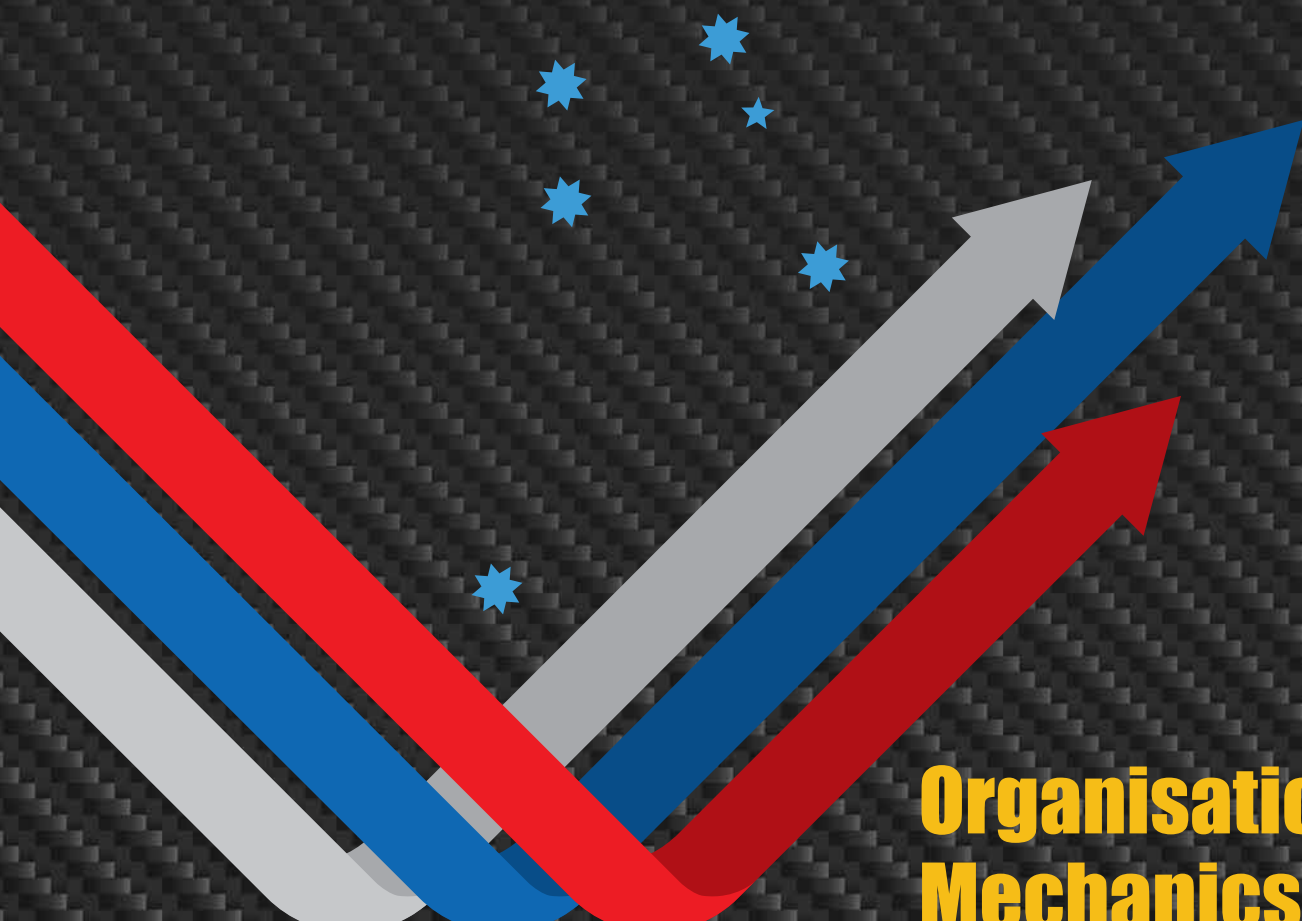


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TECHNOLOGY IN all its forms, as well as the way the education system delivers information, has seen an erosion of the need for note-taking skills. Whether you use technology, or still rely on pen and paper, the ability to take quick, meaningful notes at meetings, presentations, during business conversations (among many other situations) is a critical skill to ensure you retain accurate records or ideas for future, or possible legal use



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THOSE WONDERFUL folk, our mums, dads and grandparents who now have the freedom to travel this sunburnt country are extremely careful with their dollar. Most now by-pass service station diners. After all, if they can afford to travel and pay the current price of motor fuel, they obviously were brought up on more sophisticated fare. It's no accident, then, that many have discovered the superior culinary delights offered by the licensed community clubs that dot the landscape of eastern Australia. Roger and Marilyn Carstens are among these roving diners ...



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Notice to Members

Pursuant to **Clause 126(1)(b)** of the *Fair Work (Registered Organisation) Regulation 2009*, the **Club Managers' Association Australia** gives notice that it intends to lodge with **Fair Work Commission** a Notice setting our particulars of the alterations to the **registered rules of the Association 06/12/2013 (Rules)**.

Current **Rule 22** to be replaced with a new Rule 22 and **Rule 26 b (a)(b)(f)(g)(h)** to have the words "**Executive Officer of the Association**" to replace the words **Returning Officer**.

Current **Rule 26b (c)** to have the time **12:00** noon replaced with the time **10:00am**.

Current **Rule 26b (f)(g)(h)(k)** insert the word "**Federal**" before the word **Executive**.

Attached are the Rule 22 and Rule 26b which is also posted on the CMAA website - www.cmaa.asn.au

22 - FEDERAL COUNCIL

- (1) Federal Council shall consist of:-
 - (a) Members of the Federal Executive who shall hold office as members of Federal Council ex-officio; and
 - (b) Federal Councillors elected triennially by and from the membership of Divisions of the Association created pursuant to this Rule.
- (2) For the purposes of the triennial elections to be held in 2016 and thereafter there shall be ten (10) Division of the Association as follows:
 - Division A – City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone;
 - Division B – St. George/Cronulla Sutherland Zone and Inner West Zone;
 - Division C – Nepean Zone.
 - Division D - Hunter Zone, Central Coast Zone and Great Lakes Zone.
 - Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone;
 - Division F – Illawarra Shoalhaven Zone and Far South Coast Zone;
 - Division G – Ipswich Darling Downs Zone, Sunshine Coast Zone and the Central and Northern Queensland Zone;
 - Division H – Gold Coast Zone and Brisbane Zone;
 - Division I – Riverina Murray Zone and the ACT Zone;
 - Division J – Victoria Zone.
- (c) When the number of members in Divisions K, L, M or N below reaches a number acceptable to the Federal Council, the Federal Council will have power to include that Division for the purpose of triennial elections referred to in the Sub-rule (b) and that Division will be entitled to elect one Federal Councillor pursuant to Sub-rule (a) (iii) of this Rule;
 - i. Division K – Northern Territory Zone;
 - ii. Division L – South Australia Zone;
 - iii. Division M – Western Australia Zone;
 - iv. Division N – Tasmania Zone;
- (3) The term of office for members of Federal Council shall be three years.
- (4) Subject to Sub-rule (c) hereof each Division of the Association specified in Sub-rule (b) shall be entitled to elect one Federal Councillor pursuant to Sub-rule (a) (ii) of this Rule.
- (5) A member may stand for election as Federal Councillor only within the Division to which they are attached pursuant to Sub-rule (b) hereof.
- (6) The Federal Secretary shall provide to Federal Council

annually a report setting out details of the number of members in each Zone and each Division of the Association and shall make recommendations to Federal Council concerning the advisability of creating new Zones and/or Divisions or otherwise amending the zone and Division structures of the Association.

26B – ELECTION OF PRESIDENT, VICE-PRESIDENT AND FEDERAL SECRETARY

- (a) The Offices of President, Vice-President and Federal Secretary shall be filled by collegiate election by the Federal Executive and shall be conducted by the Executive Officer of the Association. The election shall be by way of secret ballot of the members of the Federal Executive.
- (b) The Executive Officer of the Association shall call for nominations for the Offices of President, Vice-President and Federal Secretary by notice in writing to all members of the Federal Executive on the Wednesday following the expiration of seven (7) days after the declaration of the election for Federal Executive members.
- (c) Nominations shall close at 10.00am on the first day of the next monthly meeting of the Federal Executive to be held fourteen (14) days or more after the opening of nominations called in accordance with Rule 26B(b).
- (d) Only Executive members who are otherwise eligible in accordance with Rule 26(1) shall be eligible to be nominated for the Offices of President, Vice-President and Federal Secretary.
- (e) All nominations shall be in writing and shall be signed by at least one (1) Executive member.
- (f) If the Executive Officer of the Association finds that a nomination is defective, he/she shall before rejecting the nomination, notify the Federal Executive member concerned of the defect and where it is practicable to do so, give him/her the opportunity of remedying the defect within not less than two (2) days and not more than five (5) after he/she has been notified.
- (g) Any Federal Executive member nominating may withdraw his/her nomination by advising the Executive Officer of the Association in writing at any time up to the close of nominations.
- (h) Any Federal Executive member entitled to vote who satisfies the Executive Officer that he/she will be unable to vote personally on the day fixed for the ballot, shall be provided with a postal ballot and the provision and processing of such postal ballot shall be in accordance with the relevant provisions of Rule 24.
- (i) If the number of nominations does not exceed the number of vacancies, the Executive Officer shall declare the nominees duly elected.
- (j) If the number of nominations exceeds the number of vacancies, a secret ballot of the members of the Federal Executive entitled to vote shall be held during the course of the meeting of the Federal Executive on the afternoon of the day nominations close.
- (k) The method of voting shall be first past the post. Each Federal Executive member will be asked to indicate the person for whom he/she is voting by making a cross in the box alongside the name.
- (l) The preference of positions for voting on ballot papers shall be:
 - (i) President
 - (ii) Federal Secretary
 - (iii) Vice President
- (m) In addition to the provisions of this Rule, the provisions of Rules 24C(xi)(xii), 24D (i)(ii), 24E, 26A(i), 26A(ii) and 26A(iv) shall also apply to the election of the Offices of President, Vice-President and Federal Secretary. ■

CMAA adapts to changing needs with CHM initiative

"If you do not change direction, you may end up where you are heading."

– Lao Tzu

MR TZU must have had the CMAA and the CMDA in mind when he coined this quote a long time ago.

The CMDA has gone through many changes (some regulatory, some strategic) over the past couple of years and has emerged the better for it to cater for the needs of the modern Club Industry manager.

At the CMAA's Federal Executive and Federal Council Meeting on March 2, leading up to the 2014 AGM, Conference & Hospitality Expo at The Dome Sydney Olympic Park, the Executive ratified a proposal to change the name and the branding of the Association's education and professional development arm, the CMDA (Club Management Development Australia).

This concept had been in the formative stages for some time and was accelerated as more recently CMAA has recognised a shift in the skills and knowledge needs of industry managers as well as acknowledging an urgent demand to provide better educational options to more senior managers.

Thus, many courses have been refreshed and many new courses introduced; and we were presented with a marketing decision to be made.

In the CMDA Report to the AGM on March 3, Industry Professional Development Manager, Geoff Meston stated ... *"the Federal Executive has considered and adopted a proposal by the Board of Management Studies to rebrand the CMDA name and logo to provide a fresh platform with which to enter a new era of education. Its name will be the*

'Centre for Hospitality Management' (CHM) and the logo retains our CMA bloodlines in colours and the Southern Cross, as well as having gravitas and strong differentiation in both name and look. We will be introducing this over the next six months.'

CMAA Executive Officer Ralph Kober also reported to the AGM that the change to the Centre for Hospitality Management name and branding was a healthy redirection for the Association's professional development products and services. "Everyone has worked hard to ensure the CMDA survives the changing environment it has faced over the last couple of years and this new branding, while not stepping away from the CMDA's impressive history and record of delivering education opportunities to club managers, is a reference point for the new direction demanded by club managers in their professional development and ambitions," Mr Kober added.

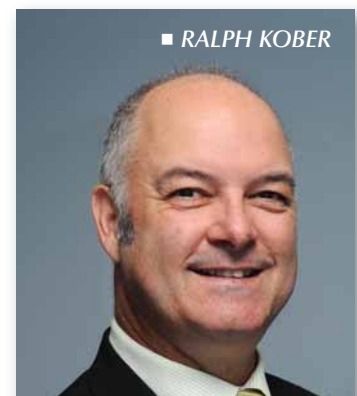
The CHM/CMDA has taken – and continues to take – significant steps in new course and qualification product development outside of its traditional hospitality subjects, with the introduction of the Diploma in Human Resources Management from the business services training package, and is currently working on another qualification project.

"Vocational hospitality qualifications are excellent for lower levels of management, but we believe the growing complexities of operating a modern club at higher management levels require a more robust set of

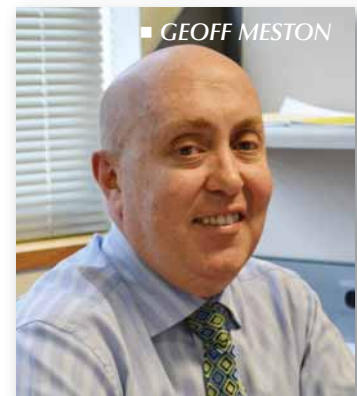
business-oriented knowledge and skills as well as exposure to non-club-specific business concepts," Mr Kober added.

Additionally, the recent introduction of the Executive Leadership Development Program sees CHM/CMDA once again able to offer a rigorous, customised education options to senior managers who seek a competitive edge by improving their own leadership and strategic thinking skills.

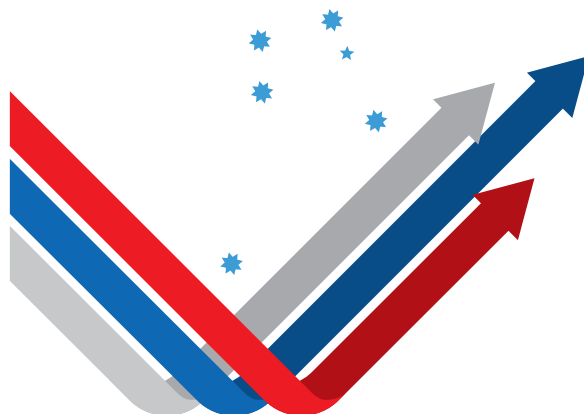
The Centre for Hospitality Management (CHM) and its impressive new logo will be the vehicle to carry the management education and professional development agenda of the CMAA into the future. ■



■ RALPH KOBER



■ GEOFF MESTON



Centre for Hospitality Management

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Everyone has worked hard to ensure the CMDA survives the changing environment it has faced over the last couple of years and this new branding, while not stepping away from the CMDA's impressive history and record of delivering education opportunities to club managers, is a reference point for the new direction demanded by club managers in their professional development and ambitions.



Parkinson shines brightest in night of stars

IN THE entertainment business, there is no better feeling than hanging out the 'house full' sign. The 2013 edition of the Australian Club Entertainment (ACE) Awards – A Night of Diamonds – sold out in record time and the performers reinforced the show's reputation as the 'must see' event on the entertainment and club scene.

