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15 June, 2015

Next edition deadline for myCMAg e-newsletter content:
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Bill Clegg, President

President's *Perspective*

CMAA AGM – President's Report 2015

Firstly, I'd like to welcome you all to this historic Annual General Meeting of the Club Manager's Association held for the first time outside NSW.

On behalf of the Executive it again gives me much pleasure to report to you on the activities of the Association for the previous 12 months.

As reported last year and primary to the Strategic Plan of the Association the key objects of the Executive has been

Membership with a particular focus on Communication and improvements to the database

Training and Professional Development, & Industrial Representation

To support these key strategies Sustainability of the CMAA and the need to strengthen the financial position has been a priority.

It is the need to ensure the finances of the CMAA that sees us gathered here to-day.

We have been reporting for some time that the rationalisation that we are seeing from our key partners and supporters - necessitated the joint venture that sees ourselves, ClubsNSW and ClubsQLD co-hosting the Australasian Hospitality & Gaming Expo here on the Gold Coast.

While we have an AGENDA for this meeting that has detailed reports on the activities and priorities of the past year some of the issues that have been addressed include:

in closing I express the Executives appreciation to the many members that continue to support the CMAA through their roles at zone level, particularly the manner in which the changes required to ensure the Association is fully compliant with our legislative requirements.

Membership and Communications

Sponsorship and Membership Manager Chris Keeble continues to work with the Zones to implement our strategic objects of driving membership attendance and getting the right balance of sponsors and supporters at those luncheons.

The Association relies on sponsorship monies to keep training fees down at a reasonable cost to members so your support of the Executive in meeting the sponsorship guidelines is appreciated.

Pleasingly, we continue to see consistent growth in membership numbers in Queensland and Victoria, and management have ramped up their contact and visitations on the ground in both states to ensure more potential members are attracted to the Association.

We also want to be relevant to Senior Managers and CEO's of all size clubs. While we may not be able to assist with the future professional development of some we want those to return some of the benefits they have received from the CMAA by encouraging, mentoring and sharing their knowledge bank with younger managers within and outside their own clubs.

The CMAA management team as well as Chris has been charged with this task of connecting with managers at all levels.

Peta Imber has been employed to replace Peter Sharpe as Media Services Manager and to implement the revised format of our hard and soft formats of the Club Management magazine and MyCMAg publications.

These changes have been driven by the preferred method of communications that members have told us about.

Training and Professional Development under Professional Development Manager Geoff Meston has been a focus more recently as management continue to ensure compliance to the onerous requirements of the Registered Training Organisation operations.

The success of the Summit and Regional Mini Conference sees these concepts being further developed. Pleasingly training uptake in regional NSW and Queensland has seen a rise in the number of courses offered and taken up by members and their staff.

On behalf of the Executive I acknowledge the contribution of the Board of Management Studies and those individual mangers

Carolyn Mason, Carl Pozzato Brent Williams, Tony Lycakis, Zoe Clegg and particularly Chairman Cameron Provost for their ongoing efforts in identifying the skills that club managers will need in the future and the assistance provided in developing the training required to satisfy those needs.

The Industrial Support that is available to members will always be the distinguishing role that the CMAA plays as against other Industry bodies. I must express the appreciation of the Executive to Peter Cooper for his role in supporting membership

Federal Secretary Allan Peter, that also supports Peter, has been particularly active with the Associations efforts in Victoria and the compliance requirements of the Registered Organisation Legislation.

This Legislation required a number of structural alterations to the Association including a review and alterations to the Constitution, implementation of a training regime for all Office Bearers and a restructure of the Zone finances and reporting requirements.

I'm pleased to report that the Association is fully compliant and will remain pro-active insuring the highest level of compliance.

As I mentioned at the start this is a historic meeting of the CMAA.

During the year the Executive resolved to move to the deregistration of the Club Managers Association the NSW registered body to allow for the CMAA to be a true National organisation.

The NSW membership supported this move overwhelmingly in a plebiscite conducted.

David Hiscox will fill the role of State Executive member until the next election cycle when only the one election will take place.

Recently, the Industrial Court of NSW approved for the process of deregistration to continue.

As mentioned earlier, we have a full agenda of reports and in closing I express the Executives

appreciation to the many members that continue to support the CMAA through their roles at zone level, particularly the manner in which the changes required to ensure the Association is fully compliant with our legislative requirements.

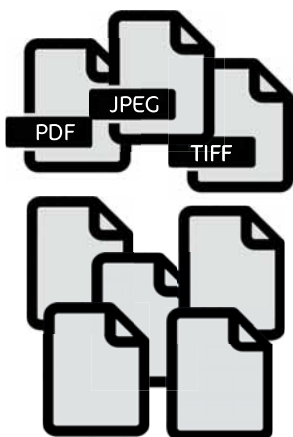
To the Federal Council members I thank you for your time and efforts in representing the Divisions and the matters that you bring to the Executives attention.

Of course to Ralph Kober and all his team for their efforts in providing professional support and services to the membership and maintain the personal contact with the membership through your attendance at those many Regional meeting, I express the appreciation of the whole membership.

“We also want to be relevant to Senior Managers and CEO's of all size clubs. While we may not be able to assist with the future professional development of some we want those to return some of the benefits they have received from the CMAA by encouraging, mentoring and sharing their knowledge bank with younger managers within and outside their own clubs.”

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Executive Officer's Report

Good Morning Members,

I would like to present the Association's end of 2014 year financial operating report.

Members were advised by the Federal Secretary throughout editions of the CMAA Club Management Magazine and by the Executive Officer via the Head Office report at all zone meetings late in 2014 and at the beginning of this year, that the CMAA Financial Report for 2014 would be posted online on the CMAA website for members to review as per the reporting guidelines direction of Fair Work Australia.

Members, I can report that the operating result of the Association for the year ended 31 December 2014 was a loss of \$184,550 compared to a loss of \$128,786 in 2013 and a profit of \$18,445 in 2012.

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

- Due to the downsizing & relocation of the CMAA HO extra expenses were incurred for the rectification of premises & the loss on disposal of assets of \$107,000
- A detailed research based submission & the legal costs associated with it to the Victoria Government recommending that EGMs become the property of clubs rather than subject to the 10year lease regime of \$65,000
- A decrease in magazine advertising revenue of \$151k moving from a monthly to a bimonthly edition as part of the cost reduction strategy for the magazine
- Marketing Expense for membership of \$48k this include new membership database, website rectification, member app development & membership campaigns and associated activities
- Zone profit decreased by \$110k where zones spent more on training and bursaries per the CMAA Financial Mgt Policy directive that they spend 75% of a zones net revenue on their members' professional development.

The strategy of conducting all of our training events off site into clubs around the states provides real access and equity for our members in attending pivotal professional development opportunities.

Statement of Comprehensive Income

The revenue from the rendering of services for 2014 was \$4,576,996 compared to \$4,588,737 in 2013 – a small difference of \$11,741.

The 2014 expenses across the rendering of these services were \$4,761,546 compared to the 2013 result of \$4,717,523 an increase of \$44,023.

Of note, the expenses in 2014, when compared to the 2013 year, for the CMA Magazine decreased by \$22,673, the expenses in the CMAA Administration area decreased by \$128,012,

Similarly, the increase in expenses in 2014, when compared to the 2013 year, in CMDA courses rose \$39,926, the expenses in CMDA conferences rose \$17,751 and zone expenses rose \$94,911.

The total comprehensive income attributable to members was therefore a loss of \$184,550, an increase in deficit of \$55,764 on the 2013 financial result.

Statement of Financial Position

Total assets decreased by \$511,880 or 19.7% from \$2,593,289 in 2013 compared to \$2,081,409 in 2014.

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.

Total liability decreased by 31.18% to \$722,297. This was attributable to a decrease of unearned income from the trade show and less lease liability.

Statement of Cash Flows

Net cash provided by operating activities saw a deficit of \$256,702 compared to a surplus of \$63,596 in 2013. This was a result in large part of the loss on the disposal of fixed assets regarding the HO office relocation and rectification works, a decrease in net receivables such as the decrease in advertising revenue for the CMA Magazine and an increase in payables

Statement of Changes in Equity

Equity has decreased by \$184,550 or 11.9% due to the loss from operations. Equity retained in 2014 was \$1,359,112 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 2014 the report subsequently details no entries.



Ralph Kober,
Executive Officer

Members, any questions pertaining to the year-end financial statements were invited to be received prior to this AGM in writing to the Executive Officer by the 14 March 2014 in accordance with the reporting guidelines contained within the Fair Work (Registered Organisations) Act 2009.

No members submitted enquiries to the Executive Officer regarding the Financial Report during the time period allotted.

Moving onto the Association Head Office Report, I am pleased to advise members of the following matters:

The Association's Head Office relocation to a smaller footprint within the RAS building at Sydney Olympic Park last year, has seen a successful transition with the full benefit of a significant reduction in rent and overheads costs to be realised in this year's financial statements. The strategy of conducting all of our training events off site into clubs around the states provides real access and equity for our members in attending pivotal professional development opportunities.

On the Industrial Relations front, Peter Cooper continues to support and provides representation and advice to many members in the areas of unfair dismissals, redundancies and wage disputes and other matters. Peter has achieved a high number of favourable outcomes for our members and his dedication is appreciated. Of note also is Federal Secretary Allan Peter's efforts and commitment to supporting Peter in his role as well as delivering the highly regarded mandatory Board Governance, The Company Secretary and the General Manager course to NSW senior managers.

The coveted Active Certified Club Managers award continues to be relevant to the membership with over 8 members attaining ACCM status during 2014.

The CMAA Magazine has a new driver in Peta Imber who takes over from Peter Sharp as the editor of the magazine as well as being responsible for all of the CMAA's media services.

During 2014, 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 much less than the fees charged by United Voice for line staff membership.

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

This year the campaign to sign up potential future members of the Association from the ranks of line staff via our Affiliate program will be ramped up in alignment with the strategy objective of growing and sustaining the Association's membership in upcoming years. The membership of the Association is heavily weighted to the 45 to 65yrs old demographic and it is imperative that all members of the CMAA help the Association by identifying and encouraging younger supervisors and managers to join it and benefit from membership. There are many senior managers who have grown with the CMAA over many years and have enjoyed opportunities not otherwise available to them, in particular through education and the bursary programs. We need your help in making it possible to give those below you the same chance of career progression and professional development as you were given in your career.

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 our Sponsor partnerships.

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. Geoff Meston and his team have worked extremely hard in challenging times to provide members with low cost relevant and impactful professional development opportunities across the states.

As has been widely reported to members, the CMAA has formed a new company with ClubsNSW and ClubsQld to help with the rationalisation of expos within the club industry calendar. Your presence here today and your support in making the AHGE a success is greatly appreciated by the Executive and it is hoped that it will continue to grow in future years and be regarded as a world class expo and event.

In finishing, I would like to make the comment that whilst some of the decisions made by the Association can be seen by some as either pedantic or excessive I can assure you that any decision made by the Executive and management is done so with the best of intentions and for the primary goal of what is best for the Association if it is to survive ..ie its sustainability into the future.

I would like to acknowledge the efforts and dedication shown by all of the Association's management and staff in working actively to service you the member.

Thank you



COUNTRY

Club Management Summit 16 & 17 June, 2015 at Dubbo

Topics will discuss the following:

- KPIs for CEOs and clubs
- Destination Management & Visiting Friends and Relatives Research with Inland NSW Tourism CEO Graham Perry
- Where HR and Social Media collide - Policies and procedures to help avoid staff unrest or IR issues
- Corporations Law and State Associations Law: Principles of Governance
- Governance strategies at Board level
- Gaming
- Setting KPIs for departmental and line management staff to facilitate change
- Q&A forum – addressing issues arising at individual clubs
- Plus a venue tour with our host Dubbo RSL Club Resort's General Manager Gus Lico

Venue: Dubbo RSL Memorial Club

Where: 178 Brisbane Street Dubbo NSW

When: Tuesday 10.30am – 5pm and Wednesday 9am – 1pm

Price: CMAA Members \$380 + GST; Non Members \$410 + GST - includes morning and afternoon tea, lunch (both days) and Networking dinner. (Does NOT include accommodation, flights and associated expenses)

(If you are interested in attending an informal Monday night pre conference muster (venue TBC) please advise of your attendance by emailing annie@maa.asn.au. Registrants will be responsible for their own food and beverage at this muster)

Dress code: Smart Casual

ACCM points accrual: 20 pts or 30pts if you have to travel more than 100 km

Accommodation:

Dubbo offers a variety of accommodation, from 5 star bed and breakfasts through to pub-stay accommodation, Dubbo has it all. Please visit <http://dubbo.com.au/> for a range of accommodation options. If you are planning on driving to the Club please be aware that parking is complimentary.



Special guests attending the Networking Dinner Tuesday 16 June:

The Hon Troy Grant MP
Deputy Premier and Minister for Racing

Councillor Ben Shields
Dubbo Deputy Mayor



How to Register:

To register for the summit and the networking dinner please visit www.cmaa.asn.au or contact Annie Hart for more information at annie@maa.asn.au Alternatively you can contact the CMAA office on (02) 9746 4199

Speakers may change due to unforeseen circumstances beyond CMAA's control



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DAY 1	TOPIC	Presenter
10.30 - 10.45	Registration and coffee	
10.45 – 11.45	Icebreaker: A round robin series of networking, exchanging business cards; generating questions to be addressed during the Summit's Q&A panels on Governance; Business Development; Legal; HR; and general Regional Management Matters	Facilitated by Geoff Meston, Manager – Industry Professional Development, CMAA
11.45 – 12.30	KPIs for CEOs and clubs: Greg Russell will provide insight into the criteria that the financial experts run their ruler across when evaluating a business and its' chances of a long term success. Greg often gets called in when clubs are in difficulty, and he'll address some of the key drivers of profit (or loss) in clubs, and some industry benchmarking suggestions to conduct your own analysis back at your club	Greg Russell, Director, Russell Corporate Advisory
12.30 – 1.15	Lunch	
1.15 – 2.00	Venue tour: our host Gus Lico and managers will lead us on an intimate foray into the inner sanctum of Dubbo RSL back of house operations	Gus Lico: General Manager, Dubbo RSL Club Resort
2.00 – 2.40	Inland NSW Tourism presentation Pt 1: Destination Management & Visiting Friends and Relatives Research. Insights into: - boosting tourist traffic in to your town - conduct market research - engaging the visiting friends and relatives (VFR) market - how to engage with councils to build events etc in their towns - how to access help and guidance from the association and government	Graham Perry, CEO, Inland NSW Tourism. Inland NSW is an incorporated association created from the amalgamation of Outback NSW Tourism, New England North West, Capital Country Tourism and seven local government areas in Central NSW. The organisation acts as the consumer advocate with the objective of doubling overnight visitation expenditure to Inland NSW by 2020
2.40 – 3.00	Break	
3.00 – 3.45	Inland NSW Tourism presentation Pt 2: Destination Management & Visiting Friends and Relatives Research	Graham Perry, CEO, Inland NSW Tourism
3.45 – 4.30	Where HR and Social Media collide - Policies and procedures to help avoid staff unrest or IR issues. Social media and in particular, Facebook, are here to stay, at least for the foreseeable future. We can either 'reasonably' adapt or dig our heels in and possibly risk industrial issues if not handled consistently and 'fairly'. Morgan Stewart will outline what they do at Blacktown Workers club to address this growing issue	Morgan Stewart, Group Operations Manager, Blacktown Workers Club Group
4.30 – 5.00	After summit drinks 30 mins	
6.00 -10.00	Dinner at the club	

DAY 2	TOPIC	Presenter
8.00 – 9.00	Mid State Zone Meeting	
9.10 – 9.50	“The wheels of justice grind slowly, but they grind exceeding fine” (Sextus Empiricus [poss]) Tony Johnston will discuss the increasing role of law in the lives of club managers (and Club Boards) - in particular Corporations Law; Directors & Officers liability and responsibility; fiduciary duty; the business decision rule, conflicts of interest & Insolvency	Tony Johnston, Partner, Eastern Commercial Lawyers. Tony has extensive experience in the registered clubs industry and has managed a range of projects for registered clubs over the past 10 years
9.50- 10.45	Governance strategies at Board level: Society is changing, our competitive environment is changing and we need to attract profitable, long term customers. In many cases this requires SIGNIFICANT change to your clubs culture and governance oversight – starting at the very top. We use this panel to discuss strategies to: get your Board to understand the need for, and to embrace change; bulletproof your Club's Board governance processes to maximise the chances of your clubs' long term survival	Peer group panel and expert commentators discuss and answer questions from the audience
10.45 – 11.05	Break	
11.05 – 11.45	Gaming 1. Carded percentages and volatility: what is a good mix? Is the country different to the city 2. Maximising your returns on Loyalty Systems: case studies from successful clubs 3. Gaming room layouts: what's working in club land	Brian Cook, facilitator of Aristocrat Gaming Management Development Course (GMDC); with Brad Robertson NSW State Sales Manager at Aristocrat
11.45 – 12.25	Setting KPIs for departmental and line management staff to facilitate change	Morgan Stewart, Group Operations Manager, Blacktown Workers Club Group
12.25 – 12.55	Q&A forum: pulling it all together. Phil Wheaton will facilitate this session to discuss the key ideas that arose during the summit; & address issues arising at individual clubs requiring peer consideration	Phil Wheaton, Senior Executive Officer, Armidale City Bowling Club & Geoff Meston, Manager – Industry Professional Development, CMAA
12.55	Lunch (packed for you and ready to hit the road and get home)	



Geoff Meston,
Professional
Development Manager



Cameron Provost,
Chairman Board of
Management Studies

2015 Annual General Meeting: RTO REPORT

(prepared by Geoff Meston & Cameron Provost)

As Chairman of your CMDA Board of Management Studies, it gives me great pleasure to present you with this report on the activities of the CMDA over the past 12 months and some insight into what we have planned for the upcoming period.

