoop the pool in these classes.

The Royal Sydney commercial class trophy can be a huge windfall.

With the exposure this show creates and NSW still representing a huge portion of wine retail sales, demand on trophy-winning wines generally exceeds production, and brands have been born of these results.

Similarly, with the price barriers set, the trophy winners usually are at the top end of the pricing scale.

One great exception occurred two years back, when De Bortoli's of NSW won the converted commercial red

wine trophy in 2005 with a wine that sold at the time for about \$5.

Admittedly, and according to the De Bortoli's at the time, the 2004 Sacred Hill Cabernet Merlot came from "a rare vintage in the Riverina", and it was reviewed by nearly all the major wine writers at the time as "a wine of most amazing value".

That being the case, it was still judged against - and subsequently beat - almost 200 red wines that could have retailed for \$20 per bottle - a great achievement.

The Sacred Hill range surely benefited from the lavish press and subsequent media coverage.

Last year, the trophy went to a highly prized, yet relatively unknown, producer from South Australia's Langhorne Creek region.

Bremerton Wines presented their 2003 "Selkirk" Shiraz and, at around \$15-to-\$18 per bottle, it secured the prized trophy from more than 220 wines.

Did this result turn a smaller producer into an overnight success story?

The Bremerton team will attest to their toil during the past 15 years, yet Bremerton wines sales have skyrocketed in the ensuing 12 months.

So much so that their entire red wine portfolio currently is very difficult to purchase.

Now, and on the edge of the 2007 Royal Sydney Show, and the 2007 Sydney International Wine Show - a few weeks later - several of the Bremerton wines again have been earmarked for major awards.

While the results of these two shows will not be available at the time of print, I have no doubt I'll be able to report their success in the next edition.

In the meantime, I will report the qualities of the Bremerton wine range

and encourage you to consider the 2004 vintage of both the "Selkirk" Shiraz, and "Tamblyn" Cabernet blend.

As well-priced and highly regarded wines, they would certainly complement any wine selection.

Fingers crossed that they can snare another major award or two this year.



My Pick

**2004
Bremerton
Tamblyn Cabernet Blend.**

Review: This wine punches well above it's weight - the fruit is rich, generous and you could bank on the flavours, they won't let you down. A wine of balance, the four grape varieties marry well into a flavorsome dark fruit palate, somewhat savoury finish, and a lingering soft tannin balance. Perfect with a rare steak.



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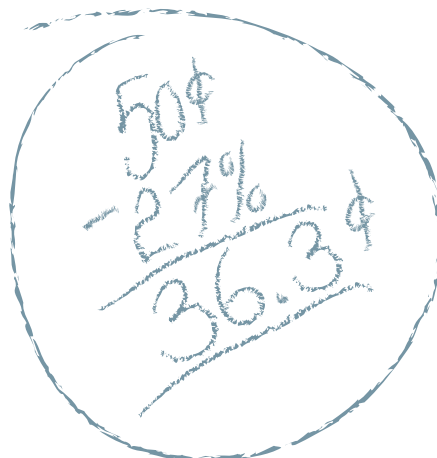
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It's Viva Las Vegas! for IGT bursary duo

By TORY SORBELLO

Phil Boughton and Julie Cullen are about to embark on one of the great education opportunities of their club management careers.

Phil, Secretary Manager at Culburra Bowling Club and Julie, Secretary Manager at Penrith Bowling and Recreation Club, have named as winners of the IGT Australia-sponsored Peter Clarebrough Memorial Gaming Bursary – one of the most prestigious bursaries in the CMDA education program.

The bursaries – each worth \$15,000 – will allow Phil and Julie to undertake a one-week course in gaming at the University of Nevada Las Vegas (UNLV) as the first stage of their bursary tour.

CMAA Education Manager Ralph Kober said the CMDA had been able to secure the places on an annual basis thanks to the Association's relationship with the university and IGT's generous sponsorship.

"It is very competitive since they only take 12 people per year, so this is a wonderful opportunity for Julie and Phil," Ralph said.



Greg Milner organises the UNLV program for the Gaming Council of NSW and outlined what the Peter Clarebrough Memorial Gaming Bursary winners will experience:

"They arrive in Las Vegas on Saturday afternoon, are met at the airport by UNLV representatives and taken to their accommodation.

Continued page 37



IGT Australia
Managing Director
ANDREW HELY.

"Clubs benefit from adopting the successful processes of other gaming venues, ensuring local resources are better utilised by leveraging proven concepts ...



Profile ...

Phil Boughton, ACCM - Secretary Manager at Culburra Bowling Club

Phil's passion for clubs comes from his father, who spent his working life in the industry, and Phil's personality, which makes it enjoyable for him to operate in such a face-to-face environment:

"People attracted me to the industry - from the colleagues I work with to the customers we serve ... I love interacting with people from different backgrounds," Phil said.

His career began at Woonona-Bulli RSL club while he was studying a degree in Physical Education at university.

Having completed his studies, Woonona-Bulli opened a health club and employed Phil as a Gym Manager,

a job he held for seven years.

During that time, Phil went back to university and did an MBA in Marketing.

Then, after working in the Woonona-Bulli's marketing department, Phil became the Assistant Manager before heading further south to Culburra Bowling Club.

It is Phil's passion for marketing that inspired his IGT Bursary application.

"One of the main reasons I chose the IGT bursary was because of the week of tuition at UNLV," he said.

"I'm very interested in marketing research in regards to hospitality and gaming."

Discussions about suitable organisational structures to solve current compliance issues, is another topic Phil hopes will be discussed during the UNLV course.

"Compliance issues are currently bombarding the Club Industry," he added.

"All clubs are experiencing these problems, however the larger clubs can employ compliance managers to deal with them.

"What I want to know is how smaller clubs can handle these issues when we do not have the same resources?"

G2E is another big attraction for Phil where he plans to investigate what is happening with server-based games and ticket-in-ticket-out (TITO) systems.

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From page 36

"The next morning, they are treated to a bus tour of Las Vegas.

"Then, from Monday to Friday, there will be a series of morning lectures followed by site tours of casinos each afternoon."

Having completed the course twice, Greg says it is a worthwhile experience: "It was excellent ... the tour has been going for around 15 years and the 'who's who' of the gaming industry have done it."

The UNLV course runs in the first week of the trip beginning on November 3.

The second week provides Phil and Julie free entry to the Global Gaming Expo (G2E) in Las Vegas and a tour of the IGT Reno facilities.