Presented by the CMAA, ClubsNSW, major sponsor Lion and The Juniors, the venue was packed to the rafters with the singers, dancers almost lifting the roof off The Auditorium.

Master of Ceremonies Vince Sorrenti kept the laughs and the awards flowing smoothly and the only let-down was when Vince signed off.

The big winner on the night was Darren Carr, who has hosted the past two ACE

Awards shows, when he was named 'Outstanding Club Performer' and 'Best Sight Act'.

Monique Montez was thrilled to receive the 'Female Vocal Performer' award, with Tom Burlinson taking the 'Male Vocal Performer' category.

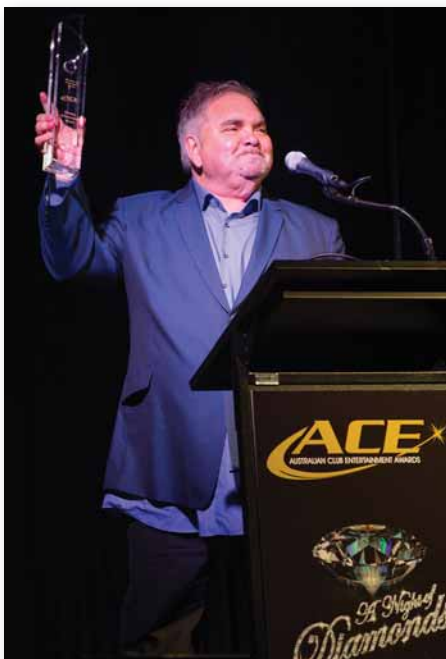
Stockton Bowling Club General Manager Gordon Laffan was the happiest man in the room when he accepted the 'Venue Award for Excellence & Commitment to Entertainment' from ClubsNSW Chairman Peter Newell, AM.

In the absence of ACE Awards Committee Chairman Bill Clegg, ACCM, CMAA Sponsor and Membership Manager Chris Keeble presented the CMAA-sponsored 'Touring International Artist' award to Hot Chocolate.

Doug Parkinson, the instantly recognisable ▶

■ Images:
Glenn Duffus Photography.
www.gdphoto.com.au

Presented by the CMAA, ClubsNSW, major sponsor Lion and The Juniors, the venue was packed to the rafters with the singers, dancers almost lifting the roof off The Auditorium.





▶ voice of generations of Australian entertainment accepted the ACE 'Lifetime Achievement Award' from Michael Browning, his first manager. The smokey-voiced Parkinson is as near to a household name as any and has enjoyed a four-decade-long and remarkably varied career in the Australian music industry – and continues to receive standing ovations on the stages of Australian theatres.

Doug Parkinson was born in Newcastle, the eldest son of a Welsh mother and Australian-German father, with the family arriving in Sydney when Doug was five and his formative years spent growing up on Sydney's northern beaches surfing with the likes of the great Australian surfer Nat Young.

Parkinson began singing while still at school and his first band, Strings and Things, formed with the children of Test cricket great Sid Barnes made a minor impact around Sydney. It was Sid Barnes who suggested Doug study at the Sydney Conservatorium of Music.

Soon after he formed Doug Parkinson in Focus and with new manager Michael Browning (AC/DC, INXS, Noiseworks) the band recorded the Beatles' Dear Prudence. In 1969, the recording topped the charts. Parkinson re-interpreted this masterpiece, making it his own and becoming a cult recording for Parkinson and his band.

Apart from his impressive and steady stage roles, Doug has appeared with international stars including The Who, The Small Faces, Paul Jones, The Four Tops, The Temptations, The Pointer Sisters, Thelma Houston, Bob Marley and the Wailers and Randy Crawford.

ACE Awards Committee member Chris

2013 Australian Club Entertainment Awards - The Winners

Category	Sponsor	Winner
Outstanding Club Performer	Lion	Darren Carr
Life Time Achievement	ClubsNSW	Doug Parkinson
Male Vocal Performer	Campsie RSL Club	Tom Burlinson
Female Vocal Performer	Canterbury Hurlstone Park RSL Club	Monique Montez
Music Production / Production Show	Creative Gifts	Andre Rieu
Spectacular Versatile Variety Artist/ Group	Petersham RSL Club	Joey Fimmano
Comedy Act	99 on York	Paul Martell
Rising Star	Cabra-Vale Diggers Club	Anja Nissen
Sight Act	Leagues Clubs Association	Darren Carr
Original Music Group	Ashai Premium Beverages	Dragon
Original Music Performer	Twin Towns Clubs & Resorts	Doug Parkinson
Vocal Group	St Johns Park Bowling Club	Audio Vixen
Tribute Show	Blacktown Workers Club	Abbalanche
Showband	HOSTPLUS	The Kamis
Accompany Bands	Treasury Wine Estates	Joseph Macri Band
Children's Show / Performer	Bankstown Sports Club	Franky Valentyn
Technical Support	Abstract Entertainment	The Juniors
Country Group / Band	Boden Projects	The McClymonts
Country Performer	West Tamworth League Club	Beccy Cole
Solo Guitar / Vocalist	Club Plus Superannuation	Chris Connolly
Solo Piano / Vocalist	Phoenix Promotions	Di Solomon
Cover Band (4 or more)	St Marys Rugby League Club	The Kamis
Duo Trio	Gopher Graphics	The Williams Brothers
Best Dance Band		
Dance Production	The Juniors	Burlesque Spectacular
Venue Award For Excellence & Commitment		
To Entertainment	ClubsNSW	Stockton Bowling Club
Touring International Artist	CMAA	Hot Chocolate

Keeble said the renewed popularity of the event and demand for seats means the Committee will investigate a bigger venue. "Lucky for us, Blacktown Workers Club has put up its hand and

submitted an application to host the next awards night in 2015," she added. "If this change happens, we will have double the capacity and this event will just keep growing." ■



Rabbitohs coach kicks off successful event

■ Michael Maguire with Bill Clegg.

THE CLUB Managers' Association Australia hosted its 2014 Hospitality Expo & Conference at The Dome, Sydney Olympic Park on March 3 & 4.

South Sydney Rabbitohs NRL club Head Coach Michael Maguire was the Keynote Speaker for the two-day Conference and he captured the 'teamwork' philosophy of a successful sporting team aligned with a successful club business.

More than 110 companies were represented at the Hospitality Expo where the latest and best of products and services for the Club Industry were on show.

It was an opportunity for CMAA Members, club board members and hospitality business executives to catch up, network and do business at the two-day trade show.

Day 1 featured the AGM, where more than 170 members heard reports from Federal President Bill Clegg, Federal Secretary Allan Peter, Executive Officer Ralph Kober and Professional Development Manager Geoff Meston.

Following the AGM, Trevor Croker, from Conference Sponsor company Aristocrat officially welcomed delegates to the two-day Conference, the professional development component of the event.

At the close of business and education on Day 1, more than 300 people gathered outside The Dome for the CMAA's annual Hall of Fame inductions. ...

- John Ralston, from Piggot Stinson, was named Industry Associate;
- Don Hammond, from maxgaming, was named Association Associate;
- John Limbrick, the CEO at Greenbank RSL Club in Brisbane, was named Hall of Fame Manager.

The CMAA voted to rededicate The Jim Henry Award to honour the former CMAA Federal President, who passed away in June 2013. Cameron Provost, the CEO at Orange Ex-Services Club and Chairman of the CMAA Board of Management Studies, was the inaugural recipient of that honour.

Leanne Hemingway, the Administration Manager at Forster Bowling Club, rode away on the first of three scooters being given away at the Expo and Conference. ■

It was an opportunity for CMAA Members, club board members and hospitality business executives to catch up, network and do business at the two-day trade show.

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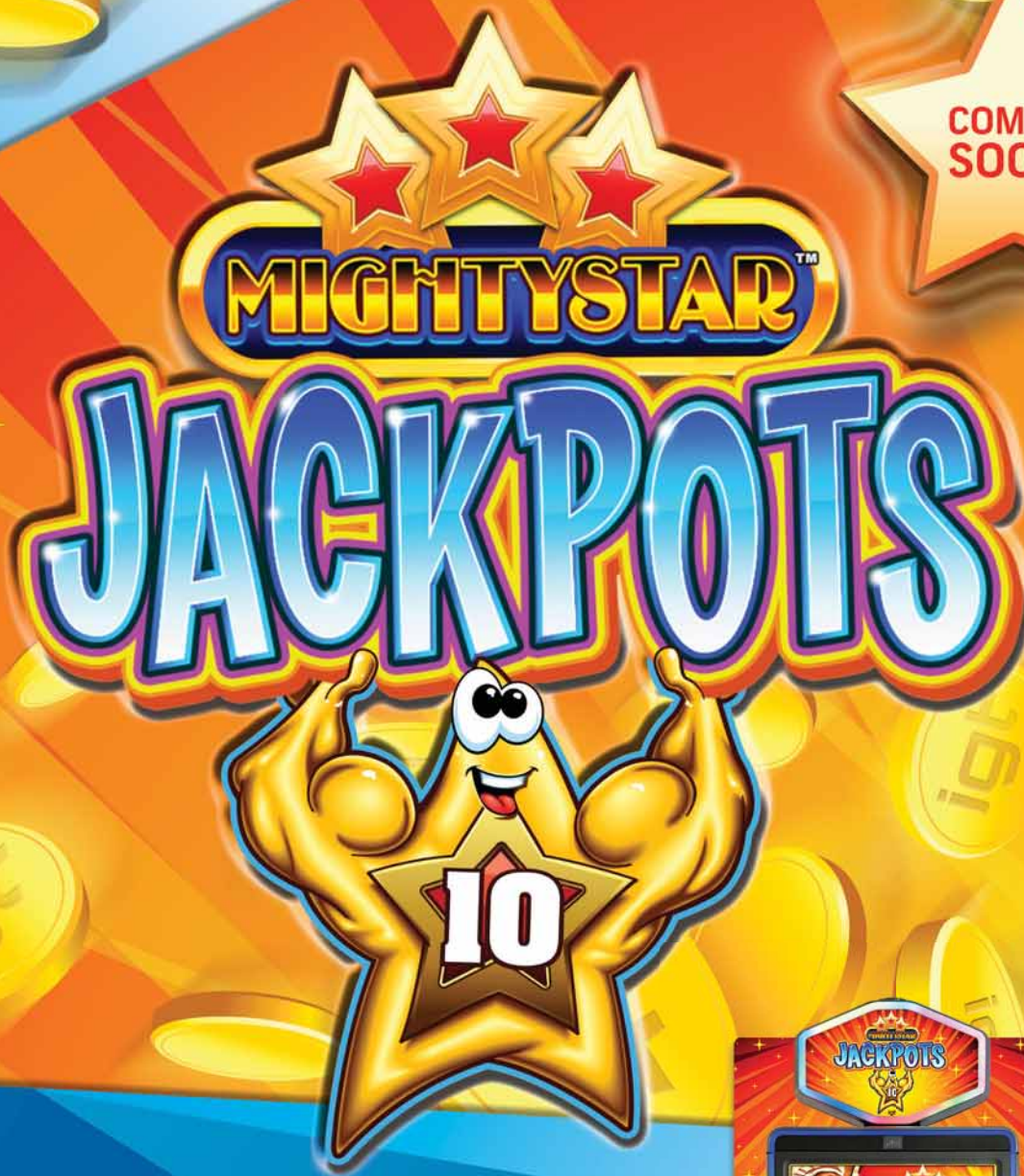
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Federal President's Report



■ CMAA Federal President
BILL CLEGG, ACCM.

The changes to the traditional AGM, Conference and Hospitality Expo will necessitate a review of the Conference offering and the timing for the AGM. This has been scheduled for the Federal Executive's Mid-Year Strategic Plan review at Jupiters in June.

ON BEHALF of the CMAA Federal and State Executives, it again gives me pleasure to report to you on the activities of the Association for the year under review.

With the early decision of then-Prime Minister Julia Gillard to back away from the deal with Tasmanian Independent Andrew Wilkie, we then had to live with the legislated replacement reforms, including the restrictions on ATM withdrawals.

The new Coalition Government has honoured its pre-election commitment to repeal this legislation and we now look forward to a more-stable relationship with the Federal Government.

With the election of a new CMAA Federal Executive and Federal Council in 2013, the planned review of the Strategic Plan of the Association took place at the 2014 Mid-Year Conference at Jupiters.

This has seen a refocus on the primary areas of ...

- Membership;
- Training & Professional Development;
- Industrial Representation.

A number of key initiatives have been ongoing during the year to achieve our objects ...

In **Membership**, there has been significant work on communications through the *myCMAg* eNewsletter online and a re-engagement with members at all levels.

In **Training & Professional Development**, compliance was a major issue during the year with the Registered Training Organisation status audit that consumed the resources of the Association.

Now that's behind us and, as we saw in the later part of the year, the focus will resume on Innovation, Branding, Partnerships and Alliances.

I particularly want to acknowledge the efforts of CMAA Professional Development Manager Geoff Meston and the Board of Management Studies for their commitment during a challenging year.

Industrial Representation remains central to the core of the Association.

Compliance in this area has been an ongoing issue that has required changes to the rules and a restructure of the financial management of the Association.

Everyone now would be aware that the changes were bought about by the requirements for the *Registered Organisations Act*.

The Rule changes have been affected and the required training of the Executive, Federal Council, CMAA staff and Zone Officers mostly completed.

With the recent announcement of a Royal Commission into unions, it can reasonably be expected that further requirements will have to be met.

The current Federal Executive welcomes any changes that will generally improve the management of unions and employer organisations.

Other issues that the Executive were focused on during the year included ...

The combined club associations National Expo to be conducted in conjunction with ClubsNSW and Clubs Queensland. This 2014 event will be the last stand-alone Expo for the CMAA in the foreseeable future. We look forward to this joint venture, which has been driven by a rationalisation of all Club Industry partners.

We have continually reported how financially significant this Trade Expo is to the CMAA.

When considering the combined National Expo, and what impact that might have on the Association as a whole, a number of other initiatives had to be considered.

Membership Fees were reviewed and an increase was deemed necessary with future increase linked to annual wage increases through CPI.

A relocation of the CMAA Administration Centre also has now been affected successfully.

With a movement to more courses being conducted where best suits the membership, it was deemed appropriate to down-size the training centre and make more use of club facilities and facilities adjacent to the Administration Centre.

Both of these initiatives will improve the financial position of the Association. ▶



- ▶ The changes to the traditional AGM, Conference and Hospitality Expo will necessitate a review of the Conference offering and the timing for the AGM.

This has been scheduled for the Federal Executive’s Mid-Year Strategic Plan review at Jupiters in June.

CMAA Federal Secretary Allan Peter has been working with the Victorian Government on a corporate governance model.

The Association has been supportive of the set-term gaming machine licenses being converted to permanent entitlements. We will continue to work with our members for a better outcome in Victoria.

In Queensland, the Government announced a number of reforms in their ‘red tape’ reduction program. CMAA members in Queensland have been tireless in their effort to work with Government to get the technology that NSW has become accustomed to.

The Association made a formal visit to South Australia and commenced discussions with ClubsSA on the possibilities of providing training in that state. I’m pleased that the CMAA model for compulsory training in NSW forms part of the ClubsSA discussions with the



Government and Opposition as they approach their State Election (March 15).

