

IN FAIR WORK COMMISSION

FWC Matter No: AM2014/305

Applicant: CLUBS AUSTRALIA INDUSTRIAL

AFFIDAVIT OF Coffs Ex Services Memorial and Sporting Club Ltd

I, Jeffrey Cox

of 69 Prince James Avenue, Coffs Harbour (Operations Manager) make oath and say/affirm:

1. I am the Operations Manager of Coffs Ex Services Club and have been in this position for 7 years. Previously I worked for 3 years as CEO at Coffs Golf Club and 8 years as Operations Manager, Catering and Events at the AJC.
2. The club is located in the Cowper local government area. Coffs Ex Services is an RSL and Sports Club. Coffs Ex Services owns 2 other small community clubs (Urunga and Woolgoolga). These 2 small clubs are not a major local employer, however the main club is a major local employer.
3. We employ 169 employees on a headcount basis and a significant part of our business is to provide lawn bowls, golf, squash and croquet facilities, multiple sub-clubs, free senior entertainment and promotions.
4. Our total expenditure on salaries and wages for the last financial year was \$5,657,576.70.

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Filed on behalf of:

Prepared by:

Address for Service in Australia:

Telephone: (02) 9268 3000

Clubs Australia Industrial

Helen Carayannis, Workplace Relations

Special Counsel

ClubsNSW

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5. Between Monday and Tuesday we are open from 10am - 22.30. Between Wednesday and Thursday we are open from 10am - 23.00. On Friday and Saturday we are open from 10am to midnight. Our Sunday trading hours are between 10am and 22.00. On public holidays we are generally open the same as normal trading hours excluding Easter Friday & Monday when we are open from 12pm -22.00. On Christmas day we are closed. We sometimes close our smallest club at Urunga on selected public holidays because it is uneconomic to open.

7. Our average total club revenue can be broken down as follows:

Monday-Wednesday	70,000.00
Thurs-Sat	110,000.00
Sunday	60,000.00
Public Holidays	65,000.00

8. Our average headcount of employees per day (for employees not on salary) is as follows:

Monday-Friday	82
Saturday	76
Sunday	54
Public Holidays	58

9 The number of average hours worked for employees not on salary is as follows:

Monday-Friday	20
Saturday	7
Sunday	7
Public Holidays	7

10. 85% of our weekend workers are full and part time employees not on a salary and attracting penalty rates. Casuals are used to fill shifts where required and depending on our operations.

11. We close all 3 clubs on Christmas Day. This is an operational decision to give our employees time to be with their families. Whilst generally we keep the same hours of operation on public holidays as a normal day, we have reduced our trading hours on some public holidays eg.

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Easter Friday and Easter Monday the club opens its doors at 12 and closes at 22.00. We have also at times closed our smallest club on public holidays to save wage costs.

12. Volunteers are used daily/weekly at our smallest club to run raffles and promotions which assists us with keeping our wage costs down overall.

13. We are unable to trade in the positive on Public Holidays and Sundays due to the following factors:

- These are generally low income days
- They are high wage expense days
- The exception is Anzac Day where we trade over and above.

14. If there was a reduction in the current penalty rates by 25%-50% for weekends and public holidays, we would potentially extend our operating hours and then be able to offer more hours to our part time and casual employees.

15. Around 2012 we reduced our operating hours due to the high cost of wages. If we obtained some relief we could potentially open our doors between Monday and Sunday at 9 am (which was our previous open time) instead of 10am and look at a later closing time.

16. Potentially a reduction in penalty rates would increase our trade revenue as we would be able to trade longer with longer opening hours. This would translate into the provision of greater services being made available to our members and guests and investment into community projects.

17. Profitability is the major factor when determining operational changes.

18. Our hardest financial periods are the Easter weekend (4 public holidays) and the additional public holidays given when they fall on the weekend. These need to be re-assessed as they impact greatly on the clubs wages bill and profitability, particularly as the Club does

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not trade strongly on public holidays but wages bill dramatically increases. We have also experienced that high penalty rates sometimes creates the negative disincentive for staff to attend work when they are sick, just to pick up the extra money.

Sworn/Affirmed by the Deponent:

Declared at Coffs Ex Services Club

on 24th June 2015

Before me:



Signature of Witness



Name of Witness: Belinda Joy Summerhill

Qualification of Witness:

Justice of Peace #182243.