This trip will offer first hand information to help plan their club's future growth and improve their gaming floors.

IGT Australia's Managing Director Andrew Hely said the company was proud of its ongoing support of the CMAA Bursary and Scholarship Program, having been involved as the major sponsor for more than eight years.

"This very worthwhile contribution to the industry affords gaming managers the ultimate education aimed at improving their gaming business acumen, providing them with the latest insights and freshest ideas which may be adapted to their own gaming environment," Andrew added.

He praised the bursary program as recognising the importance of developing club managers.

"Educating gaming managers ultimately serves the



Profile ...

Julie Cullen
Secretary Manager at Penrith Bowling and Recreation Club

The Club Industry also runs in Julie Cullen's veins ... her mother was a senior manager at Penrith RSL Club and her grandfather was board president. Julie finds the industry's interactive nature appealing and says it is a high contributor to her job satisfaction.

"There is a whole atmosphere provided by people coming into your work and having a good time and it all rubs off ... it's a good industry and a happy place to work in," Julie said.

Keeping with family tradition, Julie started her career with Penrith RSL

Club before stints at Rooty Hill RSL Club, Lidcombe Catholic Club (now Dooley's), St John's Park Bowling Club to Penrith Bowling and Recreation Club.

Since 20, Julie knew exactly where she wanted to go in the industry.

By 35, she planned to first-in-charge, which was achieved at 33. Furthering her education has always been a long-term goal, but running a small club and a young family has delayed Julie's ambition. However, when applications for the Peter Clarebrough Memorial Gaming Bursary opened, the week of tuition at UNLV was an opportunity Julie could not refuse.

"I love the idea of formalised education ... to be able to devote a block of time to training where I do not have to worry about what is going on back at the club," she said.

In taking the trip, Julie hopes she can provide something unique to the local market. "I am hoping to bring back something that can give me a point of difference over my competitors. Something new, something that not every single club is doing," she added.

whole industry, including players, as new technology and more entertaining games become available and gaming rooms are redesigned," Andrew said.

"Clubs benefit from adopting the successful processes of other gaming venues, ensuring local resources are better utilised by leveraging proven concepts."

Ralph Kober also recognised the bursary's importance: "It is one of the foundation values of our industry.

"If we increase the development of our managers, then we increase the level of professionalism in the industry and, as an association that is not-for-profit, we cannot do it without our wonderful sponsors."

The Peter Clarebrough Memorial Gaming Bursary was one of 12 awards club managers could apply for under the 2007 CMAA Bursary and Scholarship Program.

Julie and Phil will accept their awards at the Bursary Presentation ceremony at the CMAA's Annual Conference at Darling Harbour on Tuesday, April 3.

CMAA Education Manager
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A three-course meal for \$20!

Proving that a fancy meal doesn't have to cost the earth, finalists in the ClubsNSW Chef's Table Award have each prepared a three-course meal using foods adding up to no more than \$20.

In making the final, the 12 pairings have beaten more than 5,000 chefs representing more than 1,400 clubs across NSW.

The submitted menus reveal a wide variety of creative dishes by the finalists including "Mandalong Loin of Lamb", "Braised Veal rolled in local Prosciutto" and "Grilled Barramundi Fillet on Saffron Mash".

A three-person judging panel will visit each finalist during February, first in the kitchen observing the preparation of the food, then moving to the dining room to taste the three-course meal.

In addition to tasting, judges will also be evaluating flavours, colours, seasonality of the produce, even spelling and grammar on menus and innovative procedures used in the kitchen.

ClubsNSW CEO David Costello said the high calibre of the dishes proved just

how affordable quality food can and should be.

"Even when dining out, there really is no justification for the exorbitant prices we regularly see in Sydney restaurants and other parts of the State," David said.

"This competition is a further reminder that clubs today are placing their focus on dining - and managing to do it with great service and without charging customers the earth for the pleasure of it."

The Chef's Table 2007 winners will be announced at the ClubsNSW Awards for Excellence on Friday, June 1, at the Sydney Convention and Exhibition Centre Darling Harbour.



The 12 chef pairing finalists are ...

- Ballina RSL Club (Gerhard Spatz and Nathan Sherwood)
- Campbelltown Catholic Club (Trevor Johnson and Shane Moretti)
- Coffs Harbour Ex Services Club (Michael Ellis and Tim Magerison)
- Commercial Club (Albury) (David Burn and Michael Bath)
- Eastern Suburbs Leagues Club (Peter Wood and Rachel Beasant)
- Elanora Country Club (Chris Devine and Paul Sanders)
- Manly Golf Club (Greg Slack and Caitlin Bailey)
- Mona Vale Golf Club (Warren McKenzie and Erica Mather)
- Nelson Bay Bowling & Recreation Club (Chris Connolly and Peter Gibbs)
- Revesby Workers Club (Andrew Abraham and Steven Hai Le)
- Tweed Heads Bowls Club (David Carolan and Steven Cherry)
- Twin Towns Services Club (Craig Robertson and David Egan)

The menu of each finalist can be viewed at www.clubsnsw.com.au under the 'Newsroom' section.

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Clubs must find training for all staff

As clubs continue to become more sophisticated in their operations and operate in an environment of increased competition, it is imperative that clubs seek out and provide the necessary training for all levels of staff.

It is well researched and reported that workplaces of the 21st century require workers to be better educated to fill new jobs and more flexible to respond to the changing knowledge and skill requirements of existing jobs.

Training and developing staff is therefore essential to meet the workplace changes and challenges of the 21st century and intrinsic to our ability to maintain the vitality and integrity of our individual clubs and the Club Industry.

The CMDA readily responds to these changes and challenges by developing and co-ordinating industry-accredited and recognised training programs and workshops that meet the Club Industry's needs.

Course presenter and facilitator Jennifer Chiplin also ensures that all of her programs and workshops also meet the individual needs of each participant as well as their clubs.

An overview of some of the programs and workshops that Jennifer facilitates includes ...

Coaching Work Colleagues

This program provides participants with the knowledge and skills necessary to coach work colleagues in day-to-day skill requirements to carry out their duties effectively and maintain staff performance at a productive level. The course also can be seen as a vital step in the career ladder as coaching skills is underpinned with essential work skills such as communication and team leadership skills.

Conflict Situations

Conflict is part and parcel of daily life, although for many of us we try and avoid it. This workshop looks at conflict from both a negative and positive view and provides participants with strategies and tools to effectively deal with conflict situations. A range of situations are covered with plenty of opportunity for participants to practice the skills on real situations if they choose. This course provides vital skills for individuals to ensure that their workplace is positive and energised.