In NSW, I’m sure we all have personal thoughts on the introduction of the *Liquor Amendment Act*.

While there would only be a minimal number of clubs (1) impacted on with the restrictions, of course, the issue remains that registered clubs are branded with night clubs, and NSW clubs will be subjected to an annual risk-based licensing regime.

In closing, I want to acknowledge the contribution of CMAA Executive Officer Ralph Kober and his team led by Senior Industrial Relations Advocate Peter Cooper, Professional Development Manager Geoff Meston, Sponsor & Membership Manager Chris Keeble and *CMA Magazine* Editor Peter Sharp for their support to the members, the Federal Executive and Federal Council during the past year. ■



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Federal Secretary's Report

THE PAST 12 months has seen a number of changes to your Association.

In reference to the *Registered Organisations Act*, which affected a number of changes to our Association Rules, we had a number of these rules approved in December.

We are in the process of altering further rules to fit in with the new Act.

On Sunday (March 2), the Federal Council approved the changes to Rule 24 and Rule 25, which has been advertised for the past six weeks on the CMAA website – www.cmaa.asn.au – and in the current *CMA Magazine*.

The last two rules open up the calling of the Annual General Meeting, where the changes to the Executive can set the dates each year and not be restricted, as are with the current rules.

We also had issues with the Government Training body ASQA, who were trying to reduce the number of Registered Training Organisations (RTOs), such as the CMDA. We had to go through a lot of investigation processes and legal challenges to make sure we retained our RTO status, which was successful in the end.

Returning to the *Registered Organisations Act*, I would like to thank the majority of Zone Committees who have completed the Union Governance Course to assist, not only the Zone, but the Association.

We have also had to implement a number of new policies, apart from a new Privacy Policy which comes into effect on March 12.

They included ...

- Financial Management Policy & Procedures (including Zones)
- Tendering & Procurement Policy
- Motor Vehicle Procurement Policy
- Corporate Credit Card Policy
- Business Expense Re-Imbursement

All of these policies were approved by the Federal Council on Sunday (March 2) and will appear on the Association website – www.cmaa.asn.au.

VICTORIA

One of the major issues in Victoria is the increase in the Gaming Machine Tax, due to start on April 1, 2014. This will create a financial problem for a large number of clubs, some of which are already under financial pressure.

The Association wrote to Victorian Independent MP Geoff Shaw, who holds the balance of power in the Victoria Parliament, outlining our concerns. Mr Shaw now has stated that this tax will

cause a problem for medium and small clubs.

The other issue is the increasing charges from the monitoring company TGS. This also is placing a huge burden on the finances of clubs. TGS is looking into NSW, so I advise Managers if approached, to be very careful in what they are being offered.

Also, we are looking at a merger of Clubs Victoria and the Victoria Community Club groups. This could be good for the Club Industry in general, but there is still a lot of muddy water to clear on the operation of the merged entity.

Voluntary Pre-Commitment is still being sorted out, with the Federal Government having a keen interest in the progress.

QUEENSLAND

It is good to see the increase in Gaming Machines income due to the Queensland Government allowing the use of \$50 and \$100 notes in gaming machines. However, with the 'red tape' reduction decision last year, I expect the Government to throw a curve ball in the near future that may affect the Club Industry.

We continue to have issues with the RSL Group looking to take over the licence section of these clubs. Surf Clubs also are facing this type of takeover from within their clubs.

One item all managers should be aware of is your Constitution, as the ones I have seen are out of date. It may be okay now, but it can become a real problem for you and your Board.

2014 REVIEW OF MODERN AWARD

The current review of Modern Awards is in progress, contained in the *Fair Work Act 2009*. This requires the Fair Work Commission to review the Modern Awards every four years. This review is the first of its kind and will consider changes.

INDUSTRIAL RELATIONS

We are still analysing the ramifications of this 32-page Bill amending this *Fair Work Act*, and one matter that immediately attracted our attention was Annual Leave Loading.

This change makes it clear that Annual Leave Loading is only payable if it is contained in an agreement or award.

CMAA members, as Management Salaried Employees, throughout Australia are in a unique position whereby they have their individual conditions of employment protected under the terms of our modernised



■ CMAA Federal Secretary
ALLAN PETER, ACCM.

award (*Registered & Licensed Club Award 2010*), so that members' loading is safeguarded by the Award.

This year we were able to settle the majority of our members' disputes with their Boards. We still handled a huge number of calls from members seeking all types of advice – not only industrial.

I want to thank Senior Industrial Relations Advocate Peter Cooper for his dedication to the industrial representation of our members. His passion for the Association is something I am proud of. Peter's work for the Member is to achieve the best possible outcome for that person. Also, my thanks to our CMAA administration staff on a job well done.

My thanks, also, to Tony Johnston and John Murray, from Eastern Commercial Lawyers, for their professional assistance and support during this past year.

Rod Grosvenor, our auditor, worked tirelessly to cover the new *Registered Organisations Act* requirements for the Annual Reports.

Members, thank you for your support during the year and I wish you all well for the coming year. ■



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Executive Officer's Report

I PRESENT the Association's end of 2013 year **Financial Operating Report**.

Members were advised by the Federal Secretary throughout editions of the CMAA's *Club Management in Australia (CMA) Magazine* and by the Executive Officer via the Head Office Report at all zone meetings late in 2013 and at the beginning of this year, that the **CMAA Financial Report** for 2013 would be posted online on the CMAA website – cmaa.asn.au – for members to review as per the reporting guidelines direction of Fair Work Australia.

The operating result of the Association for the year ended 31 December 2013 was a **loss** of \$128,786, compared to a **profit** of \$18,445 in 2012.

The operation was affected negatively by the following significant financial affairs during the course of the year ...

- The Australian Skills & Quality Authority (ASQA) legal appeal costs of \$21,617 and the loss in potential training revenue of \$125,000 as a result of the matter at the start of the year;
- Legal costs of approximately \$20,000 incurred for the transition of the Registered Organisations Act and the amendment of the CMAA rules;



■ CMAA Executive Officer
RALPH KOBER.

- The loss of commission revenue of approximately \$54,000 from the cessation of the online Robbery Survival Course;
- The marketing expenses of \$55,000 for the Membership Renewal campaign.

STATEMENT OF COMPREHENSIVE INCOME

The revenue from the rendering of services was tangibly affected by the afore-mentioned financial matters and decreased from \$4,745,219 in 2012, to \$4,588,737 in 2013 – a \$156,482 difference.

Interestingly, the 2013 expenses across the rendering of these services were remarkably close to the expenses recorded in 2012 – i.e. \$4,717,523 in 2013, versus \$4,726,774 in 2012 – which highlights the impact of those financial matters on final profitability.

Notably, the move to bi-monthly – from monthly – issue of *CMA Magazine* during the second half of 2013 saw expenses for the magazine decrease by \$59,091.

STATEMENT OF FINANCIAL POSITION

Total assets decreased by \$198,599 from \$2,791,888 in 2012, compared to \$2,593,289 in 2013.

This was attributable to the depreciation and disposal of fixed assets and a decrease of cash and cash equivalents from trade, subscriptions and sponsorship revenues.

STATEMENT OF CASH FLOWS

Net cash in-flows in 2013 from operating activities was a surplus of \$63,596, compared to a deficit of \$1,271 in 2012. This was a result in large part of management's focus on recovering outstanding invoices pertaining to receivables within acceptable time frames.

Overall, there was a net decrease of \$33,669 in cash and cash equivalents in 2013 of \$1,042,428, compared to \$1,076,097 in 2012.

STATEMENT OF CHANGES IN EQUITY

Equity has decreased by \$128,786 or 7.3% due to the loss from operations. Equity retained in 2012 was \$1,672,448 and compared to \$1,543,662 in 2013.

RECOVERY OF WAGES ACTIVITY

Fair Work Australia has determined that a report be included in all registered organisations' financial reports pertaining to the recovery of wages. As no wages were recovered during 2013, the report subsequently details no entries.

Questions pertaining to the year-end financial statements were invited to be received prior to this AGM in writing to the Executive Officer by February 24, 2014 in accordance with the reporting

guidelines contained within the *Fair Work (Registered Organisations) Act 2009*.

While no members submitted inquiries to the Executive Officer regarding the Financial Report during the time period allotted, I would like to share with you that the breakdown of Travel Expenses incurred for 2013 totalled \$109,963, of which \$77,305 was attributed to domestic travel and \$32,655 to overseas travel. As a percentage, Travel Expenses incurred were 2.3% of Total Expenses. This result is a decrease in Travel Expenses when compared to 2012 where expenses totalled \$124,205, of which \$74,086 was attributed to domestic travel and \$50,119 attributed to overseas travel. As a percentage, Travel Expenses incurred in 2012 were 2.6% of Total Expenses. The difference between 2012 and 2013 saw a decrease in Travel Expenses incurred in 2013 of \$17,464, or 0.3% overall.

Travel expenses are incurred by Association management in attending scores of CMAA Zone Meetings and events in Queensland and regional centres; NSW and regional centres; the ACT and Victoria in supporting the Zones and delivering the Head Office Report.

Travel expenses also cover the representation of members requiring physical industrial representation to boards and senior management through the states and the ACT.

Travel expenses further cover attendance by CMAA representatives, including Federal Executive and Federal Councillors at CMAA conferences, other associations' events domestically, and internationally at the CMA USA World Congress, CMA Asia Club Manager Conference and other events where deemed appropriate to attend at the discretion of the Federal Council.

As a national association, travel is a necessary requirement of engagement and the expenses are quite low, compared to total expenses.

The income collected from trade sponsorships and membership fees and itemised as Administration in the financial report was \$1,355,186, of which \$471,996.96 was attributable to trade sponsorship, and \$886,462.73 to membership fees. This was an increase of \$15,362, or 1%, when compared to 2012 where trade sponsorship and membership income totalled \$1,339,824.

CMAA HEAD OFFICE

I am pleased to advise members of the following matters ...

The Association's Head Office has recently relocated down one floor to Level 1, 1 Showground Road, Sydney Olympic Park. The rationalisation of

► office space – from approximately 800 square metres to the new office space of 220 square metres – will see a significant reduction in rent and overheads, saving the Association upwards of \$200,000 per annum.

INDUSTRIAL RELATIONS

On the **Industrial Relations** front, Senior Advocate Peter Cooper continues to support and provide representation and advice to many members in the areas of unfair dismissals, redundancies, wage disputes and other matters. Notably, Peter has dealt with a spike in social media policy-related matters, which signals a new and significant area of representations of members into the future. Part of the Strategic Plan for the Association is the development of a support person for Peter in the I.R. department in recognition of the heavy workload Peter has to contend with on an on-going basis. Peter has achieved a high number of favourable outcomes for our members and his dedication is appreciated.

MEMBERSHIP

During late 2013, **Membership** fees increased in line with the escalating cost of providing services and support to the members. It is significant to recognise that the fees charged for CMAA membership for managers is still less than the fees charged by United Voice for line staff. Further, the addition of Ms Chris Keeble to the Sponsor & Membership Manager’s position mid-way through 2013 has seen a re-focussing of effort on management’s behalf towards membership campaigns, value-added activities and recognition of membership tenure.

Many new members are joining the Association through peer advocacy. NSW continues to dominate the membership representation due to the high number of clubs within the NSW market and, pleasingly, there has been

steady growth in new members in Queensland.

The CMAA continues to be considered by the trade as the premier association to be involved with as it is well recognised that managers are the decision makers within their clubs and this is reflected in the increasing number of trade organisations wanting formalise their involvement with the CMDA through sponsor partnerships.

ACCMs

The coveted Active Certified Club Manager (ACCM) award continues to be relevant to the membership with 15 members attaining ACCM status during the year.

CMA MAGAZINE

CMA Magazine, under the stewardship of Editor Peter Sharp, continues to impress all who read it and Peter has worked enthusiastically and with passion to ensure that the quality, content and look of the magazine is valued by the membership. During the year, *CMA Magazine* became a bi-monthly edition, alternating with the *myCMAg* electronic eNewsletter. This has seen a reduction in the printing and publication costs associated with producing a hard copy journal, while maintaining the readership engagement of the membership.

PROFESSIONAL DEVELOPMENT

The provision of professional development activities, such as courses and summits, is a key aspect of the Association’s engagement with members and their staff. During 2013, the Association’s Registered Training Organisation status came under threat where the Government regulator – the Australian Skills and Quality Authority (ASQA) – determined that it would suspend the RTO’s registration as a result of an audit it conducted towards the end of 2012.

That decision was contentious and

deemed grossly unfair by management and subsequently overturned when the Association challenged the decision upon appeal through its legal team and was eventually determined compliant. As reported on earlier in the Financial Report, the impact of this matter significantly affected the revenue potential of the accredited course offering scheduled during the first half of 2013. Professional Development Manager Geoff Meston will provide a more detailed report following mine on the activities of the CMDA for 2013 and for the new year.

CONFERENCES

Conferencing in the CMAA calendar is an important medium in enabling members to come together in dedicated educational forums and to build and nurture valuable peer networks with other managers. The Darling Harbour Conference and Expo in 2012 proved successful and viable as a major fund raiser for the Association, while the Mid-Year Leadership Conference at Jupiters Gold Coast saw a pleasing rise in attendees following a flat number of years.

As has been widely reported to members, the CMAA has formed a new company with ClubsNSW and ClubsQld called ‘Newco’ which will see the three associations join to offer the industry a National Expo event alternating between NSW and Queensland – starting with the Gold Coast Convention Centre on March 24, 2015. This rationalisation of melding three expo events into one will see a reduction in the amount of industry events that clubs and the trade have to attend and will take off the pressure both financially and time-wise.

In finishing, I acknowledge the efforts and dedication shown by all of the Association’s management and staff in working actively to service you the member. ■



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Professional Development Report

OUR CHAIRMAN of the Board of Management Studies, Cameron Provost, the CEO of Orange Ex-Services Club is unable to attend due to business commitments this morning, and sends his apologies. In his stead, it gives me great pleasure to present you with this report on the activities of the CMDA over the past 12 months and what we have planned for the upcoming period.

Yet again, 2013 was a year of challenge for CMDA as we dealt with the processes involved with the outcomes of our re-registration audit under the new federal regulator, which I reported on extensively at last year's AGM and at our Jupiters 2013 Conference. The first quarter of 2013 was uncertain terrain for us and created issues in course scheduling and marketing, which affected our results for the year. While the fact that the federal regulator is now itself being audited and its role and some of its audit methods and decisions being questioned, our experience with the process has made the RTO, the staff and our courses much improved education providers.

We have taken significant steps into new course and qualification product development outside of our traditional hospitality subjects, with the introduction of our Diploma in Human Resources Management from the business services training package. While vocational hospitality qualifications are excellent for lower levels of management, we believe the growing complexities of operating a modern club at higher management levels require a more robust set of business-oriented knowledge and skills as well as exposure to non-club-specific business concepts. We will continue to work to gain accreditation to deliver more qualifications in this business training package.

