

CLUB IQ

www.cmaa.asn.au



2017

SAVE THE DATES

2017 Summits

- **HR** 21-22 Feb
- **Entertainment Summit** 4 April
- **Management** 8-9 May
- **Gaming** 20-21 June
- **F&B** 25-26 September
- **Marketing** 17-18 Oct
- **Finance** 14-15 Nov

2017 Conferences & Expos

- **AHGE - Brisbane** 28-30 March
- **Country Club Managers - Cessnock** 15-17 May
- **National Conference - Gold Coast** 11-14 July
- **AGE - Sydney** 15-17 August



Choose your own adventure...

Hostplus offers 21 investment options giving you the freedom to choose where your money is invested. From conservative to growth, the choice is yours. Take control today.

hostplus.com.au



Issued by Host-Plus Pty. Limited ABN 79 008 634 704, RSEL No. L0000093, AFSL No. 244392 as trustee for the Hostplus Superannuation Fund ABN 68 657 495 890, RSE No. R100054, MySuper No. 68657490198, which includes the Hostplus Pension. This ad does not and is not intended to contain any recommendations, statements of opinion or advice. This information is general in nature and does not consider the appropriateness in regards to your objective, financial situation or needs. Hostplus reserves the right to correct any errors or omissions that may be contained in this ad. Refer to the Hostplus Product Disclosure Statement for details. INH CORP 09/16

HOST8975 CMA



Publisher CMAA

Publication No 100007550
November 2016
Vol 141, No 265

Editor: Chris Keeble & The Drop

Advertising: Chris Keeble & The Drop

Advertising:

Please ensure all artwork is sent to:
chris@cmaa.asn.au or editor@thedrop.com.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

The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Fair Work Act 2009. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU).

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 - cmaa@cmaa.asn.au

Office Hours

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

"Club IQ" is published quarterly by the Club Managers' Association Australia. All material is copyright and cannot be reproduced without the explicit permission of the Publisher or Editor. Editorial contributions relating to the club industry are welcome. Submitted copy should be typed and double spaced. We don't accept any responsibility for keeping and returning unsolicited material. Photographs submitted must be captioned. Those sent without prior arrangement cannot be returned unless accompanied by a stamped, self-addressed envelope. Views expressed in this magazine are not necessarily those of the Club Managers' Association Australia. Although we do exercise the utmost caution, we don't accept responsibility for claims expressed in advertisements appearing in our issues.

Subscription rate is \$60 a year.
ISSN 0045-7205

Club Managers' Association Australia Office Bearers

CMAA FEDERAL EXECUTIVE

President
DAVID HISCOX, ACCM
Dapto Leagues Club

Vice President
TRACEY LENTELL, ACCM
Moorebank Sports Club

Federal Secretary
ALLAN PETER, ACCM

Executive Members
MICHAEL O'SULLIVAN, ACCM
Milton Ulladulla Bowling Club

KARREN HOWE, ACCM
Barrier & Social Democratic Club

FEDERAL COUNCILLORS
Division A – City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone

Carl Pozzato, ACCM
Operations Manager,
Ryde-Eastwood Leagues Club

Division B - St George/Cronulla Sutherland Zone and Inner West Zone
Ian Todd, CEO Kingsgrove RSL

Division C – Nepean Zone
Michael Wiesel
Secretary Manager, St Marys RSL Club

Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone
Stephen Byfield, ACCM
Chief Executive Officer,
Diggers @ The Entrance

Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone
Phil Boughton, Chief Executive Officer
Yamba Bowling Club

Division F – Illawarra Shoalhaven Zone and Far South Coast Zone
Darryl Bozicevic, Chief Executive Officer
Milton Ulladulla Ex Services Club

Division G – Central and Northern Queensland Zone
Craig Clark, General Manager
Cairns RSL Club

Division H – Brisbane Zone, Gold Coast Zone, Sunshine Coast Zone and Ipswich Darling Downs Zone
Wayne Moffatt, ACCM
General Manager
Pine Rivers Memorial Club

Division I – Riverina Murray Zone and ACT Zone

Jack Jolley
Riverina Australian Football Club

Division J – Victoria Zone
Grant Duffy, Secretary Manager
Numurkah Golf and Bowls Club