Monitor Staff

Need to get the best out of your employees? Need your employees to

take responsibility for their job performance? Need to make your job a little easier? Then come and join in on the Monitor Staff workshop. Setting, encouraging and fulfilling employer and employee job expectations is part of the supervisor's and line manager's job role. This, however, does not mean standing over employees while they work. It simply means monitoring their work performance to meet set standards through a range of strategies, some of which the employee takes control of. Busy supervisors and managers need monitoring tools and strategies that allow them to meet the challenges of supervisory tasks and operational tasks. This workshop provides participants with the necessary strategies and tools to achieve this.

OHS Risk Management

The OHS Act 2000 requires all businesses to have in place an OHS



Management Plan, particularly in the area of risk management. This two-day, hands-on workshop not only outlines the legal requirements for clubs, but provides an opportunity for participants to actually work with OHS tools that will enable them to understand and develop a risk management plan.

"Training and developing staff is essential to meet the workplace changes and challenges of the 21st century ...



Jennifer Chiplin

Jennifer Chiplin has 20 years experience within the hospitality industry - 17 years in and with clubs as a generalist and in human resource management, training and consultancy.

Jennifer's qualifications include ...

- Diploma in Hospitality Management
- Graduate Diploma Communication Management
- Masters in Adult Education (Human Resource Major)
- Diploma in Assessment & Workplace Training

- Certificate IV in Training & Assessment TAA40104
- Certificate IV in Workplace Safety
- Statement of OHS General Induction (Construction)
- Master in Labour Law (currently studying)

Operating her own training and human resource consultancy business - HRT Solutions - Jennifer brings a wealth of knowledge and skills in facilitating workshops in supervisory and management skills.

Jennifer currently facilitates the following courses for the CMDA:

- Conflict Management
- Coaching on the job skills
- OHS Risk Management
- OHS Consultation
- Business Writing
- Plan and Establish Systems and Procedures
- Monitor Staff
- RSA
- RCG

Jennifer also has written "Hospitality Core Units" specifically for front-line operational levels within the hospitality industry and is writing two other books.

Conference 'favourite' returns

Paul Lyons will present a significant selection of courses for the CMDA across the 2007 course schedule.

Counselling and Sexual Harassment (DM's Program)

This module explores the importance of giving people feedback about their behaviour so they can gain insight. Duty Managers lead and manage people and that involves understanding what motivates and encourages staff to give their best performance. Counselling is the tool



that DM's can use to improve the relationships they have with staff as well as outlining what they expect from them in the workplace.

Sexual Harassment in the workplace is destructive to staff morale and Performance. There are two laws - one state, the other federal - that cover the Club's responsibility as well as the Duty Manager. We deal with strategies that can manage situations that can occur any time where the staff know that the Club through the Duty Manager don't allow sexual harassment in the Club.

Recruit and Select Staff

This process is the most important in the Club's striving for improvement as well as matching its values. All recent studies have shown that this process is the most cost-effective in determining the club's success. This workshop explores recruiting and selecting the staff that have the same values as the club as well as meeting the selection criteria that the Club had established. The tools discussed are behavioural interviewing, reference checking, in-tray exercises,

psychometric assessment where participants experience being observers to an interview, participating as a panel member and an interviewee. The course emphasises the importance of following EEO and anti-discrimination laws as well as being neutral and professional.

Building a Mentoring Program for Your Club

This course, at the CMAA's 2006 Executive Leadership Conference, was a knockout. Many delegate requested follow-up information, so the CMDA has collaborated with Paul to develop a dedicated Mentoring Program for clubs. This program is exciting for the industry as it fills a void often mentioned and recognised as an essential ingredient in succession planning and sustaining business however has not been developed for a lack of expertise and structure. CMAA Education Manager Ralph Kober said the CMAA was pleased to be working with Paul in this activity and encourages all club managers to find out more on building a mentoring program in their clubs.

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PAUL LYONS M.A. B.Sc. Dip.Ed. M.A.Ps.S
Director, Effective Training and Consulting Services

Paul's educational qualifications and training experience are extensive. He is a registered psychologist in NSW, a member of the Australian Psychological Society as well as being a member of the Australian Institute of Training and Development and has Certificate IV in Assessment and Workplace Training.

He has been involved in workplace coaching and training for more than 16 years, concentrating on the development and delivery of programs for leadership, management and customer service.

Paul has had extensive experience in group process assessment and development as well as individual coaching.

He has been involved in developing coaching and counselling skills training courses where he covered such topics as competencies (knowledge, skills and behaviours), dealing with conflict and crisis, group dynamics, giving and receiving feedback as well as developing assessment strategies and methods.

He has been involved with leadership training and development where behavioural markers were established and later used as the basis for assessment for evaluation.

At a recent conference for club managers from throughout Australia, Paul's sessions on staff recruitment and selection and developing a coaching and mentoring program were not only the best attended at the conference, but were rated No.1 and No.2 for effectiveness.

He has designed and presented training courses across many industries including airlines, finance, manufacturing, public service, private hospitals, tourism and hospitality, retail in Australia and overseas during the past 16 years.

Clients have included Qantas, Australian Airlines, Jetstar, Jetstar International, IAG, Samsung, The Regent Hotel, Sydney, Royal Sydney Golf Club, The Australian Golf Club, St Luke's Hospital Complex, Fairmont Resort, Leura, Best Western Australia, Custom Credit Corporation, Australian Customs Service, Yakka Industrial Wear, Tourism Training Australia, Tourism Training Centre, Tourism New South Wales, Restaurant and Catering Association, Meetings and Events Association of Australia, Australia Post, Jones Lang Wootton, NSW Cancer Council and American Express International.

Paul's expertise lies in the areas of Training Skills, Presentation Skills, Communication (especially interpersonal communication), Leadership, Motivation, Conflict

Resolution, Time Management, Delegation, Managing Customer Service, Strategic Planning and Front Line Customer Service where he brings his knowledge of people in helping managers get better performance from their staff and achieve higher quality customer service.

He has conducted workshops with executive level groups (on emotional intelligence) through to front line (customer service), as well as coached management level.



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CMDA 2007 - Presenter Profiles ... Karynne Courts

KARYNNE COURTS

Karynne is one of Australia's leading values specialists, actively coaching executives, and designing and facilitating values-based processes for large groups and individuals.

