

# CLUB Management



IN AUSTRALIA  
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JULY 2015



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**WA Office**

Matt Trotman  
State Manager  
t 08 9260 4602  
m 0424 133 469



**SA/NT Office**

Scott Measday  
State Manager  
t 08 8205 4963  
m 0418 327 607



**QLD Office**

Darren Barton  
State Manager  
t 07 3225 9503  
m 0407 933 399



**NSW/ACT Office**

Helen Wood  
State Manager  
t 02 8202 8700  
m 0437 725 692



**VIC Office**

Stephen Assimo  
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t 03 8636 7777  
m 0438 801 049



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**Advertising:** Peta Imber

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Please ensure all artwork is sent to:  
peta@cmma.asn.au  
P: (02) 9746 4199

**Correspondence:**

The Editor, c/-  
Club Managers' Association Australia  
Locked Bag 4317  
Sydney Olympic Park NSW 2127  
P: (02) 9746 4199

**Please address all business correspondence to the Federal Secretary**

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**Registered Office**

Level 1, 1 Showground Road  
Sydney Olympic Park NSW 2127  
P: (02) 9746 4199 F: (02) 9746 5199  
Locked Bag 4317  
Sydney Olympic Park NSW 2127  
Email - cmmaa@cmma.asn.au

**Office Hours**

Monday to Friday 9am to 5pm  
Seven-day telephone answering service.

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# Contents

- 4 President's Perspective
- 6 AGE World Class Gaming Expo
- 8 Executive Officers Report
- 9 Vale Geoff Meston by Ralph Kober
- 10 The Business End
- 13 Ainsworth's Reel Deal
- 16 Vale Geoff Meston By Peter Sharp
- 20 Welcome to New Sponsors
- 21 Industry News
- 26 Bursary Reports
- 30 Country Club Managers Summit Dubbo
- 32 Demystifying the Training Landscape
- 36 Northern Exposure
- 40 In the Zone
- 42 Walking with Giants
- 44 2015 Training Calendar
- 45 Sponsors Directory
- 48 Zone Meetings and Industry Functions
- 48 Zone Education Officers



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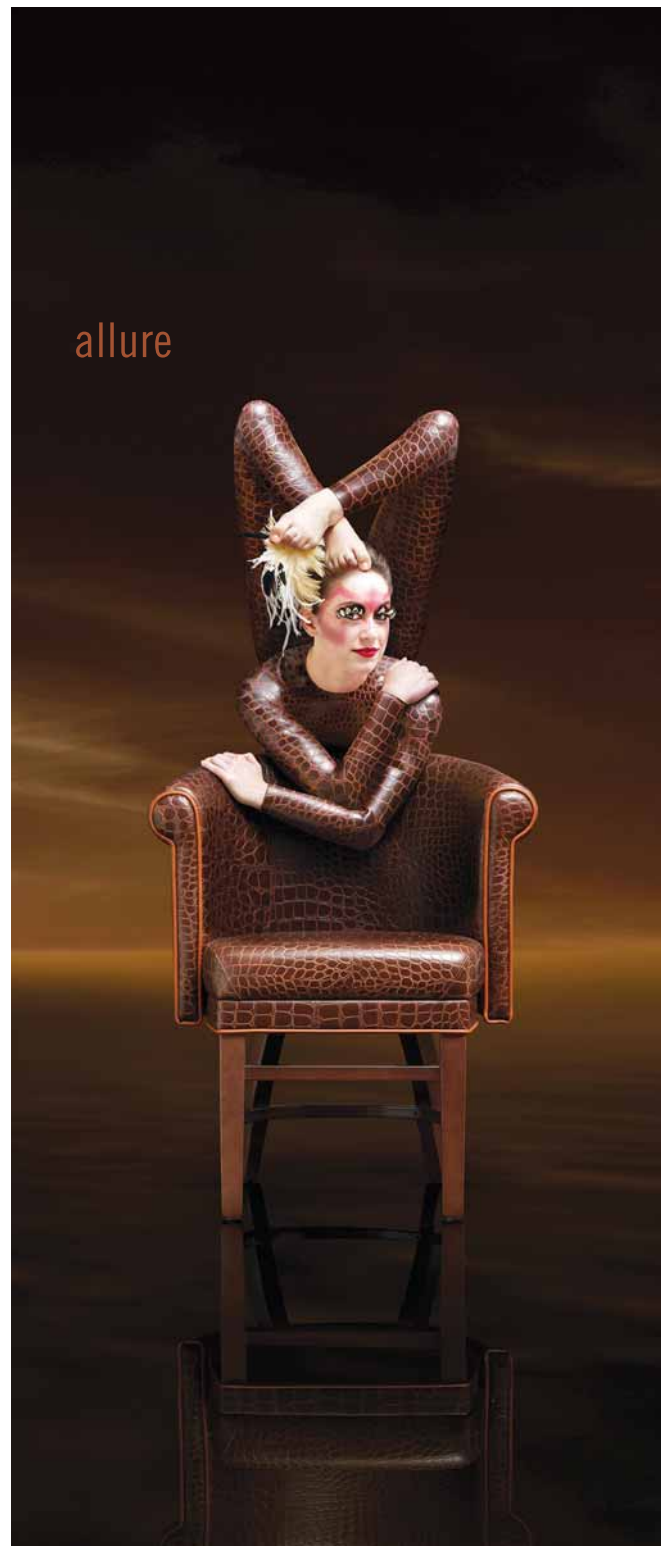
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Bill Clegg, President

# President's *Perspective*

Members,

Firstly, as all would be aware that we recently lost Geoff Meston.

Geoff was an integral part of the Executive Staff of the Association and has been instrumental in developing and implementing the professional development needs of the membership.

Many members, and our staff, came together at NSW Leagues Club with Geoff's family and friends on Friday 13th June to celebrate his time with us at "Geoff's Going Away Party". I particularly express our appreciation to Geoff's family for that opportunity. Peter Sharp again represented you all so professionally in bringing an understanding to the family and friends of Geoff's love of the CMAA and the role he played.

Geoff will be missed by many as a mate, work colleague and as part of our wider CMAA family.

His legacy is knowing that he has contributed to the improved skills and knowledge of individuals and contributed the professional standards of the Club Industry and the strategies he put in place will continue well into the future.

At this time it is also important to acknowledge the contribution of all the staff over the past month and their efforts to ensure the resources of the Association continued to be applied to support the membership.

As indicated in the Notice of this Meeting and as it's only been a few short months since we were together at the AGM at Jupiter's we do want to look forward and provide what we see as the immediate direction of the Association.

### Education and Professional Development

As was indicated at the AGM and presented by Cameron Provost, as Chair of the Board of Management Studies the review of our ASQA approved courses will diminish while placing more importance on the vocational courses. This process commenced by Geoff Meston will in the short term be driven by Ralph.

Most recently, the Executive and Board of Management Studies have considered the direction of the education and in particular the importance and level of engagement required as a Registered

Training Organisation to the overall CMAA.

The initiatives commenced in the RTO space and those particularly commenced in Queensland and Victoria are committed to and recently this commitment has been reinforced by the Executive.

In the short term there will be challenges but nothing that has been committed to as part of the Strategic Direction of the Association will be diverted from.

### Sustainability

The sustainability of the Association is always forefront of mind for the Executive and staff.

The downsizing of the Administration Centre and other cost saving efficiencies will see full benefit in this financial year.

The AHGA Expo proved to be successful for the first year of operation. We have clearly advised the membership that there was an expectation that the combined expo would return over \$100,000 less that usually returned from the CMAA Expo.

Our forecasts achieved a better than expected return of about \$20,000 but still significantly down on previous returns.

With the success of this year and potential increased floor space sales the Expo to be held in Brisbane is expected to provide an increased return.

The financial challenges that we face, around the training and seminar/conference space will be the diversification provided by other Associations within the Club Industry.

The rationalisation of the conference space that resulted in the combined AHGA with Clubs Queensland and ClubsNSW, encouraged by other Associations and then not supported, because there was no financial gain, was disappointing.

This Executive has applied the rule "What's good for the Club Industry is good for managers, and therefore the CMAA" in our considerations of not just the commercial dealings but our support or otherwise of other Industry matters.

I'm pleased, that in discussions with ClubsNSW we have provided a commitment of support for their strategies for the wider Industry where other Associations have failed to do so.

Our engagement with the employer organisations in both Queensland and Victoria will also be guided by our rule.

### Membership

I spent some time with Chris Keeble who provided a detailed review of the membership

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initiatives and strategies regarding membership at the AGM.

These remain central to the Strategic Plan.

Engagement and being relative, at all levels of management is critical. Chris will again detail the strategies around Membership.

### Governance

The process of compliance has been ongoing for well over 12 months and is expected to do so while the Royal Commission into Trade Unions continues to take submissions and eventually when the final report is released with recommendations. You can only assume that there would be more rounds of legislation and regulations.

All Zone and Executive members remain compliant with the education requirements while there are further financial management of Zone funds to be implemented.

Those Zones that have had the requirements explained are fully understanding and the management continue the search for banking and investment products that can be easily controlled by the Zones themselves while being monitored by management.

Changes to the Constitution has also reversed some of the decisions taken years ago to streamline the election process in the Executive and particularly the election of President and the reduction of the number of Federal Councillors.

I have accepted for some time, that the reduction in Federal Councillors, particularly in Queensland, did not deliver any benefit.

Going forward, from the next election there will be a further Federal Councillor elected for Queensland and a standalone Federal Councillor for Victoria.

With the demise of the State registered body CMA at the next election these decisions and the commitment to review member representations when numbers demand again reinforces the Executive commitment to move to a truly National body.

### Succession Plan

Over the past two years I have continually referred to the Succession Plan for the Association and the need for renewal.

Members have been requested to consider their involvement with the Association at whatever level they consider is achievable and of course that is a decision that should be taken in consultation with their respective Board of Directors or Senior Management.

As we enter the last half year before the next election cycle it is timely, for those, as individuals or as a group that have views on the future direction of the Association to now, in the best interests of the Association, to come forward and have those discussions with the current Executive.

So the members can now engage in this process and understand that this is not more rhetoric, it is my intention to resign the position of President of the CMAA at the next Executive meeting.

I will stay on in any role that can assist with a transition, which the Executives determine.

This I hope, and any consultations that the Executive may have with others, leading to the next elections will provide

the membership a clear guide and direction for the future of the Association and those that lead it.

I'm aware that decisions taken by the Executive over the past 9 years or so, under my leadership have upset some members and been challenged by a very small minority with vitriol. However, I am more than satisfied that all decisions were taken with the best interests of the Association and membership as a whole in mind.

To those that still harbour any ill feelings it is in the best interests of the Association that you move on.

Members, it's a cliché to say that to be President of the CMAA is a great privilege and honour, however it certainly has been a particularly rewarding experience particularly over a period that has seen many challenges to the Club Industry and therefore on our members.

I have been particularly blessed that all my employers have supported my involvement with the CMAA for nearly 40 years.

More recently the Board of Directors of Randwick Labor Club Limited not only encouraged that involvement but supported it through acknowledging leave and absences whenever duties of the CMAA were required.

It is important to acknowledge that support and that provided by all clubs that support their manager's involvement with the CMAA.

My last comments have to be to the team that supports the membership.

It has been a particularly difficult time for all but the staff have shown all the qualities that we all as professionals aspire to.



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## World-class **Gaming Expo** in Sydney 11-13 August

The Australasian Gaming Expo on 11-13 August at Sydney Exhibition Centre @ Glebe Island is one of just four major global gaming industry trade shows annually. At 15,600 square metres it's also one of the largest trade events in Australia and easily the largest gaming event. A finalist in last year's EEAA Awards for Excellence, the event attracts exhibitors and visitors from around Australia and internationally.

Owned and operated by the Gaming Technologies Association, the Gaming Expo is the ultimate showplace for new gaming technologies for casinos, clubs and hotels. The biggest attraction is the new machines and games from poker machine suppliers, who look forward to August each year to unveil their best products.

The Association's primary members Ainsworth, Aristocrat, Aruze, Bally, Ebet, IGT, Konami are world's-best at their trade and the Gaming Expo presents a great opportunity for their customers from around the region to experience the latest, cutting-edge gaming design and technologies. And with 17 new casinos scheduled to open in the Asia-Pacific region by 2020 – including two in Australia – now is the time for suppliers to engage their customers.

New gaming technologies are not the only attraction, with more than 165 exhibitors (including 31 for the first time) proudly showcasing Audio Visual equipment, ATM Equipment, Building Services, Cash Handling & Equipment, Consultancy Services, Entertainment, Financial Services, Food and Beverage, Furniture, I.T., Interior Design & Fitout, Marketing Services, Membership Management, Paging & Communication, Point of Sale Systems, Retail, Security, Signage & Displays and Staff Uniforms. So there's definitely something for everyone in the hospitality world.

Visitors to this year's Australasian Gaming Expo will be transported from Darling Harbour to the event on a complimentary Sydney Harbour ferry cruise, or they can ride on shuttle buses from Central Station, Pyrmont or Sydney airport, all free of charge. Limited car parking is available at the venue and taxi services are available to and from the event.

See over 750 poker machines and hundreds of truckloads of signage and

equipment which is moved in to Glebe Island, installed, connected, tested, used and compared by the most demanding critics and then moved out again – all in only a few days.