In 2013, we delivered courses to 2213 students totalling 24,388 student hours across all forms of Professional Development activities at Sydney Olympic Park, and off-site in zone locations around the states. This is a decrease on last year due, not only to the carry-over effects of the RTO audit, but also the NSW Office of Liquor Gaming & Racing's approval to allow online RSA courses. We chose not embrace this delivery method and, in fact, warned OLGR on a couple of occasions that there were concerns by the regulator over its compliance status.

The recent cancellation of this online course by NSW OLGR vindicates our choice to deliver quality over quantity, any day.

We produced five of our two-day Summits, delivering very current content on ...

- Events Management;
- Food;
- Social Media;
- Finance;
- Gaming and General Management

As well as providing Members with exposure to excellent clubs in Epping, Bankstown Sports, Campbelltown Catholic, Revesby Workers, we also took the aforementioned General Management Summit to Toowoomba Golf Club in Queensland where we dealt specifically with state-requested issues.

Our Conference 'theme' for the year continued our emphasis on strategy and our Jupiters Mid-Year Conference social teams experiment for new tribes and cultures certainly allowed some otherwise-quiet personalities to explode in a frenzy of team-based enthusiasm!

ZONE EDUCATION

We also made a strong commitment in 2013 to taking education back out to the zones and we delivered Duty Manager courses in NSW and Queensland; Supervisor Boot Camps in NSW and Victoria; and an Operations Managers course in Albury. Additionally, we ran our first course in Cairns, and just followed that up with another very recently, with great feedback.

We also had the introduction of the ACTU Registered Organisations course, which we delivered free to 86 Zone Committee members in 14 classes around NSW and Queensland, and we continue to work with zone committees on that topic.

NSW also saw the introduction of the mandatory Board Governance, the Company Secretary and the General Manager course which we designed and developed. We have delivered seven classes in the August to December period at cost price to Members around the state. We continue to work with the Zones to ensure everyone has access to the class.

COMING UP - 2014

We are excited to be running our pilot Executive Leadership program in partnership with O'Malley Consulting, and the first face-to-face session of the program will be held here on Wednesday. We look forward to providing a cutting-edge leadership course for senior management with this product.

We are also introducing the Diploma of Human Resources and have structured it to be achievable via ad hoc individual subject registration, or block subject purchase at discounted rates. This method provides as much time and up-front financial outlay flexibility as our members, either as students or employers, need to balance their work and study and long-term commitment to employee professional development. We have not found any other RTOs willing to deliver in this fashion.

Our next project is on the drawing board and we will update you as we get accreditation.

Finally, I would like to announce that the Federal Executive has considered and adopted a proposal by the Board of Management Studies to rebrand the CMDA name and logo to provide a fresh platform with which to enter a new era of education. Its name will be the 'Centre for Hospitality Management' (CHM) and the logo retains our CMAA bloodlines in colours and the Southern Cross, as well as having gravitas and strong differentiation in both name and look. We will be introducing this over the next six months.

In concluding, I would like to thank the Board of Management Studies team, the Federal Executive and Executive Officer Ralph Kober, the CMAA and CMDA staff and you, the CMAA members, in supporting the Association in our mission to deliver relevant professional development to Club Industry management. ■

CMAA focus switches to Jupiters and Organisational Mechanics 2.0

WITH THE 2014 Conference & Hospitality Expo in the rear-vision mirror, it's time to plan and prepare for the CMAA's 2014 **National Managers Conference** at Jupiters on the Gold Coast.

This **National Managers Conference** replaces the traditional Mid-Year Executive Leadership event with the conference dates – **June 18 to 20** – a month earlier than in previous years.

Despite the name change, the Conference, titled '**Organisational Mechanics 2.0**' again offers an impressive program of world-class speakers and presenters along with cutting-edge hospitality industry topics, presentations and workshops.

The changes continue at the 2014 mid-year event, with the CMAA's Centre for Hospitality Management (CHM) banner taking over from the Club Management Development Australia (CMDA).

Tradition social and networking events, such as the State of Origin rugby

league night, Cocktails by the Pool and the combined CMAA Zones – Gold Coast and Brisbane – Charity Race Day at the Gold Coast Turf Club also are on the agenda with plenty of opportunities for managers to catch up with colleagues and Club Industry trade executives from the suite of CHM sponsor companies.

The brochure for the **2014 National Managers Conference** will be posted on the CMAA website – www.cmaa.asn.au – soon and delegates will be able to book their places for this event from April.

Some of the speakers and topics already decided for the **2014 National Managers Conference** include ...

Strategy & Leadership

Ben Roberts-Smith, VC, of the legendary Australian SAS. His Victoria Cross and Medal for Gallantry awards make him his generation's most decorated serving soldier in the Commonwealth. As a former commander and key planner for special operations missions, Ben Roberts-Smith

has fascinating insight into the processes and protocols that are critical in producing success in competitive environments. Ben will not only drive your team to succeed but will provide the vision of a leader who has been charged with providing the Australian Government with positive strategic outcomes in some of the world's most dynamic environments for 17 years.

Governance

A full one-day workshop with **Julie Garland McLellan, FAICD**. This interactive and hands-on course will provide a valuable insight into the operations of club boards and the best way to present to them. It is practical and enlightening and guaranteed to provide some valuable ideas that will enhance your most important future presentations. The course is aimed at senior club managers who need to present to their boards. These are people with a reasonably high ability to gain training budget to attend courses and who can generate a positive return on investment for training expenditure.

Operations

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CMAA service honours

THE CMAA presented 21-Year and 30-Year Service Award pins at its 2014 AGM on March 3. CMAA Federal President Bill Clegg, ACCM presented each attending manager with the service pins. During April the CMAA will issue service pins – 5, 10, 15, 20, 25 and 30 years – to members who have achieved these milestones.

30-Year Service Awards

- Wayne Forrest, CCM
- Guy Hallgath – Panania East Hills RSL Club
- Geoffrey Holland, ACCM
- Anthony Lycakis, ACCM – St George Rowing Club
- Peter Saez , ACCM – The Epping Club
- John Smith, ACCM – Paradise Point Bowling Club
- Raymond Stewart, ACCM – John Edmondson VC Memorial Club
- Anthony Woods, CCM

21-Year Service Awards

- Michael Alexander, ACCM – Lithgow & District Workmen’s Club
- Luke Barnes – Mullumbimby Ex-Services Club
- Emma Boyd
- Stephen Brady – Merrylands RSL Club
- Graham Calbert – Mingara Recreation Club
- Peter Clarke – Forster-Tuncurry Memorial Services Club
- Tony Costain, ACCM – Aspley Hornets AFL Club
- Toni Dennis – Euston Club Resort
- Grant Duffy, ACCM – Numurkah Golf & Bowls Club
- Mark Hennelly – Brothers Leagues Club, Ipswich
- Darren Lean, ACCM – Mulwala & District Services Club
- Steven Longbottom – South Sydney Juniors Leagues Club
- Wayne Mar – Merrylands RSL Club
- Tod Oxborough – St Johns Park Bowling Club
- Anthony Rodgers – Kogarah Golf Club
- Pam Shelton, ACCM – Logan Diggers Club
- Robert Walsh – Narromine United Services Memorial Club
- Robert Watson, ACCM
- Garry Williams – Grafton District Services Club ■



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Business on agenda at AGM

THE CMAA presented its 2014 Annual General Meeting at The Dome, Sydney Olympic Park, on Monday, March 3. More than 170 members heard reports from Federal President Bill Clegg (see report on pages 12 & 13); Federal Secretary Allan Peter (page 14); Executive Officer Ralph Kober (pages 16 & 17); and Professional Development Manager Geoff Meston (pages 18 & 19). Lisa Caswell, the Secretary Manager at The Sports Club at Bateau Bay, received her Active Certified Club Manager (ACCM) Award from Bill Clegg before fellow managers received 21-Year and 30-Year Service Award pins (see page 20) from Mr Clegg. Following the AGM, Trevor Croker, from Conference Sponsor company Aristocrat, officially welcomed delegates to the sold out, two-day Conference, the professional development component of the Hospitality Expo, where South Sydney Rabbitohs NRL club Head Coach Michael Maguire was the Keynote Speaker. ■



■ Lisa Caswell, ACCM with Bill Clegg.



■ Trevor Croker with Bill Clegg.



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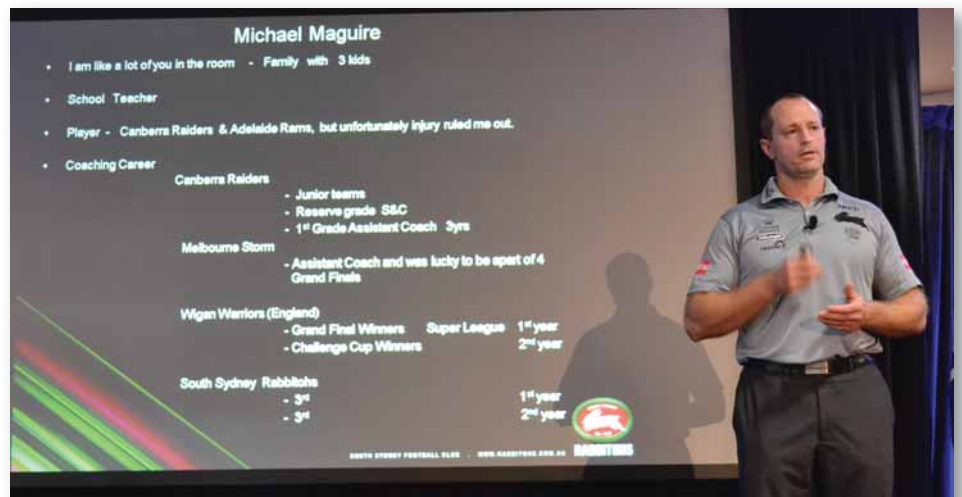


House Full sign out for top-class conference

- **ABOVE:** CMAA 2014 Conference delegates gather for the start of the Keynote Address.
- **MIDDLE:** South Sydney Rabbitohs NRL club Head Coach Michael Maguire was the Keynote Speaker for the CMAA 2014 Conference.
- **BELOW:** Celebrity chef Tobie Puttock addressed a packed house for his session at the Conference.
- **NEXT PAGE:** (clockwise) Carolyn Mason with Zoe Clegg; Paul Lyons; Peter Smith; and Tony Rein.

IT WAS 'house full' for the CMAA's 2014 Conference at The Dome, Sydney Olympic Park, on March 3 & 4. The Conference sold out more than a week before Conference Sponsor Aristocrat's senior executive Trevor Croker officially

opened the two-day professional development event. South Sydney Rabbitohs NRL club Head Coach Michael Maguire was the Keynote Speaker and he captured the 'teamwork' philosophy of a successful sporting team aligned with a ▶



The Conference sold out more than a week before Conference Sponsor Aristocrat's senior executive Trevor Croker officially opened the two-day professional development event.

► successful club business. **'Management Dynamics 2014'** was the theme of the Conference and popular presenter Paul Lyons followed on from Michael Maguire, tackling the important and interesting topic, **'Top Performers - Five Ways to Sport and Emotionally Intelligent (EQ) Leader'**. High-profile chef and media personality Tobie Puttock kicked off Day 2 with his take on **'Competitive Differentiation Strategy: Food is the New Powerbroker'**. Tony Rein, from CMDA Career Development Sponsor firm Thomson Geer, followed the 'foodie' with **'iStrategies: Internet and Mobile Gaming - A Legal Perspective'**. A panel of top-level industry executives – Peter Smith, from Ulong Risk Management; Andrew Miller, from Scott & Broad Insurance Brokers; Atle Crowe-Maxwell, from BDO Australia; Jason Drew, from Secom Technology; and Orange Ex-Services Club CEO Cameron Provost – then tackled the issue of **'Business Continuity'** in the Senior Management Stream. CMDA Board of Management Studies member Carolyn Mason (**'Key Issues in Two Areas of Human Resource Management'**) and CMAA Professional Development Manager Geoff Meston (**'Management Mediation Processes'**) advanced the Management Education Stream. ■



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Pleasure follows Day 1 business

AT THE close of business and education on Day 1 of the CMAA's 2014 Hospitality Expo & Conference at Sydney Olympic Park, more than 300 people gathered outside The Dome for the CMAA's annual Hall of Fame Inductions. John Ralston, from Piggot Stinson, was named Industry Associate; Don Hammond, from maxgaming, was named Association Associate; John Limbrick, the CEO at Greenbank RSL Club in Brisbane, was named Hall of Fame Manager for 2014. Mr Limbrick did not attend the event and CMAA Division G Federal Councillor Wayne Moffatt accepted the award. The CMAA voted to rededicate The Jim Henry Award to honour the former CMAA Federal President, who passed away in June 2013, and Cameron Provost, the CEO at Orange Ex-Services Club, was the inaugural recipient of that honour. Mr Henry's wife, Carole, was a special guest of the Association at the awards ceremony and congratulated Mr Provost on his award. CMAA Federal President Bill Clegg, ACCM, announced the awards and presented the honours. ■



■ John Ralston with Bill Clegg.



■ Don Hammond with Bill Clegg.



■ Cameron Provost with Bill Clegg.



■ Wayne Moffatt (accepting for John Limbrick) with Bill Clegg.



■ Cameron Provost with Mrs Carole Henry.

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Bursaries celebrate manager education

THE CMAA presented its 2014 CMDA National Bursary Lunch as part of the Hospitality Expo & Conference at The Dome, Sydney Olympic Park on March 3. CMAA Sponsor & Membership Manager Chris Keeble welcomed CMDA National

Bursary Sponsor representatives, bursary recipients and guests. CMAA Professional Development Manager Geoff Meston introduced CMAA Federal President Bill Clegg who assisted with the presentations and CMDA Board of Management Studies member Carl Pozzato who announced the bursary recipients. The CMDA National Bursary Program provides more than \$100,000 in education and professional development opportunities for CMAA members to attend national and international conferences and to enhance their professional status. ■





Sunset a time to relax and network

AS THE sun set on Day 1 of the CMAA's 2014 Hospitality Expo & Conference at Sydney Olympic Park, more than 300 people gathered in The Dome forecourt for the CMAA's annual Expo Cocktail Party where CMAA Members and Club Industry trade representatives with stands at the Hospitality Expo mingled, networked and enjoyed a well-earned beverage. ■





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Sponsors on show at the Expo

THE CMAA presented its 2014 Hospitality Expo at The Dome, Sydney Olympic Park on March 3 & 4. It was another 'sell-out', with more than 110 companies were represented at the Hospitality Expo where the latest and best of products and services for the Club Industry were on show. Many of the companies showcasing their latest offerings at the Expo included most of the organisations that are members of the CMDA 'family' of Career Development and National Bursary sponsors. ■









Management Dynamics 2014

CMAA 2014 Hospitality Expo

Club Managers' Association Australia

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Scooters a ride-away winner

AS PART of the 2014 Hospitality Expo & Conference at The Dome, on March 3 & 4 the CMAA gave away three 'Famosa' scooters from Torino Motorcycles at Stanmore in Sydney. The scooters proved popular with the crowds who gathered for each draw – and for the winners. Leanne Hemingway, from Forster Bowling Club, was the first winner, and Leanne picked the blue scooter. Andrew Gardner, from Emu Sports Club, won the second scooter ... and picked red. Gordon Rhodes, the CEO at South Tweed Sports Club, was happy with the white model and said he'd now be able to join his wife who rides a red Vespa. More than 110 companies were represented at the Hospitality Expo where the latest and best of products and services for the Club Industry were on show. ■



■ ABOVE: CMAA Sponsor & Membership Manager Chris Keeble with the 'Famosa' scooters from Torino Motorcycles at Stanmore in Sydney which were prize draws at the Hospitality Expo.