She is a popular speaker at conferences and is frequently invited to address community groups, organisations and business forums.

Karynne has worked extensively in the values field and is well known for her fun workshops and her zealous approach to her work.

Providing leadership development, executive coaching, and cultural change initiatives, she has presented and facilitated workshops around Australia and internationally, focusing on Change, Leadership and Technology issues for organisations including AGL, IBM, AMP, QBE, The Club Managers Association, Centrelink, Adapt Business Technologies, The Benevolent Society, The Defence Materiel Organisation (DMO), and SME's in a range of industries.

From facilitating a 20-week music program for children with special needs in a predominantly Aboriginal school in north-west NSW, to co-

facilitating a values-based change program for the Australian Military over 12 months, Karynne's diverse experiences and her professional expertise enable her to create a unique and stimulating environment for those she works with.

Karynne is committed to encouraging life-long learning, cultivating curiosity and creativity.

She knows that what is within us – our values, our attitudes and our beliefs and assumptions – either expands our choices and opens us to possibility thinking, or keep us contracted in limitation and self-restricting comfort zones.

Her down-to-earth approach, and ability to present complex issues with sincerity, clarity and compassion inspire confidence, enthusiasm and motivation ... resulting in life-changing experiences for her clients.



Achieving results

How do leaders develop highly energised teams with a passion for innovation and excellence? How do leaders create environments where the impossible becomes possible? How do leaders achieve results far beyond expectation?

To understand how, you need to be clear about what you'd like to create.

Do you seek long-lasting, sustainable change? Do you dream of a team that is energised, passionate, and is continually challenging your management team with innovations and improvements to the way you do business?

If you are looking for a quick fix then call a consultancy to come in, address your behavioural issues, rewrite your standard operating procedures, add a few levels of hierarchy and control to your management structure, and then bugger off and leave you to it.

If you are prepared to accept that long-lasting, sustainable change is the outcome of an equally long-lasting commitment to the development of your people, then read on.

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business environment is to remain at the forefront of innovation and to adapt to change quickly.

Smart leaders know that the only way to achieve this is through the energy of their people.

It's not only about building bigger buildings or putting down new carpet. It's about creating a place where people want to be – staff and customers.

Industry research demonstrates that those organisations with high levels of staff engagement exceed industry benchmarks for all performance indicators – financial, HR, and community.

Successful leaders create teams of people who understand the why ... who bring their minds and hearts - as well as their hands - to work.

We all know the difference between walking into a club where people are just going through the motions of work - busting to bundy off ... and a club where people are happy to be there, happy to serve, believe in and share the purpose of the club and are happy to

be part of a successful organisation that values them.

The Visionary Leadership Program is the first step to understanding values, and the importance of values alignment in creating cultural transformation.

It works in identifying, drawing out and understanding personal values and how they contribute to, or detract from, effective leadership and action.

Once the day-to-day consequences and reality of personal values in the work place is understood we support leaders to harness current strengths and expand choices and behaviour that foster more constructive and holistic leadership styles.

Personal and organisational values alignment is a powerful catalyst for workplace harmony and productivity.

The understanding and alignment of these values - and the underpinning assumptions, beliefs and behaviour that result - enable people to work collaboratively and creatively with others, foster innovation throughout the organisation and ultimately adapt to the demands of modern business with

greater agility, flexibility and willingness.

Leaders are encouraged to embrace more complex thinking styles.

Developing leadership styles that are flexible, grounded, creative and dynamic whilst observing social and ethical responsibilities enable leaders to achieve success in a global marketplace.

We recognise that organisations don't transform, people do!

The Visionary Leadership Program is our flagship program which by special arrangement with the CMDA we offer at an industry partner rate for CMA members and industry associates. It is also run four times a year as a public program and available in-house for teams of nine or more.

Join us for the CMA Visionary Leadership program this year - May 8-9 and June 5-6.

Places are limited, and there is an early-bird rate if you register before March 31.

If you wish to discuss any of Values Connection's leadership and cultural change initiatives that can be tailored specifically to the requirements of your club, contact Karynne ... email:

leadership@valuesconnection.com or 61 2 4268 5555 (business) and 0414 755 455 (mobile).

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Half century - a time for reflection



Tweed Sports' Gordon Rhodes ... "healthy dose of respect."

By HENRI LACH

The Tweed Shire in far northern NSW is a vibrant tourist Mecca that proudly boasts world-standard amenities, facilities and entertainment.

But where would the Tweed region be today without the Club Industry?

That's a question worth pondering as a bastion of the industry in the area, the Twin Towns Services Club, celebrates its 50th anniversary this year.

Put that to just about anyone in the street and the probable answer will be something like this: "This area would be just a collection of sleepy little fishing

villages, catering for surf seekers and hippy campers."

No-one is quicker with that answer than the Twin Towns Club's General Manager Rob Smith, who took over the position in July 2005 from the legendary Russell Roylance.

"Clearly, it wouldn't be the Tweed that we're living in today," Rob said.

There's no argument against that from other major players in the area.

"The 15 clubs that make up the Tweed Clubs group make a very significant contribution to the economy and to the community," says Tweed South Sports chief executive Gordon Rhodes.

"The Club Industry here collectively is the area's biggest employer, and a huge user of goods and services.

As to Twin Towns: "It's an icon that we all view with a healthy dose of respect," Gordon said.

Seagulls boss Wayne Kendrigan points out that the area's clubs play a major part in the tourism industry - and he wants more recognition from Government at all levels.

"Governments should recognise the contribution that clubs make to the community by providing facilities for everyone - including older people - by giving them somewhere to come and meet," Wayne said.

"Clubs' value to the general economy is enormous, as well as being the biggest

Old mates are living history

One member who was there when it all began is 82-year-old Arthur Metteyard, who was one of Twin Towns Services Club's inaugural members.

He carries the number 30 on his card. He's also only one of two survivors of that group.

The other is his good mate Ron Baker, also 82.

Arthur Metteyard, "Laddie" to his mates, a nickname left over from his school days because he was the smallest kid in class, recalls how the man described as the founding father of Twin Towns, Mick Winders, called for a dip around to raise funds in 1954 to buy the piece of ground on which the club opened its doors on July 5, 1957.

"Mick said, 'Put some money in and

we'll get a licence'. We all put in," Arthur recalled.

A large portrait and evidence of Mick Winders' service record as an airman in World War Two decorate a foyer of the club.

He died in October 1998.