**“Visitors attending the Australasian Gaming Expo are eligible to win a trip for two to the Global Gaming Expo in Las Vegas– including airfares from Sydney and 5 nights at the luxurious Palazzo Venetian Resort and Casino. One trip for two will be drawn on each day of the Gaming Expo.”**

The AGE15 app is available for download at the Apple Store, on Google Play or via the event website. The app features information including how to get to the venue, transport timetables, an interactive floor plan and a detailed exhibitor list as well as update throughout the day.

The event website includes the interactive floor plan which is updated in real time, along with a list of exhibitors which can be sorted by company name, stand number or category – and provides contact details for each exhibitor and their website address for further information.

Entry to AGE is FREE to gaming industry executives, courtesy of the Gaming Technologies Association. The exhibition is open from 10am on Tuesday 11, Wednesday 12 and Thursday 13 August and closes at 5pm on the Tuesday and Wednesday (closes at 3pm on the Thursday). Unfortunately Trade suppliers are not eligible to attend the event unless exhibiting and nobody under 18 years of age (including infants) may enter the Exhibition.

Visitor registration are available online at [www.austgamingexpo.com](http://www.austgamingexpo.com) or call the Gaming Expo Help Line on 02 9211 7430.

*Note: The Australasian Gaming Expo is a trade exhibition, for management representatives of Gaming Industry Organisations only including government, regulatory, research and support bodies, clubs, hotels, casinos, resorts*







# Executive Officer's Report

## Club Managers and the challenges they face ...

It really hit home recently with Geoff Meston's sudden passing how important the need to 'talk' to someone is when you are facing traumatic, emotional and stressful times.

Having preached incessantly at zone meetings for years about encouraging CMAA members to access the CMAA Counselling Service offered free of charge to members and their staff, it has proved invaluable to myself and the staff at the Association in dealing with Geoff's passing as he collapsed at the workplace and took us completely by surprise.

Geoff's passing as any in the workplace leaves it in a state of flux, doubt and sadness. These are natural emotions and should not be dismissed as signs of weakness or inadequacy.

The Reverend Chester Carter has been a friend of the CMAA for many years and over that time has counselled in strict confidence many CMAA members and their staff across a wide range of human issues; the very same ones the wider community face day to day including, depression, stress about employment, financial strain, gambling and alcohol addiction, relationship pressures, armed robbery trauma, assault, sexual harassment and many more afflictions that I could list.

Chester has been a rock and great support to many and I urge you and anyone you feel needs an 'ear' to contact him on **1300 464 262** anytime to have a confidential conversation and his guidance to agencies that help closer to your location.

## CMDA and RTO

With Geoff's passing I will be taking stewardship of the CMDA and RTO portfolios until such time as a suitable replacement can be found for the professional Industry Development Manager's position. Assisted by a very capable team made up of Annie, Brad, Estelle and of course the Board of Management Studies, I am confident that the good work that Geoff left will continue on into the future for the benefit of the Association's members.

There are a number of summits and courses scheduled for the remaining half of the year and I encourage members to have input into any of the professional development activities we undertake. A reminder also that the CMDA will deliver courses and training where ever it is possible to do so. Contact Brad Jones 02 97464199 to discuss any ideas you may have in this respect.



Ralph Kober,  
Executive Officer



## Notice of Annual General Meeting

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Tuesday 1 March, 2016.

The Annual General Meeting will be conducted in the Brisbane Convention Centre, Functions Centre Brisbane.

Members will receive 10 Activity Points for attending the Annual General Meeting and signing the Members' Register.

ALLAN PETER, ACCM, Federal Secretary

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# Vale Geoff Meston

CMAA Professional Industry  
Development Manager

By Ralph Kober

The CMAA has lost one of its most committed employees. Whilst some of our members were able to attend his farewell many others weren't and as such I want to share the eulogy I prepared to farewell Geoff on behalf of the CMAA.

"It's often said that words are the vehicle by which the sentiments we feel about each other are conveyed. Yes that is true in part, however often words are not enough ... it's the actions, the tangibles, the "doing" and the "being" that truly express our depth of feelings of passion, integrity and commitment to each other.

When I reflect on this observation, having thought about it long and hard over the last week, I now realise that this is what was the essence of the man we all called friend, mate and colleague ... Geoff Meston.

**It was shortly before my predecessor Terry Condon retired and I became CEO, Geoff stepped up and took on the role of Professional Development Manager, one which he grew into and performed with a zeal and professionalism that is both awe inspiring and enviable.**

I truly believe that it was the "being" and the "doing" and the "in the moment" experience we all shared with Geoff that was his most powerful attribute and strength.

Historically Geoff and I met in 1999 when I joined the CMAA and he was a member of the CMDA Board of Management Studies, a board whose function is to advise the CMAA Education Manager, my first CMAA role, with identifying career training opportunities for our managers.

I was immediately impressed with Geoff's enthusiasm, interest and commitment ... he was a pleasure to have on the board.

Years later after Geoff left NSW Leagues Club and went out consulting, we re-engaged and he became one of our premier trainers, often eliciting high praise from the many club managers he taught over many years.

It was shortly before my predecessor Terry Condon retired and I became EO, Geoff stepped up and took on the role of Professional Development Manager, one which he grew into and performed with a zeal and professionalism that is both awe inspiring and enviable.

I believe Geoff took the standard of the CMDA's offering to new heights and for that I know he is much admired and respected.

On a more personal basis, Geoff as you know enjoyed the camaraderie of his mates and often instigated get togethers. He did so regularly with a band of mates from the CMAA, dubious folk such as..Bill Clegg, Peter Sharp, Shannon Donato, Peter Leondis and myself.



I will always, always treasure the memories of our regular spectacular outings flying under the SMB ... Secret Men's Business ... banner where we would meet at the Henson Park Hotel pre the Jets games, drink cold VB on even colder days, eat even more colder Four and Twenties then kick on for what seemed forever.

Geoffrey, mate ... you were often right and when you knew you were you always stuck to your guns.

You were right of course when at one SMB outing and after 4 hours of intense, hilarious debate about how tall Cameron Smith is, we others have to admit we were wrong ... Cameron Smith IS 185cm tall NOT 184cm like we thought!!!! Well played mate.

Vale good friend ... RIP



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

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# The Business *End*

2015 for me, has not really turned out the best year!

It's been a tough slog on many fronts and I keep reminding myself that challenges in life are all part of the learning experience and we gain a lot from these challenges!.

Probably one of the saddest times was losing a great colleague in Geoff Meston. Enough has been said about Geoff and the lovely article written about him sums up his life and the people he impacted. I will miss his thoughts and comradery.

It's been a busy few weeks and it does make you take stock of things when life can be so fickle at times.

Many of our members would know Evonne Bosnich. I'd like to also take this opportunity in thanking Evonne for her years at the CMAA and wish her all the best with her next endeavours and journey in her career pathway. Julie Conlon will take on many of the membership support roles Evonne had and Brad Jones and Estelle McDonald-Birch will help me with membership points and ACCM administration. I'm also lucky to have Annie Hart working with me on sponsorship, while I will be helping Annie on the delivery of various events regarding CMDA. So a small yet efficient team of people, not forgetting of course Pricilla San Luis in accounts.. where would we be without the bean counters! These people all make my role that much easier, their support is appreciated immensely by not only me, but the entire management and federal executive team.

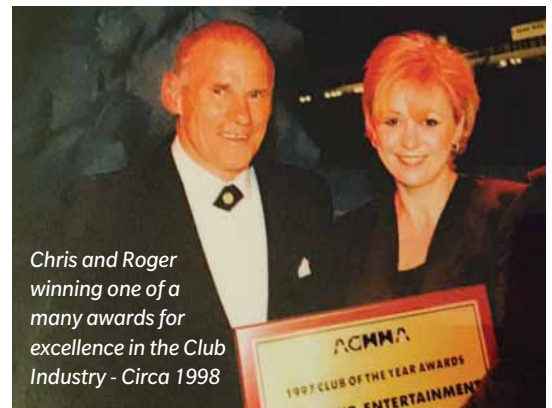
Membership is doing well and each month we welcome approximately 15 to 20 new members. Of course we also say good bye to a couple of retired members who are hanging up their club manager mantle and looking forward to some time with, no doubt, family and friends. Oh and I'm sure hobbies and passions that may have been put aside while working the hours that the club and hospitality industry sometimes asks of us.

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Don't miss out on reading what your colleagues have just received ...



Chris and Roger winning one of a many awards for excellence in the Club Industry - Circa 1998

**'Special industry recognition luncheon for Roger and Phyllis Cowan'**

Friday 23 October 2015 at Bankstown Sports Club.

Come along and join us at a special luncheon for one of the club industry leaders.

More details will be out soon.

Hold that date!

Speaking of retired members, I'm working with a great group of people for an event for Roger and Phyllis Cowan. There will be more details about this luncheon on Friday 23rd October 2016 at Bankstown Sports Club very soon. I worked under Rogers leadership for a decade at Penrith Panthers and I must say he was one of the most inspiring leaders I've ever worked for. A visionary before his time, he embraced autonomy, empowerment, development and a sharing of ideas amongst all staff. He really encouraged growth at all levels and I know I owe a lot of my thinking in business to the wise words and theories of Roger Cowan. I'm honoured to be asked to help with this event both on a personal level, but also representing the CMAA of which Roger is a Hall of Fame recipient. Please keep a look out for that event and the details, your support will be greatly appreciated.

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**SELECT THE MEMBERS/SPONSORS LOGIN** the username is your CMAA Membership Number and the Password is your Surname (all lower case). Your username must include MY followed by your 5 digit number.



# SUPER WHEEL BLAST



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ARISTOCRAT

A **LIFETIME**  
OF **INNOVATION**  
HAS ARRIVED.



“The A600 continues our innovation vision. Its classic design and game promotion qualities are unsurpassed.”

A handwritten signature in black ink, which appears to read 'Len Ainsworth'.

Len Ainsworth  
Executive Chairman - Ainsworth Game Technology



Be the first to see the **A600™** at **AGE 2015**  
11 - 13 August, Sydney Exhibition Centre  
@ Glebe Island

# Ainsworth brings 'A Reel Deal™' to AGE with the launch of the spectacular new A600™ platform

The emphasis at this year's AGE will be focused on Ainsworth's stunning innovation: the all-new A600™. Featuring Dual, High definition 24" LCD screens, Dynamic game-driven LED Lighting, Mechanical, Programmable OLED or LCD touchscreen play deck, Multi-Denomination play options and future technologies compatible, compatible to standard base template, the all-new A600™ elevates the engagement of game-content to another level.

The all-new A600™ will premiere with an exclusive range of innovative Multi-Denominational brands: Thunder Wilds™, Double Shot Multi Denom™, Quad Shot Multi Denom™, Grand Fortune™, Cash Adventures™ and several more titles due for release FY2015-2016.

According to Ainsworth's CEO, Danny Gladstone "The A600™ is an extraordinary platform that will provide for a spectacular presentation no matter where it is placed on the gaming floor. Built to perform and engineered to the highest standards to support an extensive game library, the all-new A600™ offers players and gaming venues a lifetime of innovation."

Ainsworth will be debuting new brands in range of cabinet variants – namely the striking A560®SL. The striking A560®SL offers a 32" High Definition display, 19" LCD Topper option for Jackpot promotion and unique attract lighting package stylised to the game. Ainsworth's full SL range of ground-breaking entertainment packed range to be showcased include: Firestorm™, Frontier™, Double Shot Multi Denom™, Quad Shot Multi Denom™, Sky High Stacks™ and Players Paradise Gold™.

Players are sure to love Ainsworth's booming Multi-Denominational link progressive, Cash Adventures™. With a

linked Grand Jackpot and three levels of standalone progressive, players will be gripped to their seats to win big prizes! Available in 1c, 2c, or 5c denominations, Cash Adventures is the perfect addition to your gaming floor! Cash Adventures will be available in a range of attract options including the new launch bank signage.

Ainsworth will display their latest range of entertaining multi-game packages including: Double Shot King Spin™ I & II, Multi Win Ultimate Choice™, Multiplay Big Time VII™ and Multiplay Big Time VIII™. Featuring the legendary Royal Diamonds®, Double Shot King Spin II™ offers 5 extraordinary Double Shot® titles, 3 levels of standalone progressives, 2 levels of bonus prizes and plenty of exciting features; Double Shot King Spin II™ is sure to be a hit!

Ainsworth's core GamePlus® library: Double Shot®, High Denom™ and Quad Shot® will present a solid games portfolio that is stronger than ever and will deliver excitement and performance across to a diverse player base! Don't miss out on viewing Ainsworth's recently released link progressive: Thunder Wilds™!

Ainsworth's Group General Manager Strategy & Development, Scott Clarebrough says "Whilst the A600™ will be a clear stand-out product at the AGE, we are confident that our variety of GamePlus® game options will deliver venues with high levels of player excitement and proven industry benchmark performance that have been long been hallmarks of Ainsworth's GamePlus® range."



This year's AGE is sizing up to be like no other show before for Ainsworth. Be sure to see 'A Reel Deal™' for yourself at Booth #300. For more information, visit [www.ainsworth.com.au](http://www.ainsworth.com.au) or alternatively contact Don Moseley or Robert Wood on (02) 9739 8000.

INTRODUCING THE SPECTACULAR NEW

# A600™

## 60 YEARS IN THE MAKING



At Ainsworth, the motto 'Experience Counts' resonates louder than ever before with the launch of the **A600™**.

Built to perform and engineered to the highest standards to support an extensive game library, the all new **A600™** offers players and gaming venues a lifetime of innovation.