■ RIGHT: THE WINNERS ... (top) Andrew Gardiner, (left) Leanne Hemingway and Gordon Rhodes.

The scooters proved popular with the crowds who gathered for each draw – and for the winners.





April already! Time flies when we are having fun

The Business End with CHRIS KEEBLE

CAN'T BELIEVE I'm writing my regular article for the April edition of *CMA Magazine*. The year has flown and I'm sure – with all of our busy lives – will continue to gather speed.

What is the saying ... time flies when you are having fun! Right?

Okay, well, fun is one word; busy is another ... and it doesn't look like slowing down anytime soon.

A quick update on where things are at Head Office ...

Membership

We have ploughed through many challenges with the updated payment systems and plans on offer.

This has certainly been a challenge with a combination of database limitations and established payment systems.

At time of writing we are still a way to go to where we would like to be in as far as a truly automated streamlined system.

The main points to remember are ...

- Membership fees should be paid in advance – as per Association rules;
- There are two payment plan options ... yearly (\$550), or monthly (\$46);
- If you choose payroll weekly deductions (\$10.60 per week), please ensure your payroll can administer the funds in advance and then collect fees;
- Our system does not recognise a member as financial if they are in arrears;
- Please ensure the correct amount is deducted. We are still finding many clubs and individuals are paying fee amounts from the 1980s;
- Payments options are by Credit Card or Direct Debit;
- EFT is accepted for yearly payments;
- Payment by cheque no longer incurs an administration fee ... however, we will phase out this method of payment during 2014.

Special thanks to our **CMAA Receptionist Julie Conlon** who has fielded many calls and inquiries. We all appreciate Julie's patience and understanding while we aim to improve our systems.

Database

All members will receive an email and also a letter explaining the introduction of our new Database Management System.

As I'm sure you are aware, a database system is only as good as the information within it.

That information needs to be correct in all areas.

It's also the most important piece of inventory for any business.

Over the coming months, we will introduce a new web-based data system.

Please ensure when you receive the correspondence to take a few minutes to fill in the survey so we can migrate correct information.

Sponsorship

New sponsorship packages have been developed to reflect the changing landscape.

National sponsorships will be capped.

Space will be of a premium and all trade will be managed to not over crowd the market.

We strive to ensure that our national partners are relevant to the Club Industry and your professional information.

A special thank you to all of our National Sponsors.

Summits

We have two exciting summits being introduced this year ...

- **Women & Leadership (p39)**
- **The Entertainment Summit (p46)**

There is much more detail about these in this magazine issue, on our website and at your Zone Meetings.

I'm looking forward to producing these dynamic summits and can genuinely say they will be informative and exciting.

I hope to see many members supporting these events.

If 2014 is a success – and, with your support, I can't see why it won't be – we will do more of these next year and take them further afield.

Membership Rewards

Many of you would have noticed in your Membership Packs the details about

new CMAA service pins.

During April, all members who have reached their milestones during 2013 will receive a pin.

For example, and for the first year of this direction, members who have been with the CMAA for five years to nine years during 2013 will receive the 5 Year pin.

We also have 10 Year, 15 Year, 20 Year, 25 Year and 30 Year service pins.

This recognition will be referenced and honoured in February of each subsequent year from 2015.

We will also launch a new special service on our website – www.cmaa.asn.au – and *myCMAg* with a 'Noticeboard' for clubs seeking to fill staff positions.

Powered by **Professional Reach**, the links published will go directly to the club for further information.

The **CMAA** and **Professional Reach** have nothing to do with interviews, or the selection process.

This is a member service, should a club they wish to advertise any positions within the club and all positions must go back to the club, but not a third party recruitment agency.

Special thanks to CMAA Sponsor & Membership Administrator **Evonne Bosnich** who has been a great help and support in all areas of our duties.

2013 ACE Awards

I'm writing this in anticipation of another spectacular night presented by the ACE (Australian Club Entertainment) Committee – in particular, The Juniors and producer Brad Stanford.

The event sold out in record time and is a 'must see' event on the entertainment and club scenes.

We now need a bigger venue and – lucky for us – Blacktown Workers Club has put up its hand and submitted an application to host the next awards night in 2015.

If this change happens, we will have double the capacity and this event will just keep growing. The CMAA are proud to be sponsors and presenters of this valuable industry event.

That's about it for this edition.

By the way ... by the time you read this, I'll be a grandmother for the first time! ■

➤ **CHRIS KEEBLE** is the CMAA's **Sponsor & Membership Manager**. To contact Chris ...
B: 02 – 9746 4199;
M: 0418 970 963;
E: chris@cmma.asn.au

Hornsby RSL sells 1,200 tickets in 55 hours by capitalising on Social Media trends

YOU'VE HEARD people say that social media has tremendous power to change the way clubs can connect with members and locals. Hornsby RSL Club has proved it beyond a doubt – they've seized the opportunities that only Facebook can provide.

In a story which was covered by many news organisations across Sydney and the country, Peter Smith of Hornsby recently founded a Facebook Group ... 'You grew up in Hornsby if you remember ...' It was aimed at catching up with some of his old neighbours from the Sydney suburb.

Expecting to reconnect with a just few friends here and there, Mr Smith was surprised when the group's popularity exploded overnight, with more than 4000 people joining the group in the first few days – and it now has almost 10,000.

Group members use it to reminisce about their early years in Hornsby, show photos and to laugh at some of the more outrageous things that happened – like the time a petrol truck accident caused the fire station to go up in flames.

While current and former Hornsby residents used the group to share memories and stories, Hornsby RSL Club's Director of Marketing Alexis Leventhal saw a golden opportunity.

Alexis attended the **Clubs+ Social Media Summit** in October 2013, and has been an active member of the Facebook Group that grew out of that event.

Alexis realised that the Hornsby Facebook group represented pent up demand for a real live Hornsby reunion, and leapt into action to create and promote an event. She did everything right including ...

- She planned the event several months in advance in order to give everyone interested in attending plenty of time to make plans;
- She connected the event to a memorable Hornsby night spot by entitling it 'CELEBRATIONS' IS BACK FOR ONE NIGHT ONLY;
- She found and booked performers who had appeared at the club back in the '80s;
- She contacted the administration of the Hornsby Facebook group to coordinate the planning and promotion of the event – he became an enthusiastic supporter;
- She arranged for part of the proceeds from the event to go to the Hornsby Homeless Task Force.

The result of her quick thinking and ingenuity was a sold-out event within



three days – all 1,200 tickets.

Onlookers who grew up in other areas wondered if they could capture the magic of the Hornsby Facebook group, and channel it into creating a place where *their* former neighbours could catch up.

Considering the success of the Hornsby group, and the overwhelming success of Alexis' quick thinking, there is little doubt that similar pent up demand is just waiting to be unleashed by other clubs that are quick off the mark.

This is a great community building opportunity, and don't assume that your members are 'too old' to be on Facebook. ■

AGE 2014 heading towards capacity

MORE THAN 144 exhibition stands have already been booked for the Australasian Gaming Expo – AGE 2014 – at the Sydney Exhibition Centre @ Glebe Island from August 12 to 14.

All indications are that the exhibition will again be full to capacity – taking up more than 93% of the 15,600 square metre exhibition space – with a wide range of companies showcasing the world's best gaming and related equipment and services, including 2013 'Best Stand' winner Polysafe unbreakable drink ware.

The 2014 AGE will see a number of changes as a result of the move to the new Exhibition Centre @ Glebe Island.

Located a stone's throw from the iconic Glebe Island Bridge, changes include a venue that greets visitors with breath-taking harbour views on two sides, al fresco cafes and once inside the exhibition, the space takes advantage of a more naturally lit interior.

Event owner and operator, the Gaming Technologies Association, will again add to the fun by offering a surprise trip for two to Las Vegas for visitors at each day of the Expo.

The Association's members, whose exhibition stands would sit comfortably alongside the world's best at any global event, will be in full force at AGE 2014.

The Australasian Gaming Expo is a trade exhibition, for management representatives of gaming industry organisations only, including government, regulatory, research and support bodies, clubs, hotels, casinos, resorts and similar Hospitality Industry venues. Trade suppliers are not eligible to attend the event unless exhibiting.

The Gaming Technologies Association's members include Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Technologies, IGT Australia, Konami Gaming Australia and WMS Gaming Australia. ■

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Yolanda is the CEO at the Australian Women Chamber of Commerce & Industry (AWCCI). Yolanda works diligently to promote the importance and value-add of women-owned firms to the economy and supports the development and growth of women through research, education and advocacy.



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With over 35 years of experience in law, management, marketing and personal development. An Author and Publisher, she is currently the Executive Manager for Sydney's fastest growing Business Chamber and Founder of iEtiquette.



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Nevine Neill**

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With a Bachelor of Business, majoring in Accounting and an accredited Public Relations Practitioner, Executive Coach and Associate with the Institute for Independent Business. Nevine is also accredited as a Hogan practitioner.



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Constance Fairleigh**

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Constance Fairleigh was born in the United States of America and in 2009, she became homeless due to her experience with domestic violence and the ending of her marriage. Completing a Masters in Business and Mastery with Anthony Robbins. Constance has personal and business coaching clients in over 15 countries around the world.

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Sue McNeil
COO Penrith Panthers Group



NSW
Tracey Lentell
CEO Moorebank Sports Club



QLD
Peta Ward
GM Norths Devils Leagues Club



QLD
Anne Stovin
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But, in some cases, presenters view the information (in physical record form) as their intellectual property for use in future income making opportunities, or they just don't want a formal record of their presentation made public so others can plagiarise their ideas without acknowledging where the information is sourced from.

Often, when I cannot supply the requested presentation slides, the general response is something like ... "oh, now I'll never be able to recall what he/she said."

Until the advent of Powerpoint presentations, this was not an issue, as conference and summit attendees and students were well-versed in the art of concise note taking.

Technology in all its forms, as well as the way the education system delivers information, has seen an erosion of the need for note-taking skills.

One of my first business mentors told me very early in my management career ... *"I never want to see you going to a meeting, a class, a conference, running a shift, or sitting down with a staff member to discuss an issue, without a notebook and pen in your hand. Rely on your memory, or on someone else's, and you will be found wanting at some stage; either legally, or in accuracy and credibility, or plain and simple being able to bring back ideas on what you saw or heard or learned"*.

There were several expletives thrown in for good measure and emphasis ... but it was strong and timeless wisdom.

Whether you use technology, or still rely on pen and paper, the ability to take quick, meaningful notes at meetings, presentations, during business conversations (among many other situations) is a critical skill to ensure you retain accurate records or ideas for future, or possible legal use.

The text below is sourced from Centre for Teaching and Learning, Sweet Hall, Stanford University Adina Glickman P: (650) 723-8676, or E: adinag@stanford.edu



TAKING NOTES – Evaluate Your Present Note-Taking System

Ask yourself:

1. Do I use complete sentences?
(They are generally a waste of time).
2. Do I use any form at all?
Are my notes clear or confusing?
3. Do I capture main points and all sub-points?
4. Do I streamline using abbreviations and shortcuts?

Guidelines for Note-Taking

Concentrate on the presenter's words and their Powerpoint – not on the phone, emails, Twitter or Facebook.

Listen intently for the message, not just 'the noise'.

Take notes selectively. Do NOT try to write down every word. Only write down the key phrase of what you want to recall later. There are two reasons for that ... your memory is usually good enough to recall the sentence and its context later, as long as is not too much later; second, the order of the list of phrases helps you to recall the context of where in the discussion the comment took place, as that is often critical to understanding. A bonus reason – the list of phrases will help you recall that there were half-a-dozen good secondary points which you may have trouble recalling later because you were focused on the main ones.

Translate ideas into your own words.

Organise notes into some sort of logical form as soon as possible ... later if you can't do it during the lecture.

Write legibly. Notes are useless if you cannot read them later.

Don't be concerned with spelling and grammar.

Ways to Reduce & Streamline Notes

1. Eliminate small connecting words such as: is, are, was, were, a, an, the, would, this, of.
Eliminate pronouns such as: they, these, his, that, them. However, be careful NOT to eliminate these three words: and, in, on.
2. Use symbols to abbreviate, such as: +, & for and, plus; = for equals; > for greater than, more, larger; w/o for without; or simply ! for WooHoo!

For example:

"The diameter of the Earth is four times greater than the diameter of the Moon."
Becomes: "Earth = 4x > diameter of Moon."

The Cornell Method

The Cornell Method provides a systematic format for condensing and ▶

- ▶ organising notes without laborious recopying. After writing the notes in the main space, use the left-hand space to label each idea and detail with a key word or 'cue'.

Method – Rule your paper with a 5cm (two-inch) margin on the left, leaving a 15cm (six-inch) area on the right in which to make notes. During class, take down information in the 15cm area. When the instructor moves to a new point, skip a few lines. After class, complete phrases and sentences as much as possible. For every significant bit of information, write a cue in the left margin. To review, cover your notes with a card, leaving the cues exposed. Say the cue out loud, then say as much as you can of the material underneath the card. When you have said as much as you can, move the card and see if what you said matches what is written. If you can say it, you know it.

The Mapping Method

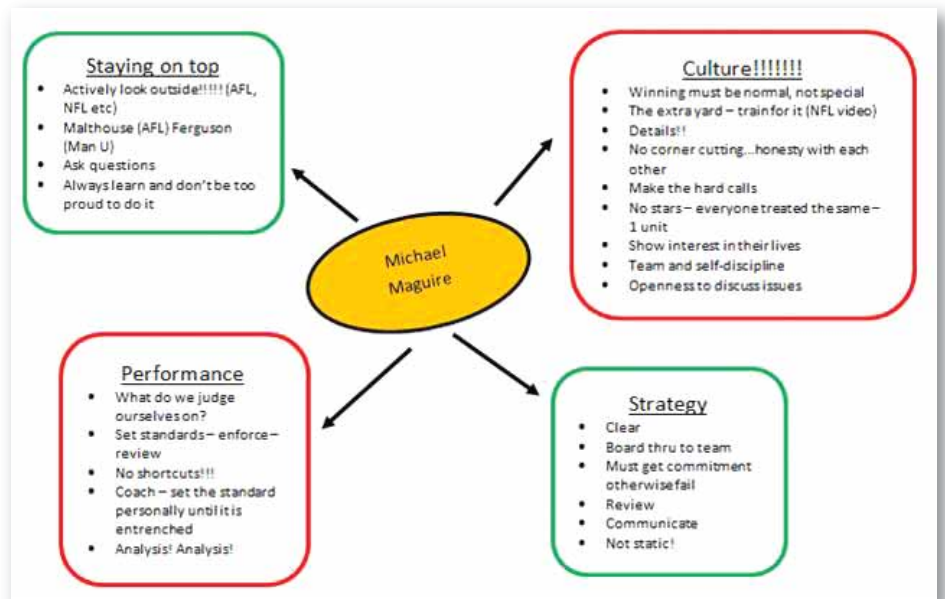
Mapping is a method that uses comprehension/concentration skills and evolves in a note-taking form which relates each fact or idea to every other fact or idea. Mapping is a graphic representation of the content of a lecture. It is a method that maximises active participation, affords immediate knowledge as to its understanding, and emphasises critical thinking.