"Laddie" Metteyard, who served in aircraft maintenance with the RAAF in Darwin after the Japanese bombing of the city in 1942, today still enjoys the occasional schooner at his club.

He looks around with some awe at what to him seems a constantly changing panorama.

"Dunno why they keep wanting to make the place bigger ... they'd be better off giving us cheaper beer," he mused.

But then "Laddie" also remembers the days when volunteers did most of the work in the club "Not many got paid in those days," he said.

- HENRI LACH



The only remaining inaugural members, Arthur "Laddie" Metteyard and Ron Baker, toast their club's 50th anniversary



Twin Towns Services Club 50th Anniversary



A tribute to the club's "father" Mick Winders

single employer in the Tweed"

Twin Towns, alone, employs 600 people, with another 100 working as outside contractors at any given time, according to Rob Smith.

"Over the years, the club has shown faith in the Tweed that hasn't been shown by private enterprise." Rob added.

"The Twin Towns Resort is an example.

"For many years, developers always looked north of the border, while the Tweed was crying out for a resort of this kind.

"We've come a long way from what was virtually a shed on the waterfront."

The enormity of the clubs' economic value can be gleaned from just a sample of turnover figures.

Twin Towns alone has a turnover the size of an annual budget of a small nation.

In the first 11 months of 2006, it was a

staggering \$138,101,643. (December figures hadn't been processed at the time of writing)

The parent club generated just on \$116 million of that, including sales and revenue from its latest asset, Harbour Tower.

Its subsidiary, Club Banora, contributed nearly \$12 million, the Twin Towns Resort tipped in just over \$7.5 million, and even the Twin Towns Juniors at South Tweed -rescued from oblivion six years ago -added \$2.6 million.

After the various levels of Government get their slice of this pie and all the bills are paid, there's a fair swag left over for community and sporting organisations that would have a tough battle surviving without help from the clubs.

And, of course, club facilities and amenities are constantly under review

and improvement.

Back at the parent club, 50th anniversary celebrations will continue throughout the year, with members and visitors lured by free movies shows and giveaways.

A membership drive is also a priority this year, as membership already tops the 50,000 mark.

Some of them are interstate residents who only visit once a year.

There are many overseas members.

Many more come from north of the border.

All contribute to the economy of the Tweed.

A report of this kind would not be

Continued page 46

So, what of the future?

Many of south-east Queensland's major clubs are in the throes of, or have completed, improvements of one kind or another.

The Tweed Heads Bowls Club's \$4 million revamp of its first-floor level is nearing completion.

The South Tweed Sports' members have a new outdoor deck that will also serve to comply with the impending smoking bans.

Seagulls recently completed a \$2.8 million redevelopment of its restaurant and bistro area.

For Twin Towns, a massive multi-million dollar project is on the drawing board.

"We're planning to build a convention and conference facility on the existing site," Club General Manager Rob Smith explained.

"The 1968 building will be demolished.

"There'll be a main gaming floor, and above that there'll be cinemas, and above that a 1,000-person dedicated conference facility.

"We're also going to turn the club around so that the main entrance is on the water side, and not on the current Wharf Street side."

The total cost of this project is \$25 million - an impressive amount even by today's standards.

Rob Smith expects work to begin late this year.

The Twin Towns Juniors Club is also in for a major revamp, at a cost of about \$9 million.

The current building will be demolished.

"We were flooded there in June 2005," Rob added.

"We had a metre of water through the place.

"While were able to mop up and clean up, that was the end of flood insurance for us.

"So, we're now looking at building a platform of concrete with parking underneath to make the club itself flood free."

- HENRI LACH

General Manager
Rob Smith



The club building in the 1960s.

"For many years, developers always looked north of the border, while the Tweed was crying out for a resort of this kind ...

Twin Towns Services Club 50th Anniversary

From page 45

complete without a word from former general manager Russell Roylance, who held the reins of Twin Towns for 34 years.

He admits a tinge of regret that he's not there to help celebrate the 50th anniversary, but he's happy in his new life as a promoter, with 50 shows currently on the road on the eastern seaboard, from the Victorian border in the south to Bundaberg in the north.

Russell looks back on his long tenure at Twin Towns with pride and satisfaction.

"The Club Industry in the Tweed accounted for 50% of the gross product of the area before gaming machines were introduced in Queensland," Russell added.

"It is still a major contributor to the economy.

"Clubs impact on the way of life of the local community by providing facilities and support for many facets in entertainment and sport, and Twin Towns has led the way."

Seagulls' Wayne Kendrigan ... more government recognition needed.



"We've come a long way from what was virtually a shed on the waterfront ..."

Former general manager of 34 years Russell Roylance



An aerial view of the club, with Twin Towns Resort and Harbour Tower in the background.

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Forster Bowling Club
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MID NORTH COAST:

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

FAR NORTH COAST

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

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

FAR SOUTH COAST

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

RIVERINA/MURRAY:

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

SOUTHERN RIVERINA:

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

NORTH WESTERN:

Sharon Goodhew ACCM
Narrabri RSL Club
Phone: (02) 6792 1844
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MID STATE:

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

VICTORIA:

Wayne Rinaldi, ACCM
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IPSWICH/DARLING DOWNS:

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

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Tony Costain, ACCM
Caloundra RSL Club
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Danny Gladstone joins Ainsworth

Danny Gladstone has replaced David Creary as Chief Executive Officer at Ainsworth Game Technology.

Chairman Len Ainsworth announced the appointment and Danny started with Ainsworth in early February.

He has held gaming industry senior positions, including his most recent role as Director of Konami Australia, over the past 35 years.

Danny said he was excited to join Ainsworth: "I look forward to having the chance to work with great people and being part of the company's growth and promising future locally and internationally."

CMDA Training Program



April – May 2007

For full content details of each of the programs contact the CMDA or refer to the 2007 calendar on our website.