- Sleek, classic design
- Dual, high definition 24" LCD's
- Mechanical, programmable OLED or LCD touchscreen play deck
- Dynamic game-driven lighting effects
- Multi denomination play options
- Easy access to game peripherals
- Modular internal design for serviceability
- Future technologies compatible
- Compatible to standard base template



Subject to regulatory approval



Be the first to see the **A600™** at **AGE 2015**  
11 - 13 August, Sydney Exhibition Centre  
@ Glebe Island









### By Peter Sharp

You don't bump into many people like Geoff Meston.

Street smart, intelligent, articulate, confident and comfortable speaking his mind when asked a question, or his opinion. He wasn't the person to make you feel comfortable. It was his job to find out how hard you were prepared to work to produce your best. He hated wasting time on things that didn't matter and was fulfilled when he felt he had done his best work.

Although had been in and around the club business for decades, I only met Geoff when he came to the Club Managers' Association to take over as Professional Development Manager when Ralph Kober replaced Terry Condon as Executive Officer.

On Sunday, May 31, Geoff got off a flight from Frankfurt after a month enjoying the sights and sounds of Europe, including a catch-up with his sister, Jayne, and niece, Sally, in Dubrovnik. Geoff also spent a few days in Paris with his best mate John Fitzgibbon, the CEO at Earlwood Bardwell Park RSL Club, enjoying the best hospitality the city had to offer.

On Monday, June 1, Geoff went back to work at the CMAA's Sydney Olympic Park offices, quickly diving back into arrangements for the 2015 Country

Managers Conference at Dubbo the following week.

Around mid-afternoon on Thursday, June 4, Geoff Meston was dead. He celebrated his 55th birthday around the time he flew off to Europe. It was over for Geoff in just on an hour.

Around 3.30pm on Friday, June 12, I represented the CMAA and its members in delivering a tribute to Geoff's impressive professional career at his 'Going Away Party' at NSW Leagues Club in Sydney where he worked beside General Manager Chris Bowden and the team.

As we get older we go to more funerals, wakes and celebrations of life. Geoff's was a going away party – as he stated clearly in his will – and he charged his family and best mate, John Fitzgibbon, with making it happen.

There was a couple of hundred people at the party. Geoff would have enjoyed the party and would have appreciated chatting with the impressive group who attended. Chris Bowden's team did him proud. Geoff's mother, Jose, paid tribute to her only son with a touching farewell.

Geoff Meston was my friend. He was also my colleague at the CMAA where I worked as the Media Services Manager until December last year.

CMAA Federal President Bill Clegg said Geoff's legacy was the professional future

of club managers around Australia. "I have spoken about Geoff at a few meetings since his passing and many CMAA members have come to me with their own tributes to Geoff's hard work and innovation in delivering our education programs," Bill added. "The strategies and programs that Geoff has implemented will live on our managers will advance their careers and their lives because of his ambition to deliver the best possible educational courses and conferences."

Bill said Geoff made it a personal mission to ensure the CMDA retained its Registered Training Organisation (RTO) status following an administrative nightmare that threatened the organisation's future. "Geoff's determination and stamina in that battle was remarkable and inspiring. The CMAA will be forever in his debt for taking on and winning that battle."

Bill said he had already discussed a formal recognition of Geoff's work and contribution. "I'm confident that through the National Bursary Program we will formally acknowledge Geoff's professionalism and work," Bill added.

John Fitzgibbon said Geoff was "ultra-intelligent and the kindest person I ever met". The friendship goes back more than 26 years when their paths crossed professionally with Chris Bowden at NSW Leagues Club. John took over as Chief Financial Officer on July 1, 1989 when

Geoff headed off to complete his Masters in Business Management before working briefly at the TAB, then going into training consultancy. “He was remarkable ... he could teach anything,” John said

“Geoff studied while working at NSW Leagues Club and was keen to complete his studies, so we met there and almost immediately became friends,” John recalled. “We were opposites in so many ways, but we enjoyed arguing about politics and almost anything to do with sport. He was a died-in-the-wool Queenslander who supported almost anything anti-NSW ... especially rugby league.

“Geoff would help where and when he could – and never asked for that favour to be returned. I know there were times when he could have done with a hand, but he never asked for anyone’s help. He sorted out everything under his own terms.”

CMAA Executive Officer Ralph Kober said Geoff Meston was a man and a Club Industry professional who made a difference in the personal and professional lives of CMAA members. “Geoff took the standard of the CMDA’s education and professional development offering to new heights and, for that, he is much admired and respected,” Ralph added.

“Historically, Geoff and I met in 1999 when I joined the CMAA. He was a CMDA Board of Management Studies member and the Board’s function is to advise the CMAA Education Manager – my first CMAA role – with identifying career training opportunities for our managers. I was immediately impressed with Geoff’s enthusiasm, interest and commitment. He was a pleasure to have on the Board.

“It was just before Terry Condon retired and I became EO that Geoff stepped up and took on the Professional Development Manager role. It was a role he grew into and performed with a zeal and professionalism that is awe-inspiring and enviable.”

For myself, I can’t believe I won’t see Geoff again. I want to hear about his trip to Europe. I have things to discuss and need his opinion on a few other matters.

Geoff was one of the most intelligent, hard-working and creative people I have encountered in my 42 years working in newspapers and at the CMAA.

Peter Cooper, Chris Keeble, Peta Imber, Priscilla San Luis, Julie Conlon, Estelle McDonald Birch, Jason Thomas, Annie Hart, Brad Jones, Evonne Bosnich, Su Formica, Carol Quirke, Shannon Donato and past Executive Officer Terry Condon

worked with Geoff at the CMAA’s offices at Auburn and Sydney Olympic Park and, like me, they are devastated to lose a friend at the height of his professional skills in such sudden circumstances.

CMAA Executive members John Turnbull and David Hiscox joined Bill Clegg and Vice President Michael O’Sullivan, along with Board of Management Studies Chairman Cameron Provost and members Tony Lykacis, Carl Pozzato, Brent Williams with Carolyn Mason and Zoe Clegg making the trip from Kedron Wavell Services Club in Brisbane. CMAA Federal Councillors and Zone representatives also were among the clubs contingent.

Managers in clubs around Australia benefitted from Geoff’s superb skills in adapting, planning and delivering professional development courses and programs that have assisted them in their careers. Geoff fully appreciated his

**“If there’s a life after this one, then I’m sure Geoff has booked a table for four at the best restaurant in town and invited astronauts Neil Armstrong, Gus Grissom and Alan Shepard to provide all of the details of those first space flights and the historic trip to the moon. Following dinner, there will, of course, be a feedback form and a Survey Monkey questionnaire on their laptop first thing the next morning.”**

responsibility for providing this educational direction and opportunity for industry professionals and it motivated him to consistently deliver the highest standard of work.

I’m sure it was a comfort to Geoff’s family and friends to know how greatly respected he is for his work and his professionalism.

I have worked with perhaps a handful of people who inspired my best work. Almost 42 years on, the remarkable Peter Newell – ClubsNSW Chairman and Clubs Australia President – remains my inspiration. Others have generously taken me under their wings, but Geoff leaves me with a question and a challenge that surfaces each time I sit down to, or sign off on, a project.

No matter how much time, or effort, we invested in a project for a CMAA Conference, a Summit, or Zone workshop, Geoff’s final comment was: “Pete ... is this the best we’ve got?” He wasn’t being half-smart, or questioning the integrity of our

efforts. He genuinely wanted to be satisfied that we had delivered our best. We spent many lunches at Hi Thai restaurant in the Sydney Olympic Park precinct considering, discussing, debating, working and re-working concepts for these CMAA events.

He brought out some of my best efforts at a time when I had planned to be selecting cruise control for the ride down the other side of the hill. That’s a tribute to his professionalism and passion for his work.

While finalising my notes for his going away party and this article – as with anything done on my home computer – I look down at a mouse pad from the Kennedy Space Centre Visitor Complex. It bears the Apollo 11 symbol ... an eagle about to touch down on the moon’s surface carrying an olive branch – the symbol of peace – and Neil Armstrong’s words: “The Eagle Has Landed”.

It’s a wonderful tradition at the CMAA office for the most recent lucky traveller to return from his or her adventure with a small gift for those left behind. I’m not sure what Geoff bought back from his Europe trip, but my mouse pad was from his 2014 trip to the US where he ‘scratched another itch’ of his vast curiosity about the space program.

If there’s a life after this one, then I’m sure Geoff has booked a table for four at the best restaurant in town and invited astronauts Neil Armstrong, Gus Grissom and Alan Shepard to provide all of the details of those first space flights and the historic trip to the moon. Following dinner, there will, of course, be a feedback form and a Survey Monkey questionnaire on their laptop first thing the next morning.

The following week it will be Hitler, Stalin and Churchill to discuss their strategies for war. Again, after dinner, Geoff will have a powerpoint presentation outlining where each leader went wrong in their strategic planning.

Geoff Meston was a man’s man who was at his best in the company and conversation of a mate, a group of mates, or a beautiful woman.

At the end of this all-too-brief friendship, I have vivid memories of him conversing over lunch, debating and arguing with a beer in hand, challenging my skills and demanding my best work across his desk, a mouse pad from Florida and a laminated bookmark with the cheeky grin from a four-year-old in a waistcoat and bowtie. Geoffrey Douglas John Meston ... 4th May 1960 – 4th June 2015.

I miss him already.

# Choosing the right services for your venue

When it comes to selecting the right payment systems for your venue, there are many considerations to be taken into account. Does it adequately protect your cash float and staff, does it comply with state and federal regulations, does it do what you need it to do, and most importantly, does it provide real value and efficiencies to your business?

Banktech's range of products and services provide you with an end-to-end solution. In addition to Banktech's flagship CashConnect ATM Network, trusted by top venues across Australia for more than 20 years, Banktech is constantly exploring new technologies to meet the ever increasing needs of the market.

For regions where gaming regulations limit ATM transactions, POSConnect EFTPOS cash-out solution helps venues ensure compliance while still providing cash-out services to patrons.

Cash float security is crucial to keeping your staff, patrons and business safe. The growing trend towards ticket-in-ticket-out (TITO) and card-based gaming, means Cash Redemption Terminals (CRTs) will hold more cash – highlighting issues of security and insurance.

Banktech's QuickPay® Cash Redemption Terminal not only provides a familiar self-serve option to your patrons, it also ensures your cash float is locked in its secure CEN-L safe which can decrease insurance premiums over a standard business hours safe.

In regions where Gaming require customers to complete some transactions via the cashier. Banktech's AutoPay® cashier assist terminal is designed to streamline the gaming payout process (tickets, card or line-of-sight). Fitting under-counter in the cashier's booth, it protects staff and secures your float by ensuring that cash can only be accessed by staff when a valid ticket is scanned and authorised.

To securely manage all these cash services, Banktech's DepositConnect smart-safe solution automates cash handling, allowing you to manage your incoming cash, track your cashflow and avoid the risks and cost associated with cash transportation.

Having all these services provided by one supplier allows you to consolidate billing and have one point of contact for replenishment, maintenance and monitoring.

Banktech understands that service and support is so important when making an investment in technology and has built its reputation on delivering the most responsive service in the industry – 7 days a week. They also have their own national network of service technicians to ensure optimum performance and mitigate down time.



Banktech are industry leaders when it comes to providing secure solutions for in-venue cash management. Speak to Chris Seage today to learn more about Banktech's range of ATM, EFTPOS cash-out transaction facilities, TITO Cash Redemption and the security benefits of smart-safe technology.

# Complete Venue Solutions

Creating products that add value



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Come visit us at the AGE 2015 from 11-13 August on stand 348

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# Welcome to our new Sponsors

Sponsorship continues to also grow with more new sponsors making contact each week. This area is capped to ensure we can deliver expectations and we are coming close to being full at some levels.

A nice problem to have indeed. I'd like to welcome the following new sponsors ...

## At National Bronze level please welcome:

### Elite Legal Commercial Lawyers and Advisers



Elite Legal provides support for all legal and commercial matters that Clubs deal with including amalgamations, loyalty programs, contract drafting and reviews, catering licences, construction contracts, liquor licence matters, compliance, AML/CTF, ILGA applications and matters, business development, strategic planning, regulatory advice, seniors living and business performance.

For more information contact:

Michael Anderson, CEO & Legal Director

Elite Legal - Commercial Lawyers and Advisers

Level 1, 11-15 Captain Cook Drive, Caringbah NSW 2229

PO Box 2982, Taren Point NSW 2229

T: +61 (0) 466 656 331

E: michael.anderson@elitelegal.com.au

## At Victorian State Zone level we have

### Leigh Barrette and Associates



Barrette and Associates was formed to assist licensed venues, including venues with electronic gaming machines, to manage the complex regulatory compliance obligations that they are required to address on a daily basis. Leigh Barrette is one of Australia's foremost experts in responsible gambling strategy in practice.

For more information contact:

Johnnie Walker, Executive Director

Leigh Barrette and Associates

Southern Metro Office:

353 Danks Street Middle Park VIC 3206

T: +613 9696 2442 M: +61(0) 418 323 051

E: johnnie@leighbarrette.com.au

W: www.lbarrettandassoc.com.au

## At Queensland State Zone level we have

### Mailezy

Mailezy provides Clubs much more than direct mail. They supply posters, pull up banners, newsletters, brochures, pokie talkers, magazines, stationery.....and much, much more. Their direct mail specialties include member birthday letters, tiered loyalty campaign, AGM notifications, membership renewals and promotional campaigns. Whether it be general print, personalised direct mail, or even SMS campaigns, they are the Club specialists focussed on high quality, personalised communications to your members which keep you ahead of the competition.