ADMINISTRATION

Executive Officer
Ralph Kober, B.Ed., Grad. Cert. MBA

Office Administrator
Julie Conlon

Sponsor & Membership Manager
Chris Keeble

Professional Development Manager
Zoe Clegg

Senior Industrial Relations Advocate
Peter Cooper

Industrial Relations and Compliance Advisor
Peta Imber, CCM

Training Course Administrators
Brad Jones, CCM
Estelle McDonald-Birch

Accounts Officer
Priscilla San Luis

Life Members
Harry Walker (decd.)
Norm Robinson (decd.)
Arthur Justice (decd.)
Len Ewart (decd.)
Lou O'Neill (decd.)
Peter Cameron (decd.)
Bob Harbutt (decd.)
Keith Nolan (decd.)
Fred Chubb, CCM (decd.)
Alan McDougall, MBE (decd.)
John Milne (decd.)
Jim Henry, OAM (decd.)
Les Evennett
George Elliot, CCM
Peter Strachan, ACCM
Hans Sarlemyn, ACCM
Terry Condon, CCM
Lew Cooper, OAM
Barry Stevenson
Greg Pickering, ACCM
John Allan, ACCM
Allan Peter, ACCM
Wayne Forrest, ACCM
Bill Clegg, ACCM
David O'Neil, ACCM