2014 was once again a year of challenge for CMDA as we dealt with:

1. ever increasing and well-resourced competitors entering the Vocational Education market place in very select geographic areas;
2. a strategic need to make education services available to all our Members widely dispersed across the length and breadth of Australia's eastern states and territory.
3. maintaining an ongoing regulatory compliance regime which is a particularly financial and time resource hungry overhead.
4. and finally, a rapidly changing training needs profile of our traditional member base as they themselves face time and financial challenges and evolving business practices.

Since we met at last year's AGM

1. in 2014, we delivered professional development activities to
 - i. 2245 students totalling 25191 student hours
 - ii. across 139 Professional Development activities
 - iii. at 51 different locations from Cairns through Wagga, the ACT to Melbourne.
 - iv. This is an increase on last year despite the drop off in NSW RSA and RCG mandatory re-education registrations, as we had pretty much exhausted the needs of the market by the end of 2013.
2. We reduced our presentation of specialist content Summits in 2014 as they were becoming increasingly complex in their production which also reduced the return on investment to CMDA in our partnership with Profitable Hospitality. We delivered (on our own) the Country Managers Summit in Tamworth in July, and by all accounts, both financial and member feedback indicate it was a great success to such an extent that we have been requested to run an annual event at changing host locations around the country side. This year it will be in Dubbo and we are currently preparing the program. I would like to thank the Committee of the NW Zone for their vigorous and enthusiastic support at the Tamworth event. Additionally, we delivered our

annual finance summit in Melbourne for the first time. This is part of our decentralisation strategy and also to provide Victorian Members with a local setting for one of our premium professional development products. Once again feedback was excellent, and we will deliver it in SE Qld this year.

3. Our conferences for the year started very well in March at The Dome at Sydney Olympic Park with our keynote speaker Michael Maguire who went on to lead the Souths Rabbitohs to the NRL premiership in October. In June, our final mid-year conference at Jupiters, for the time being, saw a program on leadership and governance spearheaded by a mesmerising keynote speech from Victoria Cross recipient Ben Roberts-Smith who left an indelible impression on most who were present to hear his story.

Zone Education

We also continued our strong commitment in 2014 to taking education back out to the zones and stepped up our communications with Zone Committees to address the training needs of individual zones rather than head office making the scheduling decision.

This does have ramifications on profitability as many of the courses we deliver have up to 4 – 7 different expert trainers involved who must be accommodated, transported, and provided with appropriate living expenses whilst on the road. We have tread a fine line on many occasions delivering courses as a service to very low class student numbers in new CMAA areas versus using standard commercial decision making practices to yield profits which our competitors can do. This will continue to place pressure on the operating results of the CMDA until we can attract greater numbers to courses.

We also delivered 13 classes of the ACTU Registered Organisations course to 50 zone committee members at 12 different locations across QLD, Victoria, ACT, and NSW. This represents substantial course delivery overhead to CMDA but is a mandatory and ongoing requirement for all unions.

In NSW we have also delivered the mandatory "Board Governance, the Company Secretary and the General Manager" course, which we designed and developed, to 175 managers around the state. This course is gathering a very good name on the back of the great delivery by some of our senior Club executive colleagues; Russell Corporate Advisory, and Eastern Commercial Lawyers.

“For the first time in modern memory, our Mid-year conference, traditionally held here at Jupiters, will be located in Sydney this year as a result of the changes required to incorporate the national Hospitality and Gaming Expo here this week on the Gold Coast. The venue in Sydney is the magnificent Four Seasons Hotel at Circular Quay and the conference working theme is the importance of building Social Capital in today's corporate and not-for-profit world.”

Coming up in 2015

We have beefed up our specific content summits for this year and have scheduled them throughout Qld, NSW and Victoria. Our first of the year, the Legal Summit at Bankstown Sports Club resulted in excellent feedback from all who attended, so we hope to be able to replicate that through the rest of the year.

For the first time in modern memory, our Mid-year conference, traditionally held here at Jupiters, will be located in Sydney this year as a result of the changes required to incorporate the national Hospitality and Gaming Expo here this week on the Gold Coast. The venue in Sydney is the magnificent Four Seasons Hotel at Circular Quay and the conference

working theme is the importance of building Social Capital in today's corporate and not-for-profit world. The program will be out in late April and I urge all Members to support their Association by attending. To support that, we will be offering an attractive early bird special rate.

We are also reviewing the operations of the vocational (nationally accredited) education arm of CMDA as we speak. Like all clubs and other businesses, we must take a critical look of our external competitive environment; the current vocational education regulatory regime and associated cost overheads; the changing needs of our members and what they value; and make strategic decisions

to maximise the return on the investment of Member funds. This is a dynamic process which will constantly have to evolve as the labour market and the Australian government's education strategies change. As we often say to each other in the club industry, where required, we must "change or die". The CMDA is no different in this respect.



In concluding, I would like to thank the Board of Management Studies team for their unyielding investment of time and effort; the Federal Executive and Ralph Kober; the CMAA and CMDA staff; and you, the CMAA members, in supporting the Association in its honourable mission in developing a more professional club industry for the future.

Updated Key CMAA Events for your 2015 diary

June

		16 & 17 Country Club Managers Conference, Dubbo		
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July

	6 & 7 CMAA National Managers Conference, Four Seasons Hotel, Sydney			28 One day General Management & Tourism Summit, Far North QLD
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August

			25 General Management Summit, Victoria	
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September

	8 & 9 Corporate Governance Summit			
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October

		13 & 14 Food and Beverage Summit		
--	--	--	---	--

November

	9 & 10 Finance Summit, Brisbane		Christmas coming soon	
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Platinum Sponsor of CMAA's Centre for Hospitality Management investing in the future of Australia's club management professional development

Did you know? Under [Clause 33](#) of the **Registered and Licensed Clubs Award 2010**, club managers are entitled to five (5) days' paid professional development leave in each [calendar year](#). Check your copy of the award for full provisions related to this form of leave in Clause 33.



With Chris Keeble

Chris Keeble is the CMAA's Sponsor & Membership Manager.

Phone: 02 9746 4199

Mobile: 0418970963

Email:

chris@cmaa.asn.au

The Business *End*

Well the year is flying past and Easter is long gone! Hope the chocolate was a good variety! I actually spent my Easter riding a motorbike through the amazing countryside of Arizona USA in recognition of my first granddaughter who is named Arizona (any excuse really!). I didn't realise that in the US Easter is hardly celebrated ... it was business as usual on Good Friday and there was no Easter Monday day off. I'm not sure if this is the case across the entire country, but it was hardly an event where I was! So what I'm getting at here is I missed out severely on the chocolate thing!

Well enough about me and my expeditions ...

Its back to work and back to business!

I reported at the AGM what we have introduced, instigated, fulfilled since my start.

I thought I would take some time reflecting on what a big 18 months it's been for me.

- 1) New branding and a refreshed look with the *My series*.
- 2) New data base that has automated systems.
- 3) Introduced an affiliate promotion.
- 4) Introduced a new member's mobile phone app that doubles up as your membership card.
- 5) Introduced 5 year recognition pins.
- 6) Introduced a streamlined payment system
- 7) Changed from anniversary to calendar year memberships.
- 8) Introduced new levels of trade support and sponsorship packages.
- 9) Increased trade support with another 20 new sponsors on board.
- 10) Increased communication and support to zone committees.
- 11) Developed better trade sponsorship deliverables and presentations to members.
- 12) Developed better guidelines for trade attendance at CMAA events to protect investment and also members.
- 13) Developed a new strategy to increase membership with a "one size does not fit all" approach. Eg CEO breakfast
- 14) Developed two new summits on the entertainment industry and women in leadership.

So what's left to do ... let me tell you plenty:

Much of the base work is looking good and is settling in. It's a great canvas for us now to build on. And build we must do.

Membership is the key and critical focus now.

I plan to get on the road and do the old fashioned but effective foot patrol.

I now appeal to all our current members and also trade who visit clubs and have relationships.

Become advocates and help spread the word about the features and benefits of becoming a member of the CMAA.

I'm also very happy to come out to your club and meet with you and any new potential members. Please contact me anytime at head office and we can work on a suitable time.

Everyone wins with the growth of membership.. The members can network with more peers, more summits, more development opportunities and more strength and personal knowledge of the industry. Trade supporters will find themselves amongst the industry leaders and decision makers and they invest for the privilege.

On another note, I thoroughly enjoyed emceeding the recent Bursary awards dinner held at Jupiter's. It was a real buzz for me and if I didn't say it then.. I'll say it now.. Congratulations to all the winners..

It's such a wonderful opportunity that the CMAA offers its members. I encourage all members to consider applying for the many different Bursary awards.

Back to membership.. please take note of our new ad for membership on the inside back cover that will be appearing in various journals and mediums. This also includes some great incentives.

A poster of this will be sent to all members for them to put up in their staff rooms if possible.

CMAA is **YOUR** industry advantage

Become a member **NOW**



Association support by way of

- Advise on various employment issues
- Contracts and agreement feedback
- Industry awards advice, restructuring, best practice
- Mediation and general advice

Get your ACCM:

- Your Industry expertise is also recognised with ACCM (Active Certified Club Manager). Seen as a min standard within Industry. Call CMAA Head Office for more information. Or simply join on line and take your career to the next level. www.cmaa.asn.au

Development:

- Customized summits and workshops. Delivered by club specific and industry professionals
- Development of club specific training courses.
- A minimum 30% discount on all courses.
- Professional Education Grants – overseas study tours, club exchanges, accredited training course and more.

Network:

- Zone forums, peer support and sharing knowledge with colleagues from your zone to Australia wide.



Affiliate program: SPECIAL OFFER

- Looking at ways to progress your career path to management level?. Why not join the CMDA affiliate programme.
- A once off fee of \$280 with this amazing offer
- The first course you book over \$500 you will receive a discount of \$280 off!!
- The affiliate membership is valid for the duration of your employment at the same club.
- Access to meetings, events and you can receive full membership discount to all courses.

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Welcome to our new Sponsors

It's been a busy year with many new trade sponsors coming on board. In the last edition I introduced a few and this edition is no different.

At National Bronze level we have

Banktech



BANKTECH Australia also owns and operates a growing number of ATMs for banks in Australia that wish to provide ATM services to their cardholders but don't wish to own or operate a network. This service is provided as either a branding or a full outsource arrangement but is completely seamless to the cardholder.

To complement our services, BANKTECH established our own "state of the art" transaction processing hub, EFTEX.

This was a strategic decision that has allowed far greater control over the development of new and unique services and the speed to bring them to market. Today, EFTEX "drives" more than 10,000 ATM and POS terminals in Australia, New Zealand, Hong Kong, United Arab Emirates and India and processes US\$5+ billion in payments annually.

We will continue to nurture these businesses to ensure we are well placed for the ATM outsourcing / managed service opportunities that will no doubt present themselves in the years to come.

For more information on Banktech and their services contact Joanna Carroll, Sales & Marketing Assistant
The BANKTECH Group Pty Ltd
Level 5, 140 William St, East Sydney, NSW 2011
Toll Free: 1800 08 09 10 T: (02) 8302 4000
www.banktech.com.au

Forum Group



The EnviroGroup team are experts in commercial and residential energy solutions, employing over 20 staff including experienced project managers, photovoltaic engineers, energy auditors, accredited solar designers, licensed installers, electricians and lighting designers. The company's qualified and friendly staff have a broad combined experience working with renewable energy, water conservation and climate control systems. The EnviroGroup team work in partnership with businesses, government bodies, community groups and schools and are experienced in the management of grant submissions to Federal and State Governments.

EnviroGroup can offer substantial expertise in the areas of:

- Energy consulting and engineering
- Solar power and hot water
- Energy efficient lighting
- Energy and water conservation
- Grey water and other waste water systems
- Insulation and climate control
- Green cleaners, stationery and other consumables

For more information on the Forum Group please contact:
Shaun Kroll - Unit 20, 39 Herbert St, St Leonards NSW 2065
T: +61 2 9002 4073 E: skroll@forumgroup.com.au
www.envirogroup.com.au



mycareerpath



Do you have anyone in your team who you have earmarked for future career advancement?

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Join your rising stars to the CMAA CLUB AFFILIATE PROGRAM FOR ONLY \$280

This is a one-off fee and remains valid while the individual is employed at your club, or until the individual becomes a Manager.

SPECIAL OFFER

Book into a **SUPERVISOR BOOT CAMP** course at full price and receive

50% OFF the Club Affiliate program fee

These courses are designed for potential and existing Leaders and Supervisors. It's a great introduction to the world of supervisory management.



At QLD State Zone level we have

Odyssey



Odyssey Gaming Limited has been a well-respected Licensed Monitoring Operator (LMO) to the Queensland Club and Hotel industry since established by the Queensland Hotels Association in 1998.

Monitoring for reporting and tax assessment purposes is the cornerstone of the gaming industry and Odyssey helps maintain the industry's integrity as an LMO delivering the pivotal component of government-driven industry compliance requirements, monitoring, maintenance and gaming services.

The Queensland compliance model, on which Odyssey bases its operations, is widely recognised by the international gaming community as one of the most advanced and sophisticated examples of domestic and global best practice.

In July 2011, Odyssey became a wholly owned subsidiary of eBET, an Australian Securities Exchange listed company that provides system support in all aspects of gaming operations.

The combination of both companies means that Odyssey clients can now benefit from an immense knowledge base and an expanded product range of proven, market leading, proprietary gaming systems.

For more information and a contact for Odyssey call.

Mark Anderson, General Manager - Direct +61 7 3087 3307
www.odysseygaming.com

Zealifi



Zealifi is a new brand but an old hand when it comes to looking after the needs of the wonderful club industry in QLD. We are obsessed about hospitality and service culture. Previously known as Academy Hospitality Australia, we have taken a new name and a new focus. We are shining the light on how clubs can create great workplace cultures that customers love and increases profits.

Years of increasing legislation and compliance have over-regulated our industry. It has stifled growth, reduced profit margins, and has made our teams overly focused on tasks and compliance rather than people.