For more information contact: Nathan Koina, Managing Director, Mailezy

Unit 1, 12 Newspaper Place, Maroochydore QLD 4558, PO Box 6168, Maroochydore QLD 4558

T: 07 5443 7337 M: 0406 530 203 E: nathan@mailezy.com.au W: www.mailezy.com.au



Please take a moment to look at our sponsors directory. All trades generously support the CMDA regularly and it's great when our members can return the favour and consider them for any products or services you may be considering for your club. The full list and contact details can be found on page 45-47.

I'd like to also remind everyone to make sure you download your CMAA app ... please take a few minutes then to log in. Once you have gone through these steps, you won't have to do that again. Remember the App is also your membership card and has all the latest information on zone dates, contacts and soon reminders and special promotions.

Lastly, I'm urging all members to please check your details are correct on line. It's important that emails are correct and also that your club IT allows emails to come from the CMAA. By 2016 most communication will be via email and or the App ... so ensuring all details are correct will ensure you won't miss out on events and special members offers.

2016 will be upon is soon and as per association rules there will be a small 3% CPI increase as per previous years.

## Silverchef News

As a manager, are you thinking about diversifying and making use of the facilities they have to generate additional income, an easy way to do this is to upgrade your kitchen facilities and improve your food and beverage offerings.

Rent the equipment from Silver Chef and check the first 12 months figures – if they don't stack up just give the equipment back. If you purchase or lease the equipment you will be stuck with the equipment if it doesn't go according to plan. If you are generating the revenue predicted then purchase the equipment from Silver Chef whenever you are ready.

If you are undergoing major renovations, consider allocating your budget to other areas of the business and put your kitchen and bar equipment on Silver Chef. It is essential to ensure you end up with the right equipment for your club, and at the end of the project, if funds allow purchase the equipment from Silver Chef. If you have no funds available at the end of the project – continue to rent the equipment allowing the revenue to pay for the equipment until

funds are available to purchase. You can also start out small and upgrade at any time.

Silver Chef's Rent-Try-Buy is unlike anything else on the market. Why? Because it allows you to save your hard-earned working capital rather than spending it on depreciating assets. Rent-Try-Buy is a simple 12 month agreement that lets you try before you buy and gives you flexible options to choose from at the end of the rental term. And if you exercise your option to buy in the first 12 months, we'll reduce your purchase price by 75% of the net rent you've already paid.

Silver Chef understands that the needs of each club may be different from traditional hospitality venues and we are happy to work with you to make the process of funding easy and hassle free. Whether you are planning a complete refurbishment, upgrading a few pieces of equipment or something has broken down and you need a replacement at short notice – the benefits of Silver Chef funding are clear.

For more information, terms and conditions, Contact Jodie Terzis on 0448 899 196 [jterzis@silverchef.com.au](mailto:jterzis@silverchef.com.au) for more details

## Tooheys News

Did you know that Tooheys has refreshed its packaging and have decided to move with the times and bring beloved Toohey's drinkers a new yet vintage look and feel to their beloved beer.

What does that mean for your Club? On Premise, over the coming weeks you will see a fresh new look across Tooheys taps, coasters and point of sale. Cartons will also have a new look and will show the timeline and story of the Tooheys brothers connecting the brand we all know and love with its proud history. The 6 packs will also take on a fresh new look that will celebrate the new look brand appropriately

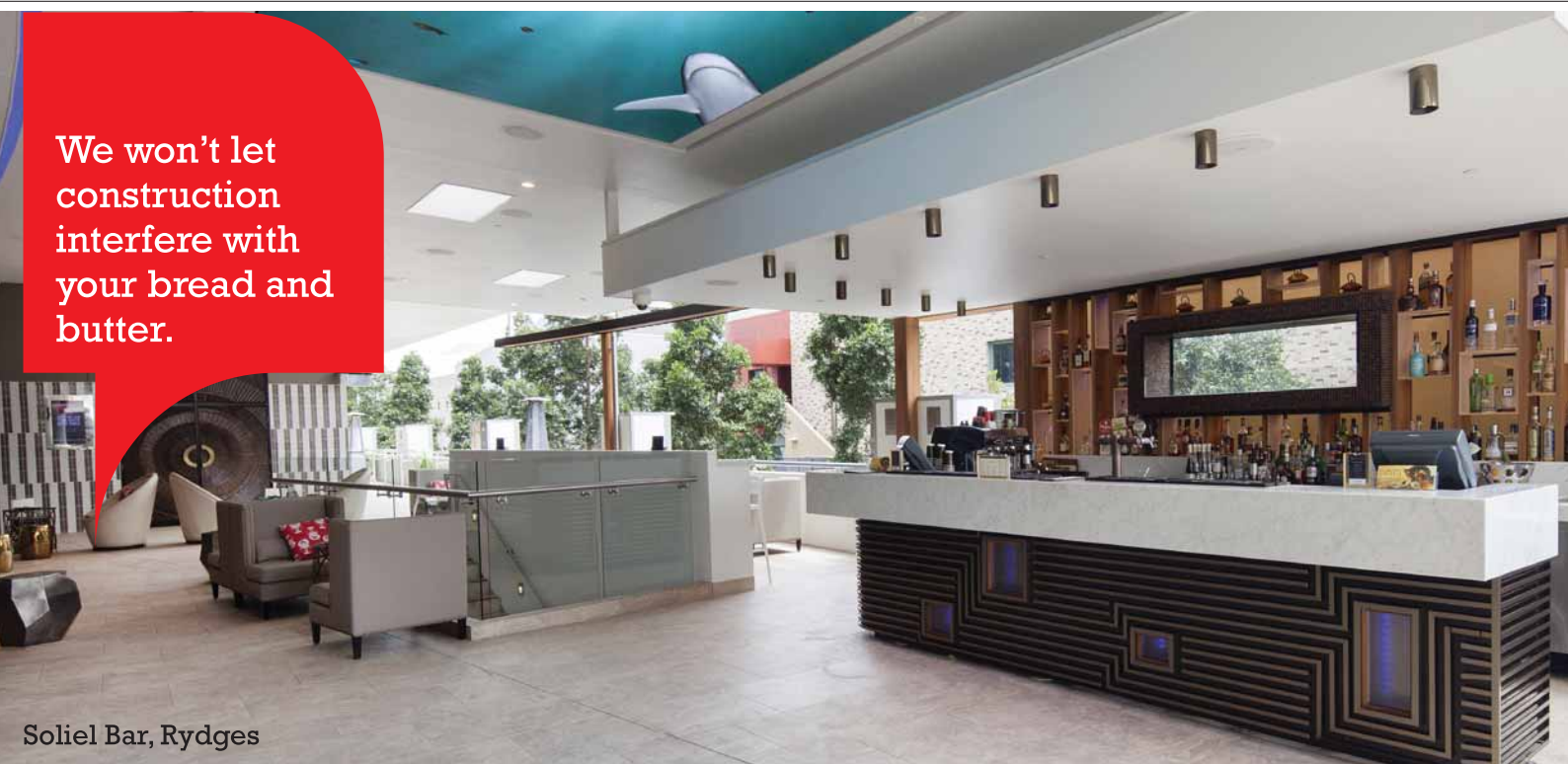
Part of this refresh will also see Tooheys introduce a new member to the family, the Darling Pale Ale. The new addition to the family is named after the first Tooheys Brewery 'Darling Brewery' that was located in Darling Harbour and purchased by the Tooheys brothers in 1872. The brothers could never have imagined that this location would inspire a new beer 145 years later.

This delicious pale ale delivers a fruity hop aroma and mild bitterness brought on by a unique blend of Australian and American hops. Malted barley and wheat combine to provide balance and a delicate malt backbone.

### Wolf Blass named International Winery of the Year at the San Francisco International Wine Competition

Leading Australian winery, Wolf Blass, has been named International Winery of the Year at the coveted San Francisco International Wine Competition, making Wolf Blass the first Australian winery to win this award in over 15 years and only the second Australian winery in history to receive this honour. The Tasting Panel Magazine Winery of the Year award recognizes the single winery earning the most points, measured by the number and level of awards won.

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## INDUSTRIAL RELATIONS UPDATE

# Award wages up by 2.5% from 1 July 2015

The Fair Work Commission on the 2nd of June awarded the nation's Modernised award-employees a 2.5% increase, lifting the national minimum wage by \$16 per week, in this year's annual wage review ruling.

Justice Ross said this year's increase is lower than last year's due to low inflation and aggregate wage growth, along with a rise in unemployment.

The new weekly minimum wage will be \$656.90 — or \$17.29 an hour — from July 1.

The C10 rate in the modern manufacturing award will increase by \$18.70 a week to \$765.

Justice Ross said today that the decision directly affects more than 1.86m employees who are reliant on award rates of pay

The minimum wage panel last year increased all award rates by 3%, lifting the federal minimum wage to \$640.90 a week or \$16.87 an hour.

Management Classifications rates under the Registered and Licensed Clubs Award 2010 Levels 7-A to Level 13-G will be posted on the Associations web site.

## NSW Going Smoke Free July 2015

On 6 July 2015 some important changes to the Smoke-free Environment Act 2000 (Act) come into effect for the hospitality industry in New South Wales.



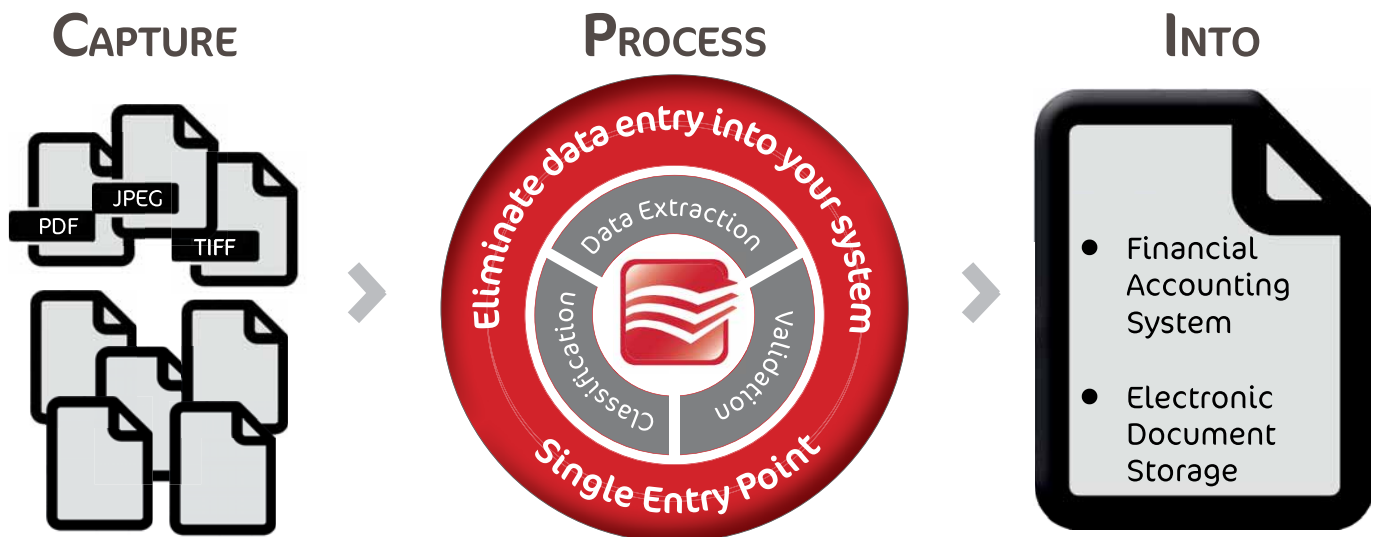
The key changes are that:

- commercial outdoor dining areas in licensed venues (including clubs and hotels), restaurants and cafés must be smoke-free; and
- areas within 4 metres of a pedestrian entrance to or exit from a licensed venue, restaurant or café must be smoke-free.

It is important to note that there will be penalties for customers and business owners who do not comply with the new smoking bans. Penalties will be enforced by NSW Health Authorised Inspectors following introduction of these bans.

Download "A guide for licensed venues, restaurants and cafés" from: <http://www.health.nsw.gov.au/tobacco/Publications/commercial-outdoor-dining.pdf>

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**\$908.02**

**\$43.14**

**\$21.04**

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\$0.00

\$0.20

\$0.00

K	9	A	10	Q
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福	福	福	福	福
福	福	福	福	福

Game Over - Insert Credit

THINK! ABOUT YOUR CHOICES

# GOLDEN FESTIVAL



# VISIT US AT THE AUSTRALASIAN GAMING EXPO IN AUGUST

Let us show you how we've worked with both the Auburn Tennis Club and Kogarah RSL Club in New South Wales to drive their performance.

---

## AUBURN TENNIS CLUB

**↑ 320 RANKING POSITIONS\***

COMMENCED AGREEMENT WITH TABCORP GAMING SOLUTIONS JULY 2014

## KOGARAH RSL CLUB

**↑ 172 RANKING POSITIONS\***

COMMENCED AGREEMENT WITH TABCORP GAMING SOLUTIONS MAY 2014

\*Comparison of ILGA State Profit Rankings for NSW Clubs from February 2014 to February 2015

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Tabcorp Gaming Solutions are also pleased to have commenced working with a growing number of other clubs in the state.