CMAA MEMBERS CONFIDENTIAL SUPPORT & COUNCELLING LINE – 1300 464 262



David Hiscox ACCM
Federal President



Tracey Lentell ACCM
Federal Vice President



Allan Peter ACCM
Federal Secretary

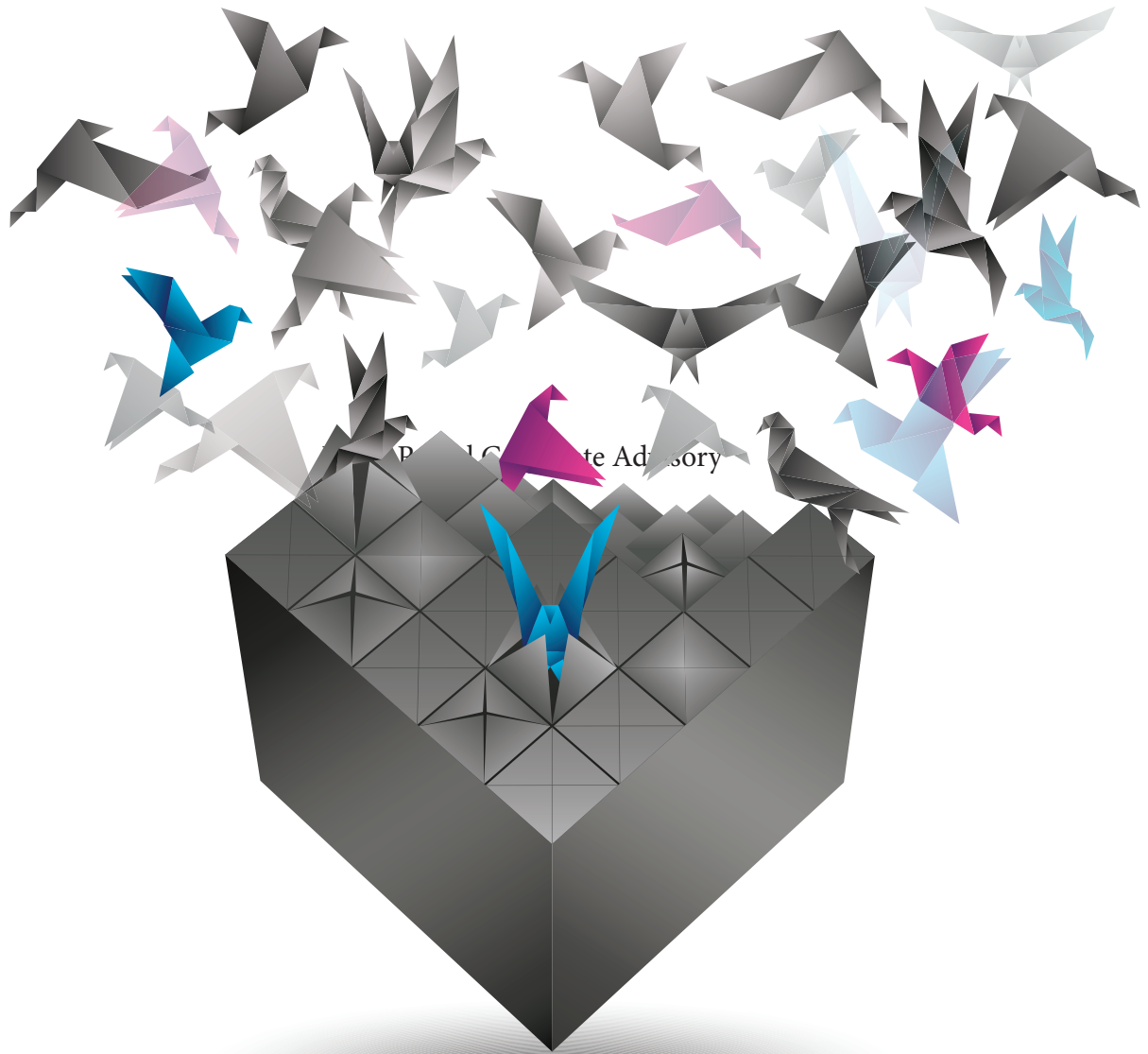


Michael O'Sullivan, ACCM
Federal Executive Member



Karren Howe ACCM
Federal Executive Member

MORE THAN SOLUTIONS
WE ARE ABOUT
BUSINESS TRANSFORMATION



RUSSELL
CORPORATE
ADVISORY

www.russellcorporate.com.au

02 9957 6700

Level 3, 53 Walker St North Sydney NSW 2060

Contents

Presidents Perspective	4
Executive Officer's	5
CMAA Strategic Plan	7
The Business End	8
How to get your team to pay attention to your idea	10
Selling the great hospitality jobs in rural clubs	12
Affiliate Leaders Series	14
Restaurant staff shortages? Blame it on Masterchef	16
CMA Country Club Managers Conference	18
CMAA Membership	19
Industrial Relations	21
The A-B-C of Customer Intelligence	24
Navigating your way through depression	26
Clubs in the Courts	28
Keno AHG Expo	30
ACCM 2017	31
Kurrawa Club redevelopment	32
Oxfam Trailwalker	34
Where's my sophistication?	36
HR Summit	38
CMAA Development Series	39
The Process Communications Model	40
Learn Disney secrets of customer attraction	42
2016/2017 CMDA Training Calendar	44
Sponsors Directory	45
Zone Meetings & Industry Functions	48
CMAA Zone Education Officers	48



RAISING THE BARISTA REDESIGNING SERVICE CULTURE

ZEALIFI IS PROVING
SERVICE CULTURE
IS NOT A SIDE DISH.
IT'S THE MAIN COURSE.

Zealifi's unique **12-STEP PROGRAM** reveals the secrets of a **SERVICE CULTURE** that drives profits.

It's about **RAISING THE BAR**, the barista and every other aspect of your business.

It's about raising your club to a whole new level of **PERFORMANCE**.

**FIND OUT HOW TO REACH
NEW HEIGHTS OF SUCCESS...**

Call Justin McGurgan
0417 632 311 or visit

raisingthebarista.com.au

Zealifi.
A Culture of Hospitality

zealifi.com.au 1300 122 287



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 28th March 2017**.

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

Next edition deadline for CMAA Magazine February 2017 Content:
December 22, 2016

Next edition deadline for ClubIQ e-news content:
Distributed Tuesdays fortnightly, deadline Friday prior

President's Perspective



David Hiscox
President

It is hard to believe that a year has passed since I wrote my first report to the members of the Association, and a lot has happen in that year. We saw the election of a new Executive, with Karen Howe and Tracey Lentell joining myself, Allan Peter and Michael O'Sullivan. Tracey was elected as the first female Vice President of the Association; a great honour.

As occurs after every election the Federal Executive and Federal Council with our staff, held a strategic planning work shop, and four key focus areas were identified – Training and Professional Development, Membership, Industrial Representations and Finance and Sponsorship. The Executive Officer has provided more detail in his report.

In May I had the honour of presenting a CMAA member, the most prestigious and rarely conferred Life Member of the Club Managers' Association Australia recognition award. In the over 50 years of the Association only 25 members have received this award and it was an absolute honour the present the Award to David O'Neil.

January saw the appointment of our new Professional Development Manager, Zoe Clegg. Zoe is based in Queensland and her appointment is critical to the association meeting its objectives in the training and professional development area, and more recently after feedback from our members. Peta Imber's position was restructured and she now has the role of Industrial Relations and Compliance Advisor. This appointment will strengthen the IR component of the Association and provide valuable support to Peter Cooper.