Phone: (02) 9643 2300 www.cmaa.asn.au Email: training@cmaa.asn.au

COURSES	APRIL	MAY
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	M 16	Th 17
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	Th 19	M 7
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons		M 14
Business & Report Writing 1 Day	W 11	
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 18	
Manage Workplace Diversity THHGLE09B 1 Day	M 23	
Food & Beverage Management Development Program - 2x3 Day Sessions For Supervisors & Managers who want to learn about F&B Mgt, Cost & Stock Control, Menu Design, Preparing Tenders, F&B Reporting, Managing Food Safety, Managing Wine & Espresso Coffee Service, Combating F&B Fraud, Managing Poor Customer Service and more.	(S1) M 30 Mar, T 1 & W2 (S2) M 21 – W 23	
Analyse & Report on Gaming Machine Data THHADG01BACCM Unit 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	W 11 & Th 12	
Gaming Management Development Program - ACCM Unit - 3 x 2 Day Sessions (Develop & Manage Gaming Activities THHADG02A) Ideal for Gaming Supervisors and Managers. Covers; EGM install and floor layouts, LAB, Gaming, HR issues, gaming promotions, advanced analysis, poker machine fraud and minor gaming activities.		(S1) M 14 – W 16 cont. June
Develop & Manage Marketing Strategies THHGLE12BACCM Unit 2 x 2 Day Sessions * Marketing Fundamentals is the prerequisite for this program.	(S1) M 23 & T 24	(S2) M7 & T 8
Recruit and Select Staff THHGLE07B-ACCM Unit - 2 Days	T 10 & W 11	
Manage Physical Assets THHGLE16BACCM Unit 2 x 2 Day Sessions	(S1) M 30	(S1) T 1 (S2) T 8 & W 9
Develop and Implement a Business Plan THHGLE19B -ACCM Unit- 3 Days Assists Managers to understand the process of strategic management and shape their Club's business plan.		(S1) M 14 & T 15 (S2) M 28
OHS Consultation-(Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001.	(S1) W 11 & Th 12 (S2) M 23 & T 24	

Regional Training

COURSES		APRIL
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons	Mid North Coast	Th 12
Business & Report Writing 1 Day	Brisbane	T 10
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.		ACT W 16
Deal with Conflict Situations THHGCS03B- 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Melbourne	W 11 & Th 12
Plan & Establish Systems & Procedures THHGGA08B- 1 Day	Brisbane	W11
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a number of text books including Club Management in Australia and the guru of modern management Ken Blanchard's <i>Leadership</i> and the <i>One Minute Manager</i> situational leadership text and his revolutionary customer service book <i>Raving Fans</i> . This program targets Duty Managers and Senior Supervisors.	Sunshine Coast (S1) M 16 – W 18 (S2) M 30 – cont. May	Sunshine Coast (S2) T1 & W 2 Mid State (S1) M 7 – W 9 (S2) M 28 – W 30 Far South Coast (S1) M 28 – W 30 cont. June
Analyse & Report on Gaming Machine Data THHADG01BACCM Unit 2 Days (Prerequisite for Gaming Management Development Program THHADG02A)		North West State M 28 & T 29
Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)		Far North Coast T 1 & W 2
Financial Management ACCM Units 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program.		Far South Coast (S1) M 14 & T 15 cont. June
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)		Illawarra W 9 & Th 10
Roster Staff THHGLE05B-ACCM Unit- 1 Day Assists Managers in creating cost efficient base rosters that utilise the flexibility the award provides. Ideal for all managers.	Sunshine Coast	T 17
Monitor Staff Performance THHGLE06B ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		Mid State T 8 Far South Coast T 29
OHS Risk Management for Supervisors and Managers (Implement Workplace Health, Safety & Security Procedures THHGLE02B)	Mid State	Th 19 & F 20
		Riverina M 21 & T 22

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-Birch at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400.

Clubs consultant rejects 'slash-and-b

By HENRI LACH

The club industry must abandon the "slash-and-burn" mentality in the face of new smoking regulations and reinvent itself.

That's the advice from consultant Ron McLean, a former club executive who now heads Creating Synergy at Tweed Heads, a company that offers a wide range of services to the industry, including Creating Excellence in Service, Leadership, Employee Training and Development, Teamwork, Business Analysis and Strategic Planning.

Ron is highly critical of the way some clubs have responded to new pressures. "The thing that amazes me is that because clubs are faced with smoking reforms, introduced recently in Queensland and soon to follow in NSW many have let the accountants take over," he said. "The accountants are saying ... 'don't spend any more money, let's economise'.

"What they've effectively done is reduced their market. Cutting staff and services is not the way to go.

"The clubs that will survive are the ones determined to reinvent themselves, to spend a few dollars instead of this slash-and-burn mentality that puts them into a little corner where they'll be stuck forever."

July 2 will be the greatest catalyst for customer change the NSW industry has ever seen. Building a comfortable outdoor area is only part of the solution. Service will be an equally if not more important factor, as customers explore other venues in search of the best and most comfortable solution for them.

Many clubs have spent millions on the venue and nothing on training staff in the art of customer service.



Ron McLean

Ron will speak on this topic at the CMAA's annual Conference and Expo at Darling Harbour on April 3 and 4.

Another of his major criticism is that many clubs have confined themselves to a set market which is basically for the over-50s.

Those clubs, he says, have refused to come to grips with reality. "The whole Club Industry has changed," he added.

"The image is changing. Clubs have to redefine themselves and the way they do business, and some are now doing this. They've introduced coffee shops, changed their names and logos.

"Unfortunately, other clubs have reacted badly to new pressures, like the new taxation laws and smoking regulations

"In some cases, they've just decided to sit on their hands, in which case they'll just disappear; or they've decided to let the accountants run the club, where they adopt a slash-and-burn policy and confine themselves to a little basket where there's no opportunity for growth. His company's recent focus has been

assisting clubs develop an outstanding service culture to offset the impacts of the smoking regulations being introduced in July.

"There are many positive initiatives and opportunities for clubs in the lead up to July 2," Ron says, "you just need to think outside the box, although time is running out.

"The clubs that are succeeding are those that have said ... 'we're going to brighten our image, change our name, redefine ourself and provide exceptional service so that we're attractive to people from all walks of life'.

"The question they have to ask themselves is ... 'what have we got and how do we do it well?'.

"What some clubs have been guilty of is saying ... 'there's our market walking in the door. We don't have to do anything'.

"Hotels have gone from a place you go for a counter lunch - a seedy, old-fashioned sort of place where the drinker sits in a corner - to dynamic, modern premises that cater for everyone.

"Clubs have to look at what exists, and what they're capable of.

"They must look at other markets, and how they can explore them ... how they can use the different tools they have.

"Boards need to redefine themselves as well.

"They have to look at clubs as a real businesses and members as shareholders.

"What some clubs have been guilty of is saying ... 'there's our market walking in the door. We don't have to do anything ...

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turn' strategy

"Ultimately, they are the ones who have to make the decisions as to what's in the best interests of the club and the community."

He cited the Kingscliff Bowls Club, in far northern NSW, as a good example of progressive thinking.