Advantages – This format helps you to visually track your lecture regardless of conditions. Little thinking is needed and relationships can easily be seen. It is also easy to edit your notes by adding numbers, marks, and colour coding. Review will call for you to restructure thought processes which will force you to check understanding. Review by covering lines for memory drill and relationships. Main points can be written on flash or note cards and pieced together into a table or larger structure at a later date.

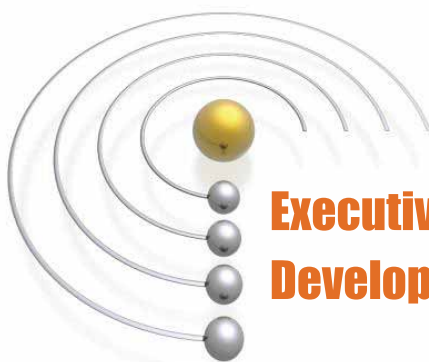
Source: Centre for Teaching and Learning, Sweet Hall, Stanford University Adina Glickman
 P: (650) 723-8676 or
 E: adinag@stanford.edu

Mapping Michael Maguire’s Dome presentation

While I did not get to hear much of Michael’s presentation at The Dome on Day 1 of the 2014 Conference on March 3, I scribbled down these notes that were meaningful to me ... ■



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2. What are the behaviours that bring this to life and how am I performing against these?
3. What’s a practical way of assessing the development needs of my staff and adopting the leadership style that would be most effective?
4. How do I go about changing the behaviour of team members?
5. What’s my people plan for the next 3 years?
6. How do I go about coaching and performance managing my staff?
7. How do I get better at having specific conversations with my team?
8. What am I doing well that I can build on?

Next course commences late April. Contact Geoff Meston for more information or go to our website at www.cmaa.asn.au to register. Price: CMAA Members \$4000 + GST; Non-members \$4500 + GST. Only 12 registrants per program; custom designed and with personal one on one time with the facilitator, Damien O’Malley.



Attention Club Presidents

Your Professional Management Team Checklist

Are your Managers at the top of their game?

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- Are you protecting your club by having professional Club Managers, looking after your responsibilities and interest?

Ensure:

- Best Practice
- High Standard of Professionalism
- Corp Governance and all Industry regulations are compliant and your club is protected.
- Opportunity for your Managers to develop, network and support the Board and club on all Industry matters and club decisions.
- Ensure protection of your Club by having the best, well informed and up to industry standard Club Managers.

Consider joining your Managers in the CMAA - Club Managers Association Australia and CMDA - Club Managers Development Australia

The CMAA and the CMDA look to support all club managers with advice, professional development opportunities, networking with peers plus industry relevant news.

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How to join your Managers:

- 1) List Managers names and their contact details on club letterhead along with Club contact. Email list to cmaa@cmaa.asn.au.
- 2) A CMAA Head Office representative will contact the club contact person nominated to arrange each manager to be set up in the system.

Investing in your Managers is value for money and makes professional sense.

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‘Corporate Governance’ course now available for Company Secretaries, Club Managers and all Board Directors.

Managing workforce planning to deliver your business strategy

THE CMAA's Centre for Hospitality Management (CHM) is proud to promote its new **BSBHRM513A Manage workforce planning** course.

This is a nationally recognised and accredited course delivered over three days which can be used to make up part of the **BSB50613 Diploma of Human Resource Management**.

This course is designed specifically with **Human Resource Managers** or **Senior Management** in mind.

This means that the workload and content matter is designed specifically for those who have the ability to influence the workforce direction, may be responsible for writing policies and procedures, or have significant impact upon the future planning for their organisation.

The course is broken down into four separate stages of workforce planning and delivered in a manner that integrates all of the elements, using reflective analysis to assist you in your progression throughout the course.

The first stage is designed to assist you in learning how to research and understand your workforce requirements.

We discuss matters such as understanding demographics and labour markets and assessing the factors that may be affecting your workforce supply.

We talk about such issues as workforce skills demand by predicting future skills needs through supply and demand forecasting, and we address the promotion of diversity in the workforce and explain the various legislations that may impact you're planning.

During the second stage, we focus on developing your workforce objectives and strategies to implement in your workplace.

Your objectives may be expanding your workforce, or perhaps downsizing, or just maintaining existing numbers.

We address staff turnover levels and strategies that may be used within the Club Industry to reduce turnover to retain your skilled labour and minimise the on-costs of rehiring.

You will discover the importance of communicating your



▶ **JASON THOMAS** is the CMAA's **Recognition of Prior Learning (RPL) Administrator & Assessor**. For inquiries or more information in this field, contact Jason at the CMAA on P: **02 - 9746 4199** or E: jason@cmaa.asn.au

objectives and rationales to your stakeholders, and establishing who the main players are when it comes to obtaining an agreement, or endorsement, for your plans.

And, finally, we discuss contingency plans such as utilising risk assessments and strategies to address concerns relating to extreme situations where you're planning may go awry.

Stage 3 is about implementing your workforce planning objectives.

Here, we discuss issues such as recruitment, training, redeployment and redundancy.

We express the importance in developing and implementing strategies to assist your current workforce to deal with changes such as redundancy, and show you the techniques used to mitigate its impact upon the workforce.

We also address the importance of succession planning to help retain your skilled workforce, and programs that can assist you in becoming an employer of choice, rather than a 'turnstile' employer.

Finally, we review your workforce planning against patterns and trends currently impacting the industry, and the importance of implementing evaluation practices to gauge employee satisfaction to your changes.

We also explain the effects of labour supply/demands against your expected goals and the impact that government may have on these goals.

By the end of this course, you will have the confidence to research your workforce requirements, develop objects and strategies based on your workforce needs, and implement initiatives to support these goals.

If you are interested in this course, or simply curious as to what is involved in completing your **Diploma of Human Resources**, contact **CMAA RPL Administrator & Assessor Jason Thomas** at P: **02 - 9746 4199** or E: jason@cmaa.asn.au today to discuss your options. ■

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This is the CHM course list for March to July 2014. Please check the CMAA website – www.cmaa.asn.au – for more detailed information on each course. Courses are added each month, so if you don't see what you want listed, it's coming soon.

Program Name	Dates	Location	Price Type	Amount	Duration
SITXMPR502 Develop & Implement Marketing Strategies	08/04/2014 - 30/04/2014	Rosehill Bowling Club	Member	\$880.00	9.30 - 5
Marketing is an essential part of business, the best products will fail if customers don't know you exist or aren't convinced to give it a try. In this unit you will learn how to: Collect and analyse information on internal & external business environments, Develop marketing strategies, Prepare a marketing plan & Conduct ongoing evaluation.			Non Member	\$970.00	9.30 - 5
RSA	28/04/2014	Rosehill Bowling Club	Member	\$135.00	9.30 - 5
Don't forget, if you completed your course between 2007 & 2008 your certificate expires on the June 30, 2014. Don't be caught non-compliant!			Non Member	\$140.00	9.30 - 5
SITXGLC501 Research & Comply with Regulatory Requirements	05/05/2014 - 11/06/2014	Rosehill Bowling Club	Member	\$880.00	9.30 - 5
This 6-day course is the updated 'LEGAL' course & outstanding value, covering Insurance, Negligence, Licensing, IR, Taxation, Statutory requirements, Discrimination & Equal employment. Delivered by a solicitor working within our industry. This could save your club big dollars.			Non Member	\$970.00	9.30 - 5
Effective Operational Manager Program	12/05/2014 - 23/07/2014	Rosehill Bowling Club	Member	\$1,560.00 + GST	9.30 - 5
This 6-day course is a must for current & potential Operations Managers. The course includes HR, Leadership, Project Management, understanding contracts & management accounting cost control concepts. This is a Non-accredited course.			Non Member	\$1,690.00 + GST	9.30 - 5
SITHGAM301 Analyse & Report on Gaming Data	19/05/2014 - 20/05/2014	Rosehill Bowling Club	Member	\$480.00	7.30 - 5
Learn the concepts & formulas behind your gaming cash flow analysis, link reconciliations; performance reports. This course also covers your gaming compliance requirements. It's practical & hands-on. There are TWO pre-requisite subjects that must be addressed to complete this unit & we'll help you with that as well. See our website – www.cmaa.asn.au – for details.			Non Member	\$580.00	7.30 - 5
BSBINN601B Manage Organisational Change.	19/05/2014 20/05/2014 21/05/2014 16/06/2014 - 2HR Webinar	CMDA - Sydney Olympic Park	Member	\$660.00	9.30 - 5
This course describes the performance outcomes, skills & knowledge required to determine strategic change needs & opportunities and to develop, implement and evaluate change strategies. Ideal for those in HR or who work in a strategic policy and planning area of management.			Non Member	\$726.00	9.30 - 5
NSW OLGR Mandatory Management Training	28/05/2014 - 29/05/2014	Rosehill Bowling Club	Member	\$320.00 + GST	9.00-5
NSW OLGR Secretary-Manager training. Two full days face-to-face training by CMDA – currently the only OLGR-approved provider. For eligibility details ... Click Here. This course is OLGR approved.			Non Member	\$380.00 + GST	9.00-5
SITXMG401 Monitor Work Operations	02/06/2014 - 03/06/2014	Rosehill Bowling Club	Member	\$330.00	9.30 - 5
When things go wrong, the first person people turn to for assistance is their Manager/Supervisor. They are expected to have the analytical and problem-solving skills needed to step up, take control and decide how to fix the situation.			Non Member	\$365.00	9.30 - 5
Supervisor Boot Camp	02/06/2014 - 01/07/2014	Rosehill Bowling Club	Member	\$759.00	9.30 - 5
Boot Camp is a must for supervisors and those wanting to break into the supervision role. This 4-day course contains 2 accredited units SITXMG401 – Monitor Work Operations & SITXHRM301 – Coach others in Job Skills as well as the un-accredited Plan & Establish Systems & Procedures . Great value for money.			Non Member	\$972.00	9.30 - 5
BSBHRM512A Develop & Manage Performance Management Processes.	23/06/2014 24/06/2014 25/06/2014 31/07/2014 - 2HR Webinar	Rosehill Bowling club	Member	\$660.00	9.30 - 5
This course describes the performance outcomes, skills & knowledge required to design, implement and oversee performance-management processes. This includes specific intervention associated with under-performance, misconduct & approaches to address performance gaps.			Non Member	\$726.00	9.30 - 5

SITXHRM301 Coach Others in Job Skills	30/06/2014 - 01/07/2014	Rosehill Bowling Club	Member	\$330.00	9.30 - 5
In the workplace, each person needs certain skills and abilities to perform their job acceptably. In cases where these skills fall below an acceptable standard, 'coaching' often is used to bridge the gap. Learn the best practice techniques now.			Non Member	\$365.00	9.30 - 5
SITXHRM503 Monitor Staff Performance	01/07/2014 - 02/07/2014	Ryde Eastwood Leagues Club	Member	\$550.00	9.30 - 5
Businesses that run effective performance management systems enjoy improved communication between management and staff, greater staff retention, increased productivity, motivation and team work. Don't be left behind by your competitors.			Non Member	\$605.00	9.30 - 5
Duty Manager Development Program	07/07/2014 - 30/07/2014	Ingleburn RSL Club	Member	\$1560.00 +GST	9.30 - 5
			Non Member	\$1690.00 +GST	9.30 - 5
SITXHRM401 Roster Staff	07/07/2014 - 08/07/2014	Ingleburn RSL Club	Member	\$330.00	9.30 - 5
Recently redesigned to be delivered over 2 days, this course includes an in-depth half-day coverage of the current Award and how it applies to your staff scheduling.			Non Member	\$365.00	9.30 - 5
Managing Workplace Relations	09/07/2014 - 10/07/2014	Ryde Eastwood Leagues Club	Member	\$330.00 +GST	9.30 - 5
This is a 2 day course. Don't let poor industrial relations policy, or lack of knowledge, cost your organisation in time and money. Learn the key principals in avoiding the industrial relations minefield. This is a non-accredited unit.			Non Member	\$365.00 +GST	9.30-5
SITXFIN601 Manage Physical Assets	15/07/2013- 17/07/2014	Rosehill Bowling Club	Member	\$440.00	9.30 - 5
A must for those in the finance area of their clubs. Learn how to classify assets and what depreciation methods are best for different assets. How do these techniques affect your bottom line reporting? 3 days well invested.			Non Member	\$485.00	9.30 - 5
BSBHRM506A Manage Recruitment, Selection & Induction Process.	28/07/2014 29/07/2014 30/07/2014	Rosehill Bowling Club	Member	\$660.00	9.30 - 5
	27/08/2014 - 2HR Webinar				
This course describes the performance outcomes, skills & knowledge required to determine strategic change needs & opportunities and to develop, implement and evaluate change strategies. Ideal for those in HR, or who work in a strategic policy and planning area of management.			Non Member	\$726.00	9.30 - 5
Go to our website for more information and to register.					

New OLGR boss to drive alcohol reforms

PAUL NEWSON has been appointed the new Executive Director of the Office of Liquor, Gaming & Racing.

Mr Newson joined OLGR two years ago as the Director of Compliance and has been Acting Executive Director since December 2013.

Prior to joining OLGR Mr Newson worked with the NSW Independent Pricing and Regulatory Tribunal, Consumer Affairs Victoria, AUSTRAC, and Customs in increasingly senior roles in compliance and enforcement.

Mr Newson began his career in the Australian Army and is a graduate of the Australian Defence Force Academy and Royal Military College, Duntroon. He has degrees in Law and Management from the University of NSW and Macquarie University as well as a Bachelor of Arts from the University of NSW.

Minister for Hospitality and Racing, George Souris, welcomed the appointment.

"Paul brings significant skills, knowledge and expertise from a range of senior compliance and enforcement roles and I welcome his appointment to this challenging and important position," Mr Souris said.

"Under Paul's leadership, OLGR is well placed to continue to play a leading role in implementing the NSW Government's range of alcohol measures to improve the safety and amenity of our entertainment precincts and target alcohol-related violence."



"During his time at OLGR, Paul has already played an important part in major NSW Government initiatives including 1.30am lockouts and 3am last drinks which will come into force in the new Sydney CBD Entertainment Precinct and Kings Cross Precinct on Monday (February 24)."

"As Director of Compliance for OLGR, Paul led the comprehensive audit and investigative report into licensed venues in Kings Cross. This process resulted in stringent operating restrictions being imposed on 135 venues in the precinct."