We created Zealifi for that purpose: It comes from a zeal for life. It's the missing piece, the icing on the cake. It meets the needs of an industry needing to go back to the future. To being people focused again.

We recognise that the club industry is facing more challenges than ever, and we see a future where it's those clubs that see the people in their business as their unique competitive advantage who will win the customers loyalty.

We also created *Raising The BARista: The 12-Step program to an awesome and profitable service culture*. Over 12 months the program methodology develops the essential skills clubs need to solve these problems and become 'famous for service'.

Our clients consistently say they are achieving results on the program far exceeding what they could have accomplished on their own.

The program is currently running in Brisbane and on the Gold Coast in Queensland, and soon to be released in NSW. We believe there has never been a better time to create a Culture of Hospitality.

For more information about Zealifi and Raising the Barista contact Justin McGurgan | Consultant, Presenter and Author
E justin@zealifi.com.au T 1300 122 287
www.zealifi.com.au and www.raisingthebarista.com.au

At Victorian State Zone level we have

Mercury Group



The Mercury Group, is a not-for-profit Service Provider in the Gaming Industry, owned and controlled by its Members.

The Mercury Group specialises in Gaming advice, as well as but not limited to, Business Intelligence, Compliance, Loyalty & Marketing, Human Resources, Study Tours as well as Repairs & Maintenance.

Mercury Group Members, pay a low cost per day/per machine fee, while enjoying all the benefits of being part of a group. The benefits of being a Mercury Member includes, group pricing on products & services, pre-commitment and loyalty solution and expert knowledge and advice from industry specialists. Furthermore, members benefit by purchasing or leasing gaming machines at Mercury's negotiated group pricing. The Mercury model is that you own your gaming machines and or total floor, Mercury can assist in establishing finance on new and existing gaming products.

The Mercury Group also provides services through leading specialist and contractors within the Hospitality Industry. We also have strong ties with government agencies, assisting The Mercury Group and its members on being one step ahead of their competitors.

For further information about Mercury, please contact David Baldi or Mick Kelly on 03 9008 4868.

And for our new Trade Supporter Level, welcome

- Brintons Carpets
- NUS Consulting

Please take a moment to look at our trade supporters page for the full list and don't forget to download your CMAA app ... which has all of our valued supporters and contact details at your finger tips.



If you are considering becoming a sponsor of the CMAA, please contact Chris Keeble on 02 9746 4199 or via email chris@cmaa.asn.au

Annual General Meeting

Monday 23rd March 2015

CMAA Congress at Jupiter's Casino *a hit*

Monday the 23rd March saw the CMAA celebrate its very first National Club Management Congress at Jupiter's Casino on the Gold Coast with a plethora of Club Managers and Directors in attendance to hear from first class speakers with compelling leading edge presentations. The congress incorporated a half day of professional development with key sessions aimed at focusing on strategic and cultural change; effective communication and team building methods in high performance organisations.

The day opened with the members Annual General Meeting with just over 200 CMAA members taking note of reports presented by the CMAA's President Bill Clegg, Federal Secretary Allan Peter, Executive Officer Ralph Kober and Board of Management Studies Chairman, Cameron Provost. Jack Desborough and

Mal Cochran accepted their Active Certified Club Manager (ACCM) Awards and the CMAA's 2015 Hall of Fame inductees were announced. Our first guest speaker, Trevor Dill, Director of Asset Management at Precision Group presented his views on strategic and cultural change in the retail

shopping centre model. Trevor's experience leading the management, marketing and leasing teams of the Precision Groups retail assets and providing operational and leasing reviews of all the retail developments set the scene of debate. Is the retail shift in strategic focus from being just a "building full of shops" to a destination of choice impacting on the industry and luring customers away from the day-to-day activities that are offered in today's Club venues? The discussion is based on Trevor's experience visiting clubs as a "customer" and comparing his experience to strategies modern retail management are employing in the hearts and minds of the contemporary customer.

Of particular interest was our second speaker Peter Webster, Communication Specialist from Webster & Co who delivered a 2 part presentation, "Houston we have a problem". Peter offered a taste



“A CMAA event wouldn't be the same without a panel of courageous Club managers sharing thoughts and experiences; in this case of that old chestnut of subsidising food and beverage.”



Congratulations to the following peers and industry colleagues for their nomination and achievement in being recognised with the following awards in the CMAA 2015 Hall of Fame;

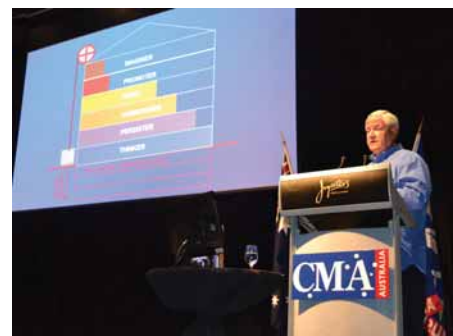
Jim Henry Award – Steve Byfield (Diggers at the Entrance)
 Club Manager of the Year – Joe Baysarri (Seven Hills RSL Club)
 Industry Associate – Trevor Croker (Aristocrat)
 Association Associate – Peter Sharp

of how the Process Communication Model is fast becoming the key to building rapport and effective communication in every business. This thought provoking presentation touched upon PCM's success through NASA's training of its Astronauts and is also now being used by the Australian College of Surgeons. Peter highlighted that every business whether that is a business comprised of Astronauts or Surgeons needs to understand how team dynamics and effective interpersonal communication are critical tools to transform every businesses success. The model helps you to individualise communication and understand distress patterns which in the Club Industry is a viable skill set to have. Club Managers constantly have to deal with different types of people both staff and patrons and therefore being able to recognise and understand different personality types

and their verbal/ nonverbal behaviours allows you to be better equipped to tailor your communication and connect better with them.

A CMAA event wouldn't be the same without a panel of courageous Club managers sharing thoughts and experiences; in this case of that old chestnut of subsidising food and beverage. The general outcome was that subsidised F&B can occasionally be effective however should be avoided as a long term strategic sales tool. Many thanks to Nadeem Ali from Castle Hill RSL, Karen Howe from Barrier Social & Democratic Club, Patrick Crick from Armidale City Bowling Club, Joe Kelly from Arana Leagues Club and David Hiscox from Dapto Leagues Club for their participation and support of the cause.

When CMAA's education component was over for the day, delegates made their



When CMAA's education component was over for the day, delegates made their way to Clubs NSW session on Corporate Governance followed by an after conference refreshment at the combined CMAA and Clubs NSW Cocktail Party





way to Clubs NSW session on Corporate Governance followed by an after conference refreshment at the combined CMAA and Clubs NSW Cocktail Party.....a teaser for some before concluding the night with the official acknowledgment of the 2014 Bursary Award winners. Sponsors, recipients along with CEOs and Presidents of clubs enjoyed a night of networking, catching up with old friends and awaiting to cheer on their fellow peers as the recipients shook hands and accepted their Bursaries from CMAA's President Bill Clegg.

Chris Keeble, CMA's Sponsorship and Membership Manager did a fabulous job tackling the Master of Ceremony job for the evening and even titillated us with a few 'knock knock' jokes to get the crowd going. Nadeem Ali from Castle Hill RSL once again graced us with his presence along with Matthew Ison from Dapto Leagues Club, the two winners of the IGT

Peter Clarebrough Memorial Bursary who presented their highlights from ICE London and South Africa bursary. Entertainment for the night was unique performer Kerry Doman, also known as 'Nigel' who showcased his amazing ability to use his memory to involve the audience in an interactive comical magic performance that sure left us all intrigued and entertained. Congratulations once again to the 27 Bursary winners of 2014.

A manic Monday, jam packed with array of reports, content, networking opportunities, great good and entertainment has proved to be a big success with the overwhelming positive feedback from our registrants. We would like to personally thank our Congress Speakers Trevor Dill, Peter Webster and Phil Fagan for donating their time and generous support to the CMAA. See you all next year for an even bigger and better event!



“ See you all next year for an even bigger and better event! ”

The Inaugural 2015 Australasian Hospitality & Gaming Expo, held on March 24th and 25th at the Gold Coast Conference & Exhibition Centre, was more than a success; it was a phenomenal achievement between the CMAA, Clubs QLD and Clubs NSW which resulted in the event exceeding the expectations of sponsors, exhibitors, and the industry alike.

Roving entertainers welcomed all guests to the event which included Stilt Walkers, a clown and a Ring Leader, their lively, comical, and light-hearted captivating line-up entertained all guests for the two days!

In total, the exhibition attracted over 160 exhibitors, in excess of 3000 visitors, and provided everyone who attended with an energy filled forum to engage, learn, network, and discuss business opportunities with exhibitors.

Each of our sponsors who attended the expo, provided an engaging, informative and welcoming trade display showcasing their products, services and support of the industry, the event, and the CMAA.

Thank you to everyone who came along and attended our AGM, our Professional Development sessions, hospitality events, and the AHG Expo! Your support of the newly created Australasian Hospitality & Gaming Expo, and the CMAA is greatly appreciated.





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CMAA Annual Salary Census 2015

Today many organisations and industries are conducting salary surveys which are an extremely powerful tool for benchmarking; setting the right compensation strategy; and following and monitoring the desired labour market (SIMPLEHRGUIDE.COM. 2010. *salary surveys*. [ONLINE] Available at: <http://www.simplehrguide.com/salary-surveys.html>. [Accessed 21 April 15]).

A salary survey is a valuable means of illustrating whether an employee is being paid accordingly for the value they provide to the organisation. They also offer comparative figures with others in a similar role or who are as equally as qualified; and importantly, in a similar size club and geographic area. From an employee's perspective, they are very helpful during the performance appraisal process, as being aware of industry standards promotes the opportunity to negotiate the right compensation package that suits their role, qualifications and job tasks. This is equally as valuable to the employer.

The data that is collected from a salary survey allows employers to ensure they are accurately managing their compensation structures, keeping up to date with industry standards and market rates. In turn employers gain a competitive advantage by understanding what its competitors are paying, to ensure they are abreast of the financial levers available to motivate and retain skilled employees.

As CMAA's Members can be both employers and employees, there is no doubt that an annual salary survey can play an important role personally and commercially. Therefore we are in the process of constructing a salary survey; which we shall call the Annual Salary Census; designed to provide our Members with an indication of competitive levels of salary and other demographic information which may help in their career or at their club. We will conduct this survey annually, coinciding with the end of financial year so that we can release findings in time for annual budget cycles and salary reviews in September / October of each year

In 2011 CMAA did conduct a salary survey which was designed a little too ambitiously for our own good, and unfortunately proved to be quite difficult to process into meaningful information for our Members. We have addressed those issues this year.

Our survey will be conducted via Survey Monkey, an online commercially available and secure survey product, and respondents can be assured of total anonymity – we won't be asking for personal identity details and the software will not even record IP addresses of senders. As a registered employee association, our privacy policy is necessarily strict, and we abide by it.

The demographic data the survey shall request will include the following criteria

1. CMAA Zone
2. Industrial instrument
3. Your Award classification or level
4. Time in current role
5. Age
6. Sex
7. Number of direct reports
8. Number of Gaming Machines
9. Fringe Benefits
10. Salary
11. Job Role
12. Education level
13. Multi club management
14. Hours worked on average per week
15. Job satisfaction
16. Time in the industry

We will be providing the basic survey results to CMAA Members free of charge. Don't forget, CMAA can also provide help with your employment contracts and agreements.

We look forward to presenting you with more information on our Annual Salary Census at our mid year conference at the Four Seasons Hotel, Sydney 16 & 17 July.



THOMSON GEER CONGRATULATES REVESBY WORKERS CLUB



**CONGRATULATIONS TO THE BOARD AND MANAGEMENT OF REVESBY
WORKERS CLUB ON THE COMPLETION OF THE REVESBY VILLAGE CENTRE!**

Revesby Village Centre features a flagship Coles Supermarket and Liquorland store, a café, specialty retail stores, a state of the art general practice, specialist and urgent care medical centre, an AMF Bowling and Amusement Centre and a Carnival Kingdom children's activities centre.



Centre for Hospitality Management
Strategy | Governance | Operations

The Gaming & Leisure Group of Thomson Geer are proud to have provided legal advice to Revesby Workers Club on all aspects of the development of the Revesby Village Centre from its inception through to its completion.

Acting for all types of clubs across Australia, the Gaming & Leisure Group is dedicated to delivering pre-eminent legal services across the whole spectrum of the registered club industry to ensure our clients achieve their desired outcomes.

FOR A CONFIDENTIAL DISCUSSION PLEASE CONTACT:

Brett Boon P +61 2 8248 5832 M +61 4 1480 8265
Phillip Wade P +61 2 8248 5822 M +61 4 3456 4834

E bboon@tgllaw.com.au
E pwade@tgllaw.com.au

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The Beginning of the *Diversification Path*

Diversification

As the Club industry is fully aware, the industry is continually presented with new challenges, whether they be increasingly restrictive laws and regulations, increased competition for the entertainment dollar or modern technology such as on-line gaming.

*Alec Rice Centre – Medical Centre
developed by Toronto Diggers*

Many clubs rely on the traditional revenue streams of gaming, food and beverage to provide their communities with facilities and support.

Given the continual constraints being placed on the Club industry and the ongoing challenges the industry faces, many clubs are looking at additional means to continue providing those community facilities and support.

As Clubs are generally located in prime locations, this presents Clubs with incredible opportunities for them to capitalise on their property assets to develop those assets and diversify their income streams to assist them in continuing to provide those facilities and support over the long term.

This requires Clubs to investigate new revenue streams which are independent from their core operations. This does not mean simply introducing new caterers or the refurbishment of existing premises (although this may be part of the diversification strategy).

What it does mean is Club's investigating the potential to develop uses on their land which are in addition to their core operations.

A number of Clubs have carried out development projects over the last few years to create a diverse range of non-core uses, which have included:

- retail shopping centres
- commercial offices
- health and fitness centres
- swimming facilities
- accommodation hotels
- child care centres
- seniors independent living
- medical centres
- cinema complexes
- bowling alleys
- children's activity centres

Getting Started

Before embarking on a development project, Clubs should undertake a number of initial steps to ensure that they are fully aware of the development options available to them.

The boards and management of Clubs aren't expected to be expert property developers. Even experienced property developers rely on a range of consultants to assist them in determining the nature and feasibility of projects they are contemplating.

Like experienced property developers, Clubs will benefit greatly from seeking appropriate professional advice from the right kinds of consultants at the outset of the project.

What follows is a summary of the key consultants and the roles they play in the initial stages of any project in assessing the commercial, planning, design, cost, financial and legal issues connected with a club's development project to best determine what is the most appropriate form of development for a particular Club.



Development Manager

The development manager is probably one of the most significant of the consultants to be engaged at the initial stage of a project.

The development manager has the following three main roles:

- to co-ordinate the work of all of the other consultants engaged by the Club in the initial stages of the project;
- using information developed by the other consultants, they will examine and understand the club's current business and the demographic base of the area in which the Club is located. They will also prepare a project feasibility, which identifies the highest and best uses for the Club's land and the estimated income and value opportunities those uses will generate; and
- developing a marketing strategy to identify potential anchor tenants for the major components of the project and seek legally binding pre-commitments from those potential tenants to the development.

Architects

The architects' primary role involves preparing concept plans for the proposed development based on the potential uses identified in the project feasibility prepared by the development manager.

As part of this process, they will liaise closely with the Club's town planners to ensure that the concept plans comply with the relevant planning controls and with the quantitative surveyors to provide an initial estimate of the project costs.

Quantitative Surveyors

Cost planning is a prerequisite for assessing the affordability and feasibility of a project. Quantitative surveyors estimate the construction costs for the concept plans developed by the architects, formulate preliminary budgets and provide advice on value engineering with a view to achieving cost savings on the proposed development concepts.

Financial Advisers

The main role of a Club's financial adviser in the initial stages of any project is to validate the financial feasibility for the project being proposed by the development manager.

