

IGNITING 'Generation Y'

Finding new staff –
and keeping them

- 
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PAGES 8-9

The **CMAA's Strategic Plan** is the Association's blueprint for refining and expanding all platforms of professional development, education and industrial standing for the organisation. At the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters in early July, the Federal Executive – Bill Clegg, Allan Peter, Danny Munk, David O'Neil and NSW State Executive Member Deborah Feening – sat down to advance the Strategic Plan by identifying short-term and long-term goals for the Association and how best to deliver on those objectives and priorities.



PAGES 16-17



How to attract the best staff - and hang on to them - continues to challenge the Club Industry and the Hospitality Industry in general. ABS figures show unemployment fell to 4.6% in 2006 – the lowest level in 30 years. Faced with the tightest labour market in a generation, wide-spread skill shortages and the restless energy of “Generation Y” workers, many clubs are struggling to find and keep passionate workers – the kind that drive a successful club. **KATIE CINCOTTA** talks to industry experts about this perplexing challenge ...

PAGES 20-21

There's no way to “sugar coat” the issue - armed robbery is one of the major security risks faced by clubs and the liquor and gaming industry across Australia. Statistics from the NSW Bureau of Crime reported that, in 2006, there were a total of 7735 robberies in NSW. Almost 336 of those robberies occurred in licensed premises.

Barringtons armed robbery expert **BLAYNE WEBB** takes a look at the problem, the responsibilities and the measures that could help clubs avoid the experience ...



PAGES 34-36



Companies and organisations worldwide are trying to reduce escalating operational costs, while being mindful of environmental constraints that are being enforced on an ever-increasing basis. Whether it's saving money through electricity, finding smart ways to reduce telephone accounts or simply installing a new waterless wok can save a club up to 8,000 litres of water per day per wok. Three companies – **Sydney Water**, **NUS Consulting Group** and **ENSAVE International** – take a look at the cost and benefits – environmental and financial – on making subtle changes to the way organisations operate in ‘**Green & Smart Solutions**’ ...



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Federal Executive members step up to new portfolios

In this month's *Club Management in Australia (CMA)* magazine, the CMAA's Federal and State Executive members have detailed their portfolios in the CMAA's Strategic Plan. As an Executive, we have determined that this Strategic Plan will be the cornerstone on which the CMAA will build on in the next two years to move forward. The CMAA's Strategic Plan five priorities are:

- Member Development
- Increase Relevance
- Sponsorship
- Values
- RTO Status

To focus our energies in achieving our goals, each of the Federal and State Executive members are developing their own portfolio areas. While acting collaboratively across the all five priorities, each will be responsible for their own respective strategic priorities.

The following are the strategic priorities that each Executive Member will be responsible for ...

- Bill Clegg - Sponsorship and Finances

- Allan Peter - Industrial Relations
- Danny Munk - Strategy and Policy Development
- David O'Neil - Education and CMDA
- Tim McAleer - Member Development
- Deborah Feening - Zone Development

"The CMAA develops (and grows) the people who grow your business"

At a recent Club Industry Advisory Council meeting, Office of Liquor, Gaming and Racing (OLGR) Department officers presented an overview of the workings of the Responsible Gaming Fund (RGF) to CMAA Federal Council members.

The RGF is administered by one of the four branches in Policy and Research of the OLGR and has an annual budget of \$11 million to \$12 million - being 2% of Star City Casino's gaming revenue.

Public Awareness, Education and Training is a key focus area of the RGF and from some of the results detailed - including, 10,000 calls annually to G-Line (NSW) and 5,000 clients being

provided with face-to-face services being provided by 51 counseling services in over 150 locations.

The programs can take credit for the significant reduction in problem gambling. With the imminent taxation review of the casino, the 2% levy is subject to renegotiation. It is certainly hoped that the Responsible Gaming Fund is strengthened by increasing the levy that is proving to be so effective.

All CMAA members now are operating under the smoking bans introduced across the various jurisdictions. Advice received from Victorian and Queensland members, in particular, has been useful in the introductory stages in NSW. Thank you to all those that have provided feedback in all the various forms ... your advice has assisted greatly in managers meeting yet another challenge. In NSW, the Smoking Regulation - Regulatory Impact Assessment is under way and has attracted the expected media attention. This review is to assess the impact of the legislation has had on all stakeholders. The CMAA watches with much interest the outcome of the Assessment.

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The CMAA grows the people that grow

The CMAA's Strategic Plan is the Association's blueprint for refining and expanding all platforms of professional development, education and industrial standing for the organisation. At the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters in early July, the Federal Executive – Bill Clegg, Allan Peter, Danny Munk, David O'Neil, Tim McAleer and NSW State Executive Member Deborah Feening – sat down to advance the Strategic Plan by identifying short-term and long-term goals for the Association and how best to deliver on those objectives and priorities. The group identified five key areas for development and each Executive Member has accepted a portfolio to deliver on the Strategic Plan. This series of briefing notes, examines the portfolios and associated goals ...



FINANCE & SPONSORSHIP

Finance and Sponsorship are two strategic priorities identified as critical for the Association to achieve its long-term goals.

Financially, the Association is to be managed to the same high levels of governance and accountability that managers are expected to manage their businesses.

The primary object of this priority is to ensure the Association's short-term and long-term financial viability, while providing the staff with the financial resources to meet the needs of the membership.

It is also clearly acknowledged that the resources required for the Association to grow is by increased services and developing educational products – and cannot be met by fees imposed on the membership alone.

The sponsorship of the Career Development Centre has been central to the development and growth of the Association over the past 17 years.

To maintain the best level of services, the Association needs to develop strong partnerships with the Industry to support the goals of the Club Management Development Australia (CMDA).

The partnerships developed in support of the Career Development Centre have to be of value to both parties and the commitment of the Executive is to satisfy the expectations of our supporters.

The Executive also acknowledges that commercial relationships have to be developed to provide alternative income streams.

The Executive is extremely mindful of the value of the CMAA and CMDA brands and have adopted various policies to ensure that any commercial alliance results in becoming a management tool for members.

➤ **BILL CLEGG, ACCM - CMAA Federal President**



INDUSTRIAL RELATIONS

Equipping CMAA members with the best possible support and information in a constantly changing industrial relations (I.R.) environment continues

to be my Strategic Plan portfolio.

As the CMAA's Federal Secretary, I am closely involved with the work that our Senior Industrial Relations Advocate Peter Cooper is doing with members in negotiating employment contracts.

My position as Federal Secretary and perception of my Strategic Plan portfolio is well matched as my aim is to provide the best possible information, advice and support to Association members as they tackle the challenging and onerous task of arriving at the best possible outcome – financial, industrial and personal – with their work contracts.

My philosophy in both roles remains constant ... to protect the rights and interests of members in these often difficult negotiations and circumstances.

While the CMAA's policy is for members to negotiate a Management Service Agreement with a Referral Agreement, it's understood that some managers will prefer an Australian Workplace Agreement (AWA) ... that is their

right and prerogative.

The CMAA's advice to members considering an AWA is to seek advice from Peter Cooper in these matters to ensure that members understand all aspects and implications of the contract.

The CMAA's policy and philosophy is based on the Association's ability to assist members in any legal matters arising from a contract or workplace dispute – an AWA is likely to exclude the CMAA's support and participation in a dispute.

Also, the CMAA's Common Law Contract and legal support is free as part of Association membership, while contracts and AWAs written by solicitors will cost thousands of dollars.

Our current strategy of providing Management Agreements will not change – regardless of who wins the upcoming Federal Election – because we believe this is the best possible arrangement for our members.

Throughout all consideration of a workplace agreement, the CMAA's ultimate goal is to protect and support its members.

Our I.R. record is exemplary and I am confident that with feedback from members we can further refine and improve this service.

➤ **ALLAN PETER, ACCM, CMAA Federal Secretary**



STRATEGY & POLICY DEVELOPMENT

The role the CMAA is looking at is to be proactive regarding the Association's direction.

As part of that, in the last two significant planning sessions, the Association's strategy and policy development has been looked at over two-year and three-year periods.

We are looking at the fact that all strategies and policies being put forward to the membership must be monitored and performance managed.

More importantly, long-term strategies and, in turn, the Association's long-term policy direction is to be communicated clearly to the membership.

The express objective of this initiative is to make our members – and non-members – fully aware of the importance of our Association and the benefits of belonging to our Association.

The keynote within everything that the Federal Executive has discussed in our Strategic Planning Meetings is about the relevance of the CMAA and management at all levels within the Club Industry of NSW and Australia.

This is an exciting and challenging time for club executives around Australia and the CMAA's Strategic Plan – and the implementation of that plan – is an integral factor in a coordinated and sound blueprint for the future.

I'm sure that in our various portfolios, the Executive members will find plenty of feedback overlapping, but this can only benefit our goal of identifying the most important and relevant issues for the CMAA and its membership.

➤ **DANNY MUNK, ACCM, CMAA Federal Vice President**



your business



EDUCATION & CMDA

As Chairman of the Board of Management Studies (BMS) for the past few years and approximately 14 years as a Board member, the natural portfolio for me was in training and

education through the Club Management Development Australia (CMDA).

The CMDA is the education arm of the Association and was formed in 1984.

It is responsible for the design and implementation of Club Management Training Systems incorporating career paths and training requirements, national qualifications, management traineeships and industry recognised awards.

The CMDA is a Registered Training Organisation (RTO) and is authorised to deliver nationally approved courses.

The BMS comprises a number of active club managers who represent the experience and demographics of our industry.

Board members provide invaluable feedback and direction to Education Manager Ralph Kober and his team on the issues and requirements of the industry.

Managers, his team and himself then develop and implement relevant training programs and courses to address the needs of the industry.

As the Federal Executive's representative overseeing the activities of the CMDA my focus is to ensure that the CMDA continues to deliver our objectives:

- Increase awareness and the benefits of training
- Increase access to training
- Implementation of nation education systems
- Linking of training to identified career paths from entry to management level
- National industry recognition of training and competence.

The CMDA has performed these services well in the past and we are continually looking at new and innovative ways in which we can achieve our efficiency and effectiveness in providing resources and services to the members.

A recent initiative is the Affiliate Program which provides a link and training to non-management employees within the industry.

The CMDA is fortunate to have such a professional, dedicated and capable team in Ralph and his team and – with their skills and enthusiasm – together with the input of the BMS we will continue to deliver the type of initiatives expected and required by the members.

➤ **DAVID O'NEIL, ACCM,**
CMAA Executive Member, Board of Management Studies Chairman



MEMBER DEVELOPMENT

At this year's Strategic Planning Day, I was asked by the CMAA Federal Executive to take on the responsibility for the key area of Member

Development - growing our membership.

I relish this challenge as I see it as an opportunity to get out and into the Zones.

It offers the opportunity to hear the ideas of our members who are active, our members who are not active and those managers who have chosen not to join our Association.

In conversation with active members, I am lead to believe that the CMAA's approval rating is well over 90% - which is great!

But I believe we can work on that other 10%.

This group has already shared some concerns regarding WorkChoices and Australian Workplace Agreements (AWAs).

In the coming months, these issues - and others - will continued to be addressed in our magazine as well as Zone meetings.

For those members who are not active, I see my role as an encourager ... some might suggest an urger.



ZONE DEVELOPMENT

Listening will be my focus as I work with Zone Committees and members to better understand the needs, expectations and aspirations of the

membership as the Association and Club Industry moves towards ever-challenging times.

Communication at all levels will be vital in assessing and delivering the type and quality of support, education and information that members require through their Zone system.

I plan to attend as many Zone meetings and events as my schedule will allow to deal first-hand and speak with members about CMAA issues and how best these can be addressed.

It's not a case of fixing something that's not broken, but the input from members at Zone level will be the difference between the CMAA being able to deliver the educational, career development, industrial relations and services that makes the Association relevant and effective in members' working lives.

Each Zone carries a specific set of needs

I hope to tap into what I believe is a significant reservoir of talent, ideas and organisational potential to strengthen our Association.

The more people we can get along to Zone meetings, conferences and industry events, the more ideas we bring to the table and the better our networking opportunities.

As for those club managers who, for whatever reason, have chosen to remain outside our professional Association, my goal is to at least make contact and, hopefully, give these people an opportunity to be heard to see if there is any way the CMAA can address any issues which may be causing them to feel alienated or disaffected.

If their preference is simply to do their own thing in their own way and in their own time, then, of course, we will respect their wishes and wish them well.

If, on the other hand, we can allay their misgivings and bring them back on board, then, again, our Association will be so much the stronger for their participation and support.

When out and about, the main objective of my exercise is to listen and bring feedback to the Executive and, where possible, to convey a very simple message ...

"the CMAA grows the people that grow your business"

➤ **TIM McALEER, ACCM,**
CMAA Federal Executive Member

criteria and, although there is probably no "one size fits all" solution to each individual's needs, a clear understanding of the issues is essential.