"I look forward to continuing to work with Paul as we implement the range of alcohol reforms announced recently by the Government including annual risk-based licence fees for all licensed venues in NSW and a comprehensive Plan of Management for the new Sydney CBD Entertainment Precinct. Paul will also play a leading role in assisting the Government to respond to the independent review of the liquor laws."

Mr Newson said he was looking forward to advancing OLGR's leadership as a best practice industry regulator.

"OLGR will be focusing on delivering important regulatory reforms and high quality policy advice to Government as well as ensuring robust industry supervision through its compliance and enforcement role," he said.

Mr Newson's appointment follows the resignation of Elizabeth Tydd who was appointed NSW Information Commissioner late last year.

"I would like to thank Ms Tydd for her dedication and commitment over the four years she held the position of OLGR Executive Director," Mr Souris said. ■

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Far North Coast Zone

FAR NORTH Coast members gave their farewells to long-serving Maclean Bowling Club Secretary Manager Ian Wills at the Zone Annual General Meeting at Kingscliff Beach Bowls Club on March 19. Ian has been at Maclean for more than 16 years and is headed to Palm Beach Surf Club where he will join up with the enthusiastic Gold Coast Zone. Ian has also served as Zone Publicity Officer in recent years and done a first-class job delivering information, articles and images from Zone meetings and events. Yamba Bowling & Recreation Club CEO Phil Boughton takes over from Phillip Kelly as Zone President, with Phillip moving to the vacant Vice President position. Roger Hong (Treasurer) and Steve Seymour (Treasurer) and Mary McCulloch (Education Officer) retained their roles, while Nathan Whiteside, from Grafton District Services Club, takes over from Ian as Publicity Officer. Ian took on the publicity role from Nathan when he left the industry for a few years. Professional Development Manager Geoff Meston made the journey north to present the CMAA Head Office Report and conduct the Election of Office Bearers. Maclean Bowling Club directors turned out in force at the lunch following the AGM to acknowledge Ian's contribution to the club and the CMAA over the past 16 years. The Zone's next event will be the annual and very popular Secretary Managers Bowls Day at Evans Head Bowling Club on May 6, with a Zone Meeting and lunch at Cheery Street Bowling Club (Ballina) on Wednesday, June 4. ■



North West State Zone



WHILE MOST club managers work their way from the bush to beach, Mark Bannerman went the other way and has landed at Gunnedah Services Club as its General Manager. Gunnedah was the venue for the North West State Zone Dinner and Zone Meeting on March 11 and 12 and Mark welcomed more than 80 guests for dinner – along with the entertainment. The Gunnedah Shire Junior Band is recognised as one of the best in the country and dinner guests got a first-hand appreciation of their remarkable talent with several impressive numbers. Under the baton of Anthony Rowe, the band has consecutively held the Australian National Junior Champion title for the past decade. They have performed internationally – the most recent tour being to France last year – and many band members also have achieved national solo titles in their respective instruments. Following their 20-minute performance the band received a well-deserved standing ovation. Robert Oatley Vineyards National Sales Manager Campbell Macleod added to the excitement of the dinner, offering a Hamilton Island holiday draw for clubs signing up to their wine promotion. Glen Innes Services Club General Manager Pat Lonergan was the lucky winner, while host club manager Mark Bannerman and Joe DiPietrantonio from Lightning Ridge picked up cases of wine in the consolation draws. The following morning, President Tim Palmer welcomed 27 members – including new members Joe DiPietrantonio (Lightning Ridge RSL Club) and Richard Stokes (Narrabri Golf Club) – to the CMAA Zone Meeting where Professional Development Manager Geoff Meston and CMA Magazine Editor Peter Sharp presented the Head Office Report. ■

Hunter Zone

CMAA HUNTER Zone conducted its traditional Breakfast Meeting to open the year's activities. Toronto Diggers Club was the venue and host club General Manager Catherine Handcock welcomed 22 members to the meeting and 40 guests to the breakfast that followed. Zone President Paul Cousins also welcomed CMAA Division D Federal Councillor Stephen Byfield, from Diggers at the Entrance, to the Meeting where *CMA Magazine* and *myCMAg* Editor Peter Sharp presented the CMAA Head Office Report. ■



Illawarra Shoalhaven

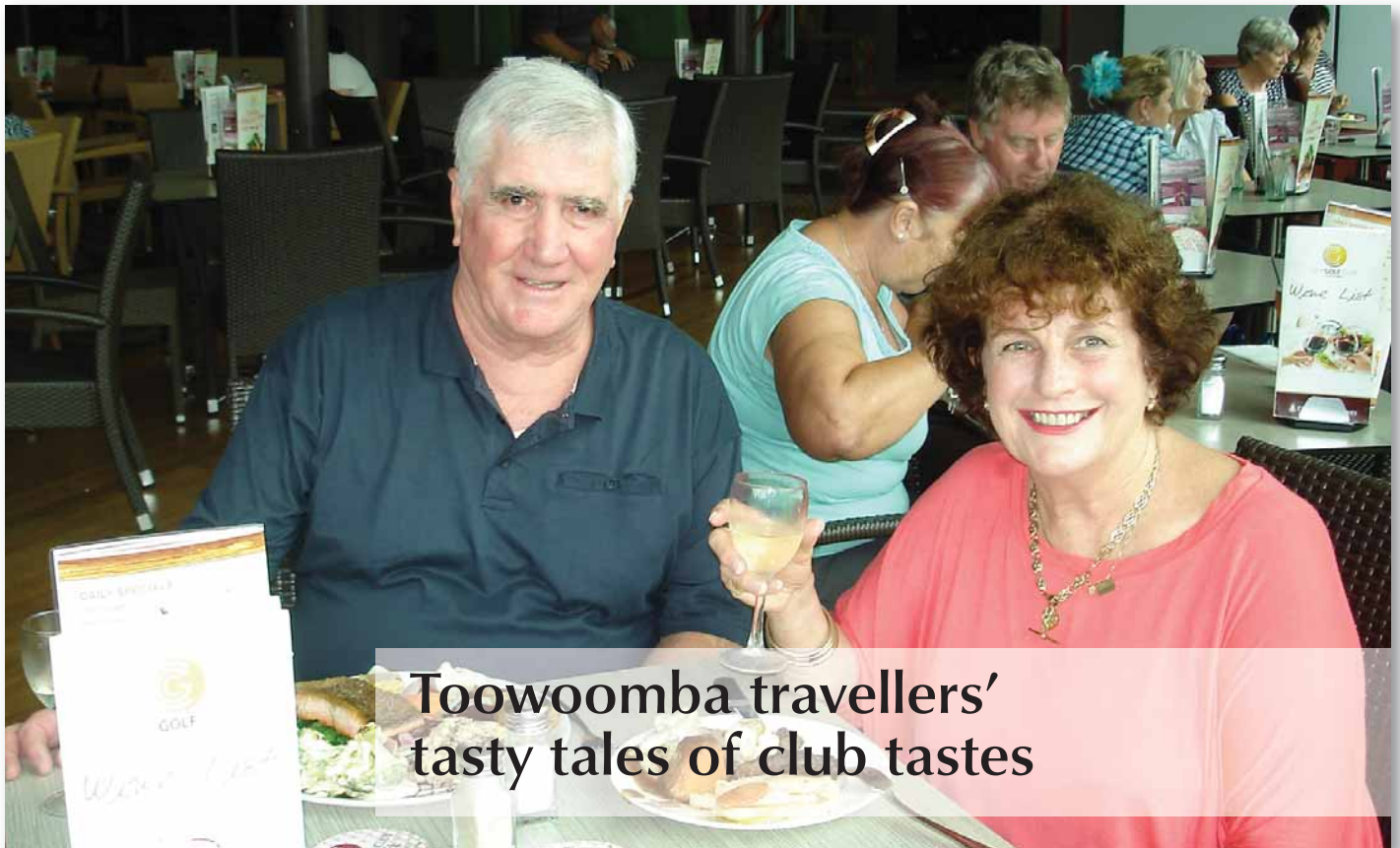


ILLAWARRA SHOALHAVEN Zone conducted its first quarterly meeting for 2014 at Warilla Bowls & Recreation Club on Friday, February 21. Host club General Manager Phil Kipp welcomed 22 members for the Meeting and 50 guests for lunch at the impressive ocean-side club. CMAA Executive Officer Ralph Kober presented the Head Office Report with Sponsor & Membership Manager Chris Keeble and acknowledged Luke Walker, a zone member as CEO at Wests Illawarra Club and CMAA NSW State Executive member. Zone President David Hiscox chaired the meeting and welcomed a new member Sean Parnis, from Dapto Citizens Bowling Club, to his first meeting. ■

Mid North Coast Zone

CMAA MID North Coast Zone conducted its first meeting of the year at Woolgoolga Diggers Club on Tuesday, February 11. Zone President Glenn Buckley, also the Woolgoolga Diggers Club General Manager, Secretary-Treasurer Daphne Parker and Education Officer Carl Mower presented reports before where *CMA Magazine* and *myCMAg* editor Peter Sharp presented the CMAA Head Office Report. Darren Barton, from CMDA Major National Sponsor company HOSTPLUS, also spoke to members about the latest developments in superannuation for employers and clients. Mid North Coast Zone's next event will be the Zone Golf Day on May 15. ■





Toowoomba travellers' tasty tales of club tastes

- **ABOVE:** Roger and Marilyn Carstens enjoy lunch at a club restaurant during their travels.
- **BELOW:** Clubs always provide great variety and quality meals at reasonable prices.

Both agree that a common thread runs through all the clubs they have patronised since their retirement. "The staff are courteous and friendly; the service is great; and you get value for money," is their judgment.

By **HENRI LACH**

THOSE WONDERFUL folk, our mums, dads and grandparents who now have the freedom to travel this sunburnt country are extremely careful with their dollar.

It's not demeaning to say they are determined to make their funds last before they outlast their funds.

With motorhomes, or caravans, many have attained a status that has now become part of our language – 'grey nomads'.

Their units range from small, two-bed campers to spacious model-quality accommodation.

Whatever they are driving, or towing, and wherever they are going, they are always on the look-out for a good deal when it comes to a good meal.

Most now by-pass service station diners. After all, if they can afford to travel and pay the current price of motor fuel, they obviously were brought up on more sophisticated fare.



It's no accident, then, that many have discovered the superior culinary delights offered by the licensed community clubs that dot the landscape of eastern Australia.

Roger and Marilyn Carstens are among these roving diners.

He is a retired senior public servant. She is a retired bank executive.

Respect for the dollar is in their genes. They are not 'grey nomads' in the full sense.

They don't own a motorhome, or tow a caravan.

They are simply road-wise travellers who enjoy the open highway and stay in motels.

They cover a lot of territory in their constant sight-seeing tours between their home in Toowoomba, on Queensland's Darling Downs, and areas north and south on the eastern seaboard every couple of months.

Their home base, the Toowoomba City Golf Club, has their regular patronage. With its diversity of menus, the Carstens are spoiled for choice.

They also are regular visitors to the Gold Coast where few – if any – clubs have escaped their attention.

Roger and Marilyn will eulogise about the fine breakfast at the Southport Surf Lifesaving Club, with its magnificent ocean views; and about the roast of the day at the Kurrawa Surf Club just down the road, with an equally brilliant outlook.

They give the Southport Sharks a big tick as another great breakfast venue.

Regular family visits to Brisbane see them ▶

- ▶ patronising many a club ... the Broncos Club, with its discount lunches, among them.

To the north, on the Sunshine Coast, surf clubs are usually the couple's first choice.

"The surf clubs at Mooloolaba, Maroochydore and Coolum always appeal because of their spectacular locations and great food. And, by patronising surf clubs, we know what we spend goes to a worthy cause ... the surf lifesaving movement," Roger says in a burst of community spirit.

That's not to say other clubs in the area escape their attention.

"The Caloundra RSL, with its tasty lunches, and the Caloundra Power Boat Club, with its views and great meals, are always on our schedule," Roger said.

The Bribie Island Surf Club and the Bribie Island RSL Club come into account as well.

"Bribie Island is quite a distance from Caloundra by road and bridge, but it's worth the drive. Seafood there is a welcome specialty," Roger added.

Travels south of the border have provided scope for many and varied club encounters.

Roger recalls that Cowra, with its World War II history, was an ideal spot to find out what a local RSL club has to offer.

"We weren't disappointed," he said. "If reasonably-priced club fare in a mural-lined spacious dining room wasn't enough, the wine prices provided a quick trip almost back to the 1950s.

"We selected a Hunter Valley Chardonnay for \$8 expecting to be handed an airline-sized bottle. Imagine our pleasant surprise when a full 750ml bottle appeared and so did change out of a \$10 note," Roger remembers with a smile.

The couple also has fond memories of



Services clubs at Dubbo, Armidale, Port Macquarie and Moree.

"We were always warmly greeted by friendly staff, the food was always good, and we know that by choosing to support returned services clubs, we're supporting worthy causes such as Legacy and welfare services for war veterans," Marilyn said.

A recent excursion to the Illawarra introduced them to the Kiama Leagues Club and the picturesque location of the Gerroa Boat Fisherman's Club, high on a ridge overlooking the Pacific, just south of Gerringong. "Magnificent," was the couple's verdict.

On one of their more-lengthy excursions, this one down the Barrier Highway, they stumbled across the Cobar RSL Club, located just across the road from their motel on the main route to Broken Hill. It was another pleasant surprise, with quality Chinese caterers. "Unexpected tasty fare," they agreed.

At Broken Hill, the Musicians Club, with its tributes to the area's industrial and

cultural heritage, and its quality cuisine and entertainment, was an uplifting experience. "We were still suffering from amazement trauma when we turned for home," Roger recalled.

For the Carstens, a club attendance award would be theirs – if one existed.

They can speak with some authority, therefore, when assessing these venues.

Both agree that a common thread runs through all the clubs they have patronised since their retirement.

"The staff are courteous and friendly; the service is great; and you get value for money," is their judgment.