The financial adviser is also critical in providing advice to the Club on the on the tax implications for the Club of the development concepts being proposed.

Lawyers

At these initial stages of the project the Clubs lawyers have a significant role to play. For instance, they will:

- advise on the regulatory issues associated with the project (including liquor and gaming issues), issues which are essential to get right at the front end of the project;
- advise on the proposed structure of the project (i.e. as a joint venture, project delivery arrangement, third party finance);
- draft and negotiate the various agreements that need to be put in place for the project (including development management and project management agreements, consultancy agreements, joint venture, development and/or project delivery agreements (depending on how the project is structured) as well as heads of agreement with potential anchor tenants; and
- advise on relevant planning laws if required.

The boards and management of Clubs aren't expected to be expert property developers. Even experienced property developers rely on a range of consultants to assist them in determining the nature and feasibility of projects they are contemplating.

Town Planners

The town planners' main role is to identify the current zoning of the land and whether or not any re-zoning will be required for the project to proceed.

They will also advise on the planning controls relating to the development and liaise with local councils as part of the development process.

In addition they will determine the demographics of a Club's membership and the local community to help in the assessment of the appropriate types of uses that could be included as part of the development.

Outcomes

For any property development project getting it right at the beginning is essential for the long term viability of the project.

Commencing a project without the right advice is a recipe for serious problems to arise during the course of the development process (be they planning, design, cost, financing or legal issues).

To ensure that your Club's property development project achieves the Club's desired outcomes, it is essential that the proper groundwork is laid at the initial stages by reputable and experienced consultants.

Getting it right at the start, diversification can generate strong and sustainable diversified income over the long term, which in turn enables the club to provide maximum benefits to its members. In particular, it helps to fund more community services for members and their extended networks and allows the club facilities to be renewed to meet ever changing market demands.



THOMSON GEER

LAWYERS

Please contact Phillip Wade on (02) 8248 5822 or at pwade@tglaw.com.au if you would like to discuss any of the matters dealt within this article.



Mid year conference theme:

Building **SOCIAL CAPITAL**

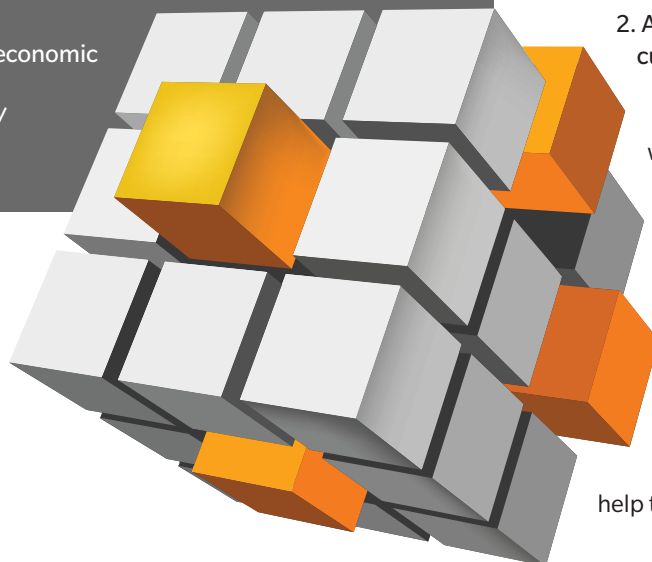
At our finance Summit in Melbourne last year we had venture capitalist and former Wall St banker, Mark Carnegie, Principal & Managing Director of M.H Carnegie & Co, present his outlook on the future of business and the role of clubs in the modern technological age. In a very interesting dialog, Mark told us that we were losing our sense of community, that getting to together and helping each other phenomenon that Australia was built on, and in which Club's played a MAJOR role from the 1950's onwards. He also stated that investors and market analysts now look at a Company's ability to generate and sustain 'social capital' and leverage it successfully into better returns. Mark Carnegie said this would be an important strategy for Clubs in the future to reclaim their status as a net contributor in their community.

What IS Social capital?

An economic idea that refers to the connections between individuals and entities that can be economically valuable. Social networks that include people who trust and assist each other can be a powerful asset. These relationships between individuals and firms can lead to a state in which each will think of the other when something needs to be done.

Along with economic capital, social capital is a valuable mechanism in economic growth. Source:

www.investopedia.com/terms/s/socialcapital.asp#ixzz3XpWof0ik



The following article provides great insight into Social Capital and its role in modern business and society. It is sourced from "The Official Success Blog of Darren Hardy" <http://darrenhardy.success.com/2011/06/social-capital/>

Social Capital – The New Measure of Success

by guest blogger Simon Mainwaring

Social media is disrupting how businesses need to measure success in the marketplace. Of course, profits still matter, but as consumers connect up in communities and networks through social technologies, they are gaining leverage to pressure companies to think about more than just great products and services.

Social capital refers to the appeal your brand has in your customer's eyes. It is composed of a mix of respect, shared values, and loyalty. High social capital derives from engaging with your customers in a way that creates a deeper meaning for them, not just selling them products or services.

Here are three key insights and tips for how you can accomplish raise your social capital:

1. **Make your brand the chief celebrant of your customers' community, not its celebrity.** In your marketing and advertising, stop thinking of your brand as the centre of the universe. Instead, reach out to serve the issues your customers care about. Celebrate how your product or service has helped your community or make an offer to work with your customers (and their customers) to perform some action that benefits an issue that matters to them. Show how your business is committed to creating a better life for people, not just a better bottom line for you. The Dancing Deer Baking Company in Boston is an excellent example of this principle; the company donates 35% of the retail price of one line of its products to help end family homelessness.

2. **Allow your story to become your customer's story.** Today's consumers love to participate in shaping the image of the companies they deal with. So invite them to do that. Encourage your customers to blog about you (and blog with them), post YouTube videos about your products, and review your company online. Make them equal participants in co-creating your story and reward them for their participation. A great example of this is how Proctor & Gamble asked female bloggers to help them raise awareness of the need for



clean drinking water in many areas of the world by blogging the issue. For every person who read each blog and clicked on a special “widget” on the blogger’s site, P&G would donate a bottle of clean water. You can read about this here:

3. Expand from a customer sales focus into a total service mentality. There is a vast difference in these two manners of thinking. Sales is narrow-minded, short-term, and fixed. Service is broad-based, long-term, and dynamic. A service mentality includes being willing to do many actions that attract and satisfy your customer, even things like donating to the causes your customers care about, giving your employees time off to volunteer their services in the community, or becoming an active participant in a cause that your customers care about. A good example of this is the story of the company, Guayaki Yerba Mate, which began as a small enterprise whose mission, in addition to profit, was to help restore the South American rainforest.

These are among the types of critical shifts any company must make to build social

capital that in turn drives profits in today’s new social business marketplace.

Here’s your 3-point action plan to increase your social capital:

Step 1: Write out your brand statement. Be sure to define it around your core values and purpose.

Step 2: Engage with authenticity, transparency and accountability. Evaluate each customer touch point to insure you are living and delivering on your brand promise.

Step 3: Act as the chief celebrant of your community, not its celebrity. Make a list of several ways you can recognize and celebrate the beauty of your community.

Simon Mainwaring is the founder of We First, a social branding consultancy that helps companies, non-profits and consumer groups build a better world through changes to the practice of capitalism, branding, and consumerism using social technology. More information how brands can build social capital can be found in his book, We First: How Brands and Consumers Use Social Media to Build a Better World (Palgrave/Macmillan, June 2011). Or visit www.wefirstbook.com

Darren Hardy is the visionary force behind **SUCCESS** magazine as the Publisher and Founding Editor, and is the New York Times and Wall Street Journal bestselling author of what has been called “the modern day *Think and Grow Rich*”:

The Compound Effect—Jumpstart Your Income, Your Life, Your Success (www.TheCompoundEffect.com) and the world-wide movement to onboard 10 million new entrepreneurs through his latest book *The Entrepreneur Roller Coaster - Why Now is the Time to #JoinTheRide* (www.RollerCoasterBook.com). Free daily mentoring: www.DarrenDaily.com
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Allan Peter ACCM,
CMAA Federal Secretary

Please visit www.cmaa.asn.au for a downloadable copy of this plan

Prevention of Intoxication on Licensed Premises

MANAGEMENT PLAN

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Objectives of Management Plan

Under section 73(2) of the *Liquor Act 2007* (Act) it is unlawful for a licensee or staff member to sell or supply liquor to an intoxicated person on licensed premises. The maximum penalty is \$11,000 and a breach of the section can result in a "Strike Offence" under Part 9A of the Act.

A person is intoxicated if:

- (a) the person's speech, balance, co-ordination or behaviour is noticeably affected, and
- (b) it is reasonable in the circumstances to believe that the affected speech, balance, co-ordination or behaviour is the result of the consumption of liquor.

Under section 73(1)(a) of the Act it is unlawful for a licensee to permit intoxication on licensed premises. The maximum penalty is \$11,000 and a breach of the section can result in a "Strike Offence" under Part 9A of the Act.

A licensee is deemed to have permitted intoxication if an intoxicated person is on the licensed premises (see section 73(4) of the *Liquor Act 2007*), unless the licensee can prove:

- (a) The licensee or staff:
 - i. asked the intoxicated person to leave the premises, and
 - ii. contacted, or attempted to contact, the police for assistance in removing the person from the premises, and
 - iii. the person was refused further service of liquor, or

- (a1) The licensee or a staff member had taken the steps set out in guidelines issued by the Secretary, NSW Trade & Investment under section 73(5A) of the *Liquor Act 2007*, or
- (b) The intoxicated person did not consume liquor on the licensed premises.

Under section 73(5A) of the Act the Secretary, NSW Trade & Investment, has issued "Guidelines" to assist licensee and staff in determining whether a person is intoxicated. These Guidelines are available at www.olgr.nsw.gov/pdfs/intox_guidelines.pdf. The purpose of the Guidelines is to describe the steps that the Club (as licensee) and its staff must take in circumstances where the Club wishes to be able to rely upon the defence in section 73(4)(a1) to establish that intoxication was not permitted on the Club's licensed premises.

Where a licensee seeks to rely upon this defence, it will be necessary to demonstrate that each of the steps in the guidelines were followed at the time that the offence of permitting intoxication was alleged to have occurred.

The Guidelines contain four (4) steps, the fourth being the requirement for the Club to implement a written document (such as a plan or policy) containing specific information.

This Management Plan is prepared and implemented in accordance with step 4 of the Guidelines.

The Club implements and practices the Responsible Service of Alcohol in compliance with this Management Plan.

Responsible Service of Alcohol and Liquor Licensing issues will be incorporated into training sessions involving all employees. Training will be provided by in-house personnel, qualified trainers and others and will cover all matters relating to the responsible service of liquor and its implementation within the Club.

It is the aim of the Club, in adopting the provisions of this Management Plan, to

- (a) minimise harm associated with misuse and abuse of liquor (including harm arising from violence and other anti-social behaviour) on the Club's premises, and
- (b) encourage responsible attitudes and practices towards the promotion, sale, supply, service and consumption of liquor on the Club's premises.

Management accepts that the minimising of harm not only applies to our patrons but also to the residents of homes located within the vicinity of the Club's premises and to others who are also members of our local community.

1. Selling, supplying and promoting liquor responsibly

- (a) Not sell or supply liquor to an intoxicated person (under section 73(2) of the Liquor Act 2007)

What is Intoxication?

The Act states that a person is "intoxicated" if:

- (a) the person's speech, balance, co-ordination or behaviour is noticeably affected, and
- (b) it is reasonable in the circumstances to believe that the affected speech, balance, co-ordination or behaviour is the result of the consumption of liquor.

The above definition of "intoxication" is not an exhaustive list of the signs of intoxication. The Secretary, NSW Trade & Investment has also issued guidelines to assist in determining whether or not a person is intoxicated for the purposes of the Act. A copy of the Intoxication Guidelines are attached to this Management Plan.

The attached Intoxication Guidelines should be understood and considered by the Licensee and employees of the Club together with this Management Plan.

Refusal of Service

Under section 73(2) of the Liquor Act 2007 (Act) it is unlawful for a licensee or staff member to sell or supply liquor to an intoxicated person on licensed premises. The maximum penalty is \$11,000 and or 12 months imprisonment and a breach of the section can result in a "Strike Offence" under Part 9A of the Act.

Refusal of service to a patron who is showing signs of "intoxication" is a fundamental aspect of the responsible service of liquor. The refusal of service in circumstances where the law requires refusal can be difficult. Individual patrons and some sections of the public do not readily accept that such refusals are obligatory and that the failure of staff to apply the law could place the Club's licence in jeopardy or result in charges being laid against the Club, its employees or agents.

To minimise any potential hostility or anti-social behaviour on the part of a patron who has been refused service, such refusals should always be done in a professional, polite, discreet but firm manner and where appropriate the reasons for refusal of service should be explained to the patron.

Where refusal of service takes place the person or persons who have been refused service must be requested to leave the Club's premises. If the person/s refuse to leave at the request of the

Approved Manager or other staff member, other persons, including the Police must be asked to remove the person using such force as may be necessary.

Under the Act it is the duty and obligation of Police at the request of the Club, Approved Manager or other staff member, to remove an intoxicated, quarrelsome or disorderly person from the Premises.

Club management will support staff in the refusal of service by providing:

- A Shift Supervisor/Duty Manager available at all times to assist bar staff in the refusal of service.
- Diversionary and alternative strategies to minimise conflict when service is refused.
- Appropriate signage prominently displayed within the Club's premises emphasising the Club's and the staff duties under the Act to refuse service.

No staff will be directed to sell or supply liquor to a person if the staff member reasonably believes that the person is intoxicated. The Act provides that a person is "intoxicated" for the purposes of the Act if that person's speech, balance, co-ordination, or behaviour is noticeably affected by liquor.

- (b) obligations relating to responsible service of alcohol training and the availability of free water

Training

Management will ensure the proper and regular training of all bar staff in the responsible service of liquor. Management requires and encourages all staff to undertake appropriate training to a level that is commensurate with their roles and duties at the Club. All staff involved in the sale, supply or service of liquor on the Club's premises and all crowd controllers and bouncers must:

- (a) hold a current recognised competency card or existing RSA certificate, or
- (b) have been granted an valid interim RSA certificate within the previous 5 years.

In order to demonstrate its commitment to training, the Club adopts the following training requirements:

Approved Manager

The Approved Manager of the Club will attend and successfully complete an accredited training course in Responsible Service of Alcohol.

Duty Managers

Duty Managers are required to attend and successfully complete an accredited training course in Responsible Service of Alcohol. A Duty Manager will be on site at all times during the trading hours of the Club.

Practical encouragement will be given and opportunities offered to the Duty Managers to attend or participate in additional accredited training courses relevant to their position and duties at the Club.

Bar Staff

All bar staff on appointment must have undertaken an approved Responsible Service of Alcohol course. All bar staff will be given an introduction to and instructions in the principles of Responsible Service of Alcohol and this Management Plan.

Crowd Controllers and Bouncers

All crowd controllers and security engaged at the Club will be given an introduction to and instructions in the principles of Responsible Service of Alcohol and this Management Plan.

On-Going Training

Responsible Service of Alcohol and Liquor Licensing issues will be included as an agenda item at all staff meetings. Issues of concern regarding the implementation of this Management Plan and Responsible Service of Alcohol measures generally will be open for discussion generally at staff meeting.

Responsible Service of Alcohol and Liquor Licensing issues will be incorporated into training sessions involving all employees. Training will be provided by in-house personnel, qualified trainers and others and will cover all matters relating to the responsible service of liquor and its implementation within the Club.

Minors

The Act prohibits minors being present on licensed premises except in certain circumstances.

Minors are permitted within the following areas of the Club's premises:

- *[list the areas of the Club that have are authorised as non-restricted areas under section 22 of the Registered Clubs Act].*

A minor will only be permitted to be present on the Club's premises if:

- the minor is a guest of a temporary member, and:
 - (i) at all times while on the club premises, remains in the company and immediate presence of the member, and
 - (ii) does not remain on the Club's premises any longer than the member, and
 - (iii) in relation to whom the member is a responsible adult.