I am keen to investigate and, hopefully, re-establish a forum for Zone Education Officers to get together, perhaps annually, to examine their role and assess the CMAA's role in delivering the best possible program for career development and reaching the important ACCM status.

Again, each Zone has specific expectations from the CMAA's education program, but it is important to properly identify those expectations to properly deliver the best and most appropriate course, workshops and presenters.

From our meeting at Conrad Jupiters in early July, much of what we are trying to achieve through our individual portfolios means that we will be crossing into each other's "territory", but this can only help to strengthen and reinforce our knowledge and understanding of what the membership requires.

My role in Zone Development will overlap with Tim McAleer, Danny Munk and David O'Neil, but this can only benefit the overall outcome of delivering on the Strategic Plan.

➤ **DEBORAH FEENING, ACCM,**
CMAA State Executive Member

Celebrating a decade of excellence

The Australian Club Entertainment Awards will celebrate a decade of honouring talented artists at the annual presentation dinner at Canterbury-Hurlstone Park RSL Club next month.

Over the past decade, the ACE Awards have become Australia's most prestigious recognition of excellence in club entertainment.

In 1998, the inaugural ACE Awards kicked off before a packed house at the same venue that has hosted the event annually since that spectacular start.

ACE Awards Committee Chairman and Fraternity Club General Manager Craig Fantom said the 2007 Awards are open to entertainers who have

MELINDA SCHNEIDER ... 2006 Country Female Performer winner.



PETER BYRNE
'Forever Diamond'
... 2006 Tribute Show winner.

worked in the Club Industry during the past 12 months and will be acknowledged in 25 categories to highlight the diversity and quality of performers.

The judging panel will include club entertainment managers, club booking agents, house bookers, club managers and entertainers.

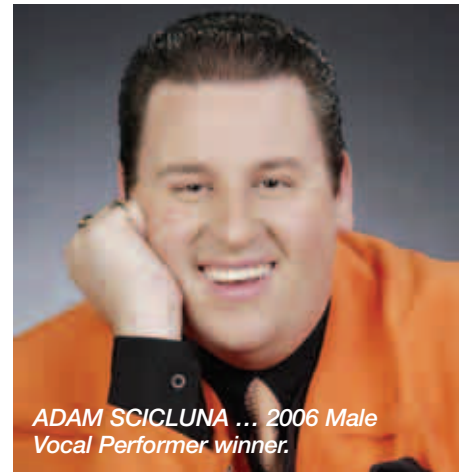
Nominations closed on August 24 with the first round of voting already started and the category winners to be announced on Wednesday, October 31.

"As this year marks an important milestone for the ACE Awards, we are

planning an extravagant event, so I'm advising people planning to be at the awards night to make their bookings now," Craig added.

Master producer Mark Lloyd will be at the helm of the presentation and more than 600 people are expected to pack the Starlight Auditorium to celebrate the history and quality of entertainment in clubs.

Tickets – available on (02) 9559 0000 – went on sale on September 1.



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AGMMA celebrates 11,000 patrons at AGE 2007

More than 210 exhibitors displayed their latest gaming and hospitality-related products at Darling Harbour during AGE 2007 last month.

The Australasian Gaming Expo (AGE), presented by the Australian Gaming Machine Manufacturers Association (AGMMA) was a sell-out event staged

across three halls at the Sydney Convention and Exhibition Centre from August 19 to 21.

Organisers of the 2007 event said it was yet another resounding success, attracting more than 11,000 people over the three days of conference and trade show.

“The 17th annual AGE is securely positioned as a world-class gaming event, and a strategically important industry show for the Australian region ...



The CMAA's booth at the Australasian Gaming Expo at Darling Harbour last month.

In addition to the trade show, industry representative Associations in Australia and New Zealand united to present a range of plenary discussions and conference sessions to over 200 registered delegates on the first morning of the Expo.

Executive Officer Ross Ferrar said AGMMA was very pleased with the high quality of the equipment and products on display, the creativity of the stand presentations, and the industry representation including key executives, senior management and other trade visitors from the Gaming Industry.

“There were some 780 gaming machines on display, and AGMMA's seven members alone featured their products and services over a record 4,000 square metres of the 15,000 square metres of exhibition space,” Ross added.

“The 17th annual AGE is securely positioned as a world-class gaming event, and a strategically important industry show for the Australian region.”

Overall, the trade show and conference offered solutions for a sustainable and successful Gaming Industry, including the release and development of new products.

Revenue decline due to the impact of smoking restrictions on venues was discussed among visitors and exhibitors along with the effect on industry suppliers.

Key gaming companies believe that global, technological, demographic and societal influences – together with changing consumer preferences – will impact the gambling landscape.

For the future, the recent approval of ticket-in ticket-out (TITO) technology for NSW, will stimulate and energise the



development of products and services for casinos, clubs, hotels, betting outlets and other gaming operations over the coming years.

AGE 2008 again will be staged at the Sydney Convention and Exhibition Centre from August 24 to 26.



CMAA staff members (from left) Carol Quirke, Estelle McDonald-Birch and Gerry Sarlemyn attended to inquiries at AGE 2007.

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Value pays off in experiences and the future

The winner of the 2008 CMAA Bursary sponsored by Profitable Hospitality will join the six-day Profitable Hospitality New Trends Study Tour to the United States for an experience of a lifetime.

Taking in the National Restaurant Association Hotel-Motel Show in Chicago in May 2008, this bursary includes return airfares, six nights accommodation, educational content, sightseeing tour and full meal allowance.

The winner will join other hospitality professionals for a unique opportunity to visit behind the scenes, discover new trends and keep ahead of the hospitality game.

North Ryde RSL Club Marketing Manager Michael Borg was one of 37 industry colleagues who joined the 2007 Profitable Hospitality New Trends Study Tour to the Chicago NRA Show in May.

"The National Restaurant Association (NRA) Show in Chicago is immense.

"With more than 10 kilometres of aisles, I was pleased to take time out to attend some of the educational seminars.

"These were very informative and I took something out of each one."

Michael said that the extra-curricular activities organised by Profitable Hospitality opened doors and offered behind-the-scenes visits and insights that otherwise would not have been possible.

"The group learned a lot about the operations in the United States, and it was very interesting to see how different areas of operations interacted, and supported each other," he added. "Some of the areas were

very relevant to our own work environment in Australia."

Finally, the people on the tour were a highlight for Michael.

"Being able to mix – professionally and socially – with industry colleagues from different industry segments and all around Australia was superb ... we had a great time together," he said.

"Friendships were formed and networks forged that will continue for years to come.

"The trip truly was a great experience."



Michael Borg (right) with Profitable Hospitality tour group members Tony O'Donnell and Alistair Drayton atop Chicago's John Hancock Centre.

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Michael Borg (seated front and centre) with Profitable Hospitality tour group members at Charlie Trotter's, a Chicago institution regarded as one of the world's finest restaurants.








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Good staff ... it's finders, keeper

Bar Flairing is a motivational opportunity for young staff

Image: Leeroy Petersen - Twisted Liquid



By KATIE CINCOTTA

BILL Gates once said that if you took away his 20 best staff, Microsoft would become a mediocre company - virtually overnight.

That dilemma - how to attract the best staff and hang on to them - continues to challenge the Club Industry and the hospitality industry in general. Australian Bureau of Statistics (ABS) figures show unemployment fell to 4.6% in 2006 - the lowest level in 30 years.

Faced with the tightest labour market in a generation, wide-spread skill shortages and the restless energy of "Generation Y" workers (aged 14 to 25), many clubs are struggling to find and keep passionate workers - the kind that drive a successful club.

Danielle Peters, of Total HR Solutions, agrees with Gates that the right staff is what truly defines business success.

"What makes one club better than another ... the people make the difference," Danielle says. "Everybody is getting expensive fit-outs but

customers really go because they like people, and the feel."

With so many work opportunities available, she says, the power has shifted to employees who are now in a position to judge a potential employer.

"Because it's such a competitive market and staff can be very choosy, clubs have to sell themselves in the recruitment process," Danielle added.

"That means a consistent interview process in place for all managers to follow, so that you're not ever in a position where you have to wing it."

Danielle, who has several club clients, says while a more casual approach to hiring may have worked in the past, attracting outstanding staff now involves strategy. "To win the war for talent you need to be prepared and think about that first impression."

An interview "guide" - such as the software her company produces - can better prepare club managers, especially those new or young managers who may be nervous in hiring staff for the first time.

The guide details open-ended questions such as ... "How have you contributed to a team environment in your last role?" ... which prompts candidates to demonstrate past work performance.

Danielle says the latest buzzword of the "HR Plan" involves inductions, position descriptions, performance initiatives and confidential staff surveys to nurture and retain top performers.

Since implementing a Human Resources overhaul, club managers such as Steve Edgar at Gaythorne RSL Club in Brisbane have even managed to increase revenue.

"In the six months we've been working with them, they have seen a 104% turnaround in their bottom line," Danielle Peters said. "Staff morale has improved which has reduced the staff turnover. Once your people are happy, they provide better customer service and there are less 'sickies', therefore you improve productivity which increases profitability."

Profitable Hospitality Managing Director Ken Burgin says new training options are another way of attracting rising stars to clubs.

"The smart clubs use these - not for the subsidy, but as a magnet," Ken said. "It works best when you really embrace the training culture throughout the club."

John Holt, General Manager of The Mawson Club in Canberra - which targets 25 to 40-year-old females - says department lessons and cocktail bar training has done wonders to motivate young staff.

"This year, we introduced bar flairing and brought the Australian Champion Bar Flairer to Canberra and gave staff the opportunity to do a show ... we encourage them to have fun behind the bar," says Holt, whose speed pouring tactics also include overhead sub-woofers to keep the music pumping and energy levels high.

Training school leavers to understand every part of the club has also been part of The Mawson Club's staffing strategy - moving trainees through each department in eight-week rotations.

"That way, when they reach duty manager level they'll have an attention to detail," John added.

Danielle added that "Gen Y" employees also need constant feedback and responsibility to stay motivated and proactive.

"They're smart, switched on, and want to be valued so it's positive if you can harness that energy," she said.

"They need feedback, to be challenged and to feel like they're having fun and are part of a good team."

Danielle Peters



"What makes one club better than another ... the people make the difference ..."

s – just ask Bill Gates

Ken Burgin says technology is another attractor for the “digital natives” who have grown up with computer gaming, the web and mobile gadgets such as iPods.

“The more they get the chance to interact with technology at work, the happier they are,” Ken added.

“Everything from P.O.S. systems to web-based rostering and application forms – it’s easy for them and makes the club look modern and up to date.”

John Holt says his club has also found success in the older demographic, focusing on multi-skilled parents re-entering the workforce.

“We’ve tapped into the enormous amount of talent sitting at home who would be happy to work 10 to 15 hours a week,” he added.

Danielle Peters urges clubs not to be complacent about their staffing – even when they feel like they have a good crew on board.

“Don’t think that everything you have in place is good enough,” she said.

“Even if you feel that your staff is okay,

you never know what’s going on beneath the surface.”

She says finding and keeping those staff members that really shine requires a concerted effort – and are the true foundation of a successful and growing club.

“We need to surround ourselves with people who are better than us,” she added.

“Give them the education and the opportunity and they will be your biggest asset.”

Ken Burgin



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Day of Difference Junior Games

Wheelchair champions tackle national sports challenge



The Club Industry, in particular CMAA members, again are showing their generosity to young sporting champions from around Australia.

This time, CMAA Executive Officer Terry Condon, CCM, has contacted members to enlist their support for the National Junior Games for Disabled Athletes, which will take place at the Sydney Academy of Sport from September 30 to October 7.

Wheelchair Sports NSW is a charitable organisation responsible for the development, promotion and delivery of wheelchair sport across NSW and, since 1960, has offered sport to people affected by spinal injury, spina bifida and similar disabling conditions.

In 1981, the first Junior National Wheelchair Games were held in South Australia and this changed sport for children with disabilities in Australia and internationally.

"Many young people with disabilities are financially disadvantaged because of prolonged illness and the additional strain this puts on their families," Terry said. "These young people have enough challenges in life without trying to find the large entry fee to take part in this great event, so the CMAA is asking members to support this worthwhile event."

Wheelchair Sports NSW set a fundraising target of \$350,000 to host the 2007 National Junior Games.

Wheelchair Sports NSW is based at Ryde in Sydney and conducts a wide range of wheelchair sporting events and programs for athletes of all ages and skill levels. The organisation caters for 14 sports, including athletics, tennis, basketball and rugby.

The first Junior Games was staged by the Wheelchair Sports Association of South Australia in 1981, and started with 100 young athletes.

Over the years, this initiative has seen some outstanding athlete's progress through junior ranks into elite level,



including Australian Paralympic representatives such as Louise Sauvage, OAM (athletics), Kylie Gauci (wheelchair basketball), Kurt Fearnley (athletics) and Tristan Knowles (wheelchair basketball).