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### CMA Asian Conference & HOFEX Tour Bursary

Firstly, I would like to start by thanking CMAA and the Bursary sponsors for providing the opportunity to experience the Asian Club Managers Conference and HOFEX in Hong Kong in May 2015. The experience is one that I have certainly walked away from with many ideas to implement at my club and experiences that I will never forget. The overall experience was highlighted by the magnificent clubs that we visited including the Hong Kong Cricket Club, Hong Kong Football Club, Dynasty Club and Hong Kong Jockey Club. All were nothing short of exceptional. The HOFEX (Hospitality & Food Expo) was a massive blend of food, beverages, equipment, supplies, services and technology, the size of which is hard to even start to describe.

The conference itself was an informative schedule focussing on food and beverages (as the title describes- Food, Fun & Bubbles!) where the main take home thoughts for me is the fact that we need to continually improve and diversify our clubs food and beverage offers. Not forgetting the entertainment and adds on that we can provide to our membership. The stand out speakers in my mind was Bentley Williams (Chief, Wow! Academy) who was extremely passionate and animated in his approach to building and infectious culture along with Norm Spitzig (Master of Ceremonies) who comprehensively analysed each of the speakers, delivered relevant questions and rounded off the topics covered.

The final part of the trip was a few days in Macau. I was amazed at the entire place old & new Macau. One of the highlights here was the back of house tour of the Sands complex (including 3 hotels and casino). This was absolutely mind blowing. Viewing the size and scale of the staff facilities was certainly unexpected to say the least.

Overall, the entire experience was exceptional and once again would like to thank CMAA and the sponsors giving me an opportunity to experience the hospitality in these areas. I would encourage all CMAA members to experience this tour in the future if the opportunity arises.

Aaron Muirhead, ACCM  
General Manager, Nudgee Golf Club



### CMA Asian Conference & HOFEX Tour Bursary

Our small group boarded the late departing flight to humid Hong Kong in the capable care of our tour leaders Ralph Kober and Anthony Manusco. Upon arriving in Hong Kong and following Darren Pressley of CCA through the city's hustle and bustle, many of us encountered our first tastes of Hong Kong, both visually and gastronomically. Still not sure about some of the dishes in the banquet, but a great start to the trip and a chance to really network with the group.

Day 1 - Free time for a visit to the Hong Kong Golf Club for networking with fellow Club Managers from Australia, Hong Kong and surrounding Asian countries. The opportunity to play a round of golf on this prestigious course was of definitely a highlight. A reception was held that evening at the The Hong Kong Cricket Club. The levels of service provided within each of these private clubs was their service models that could be adopted back home.

Day 2 – The conference programme held at the Hong Kong Convention & Exhibition Centre with Emcee Norm Spitzig. A dynamic US Club Manager with decades of Club experience and now consulting to Clubs around the world.

The Topics included; Facilities Master Planning, Project Management, Event Management, Asset Protection, Marketing, PR & Communications, Successful F&B Leadership and emerging trends in the Hotel and Tourism Industry. Service culture and ensuring the needs of the customer and stakeholders was prominent in all presentations, as was growing a distinctive and branded service culture. Jack Ninemeier's discussion on the successful strategies for F&B leadership exposed strategies in a unique way prompting some "out of the box" thinking on the part of the delegates.

The HOFEX Expo itself was simply amazing offering several floors and halls of anything to do with food, beverage, equipment and produce.

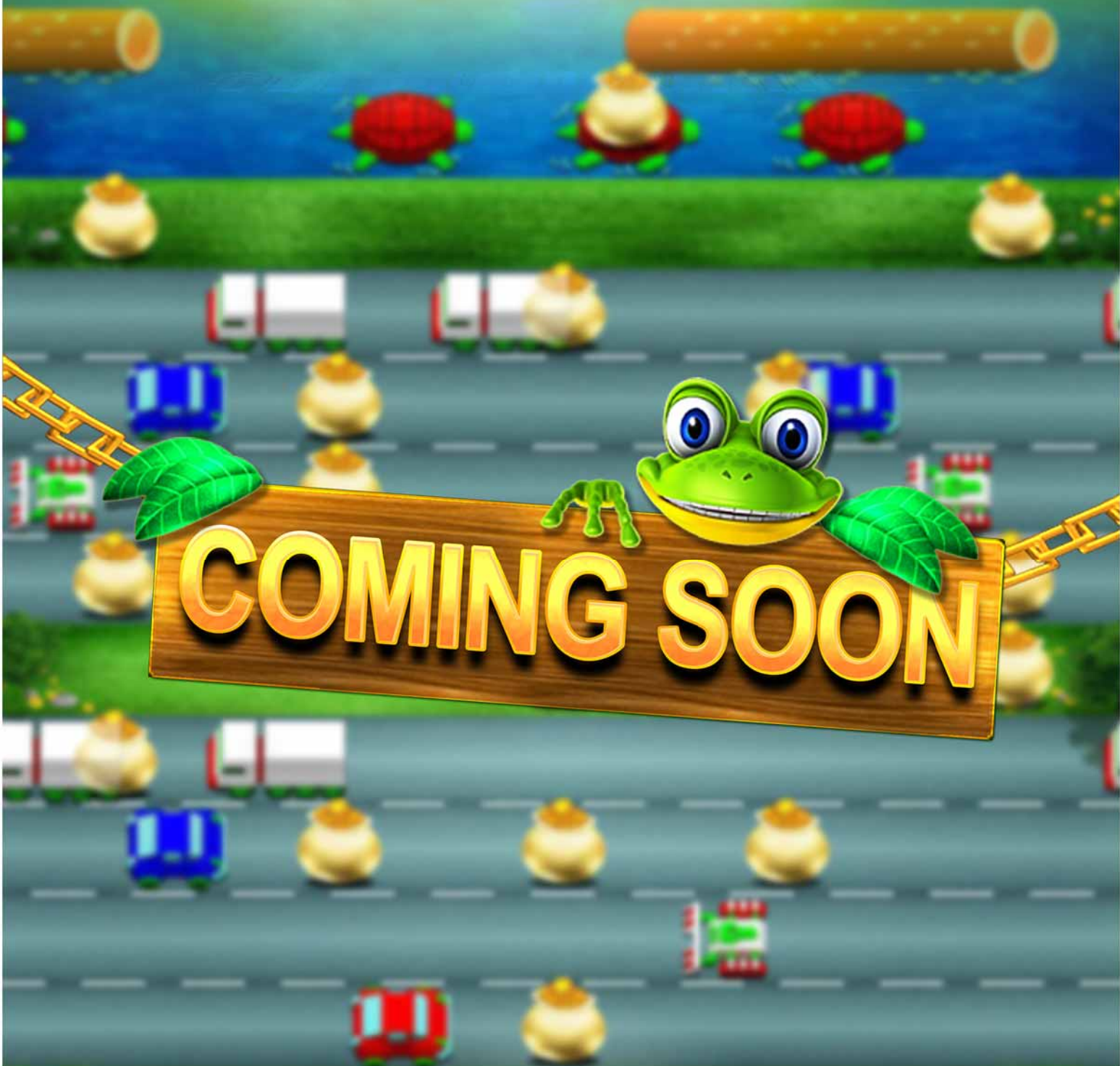
Final Night in Hong Kong included a cocktail reception at the Hong Kong Football Club. Another private Club with a long history and impeccable service standards. Followed by the spectacle of the Hong Kong races.

Macau - We had the opportunity to view 'back of house' operations for the Holiday Inn and Conrad hotels on the Cotai Strip. This tour was an eye opener with incredible facilities including their own staff medical centre, 7-Eleven and multiple dining rooms to mention a few items.

I would like to thank the CMAA and all the sponsors for this opportunity that has allowed me to bring back some great ideas and further develop networking opportunities within the industry both in Australia and throughout Asia and to develop lasting friendships. I highly recommend to all CMAA members taking the time to apply for one of these Club Bursaries. The insights, education and ideas gained from such experiences are incredibly worthwhile.

Steve Rigney  
Assistant CEO / Operations Manager, Hornsby RSL Club

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**KONAMI**



### CMAA Asian Conference & HOFEX Tour Bursary

Well, what a trip. It flew by all too quickly with so much packed into such a short period of time and it certainly lived up to its theme; Fun, Food and Bubbles - Making your Club the Destination of Choice.

The Bursary program is an invaluable platform for all CMAA members and I wholeheartedly encourage all members to make an application for 2016. To be awarded this opportunity to partake in an overseas educational bursary, was a treasured experience, personally and professionally.

The two day CMAA Asian Club Managers Conference had a comprehensive program of speakers, most relevant to the Club industry here in Australia. The HOFEX 2015 Tradeshow at the Hong Kong Convention Centre showcased all the latest food and beverage trends and associated international exhibitors. Evening networking events at several very prestigious Clubs was an opportunity that is not usually made available or possible. Such Clubs included the Hong Kong Cricket Club, Hong Kong Football Club and a night out at the Hong Kong Jockey Club - Happy Valley Races. All venues provided excellent food and customer service - providing all delegates with a benchmark perspective when reviewing our own food and beverage operations.

A short ferry trip away, it was time to take in the bells and whistles of Macau and explore gaming life on the Cotai Strip. The two day schedule included Casino visits to The Venetian, Sands Cotai Central, The Galaxy and City of Dreams. Some amazing theming, decor and layouts within these establishments are like nothing I have seen before. Researching their loyalty programs and paying special attention to their service standards, were just two of the key items I focused on during these visits. Planned activities that really stood out for myself included a back of house tour of the staff precinct of the 8,000 room Sands Cotai Central Resort. We were also privileged to have a group meeting with the local IGT Pre Sales Manager for Macau, Mick Caban, who led us on a floor tour through the Venetian.

In closing, I'd like to pass on a big thanks to Ralph and his CMA crew, along with the Industry sponsors for making this possible, for not only myself, but all CMAA Members each and every year. It is truly appreciated to be able to access such educational and development opportunities within the Industry and share in the experience with like minded people.

**Elissa Graham**  
Operation Coordinator - Gaming, Orange Ex-Services Club



### 2015 IGT Peter Clarebrough Memorial Award Report

The 2015 IGT Hospitality and Gaming Tour was an exciting opportunity awarded to me as part of the CMAA bursary / scholarship program, for which I will always be grateful to the CMAA. Whilst it's a set selection criteria based on applicants merits and application guidelines, I believe I owe a big appreciation to the Executives of the CMAA, Ralph Kober and especially Late Geoff Meston. Over the last few years I had the pleasure of working with Geoff on a couple of CMAA initiatives and his professionalism and enthusiasm was second to none and I really enjoyed working with him. Thank you Geoff, you will be remembered for a long time to come!!!

This year the tour started with ICE (International Casino Expo) in London. Over the 2 days at the expo, there were a variety of exhibitors ranging from traditional slot machines to an extensive online based gaming and support products. The extent of product innovation and ideas on display with land based and online gaming was vast and very interesting indeed. Online gaming in Europe has surpassed land based gaming, which goes to show the completely different regulatory environment Australia operates.

We then headed to Cape Town followed by Sun City in South Africa. Having been to a couple of casinos, there are similarities and differences with Australian clubs, with respect to the offerings, the demography diversity and the traditional slot machines.

Cape Town winery tour, casino tour and predominantly hospitality dining venues were quite engaging. From the customer service to meal options, from theme, decor and design to the wine list, there were lot of concepts that were attractive and similar to our market, yet unique and quirky to South Africa.

Sun City is an amazing hospitality destination. I do not consider it as a Gaming destination in isolation, but together as a packaged offering of leisure, accommodation, water theme park, casino, selected dining options, couple of golf courses, is what makes Sun City attractive and a desirable destination. A venue well diversified where everything else is working as a marketing tool to attract patronage, whilst gaming is what gives them their profit.

Thank you CMAA for the opportunity. Thank you to every single Manager and IGT Rep on tour for your companionship, friendship and invaluable ideas and insights.

**Nadeem Ali**  
Group Chief Financial Officer, Castle Hill RSL Group

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Above right – David Lyons Gwandalan Bowling Club, Jon Shevket, Manager, New Business HOSTPLUS & Deputy Premier The Hon Troy Grant MP, Minister for Gaming & Racing

Above left – Dubbo Deputy Mayor, Councillor Ben Shields, Dubbo RSL Memorial Club President, John Millar & Dubbo RSL Memorial Club General Manager Gus Lico



# The COUNTRY Club Managers Summit IN DUBBO

Dubbo RSL Memorial Club played host to this year's summit set in one of the most thriving and dynamic cities in country NSW. This is the second year CMAA have run a Country Summit which aims to address the many issues facing Regional Managers which can vary greatly compared to their city cousins. The summit was not restricted to just country folk but open to all club professionals far and wide.

Sadly however, the summit was missed by CMAA's recently deceased colleague Geoff Meston who was dedicated to the professional development of Club Managers and put a lot of his time and effort to ensure this event was just as successful as last year's Country Summit in Tamworth. Both Chris Keeble and myself pulled out all stops to ensure we delivered an event that Geoff would have been proud of.

Day 1 started with a panel of courageous club managers comprised of Phil Wheaton, Karren Howe, Paul Gordon, Tim Palmer and Bob Walsh who addressed the many areas of business that directly affect country and regional club managers. An interactive discussion with the audience resulted in potential topics that could be added into future Country Summit agendas and a "steering committee" was formed comprising of Phil Wheaton,

Karren Howe, Paul Gordon, Gus Lico, Steve Byfield, Kim White, Phil Boughton and our very own Ralph Kober. The objective of this committee is to become the "voice" and represent the many Regional and Country Club Managers. This group are passionate about continuing Geoff's commitment to the educational development of Club Managers and are open to your feedback and suggestions.