The club now trades under the name Kingscliff Beach Club.

It's marketing itself to the thousands of visitors who come to that part of the Tweed Coast each year, offering entertainment for younger people and families.

Barefoot bowling is an innovation that's proved popular.

Ron McLean speaks from a position of some authority, both academically and practically.

In 1994 he was appointed sports administrator to the Seagulls Rugby League Club on the Tweed.

"Clubs are here to provide recreation, entertainment and service to their communities ... we must never lose sight of that ..."

Four years later he became the club's Operations Manager and took over the club's management in 2001.

"The club had a \$915,000 loss the year before I was appointed manager," Ron said.

"We turned that around to significant profits, as well as increasing membership from 6000 to 18,000."

At the same time, at age 39, he worked hard to improve his academic qualifications and completed his master's degree in business administration from Southern Cross University that year.

In 2002, he was elected chairman of the Tweed Combined Clubs, a lobby group representing 14 clubs in the area, in the face of the NSW Government's new taxes on the club industry.

He became a Fellow of the Australian Institute of Management in 2004.

Ron is an Certified Club Manager (CCM) who has continued his association with the CMAA since beginning his private practice.

The success of his new venture can be gauged by the fact that after only 12 months he had seven people working in his business and has since added six more.

Some of his assignments have included workshops for the Tweed Shire Council, creating customer service culture programs for many clubs in Queensland and NSW as well as employee development and training programs for organisations in both states.

Ron is a member of the National Speakers Association of Australia and is a highly soughtafter speaker at conferences.

Ron McLean is known as "Rowdy" by his mates and associates.

The nickname is a legacy of his vocal performances on the rugby league field.

He has no problems with the tag. In fact, he wears it like a badge of honour.

And there's no doubt that Ron McLean also wears his heart on his sleeve.

The Club Industry is his passion, and his mission is to make sure that it continues to prosper.

"Clubs are here to provide recreation, entertainment and service to their communities ... we must never lose sight of that," he said.



Ron McLean exchanges some ideas with Kingscliff Beach Club Operations Manager Neil Shaw and Human Resources Manager Tanya Sawtell.

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Port Douglas Retreat	Studio	\$ 110	\$ 63	SAVE	\$ 47	per night
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Cayman Villas	1 Bed	\$ 249	\$ 143	SAVE	\$ 106	per night
Sunshine Coast based on a minimum stay of 7 nights						
Coco Bay Resort	1 Bed	\$ 145	\$ 83	SAVE	\$ 62	per night
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Cilento	1 Bed	\$ 190	\$ 109	SAVE	\$ 81	per night
Sunshine Coast Holiday Resorts	1 Bed	\$ 199	\$ 114	SAVE	\$ 85	per night
Gold Coast based on a minimum stay of 7 nights						
Sunset Island Resort	1 Bed	\$ 120	\$ 86	SAVE	\$ 34	per night
Budds Beach Apartments	1 Bed	\$ 120	\$ 86	SAVE	\$ 34	per night
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The British North Melbourne**	Studio	\$ 129	\$ 86	SAVE	\$ 43	per night
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It's a dry argument for country clubs

By HENRI LACH

The town of Gatton, about 100 kilometres west of Brisbane, is bearing the brunt of the worst drought in living memory.

Since white settlement, the Lochyer Valley, of which Gatton is the major centre, has been known as Australia's "salad bowl".

It's described in official documents as among the top 10 most-fertile farming areas in the world.

Locals say it's now more like a dust bowl.

Incomes are down and there are fewer jobs in the farming industry, with a savage consequential impact on the region's economy.

It takes a brave business heart, indeed, to move into an area of a stressed financial climate, and 52-year-old former CMAA Brisbane Zone committeeman Greg Hilton exhibits such courage.

Greg has been at the helm of the Gatton RSL Services Club since March last year, after being out of the Club Industry for two years when he helped his wife, Brigitte, in her occupational health and safety consultancy.

Now, if you think you're doing it tough in your current situation, consider Greg's lot.

The economic effects of the drought aside, the Gatton RSL Club faces competition from three other licensed clubs - and five pubs - in the town.

Three of the pubs have gaming machines.

And all of that's in a town with a population of about 6,000.

It's a tribute to the RSL Club, in the past as well as the present, that membership continues to hover at about 3,200.

"The town is certainly over serviced in liquor and gaming," Greg admits with a wry smile.

"You've got to work harder to get your share of the cake ... you have to put in the hours."

And Queensland's tough new anti-smoking legislation didn't do the club any favours, either.

Like many of the smaller clubs across Queensland, the revenue drop in bar and gaming trade was felt harder than by the big players.

"Bar trade suffered most in the first month, with a drop of about 10% to 12%, but it's picked up again," Greg said.

Greg has put his own stamp on the club's operations with some innovative ideas.

One of his first was in the food department.

"I've reintroduced the old-style counter lunch," he added.

"People can eat their meals at the bar, in the lounge, or in the dining room.

"They're not constrained to the dining room ... it's working well."

He's also turned back the clock with the counter lunch pricing at \$4.95.

A Toowoomba couple enjoying lunch vowed they'd make the half-hour trip from there on a regular basis to take advantage of this bargain.

Greg has also taken on the Australian Masters Poker competition.

"We get about 40 people in every Thursday night and Sunday afternoon ... it's very popular," Greg said.

The competition, organised by a Sydney-based group, is played with betting chips, not cash, but it holds the promise of a trip to Las Vegas and a bucket full of spending money for each winner of a 12-week series.

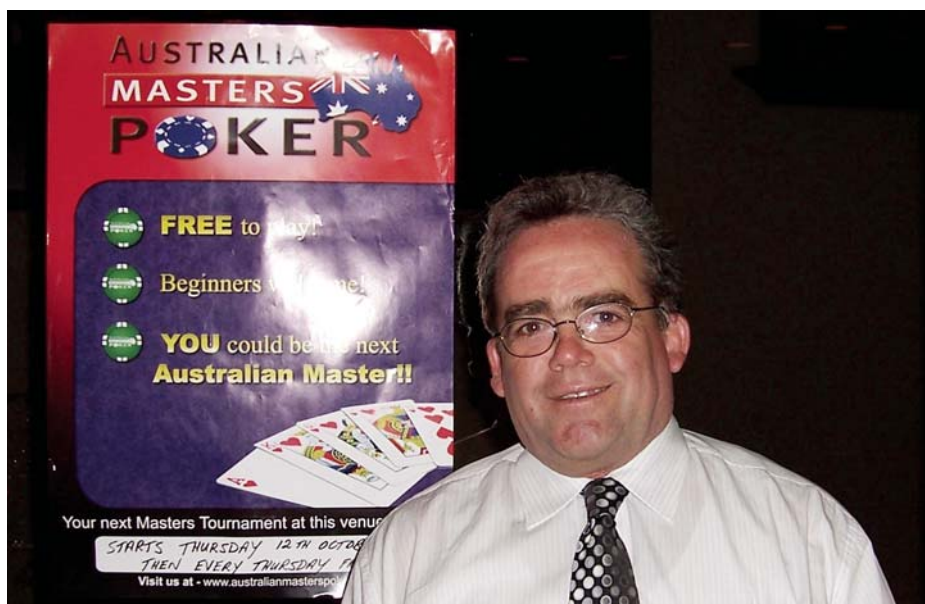
Greg Hilton is a realist who knows he faces long hours and hard work to keep the club viable in difficult times.