The Day of Difference Junior Games allows young people – aged 12 to 20 – with a wide range of disabilities compete in several different sports.

Some will participate for their first time, while others will compete in their last Junior Nationals before senior competition.

Young athletes will be able to compete in archery, wheelchair basketball, powerlifting, swimming, table tennis, tennis, track and field.

The Opening Ceremony will be held at the Sydney Academy of Sport and Recreation on October 1.

It will be one of the highlights of the Games where all the lead-up, nerves, tension and excitement will culminate in a night of celebration and reunion with fellow juniors from around Australia and the world.

Sponsors and supporters will be invited to join the festivities and witness first-hand the joy and celebration of participants as they gather for a week of friendly rivalry.

"Many young people with disabilities are financially disadvantaged because of prolonged illness and the additional strain this puts on their families ..."

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Don't ignore the risk ... armed rob

There's no way to "sugar coat" the issue - armed robbery is one of the major security risks faced by clubs and the liquor and gaming industry across Australia. Statistics from the NSW Bureau of Crime reported that, in 2006, there were a total of 7735 robberies in NSW. Almost 336 of those robberies occurred in licensed premises. Barringtons armed robbery expert **BLAYNE WEBB** takes a look at the problem, the responsibilities and the measures that could help clubs avoid the experience ...

Official statistics might show a general decrease, or "stabilisation", of armed robbery incidents for all categories, but the harsh reality is that clubs, hotels and liquor stores are experiencing unprecedented incidents of robbery - particularly within the Sydney Basin. Additionally, the degree of violence attributed to these robberies is increasing.

The focus of criminals in targeting licensed venues can be attributed to the perceived wealth associated with the Gaming Industry, a general lack of security deterrents and easier accessibility to cash holdings.

January to December 2006				
Licensed Premises	Robbery without a Weapon	Robbery with a Firearm	Robbery with a Weapon - not a Firearm	Total Robberies
Bottle Shop	8	7	60	75
Club	12	24	21	57
Hotel/Pub	46	75	69	190
Licensed Restaurant	NA	2	3	5
Nightclub	4	1	1	6
Not Further Classified	NA	NA	NA	NA
Other	1	NA	2	3
Wine Bar	NA	NA	NA	NA
Total Licensed Premises	71	109	156	336

*Source: NSW Bureau of Crime Statistics and Research - Reference: sew07-5601

Unofficial statistics show there have been a total of 92 armed robberies within the liquor industry from January to March 2007 and - averaged - will show an increase for the 2007 calendar year.

January to March 2007				
Licensed Premises	Robbery without a Weapon	Robbery with a Firearm	Robbery with a Weapon - not a Firearm	Total Robberies
Bottle Shop	6	7	5	8
Club	7	4	1	12
Hotel/Pub	16	26	17	59
Licensed Restaurant	1	NA	NA	1
Nightclub	1	1	NA	2
Not Further Classified	NA	NA	NA	NA
Other	NA	NA	NA	NA
Wine Bar	NA	NA	NA	NA
Total Licensed Premises	31	38	23	92

This current increase in robberies the industry is experiencing is a timely reminder for managers to re-evaluate systems and procedures to strengthen overall security and provide the safe workplace for staff as required by law.

There is no single solution to prevent an armed robbery.

A systems approach in security risk management is required to ensure vital safety of staff and protection of assets.

Are you providing adequate protection for your staff?

Weighing Up Your Risk ...

In weighing up the "risk" associated with armed robbery it's important to consider not only the monetary value of the theft, but also other associated consequences of the event ...

- > trauma to staff
- > workers compensation claims
- > civil litigation
- > increased insurance premiums
- > statutory fines
- > loss of trade
- > police involvement
- > unwanted media attention
- > reduced patronage
- > financial burden of post-event management.

These factors combined will add significant cost and heartache to any manager and business affected.

While it's virtually impossible to eliminate the armed robbery risk, the implementation of sound risk management strategies will provide some degree of comfort in working towards providing a safe workplace for your staff in accordance with Occupational Health and Safety legislation.

It might seem fine to say, "it won't happen to us", but the reality and the probability is that it will happen to your venue at some time - unless precautions are adopted and the risk regularly reassessed.

Do nothing and risk incurring the wrath of WorkCover.

Types of Robbers ...

In general terms, there are three categories* of armed robberies and robbers ...

- > the opportunist
- > the amateur
- > the professional

*(Australian Institute of Criminology, *An Exploratory Analysis of Armed Robbery in Australia*, 2003)

The difference between the opportunist and amateur armed robber to the professional armed robber is the professional will know or estimate the amount of cash expected to be cleared on any day.

The professional usually has conducted observations of the premises, looking for the venue's security strengths and weaknesses.

Additionally, current or former employees with knowledge of cash holdings might make or might have made - innocently, or otherwise - this information known.

This calibre of criminal conducts his/her own intelligence operation before committing a hold-up.

In real terms, the liquor and gaming industry is susceptible to all three categories of armed robbery.

However, given increased gaming revenue, the professional armed robber has the industry in sight.

The financial sector, traditionally the traditional hunting ground of the professional armed robber, systematically has improved

Armed robbery threat is real

security to a degree that offenders have generally moved on to other sources of revenue. Unfortunately, the club and hotel industry has become that focus.

Implement Secure Risk Management Strategies ...

There is great importance in "target hardening" a venue.

Within the context of implementing target hardening applications, Barringtons strongly advises that clubs instruct an experienced and qualified risk management company to assess the venue from a security risk perspective and align all areas of the operation to appropriate OH&S obligations.

A Treatment Plan also should be developed to ensure appropriate treatments are adopted, maintained and continuously monitored.

In applying sound risk strategies to prevent an armed robbery, a manager can reduce the risk of becoming the victim of such an incident.

A systematic review incorporates the assessment of:

- > electronic security
- > security manpower levels
- > cash-holding facilities
- > cash-handling practices
- > cash minimisation
- > policy and procedure
- > armed robbery survival skills training
- > general security awareness by staff

Police Task Force Insight ...

Barringtons regularly meet with a Police agency tasked with the investigation of armed robberies within the liquor and gaming industry.

The ongoing focus of discussion revolves around current and emerging crime trends, modus operandi and investigation procedures being implemented by the Task Force and other Police units across the state in response to the growing number of robberies on licensed premises.

Similarly to Barringtons philosophies, Task Force Police have identified the following concerns that impact on all licensed premises in NSW:

> Risk v Reward Ratio ...

In layman's terms, the "risk v reward" ratio is the potential risk verses the potential reward. Robbers - of any type - target their victims by taking into account the risk required by them as opposed to the potential reward for their efforts. In these circumstances, it's essential that prospective targets "harden" their security measures to reduce the risk of becoming a victim. Offenders will look for easier targets.

> Cash Management ...

Police advise licensed businesses to adopt cash management safeguards as a security measure. Cash handling processes minimising cash exposure is a proven deterrent for would-be offenders when considering a target. Recommendations provided within any Barringtons review are designed and in line with these desired principles.

> Trading hours / staff presence on premises out of hours...

Police intelligence deems that venues are more at risk of an

PROFILE ...

Blayne Webb – National Director, Barrington Corporate Risk

Blayne Webb is the Barrington Group's National Director – Corporate Risk tasked with the national co-ordination of corporate and civil inquiries/investigations and security risk management. He is a licensed investigator and security risk consultant. Blayne's duties include coordinating security risk management projects, corporate fraud investigations and loss prevention, implementing training and emergency procedures, conducting covert operations in corporate venues to identify corrupt activities, and assisting with implementing safe working practices at our clients businesses. Before coming to Barringtons in 1996, Blayne had a background as a NSW Police Service Detective and holds a Bachelor of Arts (Communications) degree, Advanced Diploma in Risk Management, Certificate IV in Government Fraud Control and various other industry-specific qualifications.



armed robbery when trading is at its lowest level and patronage is minimal. Staff should be advised to remain on premises after trading for no longer than is absolutely necessary to conclude their duties. The Police Task Force also recommends licensed establishments should consider closing business earlier when there are only a small number of patrons within the premises.

> CCTV standards ...

Police believe the standard of CCTV coverage is "poor" at the majority of venues where armed robberies have occurred. As a consequence, much of the evidence gathered by these systems has failed to assist Police in their investigations and offered the robber a good chance of evading capture. Police advise that all premises have CCTV systems in place that produce high-quality images that can later be used as evidence.

Conclusion ...

If you only address one or a number of the security areas you may not be deemed to have satisfied your Duty of Care.

Remember ... security risk management is a process by which each individual area cannot be

isolated and must be viewed "holistically" in the context of providing the safe workplace.

Barringtons has been in the business of risk management and assessment within the liquor industry for more than 16 years.

During that time, Barringtons have been able to document and implement "best practice" security assessments to enable risk reduction and management.

For more information about services or to speak with a security risk expert, contact Blayne Webb at The Barrington Group - (02) 9899 9391 or visit www.barringtongroup.com.au



Surf club finding the gold in Coolangatta's boom



The view is grand from The Surf Club Coolangatta's balcony restaurant.



The twin towers of Reflections Coolangatta are fuelling a development boom.

By HENRI LACH

Coolangatta, on the southern end of the Gold Coast, is experiencing the biggest development surge and highest population growth in recent history.

Heading the building boom are the twin towers of the *Reflections Coolangatta* project on the suburb's Marine Parade, where traditional sea-side shops and holiday shacks have made way for luxury apartments and trendy retail outlets.

The second tower is nearing completion.

Disposable incomes are healthy in an area where retirees are buying into new

high-rise developments with a starting price tag of around \$700,000, and the fight for their entertainment dollar is fierce.

Bryan Jones, Manager of *The Surf Club Coolangatta*, as it's known, is among the competitors for that dollar.

On his record, it's obvious that he has devised a formula to succeed against tough competition.

Lunch on the busy balcony restaurant of his club provides an insight into that success.

Visitors are met by courteous, smiling staff who inquire whether the potential customers require a menu.

The meals are excellent, and keenly priced ... pan-grilled barramundi with lemon butter sauce, chips and salad at less than \$17 is as good as anywhere on the tourist strip.

Staff members are attentive and ever present.

The dining experience has all the trappings of a five-star restaurant, at a budget price.

Not surprisingly then, food is the club's big earner.

The dining area can accommodate 180, and the in-house kitchen produces about 2,700 meals each week.

Gaming has become of almost secondary importance to the club's fortunes, as Bryan explains ... "There are 309 machines in Coolangatta.

"The average daily metered win is about \$52.

"But when you go to Tweed Heads, there are around 2,000 machines.

"With all the competition around, the only way we can succeed is by having great service ...

'Train wreck' back on track

The Surf Club Coolangatta has a pleasant north-easterly outlook, with the Surfers Paradise high-rise landscape dominating the horizon on a clear day. A \$1.1 million refurbishment 2½ years ago provided a much-needed facelift that included a visitor-friendly foyer and attractive murals on the upper level.

It's an active and successful club today, popular with locals and visitors alike.

When Bryan Jones took over as Manager in mid-1999, this club was a financial train wreck and close to closing its doors. It had a poor reputation among the locals.

Within two years, Bryan turned it into a profitable and desirable family-oriented destination. Income escalated in all operations areas. Importantly, the donation to the Surf Lifesaving Club increased dramatically in those first two years, to more than \$10,000 a month.



Bryan Jones

Bryan Jones is proud of his club's commitment to the surf lifesaving movement at Coolangatta ... the place referenced as the spiritual home of Australian beach culture and where the movement in Queensland began on February 21, 1909, according to the record books.

"As well as our financial contributions, we help the lifesavers wherever we can," Bryan said. "We donate the goods and the meat trays for their Friday and Saturday raffles.

"All the proceeds go to them - that's about \$30,000 a year."

Bryan has a life-long love of the surf and an affinity with lifesaving, gaining his bronze medallion as a lad with the Newcastle Surf Club in 1977.

He came to Coolangatta from the Mooloolaba Surf Club on the Sunshine Coast and before that had a spell with the nearby Marcoola Surf Club.

Bryan Jones's early working days were spent in the rough and tumble of the Hotel Industry.

That, he acknowledges, proved invaluable experience for running a successful club. — HENRI LACH

"There are Twin Towns, Seagulls, Tweed Bowls, South Tweed Sports, Club Benora, Twin Towns Juniors, so that's why it's so hard to get the gaming dollars in this area.

"We've got four pubs, all within walking distance of here, and three other clubs before you get to the border.

"And there are seven food outlets under the high-rise just across the road from here.

"But I see that as opportunity, not opposition.

"I've got a fantastic bunch of guys in the kitchen and that's where we're making our money – 48% of our income comes from food.

"Our net profit was 31.1% in the past year ... and it's getting better."

Bryan recalls that the total smoking bans that came into effect in Queensland in July last year hit hard, but he had anticipated the negative effects.

"I knew we were going to get hammered, so I sat down and put a lot of thought into how I could improve the business," he said.