Speaking of suggestions, here is a great list of some of the topics that the delegates would like to hear more of which can start to form next year's agenda;

- Good stress Vs Bad stress
- Diversification
- Panel discussions focusing on Operations, Marketing and Gaming
- Licence restrictions & Award wages – Regional and smaller Clubs Vs Metropolitan and larger Clubs. Is it fair?
- Rebates – what is the government offering for the Club Industry?
- What is the key to finding the right staff to build a sense of community
- Drought issues – how can regional Club Managers cope with this and where to go for help?



Above top – Tony Johnston, Partner, Eastern Commercial Lawyers, Greg Russell, Director, Russell Corporate Advisory & Morgan Stewart, Group Operations Manager, Blacktown Workers Club Group

Above – Deputy Premier The Hon Troy Grant MP, Minister for Gaming & Racing with Anne Mills and Rebeca Zaia from Dubbo RSL



- Who's driving and influencing the Industry – Do regional and smaller club managers have the same voice?
- Rural life – how can club land provide a positive voice
- Events and Festivals i.e. The Elvis festival in Parkes to increase and extract revenue

Our presentations commenced with Greg Russell from Russell Corporate Advisory providing insights into KPI's for CEO's and Clubs. Greg often gets called in when clubs are in difficulty and addressed some of the key drivers of profit and loss in Clubs.

Thrown into the mix during our summit time was a highlighted venue tour guided by Dubbo RSL's General Manager Gus Lico and his team followed by a 2 part presentation from Inland NSW Tourism CEO Graham Perry. Graham provided insights into boosting tourist traffic into regional cities, market research, how to engage with visiting friends, relatives and also councils to assist with building tourism into their towns .

Day 1 concluded with Morgan Stewart, Group Operations Manager from Blacktown Workers Club who outlined what his Club do to address the growing industrial issues between staff and social media. Following this, Country Summit delegates were invited to attend after summit drinks prior to a three course networking dinner where we toasted to Geoff and remembered him for his enthusiasm and passion for the Industry.

The dinner was highlighted with special guests The Hon Troy Grant MP, Deputy Premier and Minister for Gaming and Racing and Dubbo's Deputy Mayor, Councillor Ben Shields who both took the time to address the audience. The Deputy Premier mentioned that Clubs make a substantial economic and social contribution to the state providing jobs for 42,000 people including 20,000 in regional areas. He also made note that even though the NSW economy was currently performing well overall compared to other Australian states he was well aware that some regions are doing it tough whether due to drought or economic change for example surges in economic activity from mining development.

Day 2 kicked off with the infamous Tony Johnston from Eastern Commercial Lawyers who highlighted the key changes to the Smoke Free Environment Act come Monday 6th July 2015.

The object of this Act is to "promote public health by reducing exposure to tobacco and other smoke in certain public places". Tony also touched on Director and Officer Liability, care and diligence, business judgments, conflict of interest and much more.

As gaming plays such a major role in club operations we asked Brian Cook, Facilitator of Aristocrats Gaming Management Development Course to give us insight into carded percentages and volatility and maximising returns on loyalty systems. Brian also addressed the impacts of gaming room layouts and the outcome was in a repeat customer market, success is derived when expectation has been reinforced by the experience. "Build it ... and they will come".

Of particular interest was our speaker Linda Joannides, creator and author of Your Marketing Mentor who highlighted the roles that females are currently playing in the Club Industry. It's more than likely that females now deliver far greater value to clubs bottom line than their male counterparts with 70% - 90% of all domestic financial decisions made by women. Linda is a great representation for all females in the Club Industry.

The notorious Morgan Stewart took to the stage yet again to conclude the Summit discussing how to set KPI's for departmental and line management staff to facilitate change before delegates headed back to work with a healthy packed lunch courtesy of Dubbo RSL.

Thank you to Gus and his dedicated team who really went



*Phil Wheaton, Senior Executive Officer, Armidale City Bowling Club & Chris Keeble, Sponsorship & Membership Manager*

the extra mile to ensure the event was a success. It's always a joy working with regional clubs, the people of Dubbo certainly had a smile and nothing was too much trouble. It was an excellent and well received two days and the feedback has been overwhelmingly positive.

Until 2016 fellow Country Club Summit delegates, see you next year!

**Annie Hart**  
CMAA Event  
Administrator



*Panel shot comprised of Phil Wheaton, Senior Executive Officer, Armidale City Bowling Club, Karren Howe, General Manager, Barrier Social Democratic Club, Paul Gordon, Secretary Manager, Narrabri RSL Club, Tim Palmer, CEO, Inverell Returned Servicemen's Club & Robert Walsh, Secretary Manager, Narromine United Services Memorial Club*



# DEMYSTIFYING the **Training** landscape

Accredited Vs Non Accredited Training and what it all means

The CMDA or your Registered Training Organisation (RTO) receives feedback from its students regarding the training we provide our members. The best part of this interaction is that it allows us to see our training products as you do, the clients, and address feedback that has become important to our stakeholders.

We often receive feedback asking why there is such a difference between the products we offer, especially in regards to assignments, deadlines, and in some cases the very structure of the courses we offer. Hopefully the following information below will help answer some of your questions around our training and why we do what we do.

### **CMDA Products**

The CMDA effectively offers three types of training:

1. Accredited Training – Nationally Recognised Training that is part of a larger underpinning Qualification such as a Diploma or Advanced Diploma
2. Non-Accredited Training – This type of training is usually designed and written by the RTO to deliver to its industry clients, and is not recognised by other RTO’s as it is not part of any Qualification.
3. Summits / Conferences /Workshops - This is also non-accredited training but it is usually delivered with a specific intent to provide the industry with particular information on a very specific topic.

### **Accredited Training**

There is one major difference between this type of training and all the others. Rules. These rules are set down by the National Regulator and are very specific in regards to each accredited course, as each one has a

Cont ... p34



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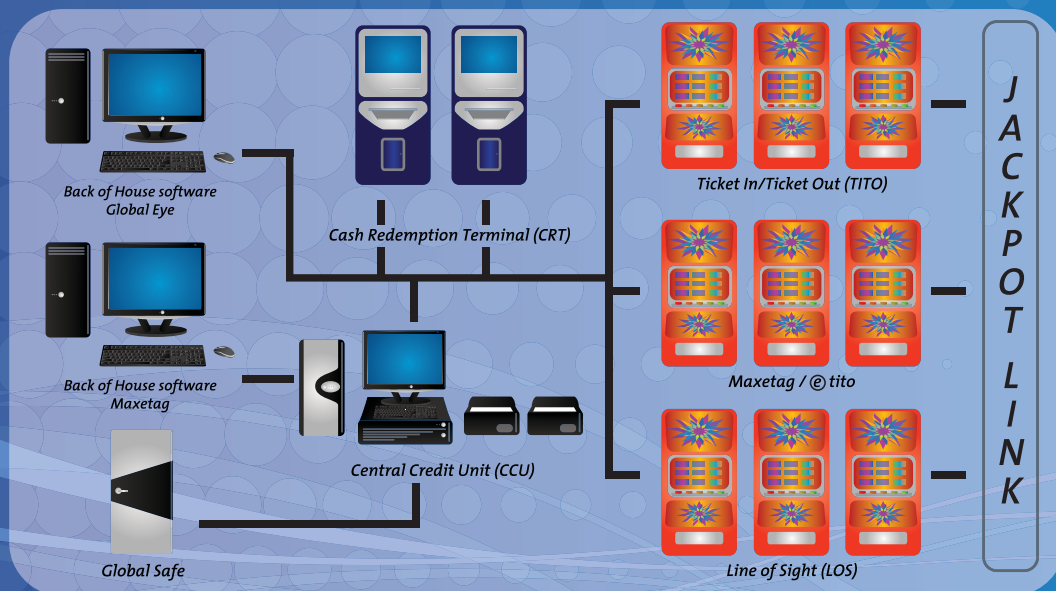
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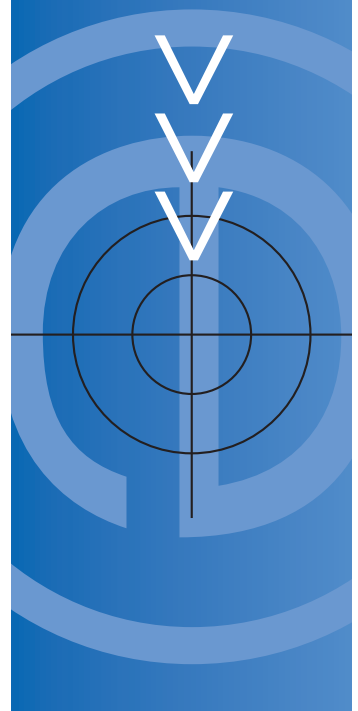


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designated level and spot within an existing Qualification.

These rules cover the length of the course, the content, the number of students allowed, the hours of study, the assessment work required, the time frames, certificates, penalties, trainer qualifications to deliver them and even their full titles and individual codes. These are only a fraction of the rules governing each accredited training course, however the point is there are rules and they cannot be altered by the RTO. The approval to deliver this type of course is granted to the RTO on the provision that it follows the regulators rules. Any course you see on any of our marketing platforms that has a specific title and a course code is an accredited unit.

### Non-Accredited Training

In many cases this type of training has been designed and written by the RTO for the industry with content for its managers, and we decide what rules will be applied to the training and if we wish to alter them we can. Examples of this type of training are the Effective Operations Manager, Board Governance (There are some rules with this set down by OLGR but only regarding content), Leadership Behaviour and any course you see on our marketing material that does not have a code in its title.

Quite often there are minimal or no assessments required and the RTO can determine class sizes and length of course, there is also a great deal more flexibility in regards to altering the course to fit in with individual needs.

### Summits/ Conferences / Workshops

These are also non -accredited but unlike the version above, they are designed to be



delivered from a specific topic objective. Such as workshops delivered over a short period of time (1-2 Hrs) for a Zone meeting on a particular subject from an industry expert or sponsor. There could also be a longer engagement such as a full day for something like the Social Media program or Profitable Café

Then we have the Summits such as the Country Club Managers targeting issues specific to the challenges of clubs in country areas, Finance Summits for the latest in financial issues or Corporate Governance, Marketing etc. These are often full 1 or 2 day events and are targeting specific managers or departments with their own individual needs.

In closing I would like to point out that all

the training at the CMDA is worthwhile, regardless of accredited or not. Each has its place in the scheme of things and it is not one size fits all, and delivering all types of training gives members more flexibility to choose what is right for them. The important thing to remember is that the 2 day accredited course and the 2 day summit may appear similar in length, price and even sometimes the topic may appear similar. But they are totally different in regards to the expectations, outcomes and the workload of the students enrolled.

If you have any questions concerning the types of training offered or the above information please contact the CMAA on 9746-4199 or email Brad Jones at [brad@cmaa.asn.au](mailto:brad@cmaa.asn.au)

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Julie inspects the shattered deck at Clubhouse

## Julie's Keppel Bay Sailing Club continues in recovery mode after Cyclone Marcia

By Henri Lach

Queensland's Capricorn Coast is still reeling from the effects of Cyclone Marcia which struck in February with unprecedented, monumental force. Hundreds of homes were destroyed, families left homeless, businesses devastated.

Official figures put the disaster bill at more than \$5 billion.

The town of Yeppoon was a serious victim; so was its iconic Keppel Bay Sailing Club.

The incorporated club actually comprises three totally separate buildings, all of which suffered atrociously from torrential rain and gale-force winds.

Clubhouse on the beach was worse hit; across the road, Spinnaker fared nearly as badly; half a kilometre inland, Krackers Bowls Club copped a severe bashing.

All three were closed for more than three months for repairs.

Overall Club Manager Julie Strudwick, president of the CMAA Rockhampton/Gladstone Zone, says combined damage to the three buildings exceeded \$5 million. Their enforced closure saw a loss of more than half a million dollars in net profit.

She remembers vividly how the disaster unfolded. Serious warnings about Marcia's likely impact on the Capricorn Coast were issued on Wednesday, February 18, the day Julie was scheduled to attend a meeting in Mackay of the Community Benefit Fund Board, of which she is a member.

Before leaving for her meeting, Julie ensured that loose objects were tied down and sandbags were in place. By the time her meeting ended in Mackay that afternoon, forecasts indicated that the cyclone definitely would hit Yeppoon and that it was increasing in strength.

"I held off returning to Yeppoon until I the next morning. When I got back to Yeppoon about midday on the Thursday the rain was constant and the wind had picked up considerably," she recalls.

"We got into full swing preparing for what

Cont ... p38



A kitchen in the process of total repairs

**“We checked out Spinnaker first. The blinds on the front had shredded, a lot of the outside furniture had been destroyed. Inside, there was water everywhere. Debris from the building site next to the club building had pierced the roof in two places, causing a major water fall through our gaming area and our kitchen and bar.”**



LAUNCHING 11.08.15



we thought would be a Category 3 when it crossed the coast at Yeppoon.

“By late afternoon when we’d secured all the buildings, taped the windows and everything, I made the decision to close Clubhouse, because that’s right on the beach.

“Then we made the decision about seven o’clock to close Spinnaker after reports that the cyclone would definitely hit Yeppoon as a Category 4.

“By the time we actually got out of here about nine o’clock, Marcia had been upgraded to a Category 5. We secured everything as best we could and sent everyone home,” Julie said.

Julie and her 25-year-old daughter Tennielle sought refuge in their ground-floor unit in Yeppoon. Husband Ken was working out of town and was stranded there by the storm.