Management undertakes that it will support staff refusing service to and/or denying a patron access to the Club's premises, and will facilitate that patron's removal from the Club's premises, if the staff member has reason to believe that the patron is a minor and that minor is not at the Club's premises as the guest of a temporary member who is a responsible adult.

The Approved Manager and staff will have reason to remove a patron from the Premises whom they suspect to be a minor if that patron cannot produce acceptable ID verifying their age, or if the patron is confirmed to be a minor and does not fall within one of the exception listed above.

An acceptable ID will only include the following documents:

- a current Australian driver's licence with a photograph;

Staff should be aware that although there may be controlled access to the Club's premises and it is intended that ID will be required of any person seeking to enter the premises who is a young looking person, there is still an obligation on serving staff to be sure that no minor is sold or supplied with liquor.

- a current passport with a photograph;
- NSW Photo Card issued by RMS; or
- a current proof of age card issued in another State of Territory.

Management will display appropriate signage on the Premises which explains the law in respect of minors being on licensed premises.

The Approved Manager and a staff member or agent of the Licensee is an "authorised person" under the Act and as such is authorised to ask a suspected minor to produce evidence of their age.

If the minor does not satisfy the Approved Manager, staff member or agent as to their age, or if the ID produced is not acceptable, the staff member is legally entitled to ask the suspected minor to leave the Club's premises and can remove the minor (or ask any other person to do so) using such force as may be necessary. The minor commits an offence if he or she does not leave the Premises.

Staff should be aware that although there may be controlled access to the Club's premises and it is intended that ID will be required of any person seeking to enter the premises who is a young looking person, there is still an obligation on serving staff to be sure that no minor is sold or supplied with liquor.

Staff who suspect that:

- a minor (who does not fall within one of the exceptions listed above) is present on the Club's premises; or
- a minor has attempted to purchase liquor or is consuming liquor;

should request the production of an acceptable ID by the suspected minor and if no acceptable ID is produced the suspected minor should be immediately refused service and asked to leave the Club's premises. The assistance of Approved Manager, Duty Manager and supervisory staff or security staff, if any, should be obtained if the suspected minor refuses to leave.

Staff must not:

- sell or supply liquor to minors either on or off the Club's premises;
- permit a minor to consume liquor on the Club's premises;
- permit liquor to be sold or supplied to a minor on the Club's premises; or
- permit liquor to be sold to a person who is purchasing or obtaining liquor on behalf of the minor on licensed premises.

Drinking Water

The Club will ensure that drinking water is, at all times while liquor is sold or supplied for consumption on the premises, available free of charge to patrons at or near the point of service at which, or by the same means of service by which, liquor is sold or supplied on the premises.

Water will be available at the following locations throughout the Club premises:

- *[insert details of the locations throughout the Club premises that patrons will be able to access free drinking water]*

- (c) Conditions imposed on the Club licence or any requirements under the Liquor Act 2007 which restricts the times, type or quantity of alcohol sold or supplied on the licensed premises

Specific Licence Conditions

[insert details of any licence conditions relevant to the supply of liquor here and explain how those conditions will be implemented]

- (d) liquor is not sold, supplied or promoted in a manner that is inconsistent with the Liquor Promotion Guidelines issued by the Secretary, NSW Trade & Investment, under section 102(4) of the Liquor Act 2007.

Liquor Promotion Guidelines

The Club aims to comply with the Liquor Promotion Guidelines in that it does not promote liquor in a manner that:

- has a special appeal to minors, because of the designs, names, motifs or characters in the promotion are, or are likely to be, attractive to minors or for any other reason;
- is indecent or offensive;
- involves the use of non-standard measures that encourage irresponsible drinking and are likely to result in intoxication;
- uses emotive descriptions or advertising that encourages irresponsible drinking and is likely to result in intoxication;
- involves the provision of free drinks or extreme discounts, or discounts for a limited duration that creates an incentive for patrons to consume liquor more rapidly than they otherwise might;
- encourages irresponsible, rapid or excessive consumption of liquor;
- is not otherwise considered to not be in the public interest.

The Liquor Promotion Guidelines are available at www.olgr.nsw.gov.au. A copy of the Guidelines will be maintained at the Club at all times.

Advertising and Drink Promotions

No advertising will be displayed nor will incentives be promoted at the Premises which encourage patrons to consume liquor in a manner that is considered irresponsible. In the course of maintaining responsible service of alcohol the Club will prohibit promotional material, including but not limited to:

1. Drinks that offer alcohol in non-standard measures and/or by virtue of their emotive titles such as - "laybacks", "shooters", "slammers", "test tubes", "blasters" - and their method of consumption encourage irresponsible drinking habits and are likely to result in rapid intoxication.
2. Drink cards that provide a multiple of free drinks, extreme discounts or discounts of limited duration on a given day or night and have a capacity to be readily stockpiled by patrons or transferred to other patrons. In other words, the drink card must not, by design or potential misuse, create an incentive for patrons to consume liquor more rapidly than they otherwise might.
4. Promotions, for a limited duration, in which excessive discounts is the enticement for people to consume liquor on the premises and which may encourage the irresponsible consumption of liquor.

Where the staff and Supervisor or Duty Manager form the view that a patron is consuming liquor irresponsibly and in a manner likely to result in intoxication the staff, Supervisor or Duty Manager will immediately implement the steps referred to above in this Management Plan including ceasing service of liquor to the patron.

5. Any labelling or titling of promotions that may encourage patrons to consume liquor irresponsibly and excessively to an intoxicated state.
6. The refusal to serve half measures of spirits on request or provide reasonably priced non-alcoholic drinks.
7. Any promotion that encourages a patron to consume liquor excessively - "all you can drink offers", "free drinks for women", "free drinks for women all night", "two for one" - and to consume it in an unreasonable time period.
 - Staff will discourage and deter patrons from indulging in activities within the Premises that have been identified as being of the kind that are likely to lead to binge or irresponsible drinking of liquor.
 - Staff are to encourage the consumption of non-alcoholic, "light" or low alcohol drinks.
 - Staff are to promote the consumption of food by patrons.
 - Staff are to indicate a willingness to serve half measures of spirits.

2. Monitoring liquor consumption and patron behaviour

- (a) the licensed premises is operating under the direct supervision of the licensee or appropriately experienced supervisory staff whenever liquor is being sold and supplied

At all times in which liquor is being sold and supplied on the Club's premises, the Club will operate under the direct supervision of the Approved Manager or appropriately experienced Duty Manager/s or supervisor/s.

- (b) liquor consumption by all patrons is actively monitored by the licensee or staff

Club staff are expected, for the purposes of the responsible service of liquor, to actively monitor and identify at an early stage patrons whose behaviour may appear to be affected by liquor and patrons who are consuming liquor irresponsibly and in a manner likely to result in intoxication.

[Insert Club venue specific details such as, for example, that specific staff walk the floor every 15 minutes to monitor patron liquor consumption and behaviour].

Staff who consider that a patron is or may be nearing intoxication, suspect that a person may be intoxicated or consuming liquor irresponsibly and in a manner likely to result in intoxication should bring the matter to the attention of the Supervisor or Duty Manager in order to confer and assess the patron's state.

- (c) intervention occurs when the licensee or a staff member becomes aware that a patron is consuming liquor irresponsibly and in a manner likely to result in intoxication

Where the staff and Supervisor or Duty Manager form the view that a patron is consuming liquor irresponsibly and in a manner likely to result in intoxication the staff, Supervisor or Duty Manager will immediately implement the steps referred to above in this Management Plan including ceasing service of liquor to the patron.

Where a patron is identified as consuming liquor irresponsibly and in a manner likely to result in intoxication, and the steps are taken in accordance with this Management Plan, that fact will be recorded in the Club’s incident register.

- (d) intervention occurs when the licensee or a staff member becomes aware that a patron is intoxicated to prevent the person from consuming liquor and to request that person to leave the premises

Where the staff and Supervisor or Duty Manager form the view that a patron is showing signs of intoxication the staff, Supervisor or Duty Manager will implement steps to prevent the person from consuming liquor and request the person to leave the premises.

It is important that patrons who are refused service or who are asked to leave are dealt with in a professional but firm manner. The patron/s should be directed to the provisions of the Responsible Service of Alcohol House Policy in force at the Club’s premises and assistance to obtain taxis should be offered.

Where a patron is identified as showing signs of intoxication, and the steps are taken in accordance with this Management Plan, that fact will be recorded in the Club’s incident register.

- (e) patrons entering the licensed premises between midnight and 5am are actively monitored and assessed for intoxication at the time of entry

Where the Club trades between midnight and 5am door staff, including security personnel, will actively monitor and assess patrons entering the Club’s premises for intoxication. This is done by *[insert examples of how door staff and security personnel will actively monitor and assess patrons, for example, engaging in conversation with each person and checking identification etc.]*

The active monitoring will be implemented by door staff by observing patrons for common signs of intoxication.

Patrons observed to be showing signs of intoxication will be refused entry to the Club’s premises.

- (f) any conditions imposed on the liquor licence, requirements under the Liquor Act 2007, or requirements of a development consent or approval under the Environmental Planning and Assessment Act 1979, relating to the engagement and duties of security personnel and/or RSA marshals are complied with.

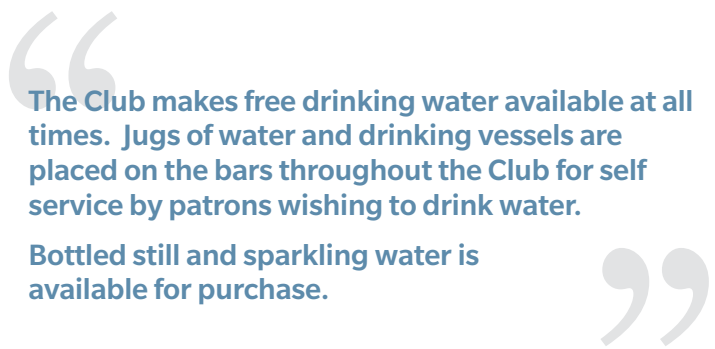
[insert details of any licence conditions or development consent or approval relevant to the supply of liquor here and explain how those conditions will be implemented]

3. Implementing harm minimisation measures

- (a) the availability of free drinking water is actively promoted to patrons throughout the licensed premises

The Club makes free drinking water available at all times. Jugs of water and drinking vessels are placed on the bars throughout the Club for self service by patrons wishing to drink water.

Bottled still and sparkling water is available for purchase.



- (b) action is taken to make patrons aware of the availability of non-alcoholic and low strength alcoholic beverages in the licensed premises

The Club promotes non-alcoholic and low strength alcoholic beverages in the licensed premises.

Drinks menus and signage throughout the Club is intended to promote non-alcoholic and low strength alcoholic beverages. *[Insert specific detail as to where signage will be placed throughout the Club. Also, if there are tap heads for light beer that is the promotion of low strength beverages].*

- (c) any requirements under the Liquor Act 2007 relating to the provision of food on the licensed premises are complied with in a manner consistent with the reasonable requirements, expectations and demands of the patrons of the premises

The Club ensures that food is available at all times when liquor is being sold for consumption on the Club’s premises.

[Add detail of the specific food options/outlets at the Club premises].

- (d) the following drinks are not sold or supplied between midnight and 5am

The Club does not sell or supply the following drinks between midnight and 5am:

- (i) drinks that offer alcohol in non-standard measures and/or by virtue of their emotive titles such as - “laybacks”, “shooters”, “bombs”, “slammers”, “test tubes”, “blasters” - and their method of consumption encourage irresponsible drinking habits and are likely to result in rapid intoxication.
- (ii) any ready to drink beverage with an alcohol by volume content of more than 5%.
- (iii) any drink prepared on the premises that contains more than 30 ml of spirits or liqueur, other than a cocktail that contains spirits or liqueur (or both) mixed with other ingredients and that is not designed to be consumed rapidly.

By signing this PREVENTION OF INTOXICATION ON LICENSED PREMISES Management Plan, I acknowledge that I have received instructions and training on the contents of this Plan and acknowledge my responsibilities in regard to the Plan and RSA procedures.

Name: _____ Signature: _____

Date: _____

Received by: _____

Manager: _____ Signature: _____

Date: _____

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Allan Peter ACCM,
CMAA Federal Secretary

Please visit www.cmaa.asn.au for a downloadable copy of this guideline

Changes to NSW Intoxication defence – Introduction of Guidelines

Until 1 March 2015, under section 73(4)(a) of the *Liquor Act 2007* a licensee in NSW could raise a defence to permitting intoxication where the licensee, and the licensee's employees took "**all other reasonable steps to prevent intoxication on the licensed premises**". The words highlighted in red were referred to as the "reasonable steps" defence. The reasonable steps defence was considered by the District Court of NSW on at least two occasions and on both occasions the District Court found in favour of the licensee.

Background to changes

On 26 November 2013, the NSW Government was presented with the "Report on the statutory review of the *Liquor Act 2007* and the *Gaming and Liquor Administration Act 2007*". The Report contained 91 recommendations. Recommendation 50 was as follows:

The 'reasonable steps' provisions in section 73(4)(a) of the Liquor Act should be removed, or alternatively, the Liquor Act should be strengthened to confirm that a licensee has permitted intoxication on a licensed premises unless reasonable steps to be defined in the legislation can be demonstrated to have been implemented prior to regulatory intervention.

Following the recommendation in the Report, on 15 October 2014, the *Liquor Legislation Amendment (Statutory Review) Bill 2014* was introduced to the NSW Legislative Assembly. The *Liquor Legislation Amendment (Statutory Review) Bill 2014* amended section 73 of the *Liquor Act 2007* by removing the "reasonable steps" defence. The Bill was passed by both houses of parliament on 12 November 2014 and assented to on 19 November 2014. The amendment to section 73 of the *Liquor Act 2007* commenced on 1 March 2015.

From 1 March 2015 section 73 of the *Liquor Act 2007* looks like this:

73 Prevention of excessive consumption of alcohol on licensed premises

- (1) A licensee must not permit:
 - (a) intoxication, or
 - (b) any indecent, violent or quarrelsome conduct, on the licensed premises.
Maximum penalty: 100 penalty units.
- (2) A licensee or an employee or agent of a licensee must not, on the licensed premises, sell or supply liquor to an intoxicated person.
Maximum penalty: 100 penalty units.
- (3) A person (other than a licensee or an employee or agent of a licensee) must not, on licensed premises, supply liquor to an intoxicated person.
Maximum penalty: 10 penalty units.
- (4) If an intoxicated person is on licensed premises, the licensee is taken to have permitted intoxication on the licensed premises unless the licensee proves:
 - (a) that the licensee, and the licensee's employees or agents, took the steps set out in subsection (5), or
 - (a1) that the licensee, and the licensee's employees or agents, took the steps set out in the guidelines under subsection (5A) to prevent intoxication on the licensed premises, or
 - (b) that the intoxicated person did not consume alcohol on the licensed premises.
- (5) For the purposes of subsection (4) (a), the following are the relevant steps:
 - (a) asked the intoxicated person to leave the premises,
 - (b) contacted, or attempted to contact, a police officer for assistance in removing the person from the premises,
 - (c) refused to serve the person any alcohol after becoming aware that the person was intoxicated.