"Our gaming revenue went down by 17.5%, but didn't impact on us as much as some of the other clubs, because of our rising income from food.

"The answer is service, quality and having the right staff.

"I hire staff on their temperament and experience.



Bryan Jones in front of murals that greet visitors on The Surf Club Coolangatta's upper level.

"If they can't work as a team, then I'm not interested in having them.

"I want them to treat each other with respect, where everyone is part of a team and they all work together.

"That's the key ... friendly, keen, good value.

"I expect a high level of productivity.

"With all the competition around, the only way we can succeed is by having great service.

"Modern technology - with the bells and whistles - is all very well but, if you haven't got cold beer and good service, you're not going to succeed."

If customer feedback is any indication, Bryan's approach is working.

"We're often getting letters from visitors thanking us for looking after them," he said.

"We had some people from Cootamundra here for three weeks and they said they kept coming back here because we were so friendly.

"Visitors often have a hug and kiss for staff when they walk out.

"You smile when you see that happen, because you know you're doing things right."

Americans, New Zealanders and Britons are among The Surf Club's 3,000-odd members, but this too is a competitive area.

"It's hard to compete for membership with the big clubs that are giving away cars and \$20,000 membership draws," Bryan said with a smile.

Tourism, obviously, is important and Bryan Jones and his club get a good spin-off from the tourist industry through some judicious marketing.

The club has a good relationship with local high-rise building management and provides food and drink vouchers for tourists, visitors and building staff.



Food is a major income generator for the club.



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Understanding and communicating values the key to success



Karynne Courts 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. She facilitates the highly acclaimed Visionary Leadership Program, which has over a thousand graduates from diverse industries.

Karynne has worked with diverse organisations including AGL, IBM, AMP, QBE, Club Managers Association Australia, Centrelink, The Benevolent Society, The Defence Materiel Organisation (DMO), Westfield, Bidvest, South African Airways, Tradies, Sydney Aussie Rules Social Club, Singleton RSC & SMEs in a range of industries.

The next Visionary Leadership Program is scheduled for September 18-19 and October 17-18 at "Lilyvale" - www.lilyvale.com.au - in the Royal National Park, Sydney. Program fees are \$3,600+gst. If CMAA members mention this article, Karynne has offered a special rate. Places are limited, so enroll now via email: leadership@valuesconnection.com or call (02) 4268 5555. www.valuesconnection.com

Values are the key to transformational leadership, customer satisfaction, increased profitability and high-energy organisations. Do those around you share your passion? Are your organisation's values relevant to your employees? How do those values and passion translate to your customers? Are you committed to learning and growing? Visionary Leadership Program Facilitator KARYNNE COURTS examines the dynamic or success ...

I have just returned from South Africa where I was invited to facilitate a values-based leadership workshop for Bidvest's first Graduate Leadership Academy.

The participants were general managers and senior executives of various Bidvest companies who were previous participants of past academies and selected to be part of the graduate academy.

There were people of African, Afrikaans, Indian, English and Dutch origin ... wonderfully diverse.

Bidvest* is a true example of a "visionary organisation", committed to growing visionary leaders.

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Employing more than 93,000 people across four continents, Bidvest is seriously successful.

Bidvest is committed to developing leaders at all levels and believes that building relationships, improving lives and empowering people is the key to their success.

As I got to know the group leaders, what struck me most was how well they modeled the key drivers of visionary leadership – courage and honesty, passion and enthusiasm, and great interpersonal skills**.

Despite having reached the most senior positions in their respective divisions, where they could have rested smugly with their MBAs, their senior roles and their comfortable salaries, they were committed to continuous learning – not only technical skills, but also to building emotional capacity.

They were open to feedback, and engaged in regular formal measurement processes to ensure they were on track.

So, what does it take to transform organisations?

Organisational transformation requires visionary leadership.

Organisational transformation happens through individual transformation.

Consider what makes an individual grow?

Invariably, individuals grow through learning.

Make learning your highest organisational priority.

Instead of asking: "What did I do today?" ask: "What did I learn to do differently today?"

When every employee asks this question, an organisation will spontaneously transform itself.

Transformational leadership is not about one leader among many, but about many leaders who act toward one purpose.

In a transformed organisation leaders do not lead followers, they lead leaders.

Chinese philosopher Lao Tzu says: "To lead people, walk behind them."

What excites me about working with values is that regardless of race, education, gender, position or nationality, when we meet at a values level, we find unity.

It is only in the language of values that conversations for change can be had, and organisations can truly transform.

* www.bidvest.co.za

**these are the key drivers of high performing companies according to the latest research of Quanta Consulting, a boutique research consultancy whose ground-breaking work has increased the profitability of companies in Denmark, Greece, South Africa, New Zealand & Australia. Values Connection is the partner of Quanta for Asia/Pacific region.

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Full agenda and full house at Pittwater RSL Club



It was a full agenda and full house for the Manly/Northern Suburbs Zone Meeting at Pittwater RSL Club at Mona Vale on Sydney's northern beaches.

There was a strong contingent of CMAA representatives with Executive Officer Terry Condon, CCM, Federal Executive Member and Board of Management Studies Chairman David O'Neil, ACCM, CMAA Communication Services Manager Peter Sharp and Division A Federal Councillor and Manly Northern Suburbs Zone Executive Member Mario Machado, ACCM.

Zone President Ray Agostino opened the meeting of 48 members, who had started the day with a one-hour free workshop - "Creating Effective Teams - For Quality Service and Performance" - presented by Brian Churchill, which was well-received by the 28 members.

Ray reported that the Zone golf day at Bayview Golf Club had raised almost

\$4,000 to support the Zone's education and bursary program.

Ray spoke positively about all aspects of the CMAA's Mid Year Executive leadership Conference at Conrad Jupiters, particularly the guest appearance of Beaconsfield Mine disaster survivors Todd Russell and Brant Webb, the comprehensive education program and encouraged members to apply for the National and Zone bursaries for the 2008 event.

Ray confirmed the Zone Bursary winners - David Kim (norths Leagues Club), Angela McDonald (Wests Ashfield - formerly Gladesville RSL Club) and Kim Blackburn (Asquith Leagues Club) - along with Andrew Veldon (Asquith Leagues Club) as the winner of the One Stop Promotion Bursary.

Ray also thanked the luncheon sponsors - Foster's, Tooheys, Coca-Cola and Pernod Ricard - along with Zone Sponsors - Independent Gaming (platinum), Goldcrest Security (gold), Castle Hill RSL Club (silver) and Network Interiors (bronze).

Terry Condon then presented the CMAA Head Office Report, congratulating Mario Machado on his election to the restructured Federal Council and touched on developments in WorkChoices legislation; the CMAA's Electronic Salary Survey and Members' Survey; the CMAA's Strategic Plan and portfolios for the CMAA Federal and State Executive members.

Castle Hill RSL Club CEO David O'Neil then addressed the meeting about the change in accreditation criteria for achieving and maintaining an ACCM Award and the CMAA's new CMDA Affiliate program, which was launched at the Mid Year Conference in early July.

Member Tony Snowsill also provided a thought-provoking address to the meeting about club issues surrounding the responsibilities attached to providing a TAB service to club members.



In The Zone

There were two pre-lunch presentations by Ben Kent, NSW State Manager for Energy Action Pty Ltd and by Steve Blackburn an Inspector of Charity Investigations for the NSW Office of Liquor Gaming and Racing (OLGR).

Kath Nelligan, sponsored by Independent Gaming, provided superb entertainment before and during lunch with her guitar and beautiful voice.

More than 150 people – club managers, directors and industry trade representatives - gathered on the vast outdoor deck at Pittwater RSL Club for drinks and finger food before the superb luncheon.

The Manly/Northern Suburbs Zone Christmas Luncheon will be held on Wednesday, November 29 at a venue to be decided.



Manly/Northern Suburbs Meeting



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League legend and legal eagle bring ray of sunshine

Queensland rugby league legend Trevor Gillmeister and local legal high-flyer Paul Brennan shared the spotlight at the Sunshine Coast Zone Meeting in August.

Nambour RSL Club General Manager Chris Keen welcomed more than 75 members to a packed meeting room - then more than 150 for lunch - for the Zone event.

Host club Assistant Manager and Zone President Laurie Williams, ACCM, convened the meeting with Executive Members Ricky Cole (Vice President - Alexandra Surf



Laurie Williams

important Zone Bursary program.

He emphasised the importance of supporting the CMDA's regional education initiatives and the success of the Mid Year Conference.

CMAA Communication Services Manager Peter Sharp caught an early flight from Sydney to attend the meeting and present the CMAA Head Office Report. Peter acknowledged Gordon Rhodes's election to the Federal Councillor role for Division E, encompassing the Sunshine

Coast Zone, and covered many matters in the Zone Newsletter, including the ongoing WorkChoices legislation changes, the CMAA's Strategic Plan and the portfolio role of the Federal Executive in delivering on key priorities identified at the Gold Coast meeting and the CMAA's Affiliate (CA) Program.

Between the Zone Meeting and luncheon, Mooloolaba-based solicitor Paul Brennan presented the humorous side of a serious topic when he talked his audience through "The Law is and Ass - Make Sure it Doesn't Bite Yours!"

English-born, bred and educated, Paul has practised law in Europe, North America, Asia and now, Australia.

The workshop is a spin-off from a book - of the same name - Paul has written to which is a, easy-to-read way to become more knowledgeable about the law.

Zone members, local club directors and industry trade representatives then moved to the auditorium for a luncheon that featured a humorous and entertaining session with former Queensland State of Origin, Brisbane Broncos and Eastern Suburbs forward Trevor Gillmeister.

Now and assistant coach to John Cartwright at the Gold Coast Titans, Trevor had the room laughing along with his yarns - particularly about Allan Langer - and answered questions from the floor to end his hour-long chat.

The next Sunshine Coast Zone event will be the annual Golf day at Horton Park Golf Club on Friday, October 12, with the Christmas Luncheon at Maroochydore RSL Club on Friday, December 7.



Paul Brennan



Chris Keen

Supporters Club), Suzanne Long (Secretary - Nambour RSL Club) and Gerard Casey (Treasurer - Tewantin-Noosa RSL & Citizens Club).

Laurie's report covered several topics, including the CMDA Regional Education program for the area and the

Far South Coast AGM

Zone dinner an impromptu farewell for CMAA stalwart

There was an unofficial farewell and the Zone Committee was re-elected unanimously at the Far South Coast Zone Annual General Meeting in early August.

Twenty-two members attended the AGM at Mittagong RSL Club on August 9 where the incumbent Zone Committee of President Mark Bellette, Secretary Treasurer Craig Clark and Education Officer Michael O'Sullivan were re-elected unanimously.

More than 80 CMAA members, club directors and industry trade representatives sat down to good food and conversation at the two-course dinner, hosted by Mittagong RSL Club General Manager Craig Madsen and the Club Board, on the Wednesday night to kick off the packed meeting schedule on August 9.

The dinner also became an impromptu farewell for Goulburn Railway Bowling



Michael O'Sullivan

Club General Manager Geoff Knight.

Geoff, and his wife Chris, are headed to Bundaberg to become Operations Manager at Across The Waves Sports Club.

At the AGM, David Hiscox, ACCM, the CMAA's Federal Councillor for Division F - covering the Illawarra Shoalhaven Zone and

Far South Coast Zone - attended with CMAA Communication Services Manager Peter Sharp.

They shared the Head Office Report with David speaking about changes to the to ACCM program with increased points "weighting" for CMDA, CMAA-endorsed Zone Meeting seminars and that additional points would be awarded to members travelling more than 100 kilometres to attend courses. He also discussed the CMAA's new Affiliate (CA) program.

Peter encouraged members to complete the CMAA Electronic Salary Survey so that the Association has a clear and up-to-date picture of industry pay rates to assist in negotiating contracts for managers and the CMAA Member Survey to properly assess and deal with the needs and requirements so that the Federal Executive can ensure the Association remains relevant for members.

Peter also reported on the Mid Year Conference at the Gold Coast, the CMAA Federal Executive's Strategic Planning session and the fully-attended Federal Council Meeting where all eight of the newly-elected representatives attended.

Also at the Wednesday dinner, Norm Jones and Dennis Simpson, from TechnoPROM in Wollongong, made the trip over the mountain to provide a display of new club-specific technology.

The next Far South Coast Zone event will be the Christmas Luncheon at Merimbla on Thursday, December 13.

Executive returned as meeting guests hit the road

Distance was no challenge for the special guests at the Mid North Coast Annual General Meeting in late July.

Twenty members attended the AGM at Coffs Harbour on July 31 where the incumbent Zone Committee of President Bill Larkey, Secretary Treasurer Daphne Parker and Education Officer Glenn Buckley were re-elected unanimously.

Workshop facilitator Paul Lyons and CMAA representative Peter Sharp also got an early start to travel from Sydney to attend the Park Beach Bowling Club events.