Next year sees the Mid-Year conference return to the Gold Coast in July, and at the conference the Executive will convene the first Zone Presidents Meeting where all of our Zone President will have the opportunity to meet and discuss the challenges and opportunities they see in their individual zones. Last year Zoe held a similar meeting with Zone Education Officers and this was extremely beneficial to all attendees.

We continue to liaise with Clubs NSW on the bullying and harassment issue facing our managers.

At the start of the year our colleagues in Victoria were optimistic that there would be some clarity around machine ownership and the findings and recommendations from the Review were to be handed down midyear. Unfortunately in the world of politics nothing is certain as the relevant minister is no longer in this portfolio and things seemed

to have stagnated, so our Victorian colleagues continue to operate in an environment of uncertainty.

Queensland saw the first tranche of the lock out laws introduced on the 1st of July with last drinks in pubs and clubs outside nightclub precincts at 2am, and a number of other restrictions. The second stage comes into effect on the 1st February next year with 1am lockouts to be introduced in 15 safe night out precincts. Interestingly Casinos remain exempt from these provisions. Whilst the Queensland Government restricts trade in traditional Clubs Pubs and night clubs it is at the same time is proposing to expand the number of exempt Casinos in the state. Some challenging times are ahead for our Queensland members.

On behalf of the Executive I would like to thank Ralph, Chris, Peter, Zoe, Priscilla, Brad, Peta, Julie and Estelle for the wonderful contributions to the association, they are all valuable individuals committed to providing the best service to our members.

Finally I wish you all a merry Christmas, enjoy the time and relax with your families, who are after all the most important part of our lives.

Cheers

Executive Officer's Report

2016 Wrap Up

Ralph Kober Executive Officer



Wow. 2016 is all but over and what a great year it has been for the Association!

The year saw some very significant events amongst other things with the transition from being an RTO to launching a number of key education partner relationships, Zoe Clegg coming on board as our new Professional Development Manager, the election of a new Federal Executive, an up take in membership and participation in our professional development events, and a new partnership in our digital communication space with The Drop.

Members would have been well aware over the past 18 months that the analysis on whether to continue with our registered training organisation status indicated that it was a burden on the Association financially, compliance wise and with a decreasing participation from members and their staff in accredited training.

Brokering 5 new education partnerships with providers that ensure our members and their staff can continue to access accredited supervisory and management training qualifications, digital analytics, gaming intelligence, communication models and direct marketing strategies has been an exciting time for the Association in venturing into niche areas of management professional

development that no other industry association in the club space offers!

The Australian Institute of Management (AIM), Association of Data Driven Marketing & Advertising, Bullseye Tactics, PCM and WOW marketing have been widely accepted by our members over past year and we look forward to an increase in the engagement of their high quality and formidable programs that will assist you in your career.

Remember when you registered for any of our partner's events via our website you will benefit from reduced course fees and have the ability to do a lot of courses online.

Our Professional Development Manager Zoe Clegg has hit the ground running and has overseen a pick up in the engagement of the members in Queensland where we are experiencing solid growth in membership and training participation. Zoe has worked with all of our Zone Education Officers to meet their local zone needs and has refashioned the Active Certified Club Manager (ACCM) award criteria to make it more attractive to aspiring managers who want recognition for their expertise.

The election this year of a new Federal Executive under the stewardship of President David Hiscox has been significant for many reasons particularly though in that the CMAA is the first industry association boasting two female

Federal Executive members on its board in Vice President Tracey Lentell and Executive member Karren Howe. It will be interesting to see whether the other associations will follow suit!

The year has rounded off with a series of very successful summits and conferences including the Country Managers Conference in Orange, the National Managers Conference at STAR and a number of Zone driven mini conferences catering for their local members.

Significantly the new relationship with The Drop has already seen a benefit to our reach and coverage of the club and other hospitality sectors. CMAA now has touch points to upwards of 5,000 hospitality managers locally and internationally via the Club IQ e letters and the affiliation with the Drop the innovative and wide read communication and knowledge bank of the industry.

“The year has rounded off with a series of very successful summits and conferences”

What to look forward to in 2017

2017. I am looking forward to a bigger and better year than we have experienced in 2016.

Ok what will that look like you say? Well the team at HO has been working hard to come up with a great calendar of events and services that will have something for all levels of management and their staff.