The Guidelines referred to in section 73(5A) can be found on the CMA's website at www.cmaa.asn.com.au or on the Office of Liquor Gaming and Racing's website at www.olgr.nsw.gov.au

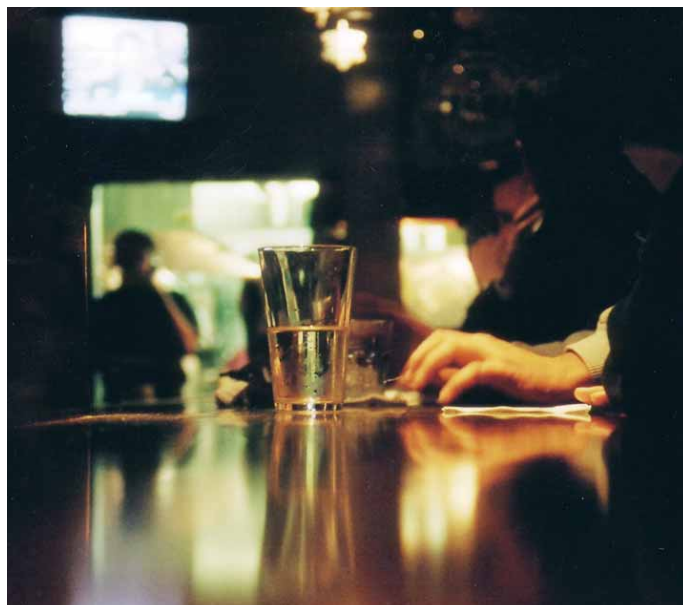
- (5A) *The Secretary is to issue guidelines relating to the prevention of intoxication on licensed premises. Such guidelines are to be made publicly available in such manner as the Secretary considers appropriate.*
- (6) *In the application of this section to an on-premises licence that relates to a catering service, a reference to licensed premises does not include private domestic premises except for the purposes of subsection (2).*

The words in blue represent the amendments to section 73.

The Guidelines referred to in section 73(5A) can be found on the CMAA's website at www.cmaa.asn.com.au or on the Office of Liquor Gaming and Racing's website at www.olgr.nsw.gov.au

The Guidelines contain 4 steps to prevent intoxication on licensed premises, the 4th point being "Planning to prevent intoxication on the licensed premises". The steps required to be implemented to comply with the 4th point are:

- a. a written document (such as a plan or house policy) is prepared which:
 - i. details the measures in place to prevent intoxication on the licensed premises (including the method of complying with the steps set out in these guidelines),
 - ii. describes how staff are instructed and trained to prevent intoxication on the licensed premises, and
 - iii. is provided to police and inspectors upon request.
- b. all staff receive instructions and training on the contents of the document referred to in step 4(a) above before they commence working on the licensed premises.



In an effort to assist Club Managers to meet the requirements of the Guidelines, the CMAA together with Eastern Commercial Lawyers has prepared a basic Management Plan. The Management Plan has been reviewed by the Office of Liquor Gaming & Racing. The OLGR kindly provided comments and feedback most of which has been inserted into the Management Plan. Each club must insert venue specific information into the Management Plan where required.

Should you require further assistance, the CMAA recommends that you liaise with the OLGR or seek independent legal advice.



myassociation . . .

IMPORTANT NOTICE TO ALL MEMBERS

- CMAA membership is from the 1st January to the 31st December each year for individuals that is to be paid in advance.
- Payment can be made weekly, monthly or yearly.
- Members can arrange payroll deductions weekly via their Club, however payroll must pass these fees on monthly or annually in advance to Head Office.
- Payment methods are Credit Card or Direct debit.
- EFT or Cheque payments can be made for yearly payments only.
- As of January 2015 membership fees incurred a CPI increase of 3% for the 2015 year and ongoing CPI increases per annum for the years following.
- Members who are in arrears of their membership fees 3 months or more will under the rules of the Association become unfinancial and will be contacted by CMAA HO to confirm their ongoing intention to retain membership of the CMAA.
- Please note your membership will become unfinancial unless correct fees are paid.
- Please pass on this letter to Payroll if you have elected to have weekly deductions.

Membership fees for 2015 will be:

Full member yearly: \$566.50
Full member monthly: \$47.20

Trainee member yearly: \$400
Trainee member monthly: \$33.30

Full member: Weekly payroll deductions \$10.90 (payroll to pass on monthly or yearly in advance to CMAA)
Trainee: Weekly payroll deductions \$7.70 (payroll to pass on monthly or yearly in advance to CMAA)

Update on the **Smoke-free Environment Act 2000**



ECL Eastern Commercial Lawyers

Tony Johnston,
Eastern Commercial Lawyers
T: 02 8243 1706
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Allan Peter ACCM,
CMAA Federal Secretary

On 6 July 2015 additional restrictions will commence under the *Smoke-free Environment Act 2000* (NSW). The restrictions apply to a “commercial outdoor dining area” and places within 4 metres of “pedestrian access points” to a building.

These amendments will effect most clubs throughout NSW and Club Managers should ensure that they understand the new restrictions and the possible implications for the business.

Below is a snap-shot of the new restrictions. This snap-shot reviews the application of the new restrictions from a legal perspective. Words in “quotations and italics” are words that are specifically defined in the Act.

Commercial Outdoor Dining Areas

Section 6A of the *Smoke-free Environment Act 2000* specifies that on and from 6 July 2015 a “smoke-free area” will include a “commercial outdoor dining area”.

The Act defines a “commercial outdoor dining area” to include (relevant to licensed clubs) an “outdoor public place” that is:

- (a) “seated dining area”; and
- (b) within 4 metres of a “seated dining area” on the premises of a licensed club.

What is the criteria for a “commercial outdoor dining area”?

An “outdoor public place” means a public place that is not an “enclosed public place”.

The premises of a licensed club are defined in the Act to be a “public place”.

An “enclosed public place” means a “public place” that has a ceiling or roof and, except for doors and passageways, is completely or substantially enclosed, whether permanently or temporarily. (There are additional guidelines published by the Department of Health relating to “enclosed public places” that should also be considered)

A “seated dining area” is an area in which seating is provided and in which food that has been purchased and served on plates or packaged for immediate consumption is consumed. The seating must have been provided by the occupier of the premises where the food is purchased or by the operator of the business from which the food is purchased.

An area is only a “seated dining area” when “food” is being consumed there or is available to be purchased and consumed there.

An area is not a “seated dining area” if the area is designated as not being for the consumption of food by the display within the area of signs complying with the regulations.

“Food” does not include drink.

Some important points about a “seated dining area”.

It is important to note that the definition of a “seated dining area” does not require:

- a table;
- cutlery; or
- for a person to be in a seat when consuming “food”.

The definition simply requires an area to contain seating provided by the club (or a caterer) and “food” that has been purchased and served on plates or packaged for immediate consumption to be consumed in that area.

A “seated dining area” can be indoors or outdoors. This is important when considering whether a “commercial outdoor dining area” is within 4 metres of a “seated dining area”.

Is an outdoor gaming area likely to be considered a “commercial outdoor dining area”?

In general terms, if a licensed club has an outdoor gaming area where people can smoke, and that area has seats, and people eat “food” that has been purchased and served on plates or packaged for immediate consumption there, it is likely that area meets the requirements of the definition of “commercial outdoor dining area”.

Can a person smoke in a “commercial outdoor dining area”?

Under the Act:

- if a person smokes in a “smoke-free area” (which will include a “commercial outdoor dining area” after 6 July 2015) penalties of up to \$550 for the person are provided in the Act; and
- if an occupier of a “commercial outdoor dining area” (the club) permits smoking in such an area, penalties of up to \$5,500 for a company are provided in the Act.

What if we want to allow people to smoke in the outdoor gaming area?

In our view, if a licensed club has an outdoor gaming area containing seats and permits patrons to eat food that has been purchased and served on plates or packaged for immediate consumption



provided by the Club, that area will likely be a “commercial outdoor dining area” under the Act.

Such an area will cease to be a “commercial outdoor dining area” if the area ceases to be a “seated dining area”.

An area ceases to be a “seated dining area” if signs are put up designating it as an area where food cannot be consumed and as long as the club takes all reasonable steps to ensure that the consumption of food does not occur in the area.

Can an area be a “commercial outdoor dining area” some of the time?

Yes, although the club will need to ensure that the relevant signage is displayed when the area is designated as being an area where food cannot be consumed.

What are the “reasonable steps” a club must take to ensure that the consumption of food does not occur in an area designated as not being for the consumption of food?

The Act provides no guidance on what “reasonable steps” are to be taken. That is not uncommon.

As a starting point the club would need to ensure that the appropriate signage is displayed. The club might also consider implementing regular staff training and rostering staff to conduct surveillance of the area on a regular basis. It would need to ensure that there is nothing in the area that encourages patrons to consume food, such as cutlery and condiments. Each club needs to consider what reasonable steps it can implement to ensure that people do not consume food in such an area.

Smoking within 4 metres of “pedestrian access points” to a building.

Smoking will be prohibited within 4 metres of a “pedestrian access point” from 6 July 2015.

A “pedestrian access point” is an entrance to or exit from a building for use by pedestrians, but does not include (relevantly for most clubs) an emergency exit that is locked to entry.

Department of Health has confirmed that “the entrance to or exit from a building is generally the doorway that leads to or from the building. For example, a doorway that leads into an office building from a public street or the public entry into a library or art gallery.”

It is generally considered that the entrance to a club is the point or points where people enter and where the sign in registers are located and/or where the club has a member only entrance, members swipe their cards to gain access to the premises.

Department of Health has confirmed that a person will not break the law if they pass by a public building while smoking. “The law creates appropriate defences to ensure that it will not be an offence to pass through a smoke-free area outside the entrance of a public building, while smoking.”

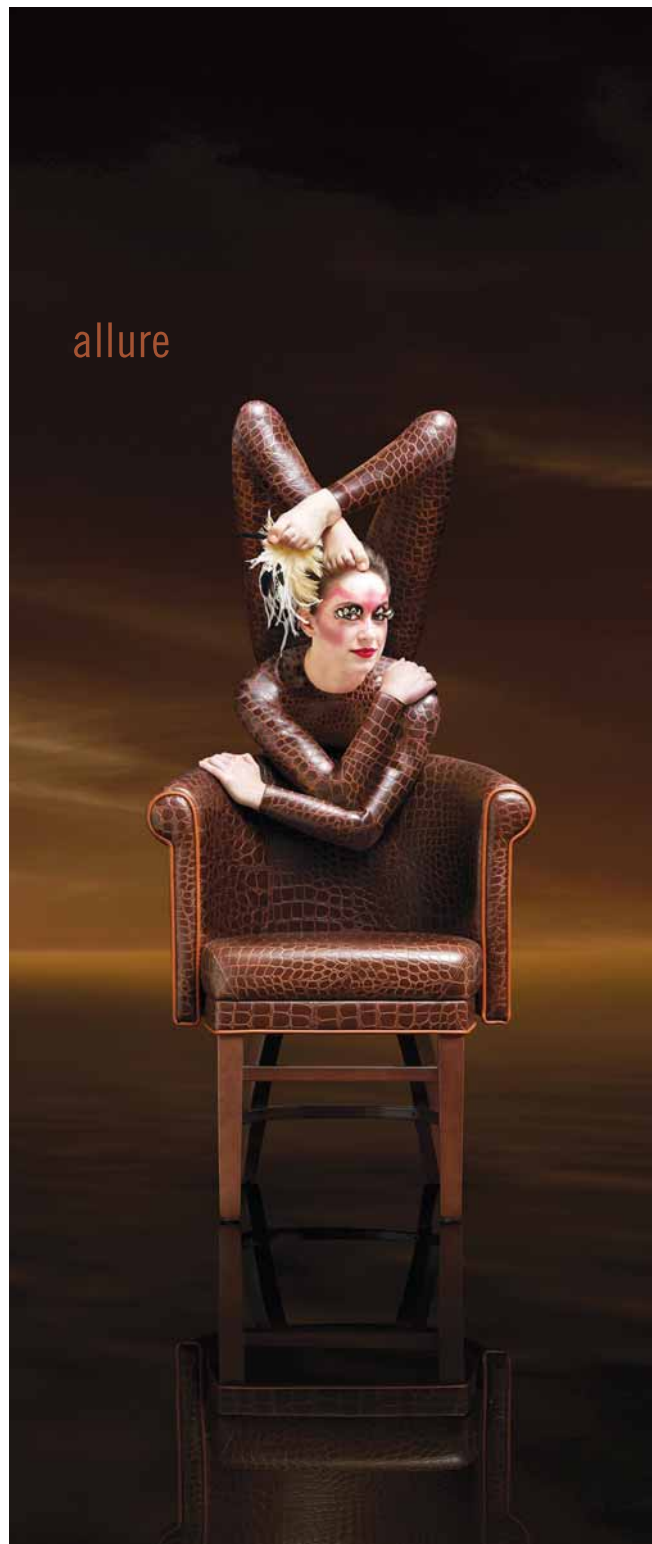
No signage required for “pedestrian access points”.

The Act does not require an occupier of a building to display signage at the “pedestrian access points”.

General warning

Club Managers (including Compliance Managers) must be very careful when attempting to interpret the Act. It is crucial that the Act is read as a whole.

Advice should be sought where there is uncertainty on any aspect of the Act.



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LEWIS GREENUP, Senior Manager

Lewis is a qualified accountant with nearly 15 years' experience in providing advisory services to a variety of businesses. Since moving to Australia in 2008 he has specialised in the clubs industry with a focus on analysing and improving financial performance, carrying out work ranging from strategic planning sessions to pre-lending reviews.

Tel: 02 8264 6566

Email: lewis.greenup@bdo.com.au

In my article in the February 2015 edition I discussed the importance of benchmarking performance and using financial ratios to do so, with a focus on EBITDARD %. Following this theme, I now discuss some financial ratios commonly used to measure how sustainable a company's debt levels are and their relevance in the club industry.

Sustainable Debt

Debt is often considered a dirty word in the industry, and this is not surprising given many clubs:

- Have been forced to close/amalgamate as a result of carrying too much debt; or
- Find themselves in a catch 22 position where they are struggling to repay old debt and as such have limited/no ability to invest back into the club.

However, in our experience it has not been the debt that has been the issue, instead issues have often arisen because:

- The club did not have a real appreciation of what and who actually drives financial performance at their venue

- The club's vision did not meet the demands of its patrons, in particular its VIP customers, but rather met the demands of the board
- The funding was invested into areas that were never likely to provide a return on investment
- Additional lending was required to meet significant cost blow outs
- The club did not prepare or instruct its accountants to prepare detailed forecasts (cash flow, profit and loss, balance sheet) and carry out sensitivity analysis on the forecasts to account for a variety of potential scenarios
- The club did not obtain independent advice on both the project and the funding requirements

All of these issues can be easily overcome provided the right homework is carried out. As such, clubs should not be afraid of debt as it is an important and useful business tool, which if used properly, can make the difference between growth and stagnation.

Further, the reality is that most clubs are not in a strong enough financial position to be able to fund significant projects from existing cash reserves and/or cash flow and using this option as effectively as possible must form part of most club's strategy.

Financial Ratios

Two financial ratios commonly used by financiers when considering funding requests include Interest Cover Ratio and Debt Service Cover Ratio. For those clubs that have finance it is likely that your lender has put a financial covenant in place around one of these ratios (or a variation of) which needs to be met as part of the conditions of the loan.

These ratios provide a useful tool when considering existing and future debt levels and as such I discuss how each is



calculated and provide some examples for reference. Please note though that financial ratios should never be viewed in isolation.

Interest Cover Ratio ('ICR')

ICR measures the number of times a company is capable of covering its interest expense obligation out of its EBITDA during a period and is typically calculated as follows:

$$\frac{\text{EBITDA}}{\text{Total Interest Expense}}$$

Examples

I have calculated the ICR for a club in two scenarios, with the club's EBITDA being the only variable:

	Scenario 1	Scenario 2
EBITDA	600,000	200,000
Interest Expense	200,000	200,000
ICR	3.0	1.0

In Scenario 1 the ICR is 3, which indicates that EBITDA will cover the total interest expense 3 times. This is at a level often required by lenders as it usually allows for the interest expense to be met but also for principal repayments on its loans and capital expenditure at the club to take place.

In Scenario 2 the ICR is 1, which indicates that EBITDA will only just cover the interest expense, let alone allow for any principal repayments or capital expenditure at the club. Clearly, this is a less than an ideal position and is not sustainable.