Recently elected Division E Federal Councillor, Gordon Rhodes, ACCM, hit the road at around 5am for the almost four-hour trip south from Tweed Heads to attend the meeting and speak to members.

Zone President Bill Larkey, in his welcome, noted that it was almost 11 years since a CMAA Federal Councillor had been able to attend a Mid North Coast Zone Meeting and thanked Gordon in congratulating him on his election to the position.

Bill also welcomed Sharon Small from the Coffs Harbour Catholic Club to her first Zone Meeting.

Secretary Treasurer Daphne Parker reported that the recent Golf Day at Sawtell Golf Club had bolstered the Zone finances by more than \$6,000 to support the bursary and education subsidy program. The 2008 golf event is likely to be staged at Woolgoolga Golf Club.

Education Officer Glenn Buckley received unanimous support from the meeting for his proposal to offer a ceiling subsidise of \$800 per club to encourage members to attend meetings and enhance the prospect of attending CMDA-organised

Glenn Buckley, Gordon Rhodes, Daphne Parker and Bill Larkey.



conferences and workshops.

Glenn also spoke about the CMAA Affiliate (CA) Program along with the CMDA Education schedule for the area and the Zone Bursary program.

Zone Communication Services Manager Peter Sharp presented the CMAA Head Office Report, congratulating Gordon Rhodes on his election to the Federal Councillor role for Division E and speaking to the Zone Newsletter covering ongoing I.R. issues, the success of the Mid Year Executive Leadership Conference, the CMAA's Strategic Plan and the portfolio role of the Federal Executive in delivering on key priorities identified at the Gold Coast meeting.

Gordon Rhodes, who has responsibility for the vast Division E, covering Far North Coast Zone, North West State one, Mid State Zone and Mid North Coast Zone, spoke about his determination to give something back to the CMAA through his Federal Councillor role.

He encouraged members to bring along Supervisors and junior managers to Zone meetings to offer an insight into a career path for the

next generation of club executives.

Gordon also emphasised the importance of supporting the CMDA's regional education initiatives, the success of the Mid Year Conference and feedback from Zones to Federal Councillors and on to the CMAA Federal Executive.

Before a first-class luncheon, when industry trade representatives joined CMAA members, high-profile CMDA presenter Paul Lyons facilitated an informative and interesting 90-minute free workshop, "How to Attract the Best Young People – Working with Generation Y".

Paul spoke about the many strategies that can be implemented to attract and retain quality young staff, about the characteristics of a workplace that is attractive to young staff and being an "employer of choice" for Generation Y.

Paul also outlined the management changes and leadership style that will be required to run a successful business in the future.

Mid North Coast Zone's final meeting for 2007 will be at Park Beach Bowling Club on November 13.



Plenty of surprises for Darcy at secret farewell

There's not too much happens in and around Port Kembla that Darcy Martin doesn't know about.

Darcy retired on July 4 after more than 35 years at Port Kembla RSL Club – the past 26 years as Secretary Manager.

He was adamant that there would be no formal farewell ... a black forest cake with staff a few days before he left the job was to be his curtain call.

What Darcy, 69, hadn't reckoned on was a resourceful group of mates, headed by his successor Gerd Zarembo, and their determination to send him off in an event to properly

acknowledge his life's work and contribution to the Port Kembla community.

Darcy's wife of almost 50 years, June, was in on the plan and, so he wouldn't find out, Gerd sold tickets for the farewell at Port Kembla Leagues Club until Darcy finished at Port RSL.

So, when he turned up for lunch with a few mates at his home club on Friday, July 13, and found more than 180 people in the auditorium, Darcy was lost for words – briefly.

He spent more than 90 minutes walking and talking to family, friends and colleagues before Master of



Darcy Martin and his new "mate" to keep him occupied in retirement.

Ceremonies Daryl "Dasher" Winnell could round up Darcy and sit him down so that lunch could be served.

As shocked as he was that the farewell could have been organised without his knowing, it wasn't his only surprise that day.

Darcy has a passion for greyhound training and, during the 1970s and '80s owned and trained some quality and successful "Mink" dogs – Spanish Mink, Swedish Mink, Azurine Mink and Glamorous Mink.

As his life filled up with work and family priorities, the greyhounds took a back seat until Troy Pimmer asked Darcy if he'd train a dog for him.

With retirement on the horizon, Darcy warmed to the training idea and went with Troy to the Dapto Greyhound Club Pup Auction in May to help him pick a potential champion.

The other surprise for Darcy's farewell was that the pup he had selected for Troy was, in reality, his own farewell gift.

"We had no idea what to give a man like Darcy for his retirement but, to see the look on his face at the luncheon, I think we did okay," Gerd said.

ClubsNSW Chairman Peter Newell, OAM, was one of the special guests at the luncheon where Darcy thanked family, friends and Club Industry colleagues for their support and friendship.

Darcy's new "mate" doesn't have a name yet, but has good breeding and is eligible to compete in a \$60,000 event at Dapto.

"We had no idea what to give a man like Darcy for his retirement but, to see the look on his face at the luncheon, I think we did okay ..."



Darcy enjoys a laugh with friends at his retirement luncheon.



Darcy's wife June helps him cut the retirement cake at his farewell at Port Kembla RSL Club.

Food innovation and trends on menu at Inverell

The CMAA's North West State Zone Meeting provided members with an array of activities which were well attended and received positively.

The meeting, at Inverell RSM in early August, started with a free pre-meeting education workshop presented by one of the hospitality industry's food specialists, Nino Zoccalli from Red Hot Pears Consulting.

Nino replicated his presentation from this year's CMAA Darling Harbour Conference where he spoke to delegates about the latest food and equipment innovations and trends in Australia and across the world.

Clubs are continually focusing their attention on the food side of their operations in acknowledging that it has become increasingly important to project to members and guests that clubs are not just solely gaming destinations.

Patrons are more aware of the immense variety and quality of food offered in the marketplace and, unless clubs work actively to keep up - and lead - in their local area with a food operation that meets and exceeds the needs of the customer base, they will fall behind and suffer substantial losses to potential revenue.

Nino's presentation included examples of the latest in chill blasting fridges and storage cabinets, quick grilling and heating appliances and



Nino Zoccalli from Red Hot Pears Consulting.

menu design.

Later that day, CMAA members, their directors and suppliers were treated to an evening of camaraderie and fun hosted by Inverell RSM Club General Manager Tim Palmer and his team.

The entertainment showcased local youth, martial arts and dancing groups, topped off with a talk by Balmain and Australia rugby league star Steve Roach, who reminisced about his playing days in the '80s.

The Zone Committee are to be congratulated on their efforts in raising more than \$27,000 from the auction held during the dinner for the zone's bursary program and special thanks are extended to Gunnedah RSL Club General Manager "Colonel" Jamie Gallan, whose wit and auctioneer expertise resulted in the increase in funds raised over the 2006 event.

Again, the Zone demonstrated its strength the next day with 38 of its 45 CMAA members attending the Zone Meeting where Division E Federal Councillor Gordon Rhodes

and CMAA Education Manager Ralph Kober presented the Head Office Report.

There was robust discussion about several local and

industrial issues and the consensus was that the meeting and activities were well worth attending.

North West State Zone's next meeting will be at West Tamworth Leagues Club on December 4 and 5.




CMAA North West State Zone President Phil Wheaton.



Gunnedah RSL boss and auctioneer Jamie Gallan




Inverell RSM Club General Manager Tim Palmer.




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More new members at Quarterly meeting

Illawarra Shoalhaven welcomed another two new members to its Quarterly Zone Meeting.

Gerringong Bowling Club Secretary Manager Nick Condell and Port Kembla RSL Club Operations Manager Joel Mason joined 23 members at Bomaderry Bowling Club for the July 27 meeting.

The Zone Committee of President David Hiscox, Secretary Treasurer Phil Boughton and Education Officer Dennis Skinner convened the meeting with CMAA Executive Officer Terry Condon, ACCM, and CMAA Communication Services Manager Peter Sharp also attending.

Terry presented the Head Office Report and responding to members' questions during his presentation.

David Hiscox also is the CMAA Federal Councillor for Division F covering the Illawarra Shoalhaven Zone and Far South Coast Zone.

In his President's Report, David spoke about changes to the to ACCM



Zone President and CMAA Division F Federal Councillor David Hiscox with Leigh Wagstaff, who won the Zone Bursary to attend the World Gaming Expo in Las Vegas.

program with increased points "weighting" for CMDA, CMAA-endorsed Zone Meeting seminars and that additional points would be awarded to members traveling more than 100 kilometres to attend courses.

David also spoke about the CMAA's new Affiliate (CA) program.

Huskisson RSL Club Duty Manager Rita Muscat and Bomaderry RSL Club Assistant Secretary Manager Brett Hills provided reports on their bursary trips to the CMAA's Mid Year Executive Leadership Conference at the Gold Coast, while David announced Warilla Bowling and Recreation Club Human Resources Manager Leigh Wagstaff as winner of the Zone Bursary to attend the World Gaming Expo in Las Vegas.

Phil Boughton reported that the Shoalhaven leg of the Zone golf days had raised more than \$30,000 Zone members' education and local charities. Phil congratulated Peter Thorncroft, Gary Wilbraham, Julie Ryan and Stuart Christison for their work on the event.

In his Head Office Report, Terry Condon encouraged members to complete the CMAA Electronic Salary Survey so that the Association has a clear and up-to-date picture of industry pay rates to assist in negotiating contracts for managers and the CMAA Member Survey to properly assess and



Illawarra Shoalhaven Zone Education Officer Dennis Skinner (left) and Zone Secretary Treasurer Phil Boughton (second from right) with new members Joel Mason (second from left) and Nick Condell.



Joel Mason chats with Collegians Secretary Manager John Wilkins.



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deal with the needs and requirements so that the Federal Executive can ensure the Association remains relevant for members.

Terry also reported on the Mid Year Conference at the Gold Coast, the CMAA Federal Executive's Strategic Planning session and the fully-attended Federal Council Meeting where all eight of the newly-elected representatives attended.

The next Zone Meeting will be held at Sussex Inlet Bowling Club on Friday, September 21 starting at 10am.

The Zone's Illawarra "leg" of the charity golf day program was held at The Grange Golf Club on August 6 when a full field of 130 players – CMAA members, club and industry trade representatives packed the course.

Again, the efforts of organisers Wiseman Park Bowling Club General Manager Paul Mack, The Grange Golf Club General Manager Michael Villa and their support teams produced more than \$32,000 for Zone education programs, bursaries and local charities.

More than 128 CMAA and local corporate supporters and eight Illawarra clubs sponsored the event, providing raffle and auction items. CMAA sponsors included Foster's Australia, Tooheys, *Coca-Cola*, Keno and Barringtons while auction items included gaming machine conversions from Aristocrat, IGT, Konami, Stargames, Aruze and Ainsworth.

Coca-Cola donated a framed and autographed St George Illawarra Dragons football jersey, while Cadbury Schweppes donated signed and



framed Cronulla Sharks jersey and Barringtons donated a security Risk Assessment package worth \$5,000.

Local radio personality Greg Vincent was master of ceremonies for the luncheon, auction and raffle with assistance from Chelsea Anderson and Samantha Coker, who also manned the drinks vans around the course.

"Like the Shoalhaven golf day, our event was a great success due to the wonderful support of our sponsors, The Grange Golf Club and the people who paid their money to support the Zone and our charities," Paul Mack said.

"It seems we have built a very strong support base for both golf days and the money we raise makes it possible to continue the Zone's education and professional development bursary program and help our local charities with major donations."



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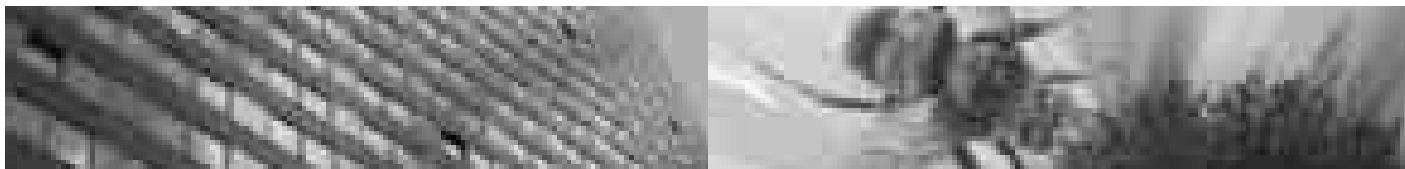
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NUS tackles national electricity cost challenge

NUS Consulting Group, the world's oldest and largest cost management group was founded 73 years ago in New York. NUS has expanded to Australia, Canada, South Africa and throughout Europe working with clients to help control costs in gas, electricity, water and telecommunications. The company's 30,000 client base globally includes Dell, Panasonic and Boeing. NUS started in Australia in 1964 and the 3,000-business client base in Australia includes Panasonic, Fairfax, David Jones, McDonalds, GWA, The Australian Institute of Chartered Accountants, RSL Life Care, Wagga RSL Club, Boral, Anglicare and the AFL. NUS Consulting Group National Sales Manager KEN BOND examines the company's role with clubs in Australia ...