As morning dawned on Friday 20, Marcia unleashed her full fury.

“We were told later that wind gusts in our area reached 265 kilometres an hour. At noon the glass on our unit was actually bowing from the force of the wind. We moved down to our back bedroom—but it was flooding, and water was coming up through the drains,” Julie said.



An attractive view of Clubhouse before the storm

By 3.30 in the afternoon conditions had eased enough for Julie and staff and board members to attempt to assess the damage.

Julie’s report is a litany of heartbreak.

“We checked out Spinnaker first. The blinds on the front had shredded, a lot of the outside furniture had been destroyed. Inside, there was water everywhere. Debris from the building site next to the club building had pierced the roof in two

places, causing a major water fall through our gaming area and our kitchen and bar.

“Box guttering had overflowed at six other points—the club was full of water. The automatic doors had blown in—they were bowed and bent.

“At Clubhouse, the fascia had broken in three spots. The massive shade sail had totally shredded. The flag pole had broken and speared through my office window.

“Our dining and bar were ankle deep in water. Water had come down through broken air conditioning vents.

“We thought Krackers was far away enough so it would be alright. But six air conditioning units had blow out. It was completely flooded as well,” she recalls.

Optimism that things could be rectified in a matter of days was misguided.

“The problems were a lot bigger than we anticipated,” she said.

Now, after three months’ of repairs, what’s been the response from the club’s 10,000 members?

“They’ve been really great. They are coming back to support us. But when a cyclone like this hits, many suffer.

“They don’t have the money to go out and spend on diner and entertainment. They’re in recovery mode themselves,” Julie said.

Her heart goes out to all cyclone victims.

“There are a lot of people worse off than we are. We have good insurance cover, and an insurance company that’s been very supportive,” she said.



Julie Strudwick is no stranger to the vagaries of the Capricorn Coast’s weather. She comes from Central Queensland and spent her first 10 years in the club industry at Frenchville Sports Club in Rockhampton.

“This is the worst weather I’ve ever been through. People who’ve lived here for 20 years say they’ve never seen anything as bad as this. My first concern in the aftermath of Marcia was for my 115 employees, many of whom also suffered severe property loss in the mega storm.

The staff have had to endure so much--and they’ve had to worry about their job security. I was worried more about them than I was about me, But they’ve come to work all happy and bubbly every morning. Young people not used to manual labour have been working eight, nine hours a day, pushing wheelbarrows, getting sunburnt and full of blisters. I’ve been running on adrenalin, and my staff have kept me inspired. They’ve worked so hard in the clean up process and helping wherever they can. They’ve been totally inspiring. I couldn’t ask for a better group. They’ve been absolutely fantastic,”

No staff were laid off. Those who had to attend to their own serious damage were allowed time to do so.

Major plans are on the drawing board to guard against future cyclones of Marcia’s magnitude. Meanwhile, full recovery for Yeppoon and the Keppel Bay Sailing Club is going to take time.

The determination of Julie Strudwick and her staff undoubtedly will ensure this will happen sooner rather than later.



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## In the Zone

The Pacific Dawn left Brisbane on Saturday June 13th with 125 of the club industry's elite on board. The Gold Coast Zone Cruise to Nowhere had finally got underway, after many months of planning, in particular thanks to Tracy Evans the Gold Coast zone minister for everything. Delegates from Townsville and Mackay to Yamba, MacLean and all places in between attended, with a very social crew from Northern NSW making an appearance prior to the State of Origin.

After the mandatory life boat drills, Saturday night saw the "Dress all in white party" followed by the IGT MegaBucks and MaxGaming welcome cocktail party.

Following an early night, Sunday saw the first item on the agenda, the CMAA Zone meeting which was well attended with 52 members. The numbers were down by a couple as a result of severe sea sickness.

The meeting was followed by the first of 2 sessions by Tom Berger who kept the 123 in attendance entertained with his power to make people say yes !! Networking and Karaoke followed.

Monday, day 2 dawned with attendees recovering from sea sickness and all were in attendance and accounted for. First item was the gaming panel of manufacturers, which saw some lively discussion around topics such as game development, competition from casinos,



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## 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 2016 membership fees incurred a CPI increase of 3% for the 2016 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 2016 will be:

**Full member yearly:** \$583.49

**Trainee member yearly:** \$412

**Full member monthly:** \$48.61

**Trainee member monthly:** \$34.29

**Full member:** Weekly payroll deductions \$11.22 (payroll to pass on monthly or yearly in advance to CMAA)

**Trainee:** Weekly payroll deductions \$7.93 (payroll to pass on monthly or yearly in advance to CMAA)

potential future trends and where the industry should be focusing its lobbying powers.

Allan Peter gave an insightful and very pertinent talk on Corporate Governance. Quoting real life cases, most of them very recent, really stressed the importance of this potentially dry subject and had many in the audience asking questions.

Tom Berger then gave his second session, titled "Mind games". He fascinated the audience with his ability to name old school friends, deceased pets and pick those who were inclined to stretch the truth. A very entertaining and enlightening session.

6 bursaries to the midyear conference, sponsored by the Gold Coast and Brisbane zones were then given away, after which the delegates moved to the bingo hall to play for the jackpot prize of \$4,000 which no one won.

The final event of the cruise was the farewell cocktail party held as the sunset over the ocean. The magnificent event was sponsored by Aristocrat Leisure Industries and Odyssey Gaming. Entertainment was provided by Bryan Jones and Elvis made an appearance.

Delegates then continued networking at the karaoke bar, before an early night prior to berthing back in Brisbane on Tuesday morning at 6am.

Although the final number was lower than first expected but there is definitely a strong view from all present that quality not quantity is the secret to any Educational Conference. The interaction between suppliers and managers forged long lasting friendships. All in all a not to be missed event next time it sails.

A big thank you to the Gold Coast Zone for driving this innovative concept, and the sponsors who made the event possible.



### Enjoy Retirement Mr Darcy Nelson

Darcy Raymond Nelson was always heavily into sales throughout his career, which eventually lead him to work for Ainsworth Technologies, but it was his love of golf that saw him become involved with the Club Industry. Darcy was a keen golfer at Muirfield Golf Club, first elected to in 1988, to holding the position of President from 1995 to 2002. Darcy's interest and passion for the industry as a whole grew when he started work with Consulate Finance, and was introduced to the wider industry by Mr Graeme Latta, to whom it is not clear whether Darcy has ever thanked or forgiven for what he got himself in for.

Through Graeme, Darcy was introduced to Lenny Ainsworth in 2000, Lenny could see the professional salesman to help him boost his team, and Darcy had a boss who could call him "Sonny". Darcy's charm throughout the greater club industry soon became apparent, with his ability to talk to people as a colleague, friend and mentor, while also helping to push Ainsworth into a prominent position within the gaming industry throughout his areas. Darcy's honesty and integrity has seen an ever growing circle of colleagues, both Club Managers & Industry Representatives, that have not only come to admire the man but to also consider him a close friend. Darcy has an open invitation to the Zone dinners, as the best "Sargent at Arms", with many a charity benefiting from his quick wit and hefty fines. We all wish Darcy, and his lovely wife Pam well in their retirement and travels.

## Upcoming 2015 CMAA Summits

September 8 & 9  
**General Management Summit**  
 Central Coast  
 Diggers@theEntrance



October 13 & 14  
**General Management Summit**  
 Queensland  
 Venue TBA



November 9 & 10  
**Finance Summit**  
 South Bank, Brisbane  
 The Greek Club



November TBC  
**Corporate, Finance & Legal Summit**  
 Victoria  
 Venue TBA



# Walking with

# GIANTS

## a unique inner sanctum experience

High performing teams on a sporting field are no different to high performing teams in the corporate world. They require the same key ingredient – the ability to inspire a team towards a goal and maintain that high level. The Walking with Giants program is aimed at unleashing these sentiments in a non-competitive and safe environment.

Through Leadership and Culture, Talent Development and Nurturing to High Performance, with an emphasis on behavioural aspects of leadership such as self-awareness, ability to deal with challenge and uncertainty, inspiring teams and managing individuals. Prepared and presented by academic lecturers at UWS as well as members of the GWS Giants Leadership Group shared their personal journeys, rather than business case studies. Four Senior Club Managers were fortunate to listen to these leaders in sport and were able to draw



parallels to help improve their own leadership style, and how to relate it to a high performing workplace.

This year, four Senior Club Managers (Stuart Jamieson-Club Rivers, Luke Simmons-Norths, Chris Byrne-Yarraville Club, and Steve Rigney-Hornsby RSL) participated in the unique inner sanctum experience and uncovered insights from the Giants Chairman and Executives on their roles as leaders and mentors, experiences, overcoming challenges, and building a sustainable business model through honesty, authenticity, flexibility and innovation.

Key to any successful business, Talent Development and Nurturing play an integral role. Such success starts with realising the importance of talent

identification, nurturing and welfare within a team environment, overcoming setbacks and challenges that can face all businesses including talent mapping, staff recruitment, retention, and taking and delivering performance feedback. However, culture can play an even more significant role in establishing a strong and successful team. Insights gained include living the behaviours, values and vision of the club as well as seeking and providing feedback. Those who were fortunate enough to participate in the inner sanctum experience gained a behind the scenes insight into the all not only discipline, schedules, sacrifices and mental challenges of a professional football player, but how each element of the presentations sessions are incorporated into daily life at the Giants.





The AFL is arguably, one of the best run sporting codes in the world. The opportunity of spending an entire day with the strategic leaders, talent, fitness, welfare and tactical coaches was priceless. Listening to the speakers in their own environment really gave you a sense of their operation and allowed you to draw the lessons relevant to your own business as the Giants departments and players took us on a journey into the inner working of the newest AFL franchise at their world class purpose built facility in the centre of Sydney. The diverse range of senior and developing managers from across the HostPlus Hospitality Community, really added value with activities to engage and exchange stories from their own operations.

The structure of the day allowed you to experience all areas of the club as the speakers delivered their talks in their own environments. The practical skills training (hand ball, kick passing, shots on goal) with the coaches and players was great challenging fun. Including a game at the end of the day that really brought out the competitive nature of the managers on the field. Which put into perspective what their young superstars are tasked to do -let's just say it looks a lot easier on TV!. As with all good events the day ended with more great hospitality with a well earned drink!

**By Jon Shevket**

**The diverse range of senior and developing managers from across the Hostplus Hospitality Community, really added value with activities to engage and exchange stories from their own operations.**



## Testimonials

### Steve Rigney

Assistant CEO / Operations Manager,  
Hornsby RSL

"Walking with Giants" was an enlightening program providing an insight into the workings from the ground up of a high profile brand. It was empowering to hear of the dedication and fellowship developed to bring this new team into a long established competition and the subsequent culture that has emerged as a result.

The players, coaches and executive were all engaged and willing to share their experiences and goals (excuse the pun) with the group and provided insights readily convertible to the hospitality industry. The day was thoroughly enjoyable and a great networking opportunity on and off the field.

Thank you to both CMAA and HostPlus for this opportunity to share and to learn from these "Giants".

**Chris Byrne** CEO, Yarraville Club Inc &  
**Jason Horne**, Junior Manager, Yarraville Club Inc

The one stand out that we both drew from the day is the 'disciplined and structured' way in which the Giants go about their business operations. The way they measure performance, benchmark and analyse outcomes. In addition, the way they nurture and mentor their young team of players is something that no doubt will lead to a strong and unified team as the Giants grow.

As a Club Industry we can learn a lot from the way these guys manage their staff and their club.

Having been on many seminars and courses, I must say that the day with the Giants ranked highly and gave me a wealth of knowledge to adapt and apply to my operations within the Club.

Being a Victorian, I wish the Giants all the best, as long as it is not at the demise of "my team", Collingwood.

### Luke Simmons

CEO Norths Group

Thank you to Host Plus and the CMA for the opportunity to attend the "Walking with Giants Program!" It was a very well-organized day and an excellent platform to understand the Giants brand. With engaging speakers and wonderful hospitality, the program was a great opportunity to make new connections and learn more about the business of professional sport. I found it very educational and the information presented to be very valuable. It also highlighted the shared learnings in business and sport we can draw on as Club managers.