Principal & Interest Cover Ratio or Debt Service Cover Ratio ('DSCR')

DSCR is a financial ratio that measures a company's ability to service its debt by comparing its EBITDA with its total debt service obligations including principal repayments.

In other words, DSCR compares a company's available cash with all its interest and principal obligations.

It is typically calculated as follows:

$$\frac{\text{EBITDA}}{\text{Total Principal \& Interest Expenses (including all lease/HP payments)}}$$



Usually lenders require a DSCR of 1.5 times or more.

It is very important that lease/HP payments are also included in the calculation as quite often clubs can have significant repayment obligations, particularly in relation to gaming machines.



Thinking of an upgrade?

Work with us using our Interactive Design Workshop and you can design your venue and cost it in less than 2 days! Featuring 3D concept imagery and drive through videos, you can promote your new look ahead of time and drive revenue up! Save \$thousands in unnecessary designer fees and achieve your brief, look and budget quickly.

- Zoning Areas:** Creating walkways for staff and patrons throughout the venue. This exercise maximises your operational and functional efficiency giving you clear Zones and division of space.
- Space Planning:** Ensuring you maximise potential and achieve your brief in seating the target number of patrons in a given area and looks at how to aesthetically divide each space.
- The Look:** A collaboration of your ideas and our products will help you achieve a high end design within budget.



Benefits:

- You know your venue and community better than anyone.
- You'll find it a rewarding experience as we bring *YOUR* ideas to life.
- Clubs generally involve multiple decision makers. The more decision makers, often, the harder it is to make decisions. Our workshop encourages open discussion where agreed outcomes are achieved on the day via logical thought process and deduction. Presentations have proved very useful in presenting to the Board for approval.
- Everything we do is to make you money so we encourage you to recycle existing product where appropriate. We also own and operate restaurants so we always view projects from an operational perspective.
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Examples

In Scenario 1 I have calculated the DSCR for a club with revenue of \$12m, an EBITDA of \$2m and a proposed bank debt of \$4m (which is to be paid in full over five years). I have then calculated the DSCR in two additional scenarios as follows:

- Scenario 2 – 10% drop in gaming revenue
- Scenario 3 – 15% drop in gaming revenue

	Scenario 1	Scenario 2	Scenario 3
EBITDA	2,000,000	1,400,000	1,000,000
Annual Bank Principal Repayments	800,000	800,000	800,000
Annual Bank Interest Expense	240,000	240,000	240,000
Annual Lease/HP Payments	260,000	260,000	260,000
Total Annual Payments	1,300,000	1,300,000	1,300,000
DSCR	1.54	1.08	0.77

- In Scenario 1 the DSCR is 1.54, which indicates the club should be able to cover the club’s debt repayments and still provide surplus funds for capital expenditure/investment etc
- In Scenario 2 the DSCR is 1.08, which indicates the club will only just cover its debt obligations and there is unlikely to be any surplus funds for capital expenditure/investment etc

- In Scenario 3 the DSCR is 0.77, which indicates the club is unlikely to be able to meet it’s debt obligations.

The comparison highlights how vulnerable this particular club is to a fall in gaming revenue.

Please note we have proposed a five year repayment period as clubs are high use facilities and as such it is imperative that any funding is repaid over a reasonable period. Typically we recommend a maximum of 5 to 7 years for major refurbishments.

Final Words

As mentioned earlier, clubs should not be afraid of debt as it is an important and useful business tool, which if used properly, can make the difference between growth and stagnation.

The ratios we have discussed provide a simple way of reviewing existing and future debt levels at your club, however please note financial ratios should never be viewed in isolation.

If you are considering a project which will require funding it is crucial that you carry out your homework (which should include independent advise) to maximise the prospects of it being a successful venture and to minimise the risk of problems arising in the future.

A further consideration is that clubs maintain a sustainable level of debt (and therefore a level of pressure) to ensure the club and most importantly the board are focused on prioritising investment into areas that should lead to continued strong/improved financial performance. By doing so the funds available for investment are limited which reduces the possibility of funds being spent idly.

For those clubs that are struggling to repay old debt it is imperative that a strategy is put in place to allow for a much reduced repayment period to free up cash flow/funding for investment at the club. Often this necessitates actually increasing debt levels to fund the changes required to improve financial performance. Clearly this is not something that should be considered lightly and is an option that will often require support from an independent party to provide an already nervous financier with the level of comfort required to provide the funding.



Social Capital - our **BUILDING BLOCKS** of the future

- Thoughts on how we might build social Capital in the social media age – how clubs might reengage Australia’s sense of community - **Kristina Keneally**, former NSW State Premier
- A Cowards Punch can Kill - In the age of anti social and violent behaviour in the community, **Danny Green** has made a stand
- What’s on the gaming horizon over the next 12 months? **Aristocrat**
- Who's in the driving seat of your career? of your life? If you're not in the driving seat of your career and life ... someone else is! **Dianna Tapp**
- *Insight Panel:* “Building relationships in the community and the long term value and loyalty it creates for your organisation” with **CEOs of Souths Rabbitohs, GWS Giants and HOSTPLUS**
- *Looking after yourself:* **The Black Dog Institute** – because everybody deserves peace of mind, and Mental health is everybody’s business
- World financial markets and how it will affect our economy over the next 12 months
- The Culture Checklist: an insight into organisational values and their impact on strategy (with **Paul Lyons**)

Two Management Streams:

CEOs

Reminiscences of excellence: a manager travelling abroad. Two of our overseas bursary winners share their valuable experiences from their recent professional development tours to Singapore, Chicago and New York

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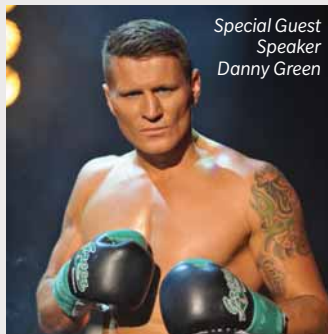
Australia’s tourist market – unlocking hidden opportunities and leveraging future cross state and regional data and marketing opportunities and relationships to build new business

Line Management

How to get your members and guests to definitely return again and again and recommend you to their friends and colleagues.

Unlocking the Club financial model for Line Managers

Workshop: Marketing is more than just gaming promotions ... Identifying the 7Ps of marketing and implementing them back at your club to improve your competitive advantage.



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Speakers may change due to unforeseen circumstances beyond CMAA's control





If you have any Industry News for consideration, please email the editor at peta@cmaa.asn.au

Combined Company, Named International Game Technology PLC ('IGT'), Begins Trading on the New York Stock Exchange (Ticker: IGT).

Chief Executive Officer Marco Sala, Joined by Senior Executives of the Combined Company, Rings Opening Bell.

Gtech and International Game Technology (IGT) complete combination and form leading global end-to-end Gaming Company

GTECH S.p.A. and International Game Technology today announced the completion of the combination of their businesses, creating a global leader in delivering innovative end-to-end solutions across the full spectrum of regulated gaming.

The combined company's name is International Game Technology PLC ("IGT"). It began trading on 7 April 2015 on the New York Stock Exchange under the ticker symbol 'IGT'.

IGT is uniquely positioned to serve global commercial and government clients with

innovative content, cutting-edge technology, and a suite of products that delivers exciting gaming experiences through every channel, including lotteries, gaming machines, social, mobile, and interactive.

"We will provide top performing content across multiple platforms enabling players to experience their favorite games across all regulated segments and channels, all with our unwavering Customer First approach. With a truly global reach, we will share expertise and experience both geographically and across market segments. The combination of GTECH and IGT is a winning combination." said Marco Sala, CEO of IGT.

"We are pleased to welcome IGT to the NYSE," said Thomas W. Farley, NYSE Group President. *"IGT is a premier global gaming operator shaping the future of entertainment and gaming, and an excellent addition to the NYSE's community of the world's leading companies."*

Mr. Sala has been with GTECH for more than 10 years, most recently serving as CEO, and has two decades of experience in executive management positions.

In addition to Mr. Sala, the corporate leadership team will be comprised of the following:

- Renato Ascoli – Chief Executive Officer, North America Gaming/Interactive (DoubleDown Casino)
- Walter Bugno – Chief Executive Officer, International
- Fabio Cairoli – Chief Executive Officer, Italy
- Michael Chambrello – Chief Executive Officer, North America Lottery
- Alberto Fornaro – Executive Vice President and Chief Financial Officer
- Donald R. Sweitzer – Chairman, IGT Corporation (North America) and Senior Public Affairs Advisor
- Robert Vincent – Senior Vice President, Human Resources and Corporate Communications

IGT celebrates 1 for 20,000

IGT has announced a significant milestone: 20,000 gaming machines (EGMs) across Australia are now being managed on 1 gaming management system, IGT's Advantage Club. The 20,000 EGMs are spread across almost 200 club and hotel venues throughout Australia, making IGT's Advantage Club one of the most widely used systems in the country.

With all IGT customers on the same system, IGT Advantage Club, there is one vision and one support path. All IGT customers will benefit from regular product upgrades, rolled out in a similar timeframe, no matter what the size of the venue, and one source for support.

Keep an eye out for the newest upgrade to IGT Advantage Club, 3.9. The upgrade has multiple new features but chief amongst them are the marketing and bonusing tools which enable venues to run more effective and measurable marketing programs to significantly boost patron loyalty and levels of service.

There's a Lot to Like at this year's Australasian Gaming Expo

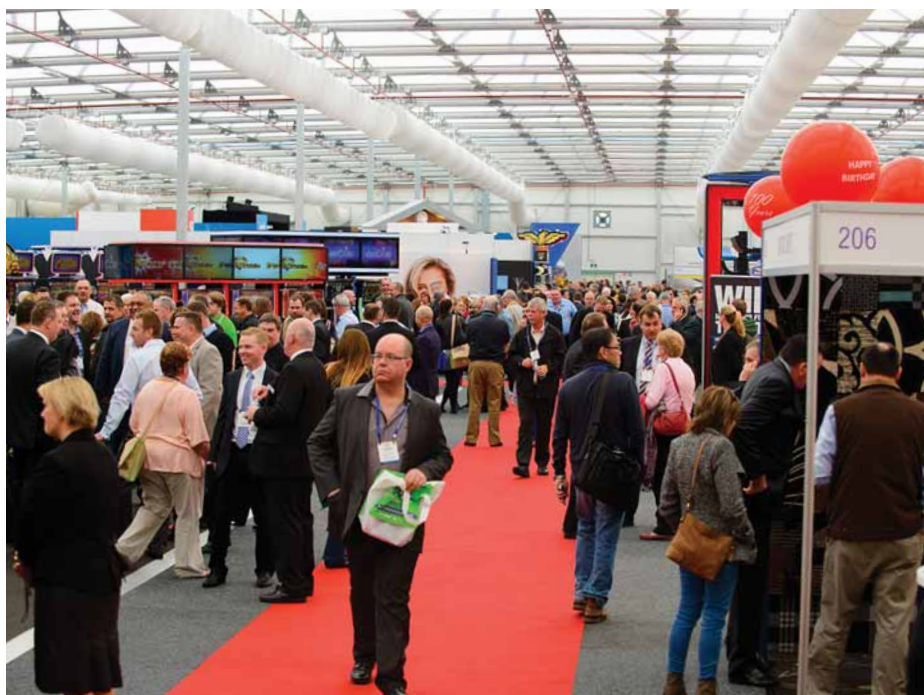
The Australasian Gaming Expo is less than 100 days away and the event organisers and exhibitors are ready for an even better show this year. Some of the improvements over last year are:

- More exhibitor space – over 7,500 square metres of stands.
- 23 new exhibitors – from “Barista in a Box” to “Portable Partitions”.
- More café space – a new café area in Hall 4.
- Improved AGE app – with live updates and tailored messages.
- Taxi commissionaire – outside Hall 3 to help organise taxi services.
- Shuttle bus from James Craig Road – so pedestrians can get to the venue.
- Venue improvements – better electrical power, better air conditioning, new pedestrian crossings and outdoor walkways.

A complimentary ferry service will again be operating from Darling Harbour to Glebe Island – a free Sydney Harbour Cruise on all 3 event days!

Complimentary shuttle buses will also operate from Central Station and Pyrmont; and from Sydney Airport.

Again this year Australasian Gaming Expo will also be offering three lucky visitors the opportunity to win a trip for two to visit the world's largest Gaming Expo, G2E, held in Las Vegas in October.



This year's Australasian Gaming Expo will be Tuesday 11 until Thursday 13 August at the Sydney Exhibition Centre @ Glebe

Island. Register at the AGE web site or call the Gaming Expo Help Line on 02 9211 7430.



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Outgoing Brisbane Zone President John Limbrick with incoming President Joe Kelly



In the Zone

Over the last few months, we have often been asked “What happens at a Zone Meeting”? This is the very same question many of our existing members and regular zone meeting attendees also asked when they were starting out in the Club Industry.

Did you know that Zone Meetings provide a forum and opportunity for members to attend and be updated on:

- Industrial Relations - what is currently happening in the sector
- Rights, roles and responsibilities of managers currently employed in venues throughout NSW, QLD, ACT, and VIC.
- Legislative changes and the expected impact
- Compliance issues
- Relevant and current information about the Industry
- Professional Development & Education
- Mentoring, support and guidance on issues in the workplace
- Access to sponsors and products
- Networking

Did you know that as a member you can attend any Zone Meeting you prefer, even if it's not your nominated Zone?

Did you know that non-members are welcome to attend a Zone Meeting to experience what happens before they join the CMAA?

Here are a few photos of the Great Lakes Zone and the Brisbane Zone meetings...

“**Did you know that as a member you can attend any Zone Meeting you prefer, even if it's not your nominated Zone?**
Did you know that non-members are welcome to attend a Zone Meeting to experience what happens before they join the CMAA?”





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The Robert Oatley range of wines are produced from family-owned vineyards across the Mudgee region and grapes grown in vineyards at Margaret River and Pemberton in WA. David Irvine, Account Manager
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Contact Evonne Bosnich – Sponsor & Membership Coordinator
P: 02 9746 4199 or E: evonne@cmaa.asn.au to notify of amendments to this Services Directory

Day	Date	Meeting	Venue	Zone
MAY				
Tues	26 & 27	10am	Armidale Bowling Club	North West State Zone Meeting Race Day & Dinner
Wed	27	TBA	Maitland City Bowls Club	Hunter Zone Meeting
Thurs	28	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

JUNE				
Tues	2	TBA	Kareela Golf Club	St George Cronulla Zone Meeting
Thurs	4	TBA	Kedron-Wavell Services Club	Qld Combined Meeting/Workshop/Bursary Function
Wed	10	TBA	TBA	Far North Coast Zone Meeting
Thurs	11	2pm	Macksville Ex Services Club	Mid North Coast Zone Meeting
Sat & Sun	13 – 16	TBA	CMAA QLD Cruise to Nowhere	CMAA QLD Cruise to Nowhere
Mon	15	7am	Shoalhaven Ex-Servicemen's Sports Club	Illawarra Shoalhaven Zone Charity Golf Day
Tues	16	TBA	TBA	Combined City East/Inner West Zone Meeting & Lunch
Tues & Wed	16 & 17	TBA	Dubbo	County Club Managers Conference Dubbo
Thurs	18	11:30am	St Johns Park Bowling Club	Nepean Zone Meeting
Tues	23	11.30am	Ballarat Golf Club	Victorian Zone AGM
Fri	26	12pm	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Quarterly Meeting

JULY				
Mon & Tues	6 & 7	TBA	Sydney	CMAA National Managers Conference Sydney
Thurs	16	TBA	TBA	Manly/Northern Suburbs Zone Meeting & Lunch
Mon & Tues	20 & 21	TBA	Moama Bowls Club	Riverina Murray Zone AGM
Tues	21	9am	Rydges Esplanade Resort, Cairns	Queensland Far North Coast/Rockhampton Zones
Tues	28	TBA	TBA	Far North Qld General Management and Tourism Summit
Thurs	30	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

AUGUST				
Tues	4	TBA	Moree Services Club	North West State Zone Meeting
Tues & Wed	4 & 5	TBA	Yass Soldiers Club	Far South Coast Zone Meeting
Sat	8	TBA	Southport Turf Club	Combined Gold Coast/Brisbane Race Day

CMAA Zone Education Officers

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2015 National Managers Conference

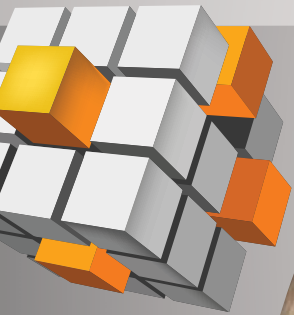
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Conference at a Glance

Monday July 6, 2015

8.30am – 9.30am

Registration and arrival tea & coffee

9.30am – 10.10am

Conference welcome, CMAA General Meeting and Insights into what CMAA's strategy is for the year ahead

10.15am – 10.45am

What's on the gaming horizon over the next 12 months?