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Australia's clubs are facing many challenges - and the drought has thrown in an additional challenge.

Electricity pricing in Australia has been both cheap and easy to budget for because the price rises have been both consistent and gradual.

This has all changed.

As a result of the drought, electricity prices have risen dramatically over the past nine months.

Prices for the energy component of the electricity bill - about 60% of the total - have increased by more than 100%.

As a result, any club where the electricity contract expires this summer will be faced with a first-year increase of 60% to 80% on the total bill.

The impact of this increase can be softened by entering into a three-year contract at a fixed price.

This is because the second-year and third-year pricing is significantly lower than the first year - retailers have factored in the likelihood of the drought breaking in the next three years when calculating their forward pricing.

Entering a fixed-price, three-year contract should reduce the first-year increase to around 30% to 40% of the total bill.

For clubs with contract expiry dates between now and 2009, the level of the price negotiated for the next supply agreement will depend on the amount of resources devoted to tracking the market and the timing of fixing the new contract.

Apart from the drought, there are a number of factors adding uncertainty. "Green electricity", carbon trading and new power stations using either clean coal (when it exists), or nuclear power

and privatisation all make it very hard to foresee future pricing.

It will almost certainly follow the pricing patterns that have existed for some years in Europe and the United States where pricing is volatile.

As an example, pricing for a July 2008 start is 25% below current pricing.

If you decide not to forward contract now, then you are taking a position that the market will decline by more than 25% in the next year.

This may be the correct decision.

However, unless you are constantly monitoring forward pricing you will probably miss the opportunity to minimise this significant exposure.

Simply waiting until the end of the current contract to tender means that you are gambling that the low point in the cycle coincides with the end of your contract.

This is a maximum risk position.

Tracking the market and identifying low points in the cycle is the only effective risk management strategy for this newly volatile market.

The problem facing building managers is how to obtain current effective information on an ongoing basis.

This is compounded by the fact that there are six major retailers.

At any given time, one retailer will be offering better pricing than the others.

This "pecking order" changes continuously as traders take forward positions in the wholesale market and adjust their retail pricing accordingly.

The first thing that managers need to do is to prepare a schedule of contact expiry dates.

Any contracts due for renewal in 2007, need to be dealt with as a matter of priority.



Those sites which renew in 2008 or 2009 need to start tracking forward pricing and develop a strategy for identifying the optimum point at which to contract.

It is just not possible for clubs to sign an electricity supply contract, stick it in the drawer and forget about it until the renewal notice arrives.

NUS Consulting Group is based at North Sydney and can be contacted at (02) 9922 7676 or visit the company's website at

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Wok's wrong with saving megalitres of water?

Installing a new waterless wok can save a club up to 8,000 litres of water per day per wok, and have significant OH&S benefits for cooking and kitchen staff. When Sydney Water first started doing audits of clubs and restaurants, they were shocked to find wok stoves had water flowing continuously - sometimes up to 8,000 litres per day. Traditional woks use water flowing across the surface of the stove to take the heat away and have water spouts to rinse and top up dishes that run all the time, no-one having a hand free to turn them on and off. WENDY HIRD, from Sydney Water takes a look at the waterless wok phenomenon ...

Detailed studies have shown that the average daily water use of a conventional wok stove is 5,500 litres per day.

In Chinese restaurants, which account for up to 50% of all Asian restaurants, it can be as much as 8,000 litres per day.

Research has shown that of this average usage only 500 litres per day (less than 10%) is required for cleaning and food preparation ... the rest is wasted due to inefficient design.

Sydney Water ran a pilot scheme to look at new waterless wok stoves that didn't need to be water cooled.

The stoves also has a knee operated "joy-stick" on a timer tap to limit flow and flow duration to the tap for water to "top up" dishes and a valve in the tap used for cleaning the wok that only turns on when over the wok itself, turning off when pushed away from the wok.

The results were impressive.

By installing a more-water-efficient unit, there is the potential to save 5,500 litres per day per wok stove, a total of more than two million litres per year, and achieve savings of up to \$4,500 per year.

There are approximately 2,000 wok stoves in Sydney Water's area of operation.

If 5,000 litres of water can be saved from each unit each day by converting to a waterless wok stove, the restaurant industry profitability could increase by \$9 million per year and Sydney would save approximately 3,600,000,000 litres (3,600 megalitres - ML) per year.

One of the major benefits of the waterless design means that the face of the stove is cooler, and chefs using the new woks have anecdotally reported lower incidental burn rates and found it to be cooler in general.

Sydney Water have teamed up with the

Ethnic Communities' Council of NSW (ECC) to run information sessions and provide awareness and information services with multi-lingual translators. The ECC have received funding from the NSW Government Water Saving Fund and Wollongong City Councils to conduct the Saving Water in Asian Restaurants Project (SWARP) all across Sydney and the Illawarra, as well as funding to expand the project in the Central Coast.

North Ryde Golf Club installed three, two-burner woks with two hotplates to upgrade their kitchen facilities in November 2006.

The club had been looking to update their lower-temperature woks and took advantage of the ECC subsidy offer to save water at the same time.

Of the \$18,000 they spent they received a subsidy of \$6,000 and the changeover took place in a day.

They have found that the cooking times are reduced as the woks have a higher burn temperature than the old woks, but the water consumption in the kitchen has dropped by 85%.

"My chef kept asking for a new turbo-charged hotter woks, these waterless woks kept him happy and helped us to decrease cooking times and save water," North Ryde Golf Club General Manager Brenden Ellam said.

The ECC has employed two Chinese bilingual environmental educators to visit restaurants to explain the economic and environmental benefit of reducing the amount of water used in the restaurant kitchens.

They will provide a package of information about how water can be saved in the kitchen in general, and explain about the waterless wok stove. A DVD demonstrating a Chinese chef using the waterless wok stove also is part of the package.

They also offer a subsidy to restaurant owners as an incentive for the purchase and installation of "waterless" wok stoves and take away the old wok for recycling.

To date, 97 restaurants have been visited and 58 stoves replaced in Sydney and Wollongong saving 68ML of water per year.

On the Central Coast, 23 restaurants have been visited and 19 stoves replaced saving 22ML of water per annum.

The success of the program has resulted in the NSW Government funding the ECC to expand the project into the Thai and Vietnamese restaurants communities in 2007.

Shellharbour Workers Club recently replaced 12-year-old woks with two, two-burners woks.

"I'd been planning an upgrade to replace the old woks, and this worked well. Club Catering Manager Malcolm Ramsay said. "It cost \$2,000 more but I got a \$4,000 rebate, and cut my kitchen consumption by 65%."

There are three Asian chefs who work in the main kitchen area and Malcolm noted the wok's new design has forced them to be more water saving.

"It was too easy with the old design to just let the water flow," he added.

For more information about waterless woks, go to the Sydney Water website for facts sheet on saving water ...

www.sydneywater.com.au/SavingWater/InYourBusiness/



SEPTEMBER 2007

Tuesday	4/9/2007	09:00	Tradies @ Gynea	St George Cronulla Sutherland Zone Meeting	13:00
Tuesday	11/9/2007	12:00	West's Leagues Club Ashfield	Inner West Zone Meeting	13:00
Tuesday	11/9/2007	07:30	Kogarah Golf Club	St George Zone Neville Worton Golf Day	
Tuesday	11/9/2007	07:00	Fox Hills Golf Club	Nepean Zone Annual Golf Day	
Thursday	13/9/2007	09:30	Redlands Sports Club	Brisbane - Gold Coast Combined Zone Meeting	13:00
Tuesday	18/9/2007	09:30	Maroubra RSL Club	City Eastern Suburbs Zone Meeting	13:00
Wednesday	19/9/2007	10:00	Diggers @ The Entrance	Central Coast Zone Meeting	13:00
Thursday	20/9/2007	09:30	Smithfield RSL Club	Nepean Zone Meeting	13:00
Tues - Sat	25-29/9/2007		Gold Coast Convention Centre	ClubsNSW Annual Conference	
Thursday	27/9/2007	09:30	Auburn	CMAA Executive Meeting	

OCTOBER 2007

Wednesday	3/10/2007	09:30	Ballina RSL Club	Far North Coast Zone Meeting	13:00
Friday	12/10/2007	11:00	Horton Park Golf Club	Sunshine Coast Zone Golf Day	
Sunday	21-24/10/07		Hyatt Hotel, Canberra	RSL & Services Clubs Association Annual Conference	
Thursday	25/10/2007	09:30	Auburn	CMAA Executive Meeting	
Friday	26/10/2007	11:00	Dapto Leagues Club	Illawarra/Shoalhaven AGM	13:00

NOVEMBER 2007

Thursday	1 - 4/11/2007		Sheraton Mirage Surfers P'dise	Leagues Club Association National Conference	
Monday	6 - 19/11/2007		Las Vegas	Global Gaming USA Tour www.ccmtravel.com.au	
Tuesday	13/11/2007	16:00	Park Beach Bowling Club	Mid North Coast Zone Meeting	19:00
Wednesday	14/11/2007	15:00	Bathurst RSL Club	Mid State Zone AGM	19:00
Wednesday	21/11/2007	09:30	Logan Diggers	Queensland Bursaries Presentations	13:00
Tuesday	27/11/2007	09:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting	13:00
Wednesday	28/11/2007	09:30	North Sydney Leagues Club	Manly Northern Suburbs Zone Meeting	13:00
Friday	30/11/2007	09:00	Brighton Le Sands	CMAA Executive Meeting	
Friday	30/11/2007	10:30	Brighton Le Sands	CMAA Federal Council Meeting	
Friday*	30/11/2007	13:00	Brighton Le Sands	CMAA Sponsors Luncheon	

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2008 National Bursary Program applications open

It's that time of year ... when the annual CMAA National Bursary Program kicks off, inviting eligible CMAA members to apply for bursaries offered by our generous sponsors.

This year's program offers numerous overseas study and conference tours including the IGT Bursary where two recipients can attend the 2008 World Gaming Congress in Las Vegas and study for one week - full tuition paid - at the University of Las Vegas Nevada (UNLV).

New to this year's program is the Chicago

National Restaurant Hotel-Motel Show Study Tour bursary sponsored by Profitable Hospitality.

This bursary allows the winner to attend one the world's great industry shows and take in the fantastic food and beverage operations that Chicago is famous for.

The past Asian Study Tour Bursary - when six CMAA members visited Hong Kong and attended the GE2 Conference and Expo in Macau - was a huge success.

Six bursaries are offered again 2008, thanks to the support of our generous sponsors ... True Blue Chemicals, Russell Corporate Advisory, LPK Cleaning, Stargames, Creating Synergy and Global Coffee.

Other bursaries offered included study tours to attend the Club Managers' Association America 81st World Congress on Club Management, offered by Coca-Cola and KPMG; paid tuition for CMDA courses offered by maxgaming, Enterprise Development Network, and Non Executive Management, Scott and Broad; tuition fees for units offered at Southern Cross University within the Bachelor of Business degree program sponsored by the Barrington Group; and bursaries



to attend the CMAA's 2008 Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.

If you haven't applied for any of the bursaries offered in past years, then you are encouraged to do so.

Less than 20% of the CMAA membership applies for the bursaries, so the odds are in the favour of anyone who takes the time and makes the effort to apply.

** Please note that contrary to the information listed in the brochure included with your September edition of CMA Magazine, the official closing date is **Friday, November 2, 2007**.*

The CMAA's 2008 Bursary Brochure can be downloaded from the CMAA website www.cmaa.asn.au



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October - November 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	OCTOBER	NOVEMBER
Provide Responsible Service of Alcohol (THHFB09B) (LAB approved) ACCM Unit - 1 Day	T 2 & M 29	W 14
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	M 8	M 19
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons		Th 1
Business & Report Writing 1 Day		Th 1
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 3	
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	W 3 & Th 4	
Plan & Establish Systems & Procedures THHGGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	T 9	
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	(S1) M 29 – W 31	(S2) T 13 – Th 15
Food & Beverage Management Development Program - 2 x 3 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 22 – W 24	(S2) M 26 – W 28
Gaming Management Development Program - ACCM Unit - 2 x 3 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 19 – W 21 Cont. December
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.	T 30	
Manage Physical Assets THHGLE16B ACCM Unit 2 x 2 Day Sessions		(S1) M 26 & T 27 Cont. December
Develop and Implement a Business Plan THHGLE19B -ACCM Unit - 3Days. Assists Managers to understand the process of strategic management and shape their Club's business plan.	(S1) W 17 & Th 18 (S2) W 24	
OHS Risk Management for Supervisors and Managers (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.		W 28 & Th 29
Legal Knowledge Required for Business Compliance THHGLE20B ACCM Unit - 5 Days Covers the range of legislative compliance issues including; Trade Practices, OH&S, Privacy, RSA, RCG and more.	(S2) M 15 – W 17	

Regional Training

COURSES	OCTOBER	NOVEMBER
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons	ACT M 8	
Business & Report Writing 1 Day	Illawarra W 3	Great Lakes M 19
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.		Mid State Th 1 Riverina F 9
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		Riverina W 7 & Th 8
Plan & Establish Systems & Procedures THHGGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	Mid State W 31	Great Lakes T 20
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	Cairns (S1) M 8 – W 10	Townsville (S2) M 19 – W 21
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit 2 Days	Mid State T 9 & W 10	Central Coast M 12 & T 13
Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)		Central Coast M 26 & T 27
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	Mid North Coast M 15 & T 16	
Roster Staff THHGLE05B -ACCM Unit - 1 Day	Cairns T 7	
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.		Sunshine Coast T 20 & W 21
Recruit and Select Staff THHGLE07B -ACCM Unit - 2 Days This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans.	North West State M 22 & T 23	
OHS Risk Management for Supervisors and Managers 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B)	Far South Coast T 2 & W 3	
OHS Consultation – (Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B)	Great Lakes (S1) W 3 & Th 4 (S2) M 22 & T 23	

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.