MANAGEMENT / OPERATIONS	Duration	AUG	SEPT	OCT	NOV
Effective Operations Manager Program	6 Days			SYD -Part 1 TBA	SYD -Part 2 TBA
Supervisor Development Program <i>Includes accredited units;</i> SITXMGT401 – Monitor Work Operations SITXHRM301 – Coach others in Job Skills	4 Days		SYD – Part 1 21,22	SYD – Part 2 12,13	NSW - Cabarita Beach 16,17 & 23,24
Duty Manager Development Program Ideal for supervisors and frontline Duty Managers	6 Days	Port Macquarie Parts 1-2 17,18,19 & 24,25,26 Euston- Part 2 17,18,19		SYD - Part 1 26,27,28	SYD – Part 2 16,17,18
Roster Staff SITXHRM401 – ACCM Unit	2 Days	Port Macquarie 17,18			SYD – 17,18 NSW – Ulladulla 26,27
Cost Control Principles Shift Mgt Cost control, Wastage, Staff Ratios	1 Day	Port Macquarie 17,18		SYD 28 Oct	
Leadership Behaviour & Company Culture – ACCM Unit	2 Days	Port Macquarie 25,26		SYD 26,27	
Monitor Staff Performance – SITXHRM503 – ACCM Unit	2 Days	SYD 17,18			
Monitor Work Operations – SITXMGT401	2 Days		SYD 21,22		NSW - Cabarita Beach 16,17
Coaching Skills – SITXHRM301	2 Days			SYD 12,13	NSW - Cabarita Beach 23,24
Manage Workplace Relations – ACCM Unit	2 Days	SYD 31 & 1 Sep			
Delivering Great Customer Service	1 Day		SYD 7		
SUMMITS & CONFERENCES					
General Management Summit – Victoria	1 Day	VIC 25			
Corporate Governance Summit	2 Days		SYD 8,9		
Food & Beverage Management Summit	2 Days			SYD 13,14	
Finance Summit - Brisbane	2 Days				QLD 9,10
MARKETING / GAMING					
Analyse & Report on Gaming Machine Data SITXGAM301 – ACCM Core Unit	2 Days		SYD 14,15	NSW - Cabarita Beach 19,20	
Develop and Implement Marketing Strategies SITXMPR502 – ACCM Core Unit	4 Days		SYD - Part 1 28,29	SYD – Part 2 19,20	
FINANCE / LEGAL					
Manage Finances in a Budget SITXFIN402 – ACCM Unit	2 Days	NSW – Yass Soldiers 6,7			SYD 2,3
GOVERNANCE / SENIOR MANAGEMENT					
Board Governance, The Company Secretary & The General Manager – Secretary Managers course	2 Days	SYD 12,13			SYD 4,5
HR DIPLOMA – Units can be done individually					
Develop & Manage Performance Management Processes – BSBHRM512A	3 Days		SYD 21,22,23		
Manage Employee Relations – BSBWRK510A	3 Days	SYD 10,11,12			
Manage Workforce Planning – BSBHRM513A	3 Days			SYD 26,27,28	
RSA / RCG					
RSA – SITXFAB201	1 Day		Moama 21		Moama 23
RCG – SITXGAM201	1 Day		Moama		Moama

## NSW: RSA/RCG Certifications

The OLGR transition phase of old Paper Certificates to Plastic Licenses starts its final year on the 1st July 2015, as such the only paper certificates still valid after the above date are those obtained between 2010 and 21st Aug 2011. Any paper

certificates obtained prior to the 1st Jan 2010 are now invalid. Those that have a valid paper certificate have 12 months from the 1st July 2015 to complete the course and obtain their licenses, there will be no paper certificates valid after the 30th June 2016.

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M: 0410 609 743; B: 02 - 9893 1822  
E: jshevket@mail.hostplus.com.au

Alison Lake, Manager New Business QLD  
M: 0427 734 452; B: 07 - 5644 2204  
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Sonja Debeljuh, Events Executive  
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M: 0407 371 155; B: 07 - 3209 6210  
E: glen.coleman@ainsworth.com.au  
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M: 0418 522 071; B: 07 - 3209 6210  
E: low.platz@ainsworth.com.au  
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E: greenup@bdo.com.au  
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E: darren.pressley@ccamatil.com  
W: www.cccamatil.com

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B: 02 - 9812 2300  
QLD: Craig Harley, State Sales Manager  
B: 07 3890 5622  
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E: greg.russell@russellcorporate.com.au  
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M: 0414 808 265; B: 02 8248 5832  
E: bboon@tglaw.com.au  
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W: www.robertoatley.com.au

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Toll Free: 1800 080 910; B: 02 - 8302 4000  
E: roxanne@banktech.com.au  
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M: 0404 095 687 B: 02 - 9899 0600  
E: Blayne@barringtongroup.com.au  
W: www.barringtongroup.com.au

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Anthony Smiljan  
B: 02 - 8394 4950  
E: Anthony.smiljan@bbcdigital.com.au  
W: www.bbcdigital.com.au

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Fleming Thomson, National Sales Manager  
M: 0477 771 360  
E: fleming@cashpoint.com.au  
W: www.cashpoint.com.au

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M: 0418 672 647; B: 02 - 9439 5100  
E: catherine@ccmtravel.com.au  
W: www.ccmtravel.com.au

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B: 02 - 4344 9444  
E: dcollings@clockon.com.au  
W: www.clockon.com.au

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M: 0417 219 768; B: 02 - 8887 6800  
E: warwick\_brook@debortoli.com.au  
W: www.debortoli.com.au

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M: 0466 656 331  
E: michael.anderson@elitelegal.com.au



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Shaun Kroll, Business Solutions  
M: 0430 777 403; B: 02 9002 4073  
E: skroll@forumgroup.com.au  
W: www.envirogroup.com.au

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Russell Wing, General Manager  
M: 0468 55 44 96; B: 02 8188 1018  
E: russell.w@hcgrou.net.au  
W: www.hcgrou.net.au

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M: 0424 639 639  
E: luhrman@luhrmann.com.au  
W: www.luhrmann.com.au

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Peter Jefferis, Director of Sales & Marketing  
M: 0417 785 854; B: 1800 443 654  
E: peter.jefferis@micropower.com.au  
NSW: Daniel Saade M: 0448 130 435  
QLD: Colin Frew M: 0407 554 116  
VIC: Lee Daffy M: 0448 111 200  
W: www.micropower.com.au

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Rafael Molleda,  
National Business Development Manager  
M: 0419 029 383; B: 1300 134 693  
E: r.molleda@masterkelwin.com.au  
W: www.mkfloors.com.au

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Lindsay Verdon,  
Head of Hospitality & Entertainment Venues  
M: 0407 428 526; B: 02 - 9797 511  
E: lindsay.verdon@paynterdixon.com.au  
W: www.paynterdixon.com.au

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Ken Burgin, CEO  
M: 0414 660 550; B: 1800 001 353  
E: kburgin@profitablehospitality.com  
W: www.ProfitableHospitality.com

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Haydn Fairbanks, Chief Executive Officer  
M: 0410 410 616; B: 1300 305 690  
E: haydn@rewardsclub.com.au  
W: www.rewardsclub.com.au

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Jessica Evans, Client Relationship Manager  
M: 0447 725 990; B: 02 - 9695 1668  
E: jessicae@rohrig.com.au  
W: www.rohrig.com.au

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Mike Burgess, CEO  
M: 0407 784 722; B: 02 - 9932 6444  
E: mike@scottbroad.com.au  
W: www.scottbroad.com.au

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Jason Drew, Director  
M: 0432 660 225; B: 1300 781 224  
E: jason.drew@secomtech.com.au  
W: www.secomtech.com.au

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North (NSW, QLD) – Jodie Terzis  
M: 0448 899 196; E: jterzis@silverchef.com.au  
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M: 0448 900 144; E: dwalton@silverchef.com.au  
W: www.silverchef.com.au

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Daniel Chapman, Operations Manager  
M: 0488 554 424; B: 1300 25 35 45  
E: daniel@solarpv.net.au  
W: www.solarpv.net.au

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John Cannon  
M: 0404 811 330; B: 1800 623 611  
E: john.cannon@thorn.com.au  
W: thornequipmentfinance.com.au

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Katie Jaques, Marketing Coordinator  
B: 02 - 9581 9999  
E: kjaques@tjsservices.com.au  
W: www.tjsservices.co

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VIC – Tom Trainor  
E: tom@totalinc.com.au  
W: www.totalinc.com.au

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Andrew Walsh,  
Key Account Manager On Premise  
M: 0400 832 620; B: 02 - 9741 1811  
E: Andrew.walsh@tweglobal.com  
W: www.treasurywineestates.com

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Day	Date	Meeting	Venue	Zone
<b>JULY</b>				
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

<b>AUGUST</b>				
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
Wed	20	TBA	Port Macquarie Gold Club	Great Lakes Zone Meeting
	August	TBA	TBA	Victorian Zone Meeting
Tues	25	9:00am	Victoria	General Management Summit, Victoria
Wed	26	TBA	TBA	Hunter Zone Meeting
Tues	25	4:00pm	Kedron Wavell Services	CMAA Federal Executive Meeting with Qld Committees
Thurs	27	TBA	Club Pine Rivers	Combined Brisbane/Sunshine Coast Meeting/Workshop/Bowls

<b>SEPTEMBER</b>				
Tues	1	TBA	TBA	St George Cronulla Zone Meeting
Tues	8	TBA	99 On York	City & Eastern Suburbs Zone Meeting
Tues & Wed	8 & 9	9:00am	TBA	Corporate Governance Summit
Tues & Wed	8 & 9	TBA	TBA	Combined Mid and Far North Coast Meeting & Mini Conference
Wed	9	TBA	TBA	Central Coast Zone Meeting
Frid	11	TBA	TBA	ACT Zone Meeting and Lunch
Tues	15	TBA	Nerang RSL	Gold Coast Zone Meeting
Tues	15	TBA	Kogarah Golf Club	St George Cronulla Charity Golf Day
Thurs	17	11:30	TBA	Nepean Zone Meeting
Thurs	24	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

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**ACT**  
**MATTHEW WALSH**  
 Canberra Southern Cross Club  
 P.O. Box 52 WODEN. ACT 2606  
 P: (02) 6283 7200 F: (02) 6283 1553  
 E: matt.walsh@csc.com.au

**NSW**  
**CENTRAL COAST**  
**DANIEL BRIAN**  
 Central Coast Leagues Club  
 Locked Bag 10 GOSFORD NSW 2250  
 P: (02) 4325 9895 F: (02) 4325 9810  
 E: daniel.brian@cclc.com.au

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**GRAEME TONKS**  
 Bowlers Club of NSW  
 P.O. Box Q568 QVB Post Shop  
 SYDNEY NSW 1230  
 P: (02) 9290 1155 F: (02) 9299 7539  
 E: graeme@bowlersclub.com.au

**FAR NORTH COAST**  
**MARY McCULLOCH**  
 Cabarita beach Sports Club  
 Cabarita Road BOGANGAR NSW 2488  
 P: (02) 6676 1135 F: (02) 6676 1245  
 E: ops@cbb.com.au

**FAR SOUTH COAST**  
**ANTHONY CASU, ACCM**  
 Narooma Sporting & Services Group  
 P.O. Box 242 NAROOMA NSW 2546  
 P: (02) 4476 2135 F: (02) 4476 1486  
 E: tony@naroomaclub.net.au

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**PETER NEGUS**  
 North Haven Bowling & Recreation Club  
 1 Woodford Road  
 NORTH HAVEN NSW 2443  
 P: (02) 6559 9150 F: (02) 6559 7286  
 E: peternegus@nhbrc.com.au

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**MICHAEL TITOW**  
 Singleton Diggers Club  
 P.O. Box 186 SINGLETON. NSW 2330  
 P: (02) 4975 1451 F: (02) 4975 2699  
 E: michael@singletondiggers.com.au

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 P: (02) 4261 1333 F: (02) 4261 8853  
 E: bronwyn@daptoleagues.com.au

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 Ryde Eastwood leagues Club  
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 P: (02) 9807 2444 F: (02) 9809 7462  
 E: carl.pozzato@releagues.com

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 Park Beach Bowling Club  
 Ocean Parade Park Beach,  
 COFFS HARBOUR NSW 2450  
 P: (02) 6652 3622 F: (02) 6651 4209  
 E: manager@pbcc.com.au

**MID STATE**  
**MAUREEN HUTCHISON**  
 Club Mudgee  
 99 Mortimer Street MUDGEE. NSW 2850  
 P: (02) 6372 1922 F: (02) 6372 4037  
 E: maureen@clubmudgee.com.au

**NEPEAN**  
**JOE BAYSSARI, ACCM**  
 Seven Hills RSL Club  
 P.O. Box 67 SEVEN HILLS NSW 2147  
 P: (02) 9622 2800 F: (02) 9621 8121  
 E: joe@sevenhillsrsl.com.au

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**KELLEE ANDERSON**  
 Inverell RSM Club  
 P.O. Box 258 INVERELL NSW 2360  
 P: (02) 6722 3066 F: (02) 6772 5480  
 E: marketing@inverellrsm.com.au

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**KARREN HOWE, ACCM**  
 Barrier Social & Democratic Club  
 218 Argent Street  
 BROKEN HILL NSW 2880  
 P: (08) 8088 4477 F: (08) 8088 2652  
 E: karren@democlub.com.au

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**CRAIG MUIR**  
 Coomealla Memorial Club  
 P.O. Box 42 DARETON NSW 2717  
 P: (03) 5027 4505 F: (03) 5027 4350  
 E: craig@coomeallaclub.com.au

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 HAMMONDVILLE NSW 2170  
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 E: stephen@italianaustralianclub.com.au

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 E: zclegg@kedron-wavell.com.au

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 Coolangatta Surf Life Supp. Club  
 P.O. Box 826 COOLANGATTA QLD 4225  
 P: (07) 5536 4648 F: (07) 5536 1322  
 E: bryan@coolangattasurfclub.com

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**MICHAEL HUGHES**  
 RSL (QLD Branch) Maryborough Club  
 165 Lennox Street  
 MARYBOROUGH QLD 4650  
 P: (07) 4122 2321 F: (07) 4121 2571  
 E: gaming@maryboroughrsl.com.au

**CAIRNS**  
**TROY JONES**  
 Tully Tigers Leagues Club  
 65 Bryant Street TULLY QLD 4854  
 P: (07) 4068 1180 F: (07) 4068 3819  
 E: tigersleaguesclub@bigpond.com

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**WILL SCHROEDER, ACCM**  
 Yaralla Sports Club  
 P.O. Box 8008  
 SOUTH GLADSTONE QLD 4680  
 P: (07) 4972 2244 F: (07) 4972 6355  
 E: yaralla@iinet.net.au

**TOWNSVILLE**  
**MICHELLE CROSS**  
 Townsville RSL Club  
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