The calendar will feature a range of management topical summits including HR, Entertainment, Gaming, Food & Beverage with Fine Foods Australia, Marketing, Finance & Legal and General Mgt presented from Rockhampton, Brisbane, Gold Coast, Sydney and Melbourne and other sites. These two day programs are very popular and cost effective.

Other significant events will include the:

- AGHE Expo and National Congress in Brisbane 28-30 March,
- Country Managers Conference at Cessnock Leagues Club 15-17 May,

- National Managers Conference at Jupiter's Hotel, Gold Coast 12-15 July,

More and more zone committees are looking to plan for local professional development events and this goes a long way in bringing training to members who cant attend events away from their local area.

The launch of a dedicated Supervisor Bootcamp training program in alignment with the Affiliate program will be rolled out across the membership to ensure we are connecting with the managers of the future with the aim of hopefully having them join the Association as full members when they become managers.

AND MORE.... we will let you know via our zone meetings, Club IQ e letters, our website www.cmaa.asn.au and remember contact us to discuss how we can help you and your club anytime.

“Ok what will that look like you say? Well the team at HO has been working hard to come up with a great calendar of events and services that will have something for all levels of management and their staff.”

Say hello to



**Maxgaming and Bytecrafter
have become one brand, and
the new name is MAX.**

Our business simplifies yours...

CMAA Strategic Plan 2016-2019

As per every tri annual election of the Federal Executive board, a formal strategic planning day was held in June at the CMAA National Managers Conference with the new Executive, Federal Councillors and management in attendance. The Strategic Plan was ratified by the Executive in August.

Facilitated by Steve Tighe, a strategic management specialist, the group worked through the current context of how the Association operated, and where the group looked to the Association being over the next three years till the next Federal Executive election in 2019.

I would like to share with you a summary of the objectives/priorities of the Strategic Plan here and advise members that the full document can be viewed in the Members Only are on our website www.cmaa.asn.au. Four Strategic Objectives were identified under the following categories:

1. Training and Professional Development

To become a market leader in the provision of dynamic, innovative and relevant management education and training

2. Industrial Representation

To provide relevant support and representation for members in the challenging IR context

3. Membership

To sustain and grow membership

4. Finance and Sponsorship

To ensure the financial viability of the Association

Each of these Strategic Objectives is underpinned by Strategic Priorities, Objectives, Actions and Assignment with timeframe completion milestones.

I have identified what I believe to be the 'top' Action within each of the Strategic Priorities for the purposes of this summary. Note that all

agreed priorities are important and will have the appropriate attention dedicated to them as a course of action.

Training and Professional Development

Objective

To facilitate the environment where different professional development opportunities are identified and offered

Action

Deliver a balance of relevant functional and strategic training and education choices

Comment

Based on member feedback CMAA will endeavour to better understand and provide for the different levels of education and training required respective to different managerial positions, Design a strategic and cohesive calendar year of events, Develop a point of difference with regard to CMAA professional development vs competitors., CMAA must create compelling, 'must attend' events.

Industrial Representation

Objective

To represent members' best interests in relation to the industry award

Action

Deliver professional, unbiased representation of member vs member

Comment

CMAA has engaged internal IR support and has appointed Peta Imber to the role of Industrial Relations & Compliance Advisor to assist Peter Cooper. Further CMAA will, Develop and deliver ongoing communication and education awareness programs as they relate to I/R Develop and share an industry standard top 10 tips - 'What to do and what not to do when entering a workplace agreement'

Membership

Objective

Improve Zone Interaction and engagement with members and non-members

Action

Clearly define CMMA's relevance to members

Comment

CMAA will undertake member and non-member surveys and focus groups to ascertain what constitutes value to managers, Promote associate membership through training, Increase and improve digital engagement and Explore possible digital partnerships. The partnership with the Drop reflects action around this Strategic Objective with the potential to engage upwards of 5000 hospitality managers across clubs, hotels and casino sectors. This strategy whilst holistic in nature also is specific to engaging with zone members who do not read in any CMAA specific correspondence or marketing material.

Finance and Sponsorship

Objective

To earn enough to finance the activities of the Association

Action

Establish the required level of funding for solvency across all CMAA departments and cost centres

Comment

CMAA will Design clear business plans supported by reliable budgets to achieve objectives, Ensure transparent and accurate reporting – compliance with Fair Work Australia, Provide ongoing financial communication and education to members, and Develop a sponsorship model aligned to the CMAA vision statement and financial imperatives

Updates on the progress of the Strategic Plan will be made available to all members via our zone meetings, Club IQ e letters, our website www.cmaa.asn.au. Your feedback is welcome!