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Brent spreads communication message

Brent Williams is widely acknowledged across the NSW corporate and hospitality industries as a specialist dedicated to communication, workplace and general counselling, human resources and service excellence. Some of his previous positions in clubs...

- Operations Manager at Cronulla Sharks;
- Assistant Manager at the Illawarra Yacht Club;
- Human Resource Manager/Food and Beverage Manager Five Dock RSL Club;
- Human Resources Department at Castle Hill RSL Club (current)

As a coach, consultant and trainer in the areas of leadership, communication and customer service, his experience spans 15 years of senior management roles in the hospitality and corporate arenas.

Brent has also completed extensive studies in business/commerce, hospitality, human resource management and counselling and has steered all of these paths into a journey of helping people and organisations to move

toward harmony, purpose and balance.

He has developed and facilitated specialised training modules for both management and employees and is an accredited trainer and assessor for numerous Registered Training Organisations.

As Director of his own company, *Face 2 Face Training and Consulting*, Brent specialises in human resource consulting, communication training, business and life coaching, and counselling.

He also works - voluntarily and professionally - in the life development field for community organisations.

He is a member of Australian Life Coaching Society and Associate Member of the Australian Counsellors Association (ACA).

One of the many courses Brent Williams delivers for the CMDA is "Roster Staff".

This accredited unit helps Roster Coordinators and Managers develop effective and efficient rosters from the ground up.

Course participants regularly comment that they take away meaningful and

practical tips they can implement in their workplace to help streamline the roster process.

"Roster Staff" also develops knowledge about the Key Performance Indicators (KPIs) that Coordinators can use to help control the outcomes with discussion around industry benchmarks.

As well as "Roster Staff", Brent also delivers units in the "Duty Managers Development Program",

"Cost Control", "Coaching Skills", "Monitor Staff Performance", "Managing Conflict Situations", "RSA" and "RCG".



Brent Williams, Human Resources Department, Castle Hill RSL Club Limited
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Mounties extends welcome to refugees

Mounties has loaned its considerable support to The House of Welcome at Carramar.

To assist production and distribution of a bi-monthly newsletter - published in three languages: English, Arabic and Dari - Mounties has donated \$10,000.

The House of Welcome is a non-denominational drop-in centre that provides services to refugees and asylum seekers.

House of Welcome Coordinator Father Jim Carty said Mounties' generous donation has been extremely beneficial.

"Without this assistance, we would not have been able to continue as our copier was on its last legs," Father Carty said.

"Thanks to Mounties, we were able to purchase a new commercial copier, digital camera for newsletter photos and pay our translators."

The newsletter reaches more than 1,000 men, women and children to help their integration to life in Australia.



Mounties President Kevin Ingram

It features issues relating to Australian culture and values including rules of law, health and education, social events and legal referrals targeted at refugees.

Father Carty said a combination of poor English skills and/or cultural issues can lead to isolation for many people and could become a major barrier to integration and an understanding of Australian society. Written in three languages to specifically reach refugees from Afghanistan, Iraq and Iran, the newsletter encourages participation in the House of Welcome's many services and general community activities. "Our community comprises a large number of cultural groups, each with specific needs," Mounties President Kevin Ingram said. "The club is proud to support groups such as The House of Welcome who extend the hand of friendship to make people's lives easier."

A project of the NSW Ecumenical Council, The House of Welcome is situated at 140 Wattle Avenue, Carramar.

It operates as a day drop-in centre (9am to 4pm) weekdays and can be contacted on 02 - 9727 9290.

Bankstown Sports goes back to school

Bankstown Sports Club has stepped into the classroom to boost student speech development.

An initiative to improve student literacy levels prompted Picnic Point Public School to launch a complimentary

program to improve student talking and listening skills.

Bankstown Sports Club's financial assistance will allow educational speech pathologist Nazli Ahsanullah to assist teachers during terms 3 and 4.

Picnic Point principal Helen Wardega said Nazli would work with teachers to identify children with language development issues and provide practical strategies to address them.

"There is a growing need in the education sector to further develop

student oracy skills," she said.

"This will be a long-term project and benefit children with difficulties and improve student language ability across the board."

Bankstown Sports Club Secretary Manager John Murray said the club was proud to continue its support of Picnic Point Public School.

"It's vital that students are given every opportunity to enhance their education and it's an honour to provide this to the Picnic Point Public School students," John added.

Picnic Point already has held an information session for teachers explaining the new initiative with similar sessions for parents ahead.

"The response from our teachers has been positive," Helen said.

"They identify the need for this, Nazli's strategies click with the teachers and they've responded well.

"Although there is a need for additional classroom services such as this, there is no allocated funding so we use our own resources or seek community support.

"We are grateful to Bankstown Sports for their continued support and financial assistance ... without it, we could not extend student skills and development with these programs."



McGrath king of the kids

Excited children and cricket fans from Father Chris O'Reilly's Youth off the Streets program got a thrill when Australian cricket legend and three-time World Cup winner Glenn McGrath visited Mounties.

The special session also involved a cricket clinic with equipment supplied by CricketNSW.

Learning from one of the best players the game has seen, the children were shown batting and bowling techniques and played games to improve their cricket skills.

Fans posed for photos with Glen, who signed autographs and merchandise that included action posters and mini cricket bats donated by Sommers International.

After the clinic, Glen chatted to fans about the game, his career and his recent retirement as they enjoyed a free barbecue.

Meantime, Mounties was also on the spot by raising \$9,403 for cancer research as part of 'Australia's Biggest Morning Tea'.

Mounties hosted the event for the sixth successive year, with Parramatta Eels stars Luke Burt, Ian Hindmarsh, Feleti Mateo and Fuifui Moimoi joining members and guests for a "cuppa", sign autographs and support this important cause.

The Eels players also posed for photos, with the \$5 fee going to the fundraising appeal.

Hosted by 2GB's Pete Graham, Mounties management matched the effort dollar-for-dollar with many local organisations and businesses donating prizes and items for the auction.

"The club is committed to assisting groups who help address one of Australia's most common diseases," Mounties President Kevin Ingram said. "Many people have relatives or know somebody who has been affected by cancer at some time in their life, and everybody who has donated to the cause should be proud of their efforts".

Australia's Biggest Morning Tea started in 1993 as a Cancer Council of Australia initiative.



Former Test cricket champion pace bowler Glen McGrath signs autographs at Mounties.



Father Chris O'Reilly from the Salvation Army's Youth off the Streets (from left), cricket legend Glen McGrath with Mounties President Kevin Ingram, Directors Marilyn Price and Chris Murphy and Cricket President John Araco at Mounties.



M1 winner at Western Sydney Industry Awards

M1 Mounties, the world-class health club at Mounties was recognised at the Western Sydney Industry Awards (WSIA).

M1 took out the Highly Commended Award in the Best Regional Product category.

M1 Mounties Manager Kerry Sharp accepted the award at the Gala Dinner in The Grand Foyer of Acer Arena earlier this year, which was attended by a diverse range of industry representatives from Western Sydney.

The 8th annual WSIA's are recognised as the most prestigious regional awards in Australia, acknowledging and rewarding excellence, innovation and leadership across Western Sydney's diverse range of industry sectors.

Kerry Sharp said she was thrilled by the award.

"We are all proud of our achievements at M1 Mounties," she added.

"Our first year has been a steep learning curve but, with excellent facilities and the amazing attitude of our staff, it has been a fantastic ride.

"Our centre is the best in Australia and rivals gyms throughout the world for its innovative design and product offering."



Scarpantoni takes wine industry's biggest 'gong'

There is no doubt that the Jimmy Watson Trophy means sales. The list of past winners reads like a "who's who" of the Australian Wine Industry ... Penfolds, Seppelts, Rosemount, Wolf Blass, Peter Lehmann and Hardy's ... the list goes on.

For the third consecutive year, a relatively small South Australian producer has taken home the memorial prize - the most eagerly sought wine award in Australia.

Awarded annually to the producer of the best one-year-old dry red wine in the Royal Melbourne Wine Show, the 2007 Jimmy Watson Memorial Trophy went to McLaren Vale's Scarpantoni Estate Wines for its 2006 Brothers Block Cabernet Sauvignon.

The winner was announced to a packed audience of industry luminaries at the media launch for the award last month.

Michael and Filippo Scarpantoni, second-generation owners of the family estate built in 1979, accepted the prestigious trophy from Jimmy Watson's son, Allan Watson.

The winning wine took the prize from tough competition, with almost 800 wines vying for the 2007 trophy - a record entry from an outstanding vintage year.

Royal Melbourne Wine Show Chairman, Stephen Sheldermine, AM, said the Royal Melbourne Wine Show remains Australia's most comprehensive, rigorous and prestigious wine show.

"The annual awards are recognised by the wine producers as an important competition forum to benchmark their produce," Stephen said.

"The judges, this year, assessed over a two-week period more than 3,845 entries from more than 490 wineries, across 79 individual classes of wines."

Other wineries to excel this year at the Melbourne show were perennial winners Peter Lehmann and Hardy's, along with boutique Victorian producers Giant Steps from the Yarra Valley, and Zilzie from Karadoc.

Capel Vale, from the south-west corner of Western Australia, collected a major trophy for Best Merlot for a new-release wine which sells for around \$15 - a great wine and easy to access. Call their distributor, Negociants Australia on 1800 424 383, or get in touch with me through the *CMA Magazine*.

BATE'S
VINTAGE



This Month's Pick

The reality is that wine companies send me plenty of wine to try, hoping that it might make it's way to a review in this article. A few weeks back I was sent a new range from Clare Valley producer Kirrihill ... three lovely red wines packaged under the "Single Vineyard" series. I love Cabernet - "Cabernet is for kings", an old mate once stated to me - and the Cabernet in this series is simply beautiful. It's the Kirrihill Single Vineyard 2005 Clare Valley Cabernet Sauvignon and it's packed with ripe, black berry flavours and a lovely chocolate smooth mouth feel. It might be hard to come by, but hunt it down (kirrihillwines.com.au) and put a few in the boardroom for a special occasion.



Bremerton Steps Up

The small Langhorne Creek winery Bremerton has known for a long time they could play with the big boys in quality - now it's official.

Australia's most eminent wine writer, James Halliday, has rated the 2004 Bremerton "Old Adam" Shiraz from South Australia the equal top-rating wine in the country over the past 12 months.

That sits it alongside Penfolds Grange and Henschke's Hill of Grace.

In the James Halliday 2008 Wine Companion, a much-anticipated journal released each August, these three outstanding wines received top billing and rated a startling 97 points out of 100.

The anomaly lies in the price.

While you can expect to pay well over the \$300 mark for most bottles of Grange and Hill of Grace, the Bremerton Old Adam was last retailing around \$45.

Note the term "last" ... by the time the journal went to press, the wine had been well sold out and is now rare as hen's teeth.

The ranking prompted a comment from Bremerton's winemaker Rebecca Wilson: "We had nine of our wines reach 90 points, or more, in this year's Halliday book. What you can look forward to are some outstanding reds right across our wines in the years ahead."

Can't wait to see what comes through - watch this space for more detail on Bremerton.



* **Brendan Bate Wine Agencies ABN : 29 811 255 207**
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What's New

Boag's Premium and Light freshen-up

James Boag's Premium and Premium Light beers have undergone a labelling makeover.

The change in packaging for both James Boag's Premium Lager and James Boag's Premium Light comes in the wake of the successful launch on the latest chapter in the "Who is James Boag?" series of commercials.

"This is a packaging evolution for our flagship brand, and we have paid careful attention to maintaining what consumers consider to be the key attributes of their beer," Sales and Marketing Director Lyndon Adams said. "While keeping these core elements, we have refined the designs to produce what we believe to be the most stylish and sophisticated beer packaging in the marketplace."