There are many small club managers out there who can identify with his situation.

There is, however, a glimmer of light showing through the economic clouds over Gatton.



The Gatton RSL Services Club – a dry argument.



Gatton RSL Services Club Secretary Manager Greg Hilton has taken Master Poker on board

"You've got to work harder to get your share of the cake ... you have to put in the hours ..."



Toowoomba residents Roger and Marilyn Carstens travelled to Gatton to enjoy a budget-priced counter lunch.

Ironically, transgressors against society may be the salvation of this community.

The State Government has chosen the Gatton area as the preferred site for a new "corrective precinct".

That's Queensland Government jargon for "jail" - albeit a fancy one - with accommodation for men and women, and even a hospice for elderly prisoners.

It's not something that's going to happen overnight, however, even if

Greg's just a country boy

The question that has to be asked is why would someone with a wealth of practical business experience in the hospitality industry take on such a risky challenge as the Gatton RSL Club?

Secretary Manager Greg Hilton's answer is simple: "I'm a country boy ... I wanted to get out of Brisbane."

He was born in Queensland's Granite Belt town of Stanthorpe and moved with his family to the south-western town of Texas.

"That's real country," Greg said with a smile.

He began his working life with what was then known as Telecom (now Telstra) in the organisation's sales and marketing division, travelling throughout Queensland and northern NSW.

The travels took him to many pubs and, eventually, he decided to lease one at Muttaborra in northern Queensland for a couple of years.

Like many contemporaries, the step to clubs was a short one, and a string of industry appointments followed, culminating in a three-year stint as Duty Manager with the prestigious Broncos Club in Brisbane, before taking that break to help his wife.

"Brigitte's business is going well now and, when this job came up, I went for it ... we're enjoying life here," he said.

Greg sees his appointment as a long-term commitment and his assessment: "It's a great town to live in

and the members are dedicated to their club. I believe Gatton and the RSL Club have a great future."



everything goes according to plan. Stage One of the project won't be completed before 2010. So, while the Government promises the battling Gatton economy a multi-

million dollar injection from jobs created by the prison development, the locals continue to hope and pray for good rain to kick start the agricultural economy.

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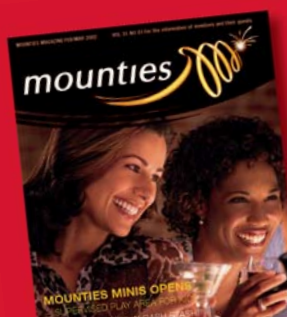
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Super changes: don't miss your window of opportunity



HARRY MANTZOURATOS is a Chartered Accountant – Financial Planning Specialist with PG&D Financial Services, an Authorised Representative of Charter Financial Planning and an Australian Financial Services Licensee. This month Harry takes a look at the implications of the Federal Government's proposed changes to superannuation ...

The proposed changes to superannuation announced in the 2006-2007 Federal Budget will have far-reaching implications for the way Australians save and plan for retirement.

Since then, in September 2006, the Federal Government has announced further amendments to the new rules.

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Super changes: What you need to know

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Before June 30, 2007 there is a window of opportunity to make an undeducted contribution to superannuation up to \$1 million.

After July 1, 2007, superannuation fund members under age 65 will be able to make contributions of \$150,000 per year or \$450,000 in a single year but foregoing the ability to make extra contributions in the following years.

Meantime, people aged 65 to 74 can make contributions up to \$150,000 each year provided they meet a work test.

Tax cuts make superannuation more effective

From July 1, 2007, both lump-sum and pension benefits paid to retirees aged

60 and over from taxed superannuation funds will be exempt from tax.

Tax will still be payable on benefits paid to someone under age 60, although simpler rules will apply.

As a result, superannuation becomes far more attractive for taxpayers.

These changes make superannuation the most tax-effective investment a person can make.

However, with new limits on the maximum amount that can be put into superannuation each year, there is a big incentive to make superannuation contributions earlier in life.

For people already retired, a more tax-effective superannuation system means more cash in your pocket to spend on the things you enjoy the most.

The good news is it may also mean you won't have to complete an annual tax return – for couples with an income below \$41,360 per year or \$24,867 of income from non-superannuation sources for a single person.

If you are not yet retired, a more attractive superannuation system means extra incentive to contribute into superannuation in the lead-up to retirement.

New restrictions on tax deductible super contributions

From July 1, 2007, the current age-based deduction limits will be abolished

and replaced with a single limit.

The first \$50,000 per annum of employer and personal deductible contributions will be taxed at 15%.

Any amount above this will be taxed at the top marginal tax rate.

As a transitional arrangement, people aged 50 and over will be able to contribute \$100,000 per annum on a concession tax basis until 2011-2012.

Reasonable Benefit Limits (RBLs) abolished

One of the more significant changes is the abolition of the RBLs from July 1, 2007.

There will be no limit on how much may be saved in superannuation.

The big winners will be people who have superannuation benefits already nearing or exceeding their RBLs ... they won't have to worry about some of the more complex strategies and inflexible income streams to reduce tax.

What should you do?

Over the years, there have been many changes to superannuation and it's likely that further changes are on the horizon.

You should talk to a financial adviser who can help guide you through the changes and help you take advantage of any opportunity that comes your way.

Your financial adviser can help you:

- Reduce or eliminate your tax bill in retirement
- Access age pension under the new rules
- Help you understand how the rules impact your financial situation.

CMAA members are welcome to contact PG&D Financial Services (02) 9299 5099 and mention this article to make a free appointment.



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