10:45am – 11:15am: Morning Tea

11:15am – 12:05pm

Thoughts on how we might build social Capital in the social media age – how clubs might reengage Australia's sense of community

12:05pm – 12:50pm

Who's in the driving seat of your career? Of your life?

12:50pm – 1:40pm: Lunch

1:40pm – 4:45pm

Senior and Line Management Streams

4:45pm – 5:45pm

Conference day 1 concludes. Delegates are invited to enjoy a few drinks prior to networking dinner cruise

6:15pm – 9:00pm approx

Networking Dinner Cruise around Sydney Harbour

Tuesday July 7, 2015

9.00am – 9.20am

Top tips from day 1

9.20am – 10.05am

Values and benefits of Grant making for Clubs

10.05am – 10.50am

Panel: Building relationships in the community and the long term value and loyalty it creates for your organisation

10:50am – 11:20am: Morning Tea

11:20am – 12:05pm

Everybody deserves peace of mind - mental health is everybody's business

12:05pm – 12:50pm

The Culture checklist: Your organisation's values provide the foundation for, and WILL impact, the success of your strategies to build community

12:50pm – 1:30pm: Lunch

1:30pm – 2:00pm

Energiser with Conference MC Joel Ozborn

2:00pm – 2:45pm

World financial markets and how it will affect our economy over the next 12 months

2:45pm – 3:15pm: Afternoon Tea

3:15pm – 4:00pm

A Coward's Punch Can Kill – in the age of anti-social and violent behaviour in the community, Danny Green has made a stand

4:00pm: Conference Concludes



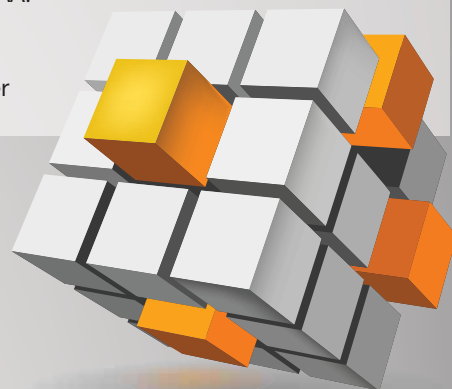
Welcome

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to present the 2015 Mid-Year Conference overview. This event continues to be one of the premier events for the Club industry with The Four Seasons, one of Sydney's most luxurious hotels hosting the event. The conference is dedicated to the professional development of club managers and will help you discover new ideas that deliver results, train your mind and will provide opportunities to make valuable connections with other industry professionals. The agenda of the conference will illustrate aspects of Social Capital and I am excited to announce that we have the privilege of hearing from former NSW Premier, The Hon Kristina Keneally and Danny Green, one of Australia's most respected professional boxers.

I take this opportunity to thank our national CMDA Sponsors and the Board of Management Studies for their ongoing commitment to the professional development of members of the CMAA.

I look forward to seeing you there!

Ralph Kober, CMAA Executive Officer



Date, Venue & Times

Four Seasons Hotel Sydney

199 George St, Sydney NSW 2000

Stunningly situated overlooking Sydney Harbour, Four Seasons Hotel Sydney puts you near the city's vibrant shopping and business centres. Take in dramatic harbour views and explore the famous Rocks district.

Monday 6 July, 8.30am – 4.45pm

Tuesday 7 July, 9am – 4pm



With MC Joel Ozborn

Between sell out comedy festival shows, national theatre tours and corporate events, Joel Ozborn is in demand and highly regarded as an MC, entertainer, comedian and more. The CMAA are delighted to have Joel facilitate and entertain our delegates during our 2 day program.

Register at www.cmaa.asn.au

Speakers may change due to unforeseen circumstances beyond CMAA's control

Day 1

Monday July 6, 2015

8:30 – 9:30

Registration and arrival tea and coffee

9.30 – 10.10

Conference welcome, CMAA General Meeting and Insights into what CMAA's strategy is for the year ahead.

CMAA President, Bill Clegg and Executive Officer Ralph Kober, with CMAA management

10:15 – 10:45

What's on the gaming horizon over the next 12 months?

Mitchell Bowen, Director - Product, Marketing & Strategy, ANZ, Aristocrat Technologies Australia Pty Ltd

10:45 – 11:15

Morning Tea

11:15 – 12:05

Thoughts on how we might build social Capital in the social media age – how clubs might reengage Australia's sense of community

With special guest speaker and former NSW State Premier, The Hon Kristina Keneally



12:05 – 12:50

Who's in the driving seat of your career? Of your life?

If you're not in the driving seat of your career and life ... someone else is!

Life is full of choices, decisions, actions, lessons, successes, surprises. Some people truly enjoy life, others seem to endure it!

With pertinent stories and quotes, with humour and images, and drawing on Dr. Gordon Livingston's renowned book 'Too Soon Old, Too Late Smart' Di will encourage and challenge us to be in the driving seat of our careers and lives

Diana Tapp, Facilitator, Trainer, Coach and Speaker, Real Changes. Diana has spent 20 years as a successful Learning & Development practitioner. Her background in research chemistry, in managing teams and as a corporate trainer/facilitator and coach enable her to combine a strong focus on people development with a real drive for definitive and sustainable results



12:50 – 1:40

Lunch

Senior Management Stream

Reminiscences of excellence: a manager travelling abroad. Two of our overseas bursary winners share their valuable experiences from their recent professional development tours

Tracey Lentell, General Manager of Moorebank Sports Clubs presents her insights into a fascinating week spent with General Manager Martin Rudden and his team at the prestigious and unique American Club in Singapore

Russel Hickey, Food and Beverage Manager from Kedron Wavell Services Club will also share his highlights from the 2015 National Restaurant Association Show In Chicago and tours of New York's fabulous bar and restaurant scene

Case study: Strategies to attract new markets and build a community asset

Richard Hogg, CEO Yarrowonga Mulwala Golf Club Resort

Line Management Stream

1:40 – 2:20

How to get your members and guests to definitely return again and again and recommend you to their friends and colleagues.

If your team is truly focussed on delivering exceptional customer service and giving maximum effort your customer loyalty will grow and as a result so will your bottom line. This interactive presentation explains in a 'user friendly' way the key areas to drive customer service improvement and aims to provide you with the tools to immediately apply back at your Club.

Michael Lewis, Director and CEO at Hoppers Crossing Club (Vic), Director KJM Hospitality Pty Ltd – MBA; Post Graduate Diploma Hospitality and Tourism, Advanced Diploma of Business Management.

2:20 – 3:00

Unlocking the Club financial model for Line Managers.

Lewis Greenup, Senior Manager at BDO will explain the relationships between sales, expenses and profits as he tracks how the money flows through our club's operation and how it looks in our financial reports.

3:00 – 3:20

Break

Day 1

Monday July 6, 2015

Senior Management Stream (continued)

Getting the outcomes YOU WANT - Influencing, Persuading and Negotiating

Diana Tapp, Facilitator, Trainer, Coach and Speaker, Real Changes

Australia's tourist market – unlocking hidden opportunities and leveraging future cross state and regional data and marketing opportunities and relationships to build new business.

Graham Perry, CEO of Inland NSW Tourism has impressive tourism credentials – CEO of See Australia (merged with Travel Australia); CEO of Traveland; Director of Sales Distribution at Disneyland, Paris. Graham will give us insights into what's happening in Australia's tourism world to make it easier for us to access information, increase our profile on the tourist trails, and work with other parties to break into new markets.

Line Management Stream (continued)

3:20 – 4:00

Marketing is more than a gaming promotion ... Identifying the 7Ps of marketing and implementing back at your club to improve competitive advantage. Session one

Owen Madden, General Manager Carnarvon Golf Club (NSW) – MBA; Diploma in Marketing

4:00 – 4:45

Session two practical workshop: Marketing is more than a gaming promotion ... Identifying the 7Ps of marketing and implementing back at your club to improve competitive advantage.

Owen Madden, General Manager Carnarvon Golf Club (NSW) – MBA; Diploma in Marketing

4:45

Conference day 1 concludes.
Delegates are invited to enjoy a few drinks prior to the networking dinner cruise at 6:15pm



Networking Dinner Cruise around the Magnificent Sydney Harbour

Monday July 6

Embark at 6.15pm at Commissioners Steps Circular Quay – Disembark 9.00pm approx

Join us on the beautiful Sydney Harbour cruising on the magnificent Bella Vista. This is no ordinary vessel, but one with 360 degree views, so you won't miss any part of the city lights!

Enjoy quality welcome finger food on arrival and a sumptuous gourmet buffet and beverages from our national sponsors, all at clothed and seated tables.

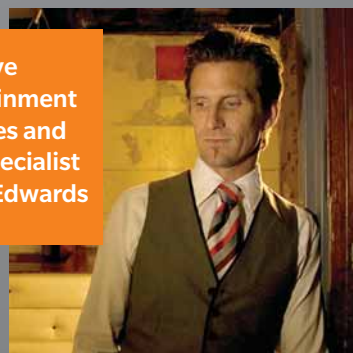
With 4 big screens also streaming the NRL Monday night football game (for those that just can't live without the score! Please note visual only no audio)

This specialty night with limited spots will also see the recognition of the four recipients of the CMAA Hall of Fame Awards.

This exceptional networking event is part of the delegates two day package and also a deliverable for National Trade Sponsor's Bronze and above.



Live entertainment by blues and roots specialist Jeremy Edwards



Extra tickets are available to Trade Supporters of the CMAA and also partners of any delegate should they wish at \$95 per person. Spots are limited.

Day 2

Tuesday July 7, 2015

9.00 – 9.20

Top tips from Day one

9:20 – 10:05

Values and benefits of Grant making for Clubs

Kate Caldecott, former executive director of the Australian Institute of Grants Management. A self proclaimed ‘grants geek’, Kate is passionate about grants and the good they can do. A former executive director of the Australian Institute of Grants Management, Kate was also a founding member of the SmartyGrants leadership team. She has worked in the public, private and not-for-profit sectors, giving her a unique combination of technical know-how, hands on managerial experience and practical understanding of grants program development. Her focus is on streamlining and reforming the grantmaking process.

10:05 – 10:50

Panel: Building relationships in the community and the long term value and loyalty it creates for your organisation

Senior executives from three very high profile community driven organisations share their insights into their social capital investment. Courtesy of HOSTPLUS.

John Lee - CEO, Souths Rabbitohs NRL club;

Dave Matthews – CEO GWS Giants AFL club

Arthur Antonellos - Executive Manager Client Services at HOSTPLUS

10:50 – 11:20

Morning Tea

11:20 – 12:05

Everybody deserves peace of mind, and Mental health is everybody's business

Poor mental health is now the leading cause of sickness absence and long term work incapacity. Mental illness can have significant impacts on YOU, your family, and your staff; as well as productivity, morale and organisational performance.

Our consultant from Black Dog institute will present on:

- common mental health concerns, including depression, stress and anxiety
- help available inside and outside of the workplace
- basic tips and advice on how to build good mental health and wellbeing

Julie Berg, Organisational Psychologist and workplace facilitator, Black Dog Institute Julie Berg has a background in clinical and organisational psychology and brings a unique depth of experience across both disciplines. Julie has been a treating practitioner for over 25 years assisting individuals with a wide range of personal, mental health and work related concerns. Julie has always maintained an interest in workplace wellbeing whether it be by promoting mental health in the workplace, developing workplace culture, skill development or mediating situations of conflict. She is a highly experienced workplace facilitator and brings an engaging, lively and practical approach to her sessions.

12:05 – 12:50

The Culture checklist: Your organisation's values provide the foundation for, and WILL impact, the success of your strategies to build community.

Paul Lyons will discuss the power of developing meaningful corporate values.

Paul Lyons is an organisational psychologist who works with many large companies including Qantas.

He also delivers high value, real life and practical knowledge and skills workshop packages to the club industry.



12:50 – 1:30

Lunch

1:30 – 2:00

Energiser with MC Joel Ozborn

2:00 – 2:45

World financial markets and how it will affect our economy over the next 12 months.

A presentation from JANA Investment Advisors Pty Ltd, JANA is a leading investment consulting firm, with offices in Melbourne and Sydney.

Their core business is providing traditional and implemented consulting advice to institutional clients, including corporate, industry and public sector superannuation clients as well as charities, foundations and endowment clients. Courtesy of HOSTPLUS

Greg Clerk: Principal Consultant, JANA investment Advisers.

Greg has advised large superannuation funds for over 17 years and has also held roles within the Quantitative Analytics and Custody teams.

Greg holds a Doctorate in Theoretical Physics from the university of Melbourne

2:45 – 3:15

Afternoon Tea

3:15 – 4:00

A Coward's Punch Can Kill – in the age of anti-social and violent behaviour in the community, Danny Green has made a stand.

Danny Green, one of Australia's most respected professional boxers will give insights into his views on today's violence, his life and philosophies

4:00

Conference Concludes





Price

Early Bird discount: Pay before 5pm Friday June 5, 2015 to save \$90 pp of Member and non-member price

Normal Price: \$890 + GST CMAA Members & Affiliates; \$990 + GST for Non Members

Price includes 2 days conference content, networking cruise around Sydney Harbour, morning and afternoon tea both days

Activity Points

Delegates receive 20 Industry Activity Points for attending the Conference towards achieving / maintaining the Active Certified Club Manager (ACCM) Award. 10 points will be awarded to delegates who attend & sign the register at the CMAA General Meeting and Insights Update. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.

Register at www.cmaa.asn.au

Speakers may change due to unforeseen circumstances beyond CMAA's control

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Check out the value and benefits of membership



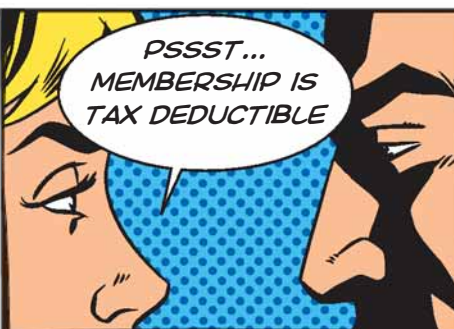
ASSOCIATION SUPPORT FOR MEMBERS BY WAY OF:
 Advice on various employment issues
 Contracts and agreement feedback
 Industry awards advice, restructuring, best practice
 Mediation and general advice



DEVELOPMENT:
 Customised summits and workshops. Delivered by club specific and industry professionals
Professional Education Grants
 overseas study tours, club exchanges, accredited training courses and more



NETWORK:
 Zone forums, peer support and sharing knowledge with colleagues from your zone to Australia wide
PLUS
The National Managers Conference



GET YOUR ACCM:
 Your Industry expertise is also recognised with the **ACCM** (Active Certified Club Manager)
 Seen as a minimum standard within the Industry



AFFILIATE PROGRAM: (FOR NON MANAGERS)
 Looking at ways to progress your career path to management level? Why not join the CMDA affiliate programme
A once off fee of \$280 with this amazing offer



AFFILIATE PROGRAM OFFER:
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