The re-labelling comes at a time when J. Boag & Son is experiencing great international success,



having recently been the first Australian brewery to be awarded the Crystal Prestige Award at the Monde Selection in Brussels – the world's most renowned beer awards.

The new packaging arrived in stores during July and August and includes revisions to single bottle, six-packs and cartons.

Meantime, J.Boag & Son has launched Wizard Smith's Ale, a traditional English ale, while helping to cure what ails the Tassie Devil.

Wizard Smith's Ale celebrates the distinctiveness of English ales being brewed with East Kent Golding hops imported from England.

This finely crafted ale is named after Wizard Smith who, as a Boag's drayman during the 1929 Great Flood of Launceston, risked his life swimming through the floodwaters to rescue the brewery's draught horses. For his heroism, James Boag III rewarded Wizard with a job for life.

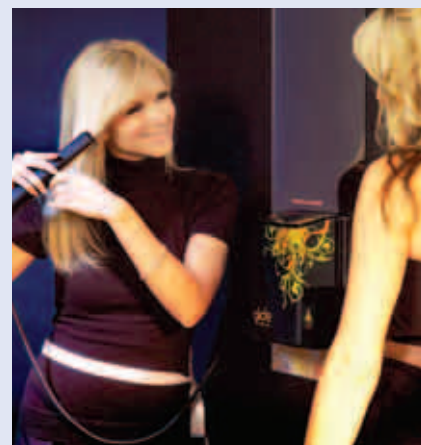
J.Boag & Son is using the launch of Wizard Smith to help save another animal, the Tasmanian devil. An incurable facial tumour disease is currently having a devastating impact

on the Tasmanian devil population.

J.Boag & Son will make \$1 donation for each carton of Boag's Wizard Smith's sold for the first 8,000 cartons.

All proceeds will go to fund a devil enclosure at the Devils' Heaven Wild Life Park, a sanctuary devoted to a protection program to breed uninfected devils in Northern Tasmania.

Wizard Smith's Ale is available in 375ml bottles and on tap in Tasmania with a limited number of cases released into the national market on August 20.



Perfect Hair everywhere with coin-op GlideHair

Most women know the disappointment of being out on the town when that special hairstyle turns into a frizzy mess. There's been no solution but to accept it or go home, re-style and start again. But a new product, **GlideHair**, could be the solution to such moments – day or night. **GlideHair** is a coin-operated hair-straightening system, being introduced into clubs, hotels, restaurants, gyms and shopping malls across Australia. **GlideHair** comprises straightening tongs and mirror in one unit. It's easy-to-use and makes it possible to "de-frizz" and restore a hairstyle as easily and conveniently as being at home.

GlideHair is the first and only coin-operated hair-straightener to be introduced into public facilities in Australia.

The unit is manufactured in Australia and uses industry-leading, professional grade tongs that heat to 220°C, so the ceramic plates are sterile for every use.

GlideHair is being installed in facilities across Australia and costs only \$2 per use.

For more information, visit the GlideHair website at www.glidehair.com

Generate helps Cowboys lasso beverage waste

National Rugby League teams are so evenly matched that a 6% improvement in on-field performance can transform wooden-spooners into premiers.

Off-the-field, a 6% productivity gain can be equally dramatic, as Cowboys Leagues Club will attest.

Given the large start-up expenses incurred by the club, the Townsville club's management were well aware of the need to be extremely efficient in all areas of its operation.

Beverage was one area that was scrutinised after the first few years of trading as it struggled to achieve its desired outcomes.

All this changed with the installation of a metering and management system from the Generate Group in the club's three bar areas.

Within weeks, the club's gross returns from beverage rose by three percentage points - from 50% to 53% - which translated to a 6% profitability increase.

This improvement adds tens of thousands of dollars to the club's bottom line each year - many times the capital outlay of the system - and

helped Cowboys win the Best Club in North Queensland Award in 2005 and 2006.

Cowboys has established itself as Townsville's premier recreation venue, with membership topping 18,000, and management acknowledges the Generate Group's significant contribution.

Generate Group's "smart" technology keeps a computerised "eye" on all beer, spirits, wine and post-mix dispensed, then compares it to money collected.

It pinpoints wastage and pilfering, maintains accurate stock levels, streamlines inventory and ordering procedures, and dovetails into the Cowboys loyalty programs - another profit source.

Just like a barcode, the system automatically captures information about an outlet's beverage products - and the system can handle an unlimited number - then provides this vital information to management in a useful and understandable way.

The result is less wastage, streamlined stocktakes, greater staff productivity, accurate sales and financial reports, and improvements in rostering - and that adds up to greater profits.

Viva takes beer drinkers to new heights

Drinkers of quality beers will appreciate the stylish Viva Tall Pilsener beer glass by Crown Glassware, now available from Crown Commercial.

Designed for presentation of premium and specialty beers, the Viva Tall Pilsener has a conical, sophisticated shape that adds to the ambience of the venue.

With a footed base, it is a sturdy option for high capacity bars, clubs and restaurants where the stability of the glass is not compromised by the extra height.

Viva, meaning an exclamation of approval in Spanish and Italian, is a fitting name for this pilsener glass that is sure to be appreciated by drinkers of premium beer.

Contact Crown Commercial 1800 252 360 for your nearest distributor.



Design breakthrough means less breakage

Imagine a fine, elegant, long-stemmed wineglass that, thanks to an innovation in glassware composition, that offers added strength and pliability to help resist mechanical shock and alleviate damage from twisting the stem.

Italian glassware innovator Luigi Bormioli has developed such a glass - made from its new, trademarked, lead-free crystal blown glass composition called SON.hyx®.

To be unveiled by Crown Commercial to the hospitality trade at Restaurant 07 and Hotel Australia this month, the new Luigi Bormioli Magnifico collection is first to feature this innovation.

Crown Commercial exhibits at Restaurant 07

The latest in hospitality glassware from Luigi Bormioli and Crown Glassware was unveiled at Restaurant 07.

Crown Commercial presented the new stemless Atelier glass collections, the new Atlas Plimsoll and a selection of lead-free crystalline glasses from famed Italian glassware designer Luigi Bormioli.

Atelier bids a temporary farewell to its "legs" with the Atelier Stemless range.

Simple, yet elegant, the Atelier Stemless range is part of Luigi Bormioli's Accademia collection is designed to enhance the different wine varietals.

The latest from Crown Glassware is the Atlas toughened wine glass released with a Weights & Measures approved 150ml plimsoll line to assist hotels and clubs to more accurately control portions when serving wine by the glass.

Crown Commercial is the leading source in Australasia to supply

- five-star restaurants with fine dining crystalline drinkware
- the bistro with every-day drinkware
- the bar with Weights and Measures-approved glassware – and have that available locally for venue operators through a national distribution network.

Restaurant 07 was staged at the Royal Hall of Industries, Moore Park, Sydney on August 13 and 14.

Stylish looks and generous size capturing worldwide trends, Magnifico combines capacious bowls with tall, slender stems and a deep epicure (the tapered "V" in the base of the bowl).

The Magnifico glass clarity and purity is self-evident with a distortion-free view, while a regular glass will produce a fish-eye view.

Adding to its longevity, this clarity has been proven to last through the rigours of 4,000 cycles in a commercial dishwasher.

Made and designed in Italy, the Luigi Bormioli Magnifico collection encompasses flutes, wine glasses in sizes M (460ml), L (590ml) and XL (700ml) and a matching decanter.



Ken-ya make a great liqueur coffee?

Offering a fresh look for liqueur coffees is the Kenya Coffee mug (320ml), new to the Crown Glassware collection by Crown Commercial.

The Kenya has clean, contemporary and quite elegant conical lines, yet is sturdy and designed for heavy use.

Its higher density glass offers heat and cooling insulation, making Kenya an attractive service option for all hot and cold drinks including teas, hot chocolates and iced coffees.

The thicker base of the coffee mug offers heat protection for surfaces eliminating the need for a saucer proving this glassware to be an economical and space-saving choice.

Kenya (320ml) and the Irish Coffee Mug (225ml) complete Crown Glassware's liqueur coffee glassware collection.



Aristocrat lifts net profit 20% in first half

Aristocrat Leisure Ltd has announced the company's results for the half year ended June 30, 2007.

Aristocrat's Chief Executive Officer and Managing Director Paul Oneile and Chief Financial Officer Simon Kelly presented the results at Sydney's Star City Casino on August 23.

Key points of the report:

- Net profit after tax and minorities of \$125.9 million - a 20.2% increase on the \$104.7 million profit for the first half of 2006. This is despite overall market and regulatory conditions across the company's three largest regions - Australia, North America and Japan - remaining difficult during the period.
- The company's businesses in emerging markets - Asia-Pacific, Europe and South Africa - posted strong operating revenue and profit growth as gaming markets in these regions continue to grow and develop.
- The strong Australian dollar reducing reported earnings by some \$10.7 million (7.8%). At like-for-like exchange rates, earnings per share increased 31.1%.
- The ongoing commitment to investment in research and development saw expenditure increase \$10.5 million (24.2%) to \$53.9 million - spread across games, systems and server based gaming initiatives.
- Operating cash flow 246.6% higher than the prior corresponding period.
- A 16.7% increase in the interim dividend to 14 cents per share (fully franked), representing a 52.0% payout of first half profits.

Mr Oneile said that, overall, he was pleased with the company's progress despite issues in key markets and the strengthening Australian dollar.



Paul Oneile

"To post growth of 20% in these circumstances demonstrates the strength of our underlying business and global operating model," Mr Oneile said. "I am particularly pleased with our results in emerging markets where we have captured a significant share of new opportunities. This provides us with confidence about the company's potential, given the expansion we anticipate in

these regions. We are determined not to compromise our future for short-term profitability and have increased our investment in research and development with spend rising \$10.5 million [up 24.2%] during the half. This investment is focused on ensuring we are well placed to capture a large share of the anticipated expansion of global gaming markets."

Operating sector key points include:

- Australian revenue increased 1.3% after sustained decline over the previous three years, while profits increased 3.9% to \$40.1 million. These improvements reflect improved product mix and pricing in a market where operator expenditure has been largely directed towards dealing with the impacts of smoking legislation.
- North American revenue improved 5.7%, while profit was flat when measured in

local currency terms. This result reflects improved pricing on lower volumes due to a subdued replacement cycle and minor market expansion opportunities.

- Japanese revenue improved by \$30.3 million, with 11,063 units sold. This is a significant improvement on the prior corresponding period, but substantially below earlier expectations of 20,000 units due to a shortfall in sales of *Danceman*™ in a highly uncertain marketplace.
- Strong growth was generally reported from businesses in emerging markets, in particular Asia-Pacific, Europe and South Africa, where in overall terms (in local currency) revenue more than doubled and profits were up almost 200%.

The Board has approved an interim dividend for the year ended December 31, 2007 of 14 cents per share - a 16.7% increase on the prior year interim dividend.

The interim dividend, payable on September 18, 2007 will be fully franked.

The Dividend Reinvestment Plan will apply to this dividend on a basis similar to that applying for the 2006 final dividend, with shares acquired on-market to satisfy obligations under the plan.

Mr Oneile said Aristocrat remained confident that momentum in the business is positive and its business fundamentals remain intact.

The operating environment in the second half, although on an improving trend, will remain difficult in each of the major markets, he said.

The key factors influencing the overall result for the year remain the continuing uncertainties in the Japanese market, the level of success of the Company's five-reel stepper product in North America and exchange rates.

The catalysts for the next step of gaming expansion are falling into place and the company continues to see strong growth potential as global gaming markets open up.



HOSTPLUS forms national alliance with HMAA

HOSTPLUS, the national industry superannuation fund for hospitality, tourism, recreation and sports industries, has shown its support for the accommodation industry by signing into a national partnership with the Hotel, Motel and Accommodation Association (HMAA) for the next three years. It is one of the biggest super funds in Australia with more than 820,000 members, more than 43,000 employers and funds under management of more than \$6.6 billion.

HMAA is a leading authority in Australia's accommodation sector, representing

establishments ranging from five-star hotels and motels to bed-and-breakfasts, adding up to a membership base of more than 2000 properties. HMAA provides a professional service to the industry to encourage excellence in service.

HOSTPLUS CEO David Elia said this was another significant partnership for the fund in its 20-year history. "We have mutual goals in our desire for members to prosper and grow via our services and relationships with like-minded organisations," he added.

HOSTPLUS maintained a previous

relationship with HMAA but this enhanced partnership, which gives HOSTPLUS further access into the Queensland market, will mean more involvement with members on a national scale.

HMAA CEO Greg Holmes said his organisation was pleased to strengthen its alliance with HOSTPLUS. "This partnership provides our members with more opportunities to engage with HOSTPLUS and increase awareness of the associated benefits available to themselves and staff," Greg added.

The HMAA Awards for Excellence events were staged in Brisbane, Melbourne and Sydney last month.

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