➤ *This story of Roger and Marilyn Carstens' travel tales is not intended as a directory of clubs, or of particular club restaurants. This is a snapshot of a couple who love to travel and who target clubs when and where they come to them. Their story also is a window into how our licensed clubs are viewed by the general travelling public. ■*

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Day	Date	Meeting	Venue	Zone
APRIL				
Sunday - Tuesday	06-08/04/2014		Orchid Country Club, Singapore	10th Asian Club Managers' Conference & FHA Expo
Tuesday	08/04/2014	10am	Caboolture Sports Club	Sunshine Coast Zone Meeting & Lunch
Friday	18/04/2014		GOOD FRIDAY - PUBLIC HOLIDAY	GOOD FRIDAY - PUBLIC HOLIDAY
Saturday	19/04/2014		EASTER SATURDAY	EASTER SATURDAY
Sunday	20/04/2014		EASTER SUNDAY	EASTER SUNDAY
Monday	21/04/2014		EASTER MONDAY - PUBLIC HOLIDAY	EASTER MONDAY - PUBLIC HOLIDAY
Thursday	24/04/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	25/04/2014		ANZAC DAY - PUBLIC HOLIDAY	ANZAC DAY - PUBLIC HOLIDAY
MAY				
Saturday - Tuesday	17-20/05/2014		McCormick Place, Chicago, Illinois	NRA Show & Study Tour
Tuesday - Wednesday	06-07/05/2014	09:00	TBA	North West State Zone Dinner & AGM
Thursday	15/05/2014		Safety Beach Golf Club	Mid North Coast Zone Golf Day
Tuesday	TBA		Evans Head Bowling Club	Far North Coast Zone Bowls Day
Tuesday - Thursday	20-22/05/2014		The Venetian, Macao	G2E Asia
Tuesday	27/05/2014	10:00	The Armidale Turf Club	North West State Zone Race Day
Wednesday	28/05/2014	11:00	TBA	Hunter Zone AGM & Lunch
Thursday	TBA	11:00	TBA	ACT Zone Meeting & Lunch
Thursday	29/05/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
JUNE				
Tuesday	03/06/2014	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday - Wednesday	03-04/06/2014	10:00	Narooma Golf Club	Far South Coast Zone Dinner & Meeting
Wednesday	04/06/2014	10:00	Cherry Street Bowling Club, Ballina	Far North Coast Zone Meeting & Lunch
Thursday	05/06/2014	11:30	Kedron Wavell Services Club	Combined Qld Zones Meeting & Qld Bursaries Lunch
Thursday	05/06/2014	11:30	Liverpool Catholic Club	Nepean Zone Workshop, Meeting & Lunch
Monday	09/06/2014		QUEEN'S BIRTHDAY - PUBLIC HOLIDAY	QUEEN'S BIRTHDAY - PUBLIC HOLIDAY
Tuesday	10/06/2014	10:00	Sawtell Bowling Club	Mid North Coast Zone AGM & Lunch
Friday	13/06/2014	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Lunch
Tuesday	17/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Federal Executive Meeting
Wednesday	18/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Federal Council Meeting
Wednesday	18/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Members' General Meeting
Wednesday - Friday	18-20/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Mid-Year Conference
Saturday	21/06/2014	11:00	Gold Coast Turf Club	Gold Coast Zone & Brisbane Zone Charity Race Day
Day	Date	Meeting	Venue	Zone
Wednesday	25/06/2014	07:30	Club Toukley	Central Coast Zone Meeting & Breakfast
Thursday	26/06/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/06/2014	TBA	Randwick Bowling Club	City & Eastern Suburbs Zone Bowls Day & Cocktail Party
JULY				
Wednesday	02/07/2014	15:00	Wellington Soldiers Club	Mid State Zone Meeting & Dinner
Thursday	17/07/2014	10:30	TBA	Victoria Zone Meeting & Lunch
Sunday - Tuesday	20-22/07/2014	09:30	Griffith Ex-Services Club	Riverina Murray Zone Dinner & Meeting
Thursday	24/07/2014	11:00	Beach Club Collaroy	Manly Northern Suburbs Zone Mid-Year AGM & Lunch
Thursday	31/07/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
AUGUST				
Tuesday - Wednesday	05-06/08/2014	09:30	Inverell RSM Club	North West State Zone Meeting & Dinner
Wednesday - Friday	13-15/08/2014		Sydney Exhibition Centre @ Glebe Island	Australasian Gaming Expo - AGE2014
Wednesday	13/08/2014		ROYAL QUEENSLAND SHOW DAY - QLD	ROYAL QUEENSLAND SHOW DAY - QLD
Tuesday	26/08/2014	07:00	Richmond Golf Club	Nepean Zone Charity Golf Day
Wednesday	27/08/2014	10:30	TBA	Hunter Zone Meeting & Lunch
Wednesday	27/08/2014	10:00	Queensland Irish Club	Brisbane Zone Workshop, Meeting & Lunch
Thursday	28/08/2014	11:00	Kew Golf Club	Great Lakes Zone Meeting & Lunch
Thursday	28/08/2014	07:30	The Grange Golf Club, Kembla Grange	Illawarra Zone Charity Golf Day
Thursday	28/08/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
SEPTEMBER				
Tuesday	02/09/2014	11:00	St George Masonic Club	St George Cronulla Zone Meeting & Lunch
Tuesday - Wednesday	02-03/09/2014		Batemans Bay Soldiers Club	Far South Coast Zone Conference, Dinner & AGM
Monday - Thursday	15-18/09/2014		Crown Convention Centre, Melbourne	RSL & Services Clubs Assn 13th Annual Conference
Tuesday	16/09/2014	11:00	TBA	Gold Coast Zone Workshop, Meeting & Lunch
Tuesday	16/09/2014	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wednesday	17/09/2014	10:00	Central Coast Leagues Club	Central Coast Zone AGM & Lunch
Thursday	18/09/2014	11:30	Blacktown Workers Club	Nepean Zone Workshop, Meeting & Lunch
Tuesday	23/09/2014	07:00	99 On York	City Eastern Suburbs Zone Breakfast & Meeting
Tuesday - Wednesday	TBA	11:00	Yamba Bowling Club (TBC)	Far North Coast Zone & Mid North Coast Zone Conference
Thursday	25/09/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Monday	29/09/2014		FAMILY & COMMUNITY DAY - ACT	FAMILY & COMMUNITY DAY - ACT
Tuesday - Thursday	30/09-02/10/14		Sands Expo & Conv Centre, Las Vegas	Global Gaming Expo - G2E

National merger creates Thomson Geer

NATIONAL MID-TIER firms **Thomsons Lawyers** and **Herbert Geer** have completed a merger creating an 82-partner practice with annual revenue of more than \$120 million.

The Australian newspaper reported in mid-February that the merged firm – **Thomson Geer** – will have 230 employed solicitors and offices in Adelaide, Melbourne, Sydney and Brisbane.

The new firm is led by Thomsons Chief Executive Partner Adrian Tembel, while Herbert Geer Managing Partner John Cain has taken on the role of Integration Partner.

Thomsons Lawyers has been a long-term **Career Development Sponsor** of the CMAA's recently re-branded **Centre for Hospitality Management (CHM)** – formerly **Club Management Development Australia (CMDA)**. The new **Thomson Geer** firm will continue its CHM sponsor relationship.

Mr Tembel said the merger would double the size of the new firm's Melbourne office and add national practice strengths in telecommunications, wealth management and industrial relations.

Mr Cain, who is a former managing partner of Maurice Blackburn, said the merger was a great opportunity for both firms but, particularly for Herbert Geer. "It enables us to deliver to our clients a firm that has strength in Melbourne, Sydney and Brisbane, which was one of my objectives when I started at Herbert Geer 15 months ago," he said.

Mr Cain, who is a former Victorian Government solicitor, said Herbert Geer's strength had always been in Melbourne and the merger would deepen Thomson's strength in the city.

The deal comes after a year of negotiations about strategy, positioning and business conflicts.

Of the 82 partners in the merged firm, 26 are from Herbert Geer.

They will not include Herbert Geer's former planning and environment team, which left in November to join Colin Biggers & Paisley's recently-established Brisbane office.

In Melbourne, a conflicts problem will mean Thomsons' workers compensation team will establish itself as an independent specialist insurance practice.

The merger took effect on March 31 – five years after Mr Tembel took over at Thomsons.

He said **Thomson Geer** would be the nation's seventh-largest independent law firm and one of the top 35 law firms in the Asia-Pacific region when measured by size.

It also means the number of partners at Thomsons will have grown by just over 32% since January, making it one of the nation's fastest-growing law firms.

Mr Tembel said the deal had two strategic goals. "It's purely about improving what we already have," he said. "It's a two-pronged strategy. On day one, we will have a broader, deeper skill set. In the future, with greater scale, we should have fresh capital to invest back in the business.

"An immediate kicker for clients is broader skills from day one. A medium-term kicker for the asset is training and technology as we unlock the benefits of greater scale."

The Herbert Geer teams in Sydney and Brisbane will move to Thomsons' offices.

In Melbourne, the base of most Herbert Geer staff, the merged firm will initially operate from two offices. ■

THOMSON GEER
LAWYERS

IGT takes out top honours at ICE 2014

IGT WAS crowned 'Slot Manufacturer/Provider Online or Land Based' of the Year at the 7th Annual International Gaming Awards held in London. Hosted in conjunction with Europe's premier gaming tradeshow, ICE, the much-anticipated awards gala recognises the gaming industry's most trail-blazing and influential companies. "On behalf of everyone at IGT who has worked so hard on our creation and distribution of best-in-class slot machines and game content, we are thrilled to win Slot Manufacturer of the Year at the International Gaming Awards," said Patti Hart, IGT CEO. "As IGT leads and transforms the gaming entertainment industry, we're executing on our strategy to provide operators with the most compelling, cross-platform content to help them expand the scope of their relationships with players." IGT took centre stage at ICE as an integral part of its world tour of blockbuster gaming entertainment, including a myriad of first-to-market gaming concepts and innovations. Compelling titles at ICE includes the James Cameron's *Avatar* video slot series, the IGT-only enhanced content feature, advancements in Video Reel Edge (VRE) skill-based gaming and unrivaled slot tournament technology. ■



Qld Govt overhauls gaming laws and alcohol issues

QUEENSLAND'S LNP Government Attorney-General Jarrod Bleijie has introduced new laws overhauling the former Labor Government's poker machine rules in a move he says will cut red tape for the industry.

Brisbane's *Courier Mail* newspaper reported that the reforms include increasing the number a single club can have from 280 machines to 300 and scrapping boundary restrictions so clubs can trade licences with others across the state.

Larger clubs also will be able to amalgamate with smaller clubs, allowing them to have up to 500 machines across three venues as long as there are no more than 300 at any one club.

But Mr Bleijie has stopped short on lifting the overall cap on poker machines for clubs, which will remain at 24,705.

He ruled out increasing the cap in the future.

"This is about helping our great RSL, sport and surf clubs so they can continue their important work in their communities," Mr Bleijie said.

The reforms form part of Mr Bleijie's liquor-licensing overhaul, spearheaded by an expert panel assembled to look at the laws.

Meantime, Premier Campbell Newman has unveiled his government's new strategy to clean up the streets of the state's entertainment precincts, with violent thugs facing tougher penalties, including up to life in prison for those who inflict a deadly coward punch, life-time bans and higher on-the-spot fines for anti-social offences.

'Drinksafe' precincts will be renamed 'Safe Night Precincts' with 15 to be established and drunken offenders will be made to do community service, or undergo counselling. ■

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PROUDLY PRESENTED BY CMAA

HOSTPLUS appoints new Board Director

HOSTPLUS, the national superannuation fund for the hospitality, tourism, recreation and sport industries, has announced the appointment of a new employee representative Director to its Board of Trustee Directors.

Rebecca Stark, Head of Responsible Investment and Engagement at United Voice, has been an Alternate Director at HOSTPLUS since 2011. Ms Stark has joined the Board as a Director effective February 27, 2014.

Former Director Troy Burton stepped down from his Board position at the end of November, 2013.

HOSTPLUS Chairman David Elmslie said he was very pleased to welcome Ms Stark as a Board Director. "Rebecca has extensive experience providing research and advice on key investments, finance and superannuation trends, responsible investment practice and policies and issues that support the adequacy of the retirement savings of Australian workers," Mr Elmslie added. "During her time as an Alternate Director, Rebecca has made a significant contribution to the HOSTPLUS Board and we are looking forward to her increased involvement."

Mr Elmslie also acknowledged Mr Burton's contribution. "Appointed by United Voice, Troy served as a Board Director for five years during a strong period of growth for HOSTPLUS and we

thank him for his service during this time."

HOSTPLUS is the *Major National Sponsor* of the CMAA's recently re-branded **Centre for Hospitality Management (CHM)** – formerly **Club Management Development Australia (CMDA)** – and is the national superannuation fund for the hospitality, tourism, recreation and sport industries in Australia.

The Australian Hotels Association (AHA) and United Voice (formerly the Liquor Hospitality & Miscellaneous Union) jointly established the Fund in 1987.

It is one of the largest super funds in Australia with one million members, more than 90,000 employers and \$14 billion in funds under management. ■



New look for ROV brand

ROBERT OATLEY VINEYARDS is the reincarnation of the Oatley family wine-making dynasty. Wine is 'in the blood' of founder Bob Oatley and his eldest son Sandy, leaders of the family business founded upon a four-decade passion for grape growing, wine making and marketing – the combination of which has seen the Oatley family rise to the top of the Australian wine-making scene. With interests spanning the world of competitive sailing, tourism, hospitality and of course, wine, the family produces wines of immediate appeal and 'cellarability', with satisfying flavours over an elegant frame, under a variety of stylish labels including Robert Oatley, Wild Oats, pocketwatch, Four in Hand, Montrose and Craigmoor. The Robert Oatley Vineyards wines are distributed around Australia by the ROV sales team and through wholesalers in each state, along with a hand-selected range of top-class agency brands, including Champagnes Charles Heidsieck and Piper Heidsieck, Ara single estate wines from Marlborough, Taltarni, Clover Hill, Tasmania's unique Cape Grim waters and Anchor, America's original craft beers. Robert Oatley Vineyards, a CMAA Centre for Hospitality Management National Sponsor, has also recently released a new version of its corporate logo. ■

eBet to acquire CDOL1

eBET LIMITED has entered into a binding Heads of Agreement to acquire CDOL1, a leading business intelligence technology provider to the gaming and hospitality industry.

The CDOL acquisition will significantly enhance eBET's current gaming systems product by providing its customers with state-of-the-art business intelligence capabilities.

eBET is a **Career Development Sponsor** of the CMAA's recently re-branded **Centre for Hospitality Management (CHM)** – formerly **Club Management Development Australia (CMDA)**.

Tony Toohey, eBET's CEO and Managing Director, said the company's clients now would have access to a unique and full suite of business intelligence tools including data mining, data visualisation and data analytics.

"The acquisition of CDOL supports eBET's business strategy of providing its clients with the most advanced systems and products to develop their businesses," Mr Toohey added. "Importantly, this strategic acquisition is consistent with eBET's growth strategy of growing high margin, recurring revenues."

The CDOL business intelligence tools will be offered across eBET's existing and prospective client base. These tools will be a critical component of Odyssey's growth strategy in the

Queensland market, and a key feature of eBET's product offering for the Victorian gaming market.

CDOL currently generates approximately \$1.2 million per annum in revenue, of which 95% is recurring.

The acquisition cost includes an initial payment of \$350,000 and a maximum of \$350,000 in earn-out payments over three years, subject to certain specified sales hurdles being achieved.

"The combination of existing and potential revenue streams, and anticipated synergy benefits, means we expect the acquisition to be earnings accretive within the first full year of ownership," Mr Toohey added.

The acquisition will be funded through the company's existing cash and was expected to be completed by last month.

► For more information on the range of eBET products and services contact Mark Allen on M: 0413 087 595; Bus: 1300 00 DATA; E: mallen@cdol.com.au ■

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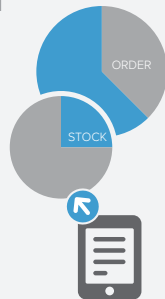
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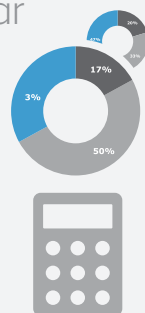


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