Full document can be viewed in the Members Only are on our website

www.cmaa.asn.au

The Business End

Chris Keeble

Sponsorship and Membership Manager



Once again I can't believe where the time goes. Already we are preparing for the end of year functions.

2016 has been a great year with lots of development and growth in many areas of our business.

New directions being instigated from our recent Strategic planning sessions, which have made for a busy time indeed.

You will now notice just how different the CMAA magazine is and with the new name Club IQ I hope you agree it has a fresh new look.

In fact over the coming weeks, all our collateral will be refreshed as we prepare for 2017's new directions.

You would have already received the new look fortnightly E Newsletter from our new partnership with The Drop.

If you are not a members of The Drop, now is the time. I'll be soon emailing a special joining fee offer for CMAA members only. Look out for that.

We are really working hard to lock down important dates for 2017, so your busy calendar can have some warnings!

Yep plenty going on, so we thought the sooner you can juggle your diary the better! We hope to see you at the zone events as well as Head Office events and summits.

Speaking of Summits, I'm now working on one I did a few years back that was well received and has had many people ask if it will make a return! ..." The entertainment Industry" can be very strange and un-wielding for the novice and we recognise many small to medium clubs often don't have that dedicated person helping. We aim to de-myth

the myths with this informative and fun day. This is scheduled for Tuesday 4th April at The Juniors Kingsford NSW. A great venue and a big supporter of live entertainment. Details and registration will be out and about soon.

Zoe Clegg and Ralph Kober are across all the others and there is plenty of subjects and scope to get you interested!

Membership is growing at a steady rate and we hope with the new partnership with The Drop we will see more new members. One objective of the joint venture is that we can access another level of club managers who are not on our system and explain the features and benefits of becoming a member. Speaking of which, when you get a chance check out our new video on our website. it was in itself a fun project to produce and I think you will find it interesting. www.cmaa.asn.au

Sponsorship is extremely healthy for the CMDA with all sponsorships set now till the end of the year. I have some more interested businesses that will join us in 2017. However for the moment my focus is set directly on growing membership. This needs to be healthy with increased growth so everyone is happy!

Please take a moment to check out our sponsor's directory and if you are looking for any services and products, please give them an opportunity to tender. Their generous support helps the CMDA deliver courses at generous, discounted rates for our members and also bursary's and various opportunities for further career advancement. A big thanks to all the CMDA sponsors, who will be recognised at an upcoming appreciation luncheon on Friday 25th November at The Canada Bay Club. This event will also serve as our 2017 Bursary awards presentation.

In other news! Have had some great visits to various clubs both via Zone meetings and workshops. I'd like to also thank the Zone committees for their continued support. Please see

the spotlight page featuring some Q and A's from a few of our Zone Presidents.

The Affiliate program is also going well and if you are unfamiliar with that please check out the information page on pages 14 & 15. A great incentive for up and coming managers at your club and a terrific reward and recognition for them also. One low price for the life of their employment with you or until they become a manager.

Well that about wraps me up for this year. On a personal note I've become a granny for the second time to another beautiful little girl Sunni Ra who joins big sister Arizona Bay (yep I produced Hippie kids!). A very rewarding year both personally and professionally. Oh and I'm still riding the motorbike as often as I can!

See you at an event or please feel free to give me a call and if you would like me to visit your club I can pop on over.

Until next year or sooner!
Chris

“Sponsorship is extremely healthy for the CMDA with all sponsorships set now till the end of the year. I have some more interested businesses that will join us in 2017.”

Connect with US

 Facebook

 Linked In

 www.cmaa.asn.au

CMAA MEMBERSHIP REMINDER

2017 WILL SOON BE HERE!

DON'T FORGET CMAA MEMBERSHIP IS A CALENDAR YEAR AND WILL NEED RENEWING FOR 2017 ON 1 JAN 2017

- CMAA membership is from the 1st January to the 31st December each year for individuals that are to be paid in advance. Individuals joining after Jan 1 of each year are charged the pro rata amount till 31 December of that year.
 - Payment can be paid monthly or yearly
 - Weekly payroll deductions can be arranged via your payroll office. Payroll will need to contact head office and arrange forms to be filled in with members details and payment plan
 - Payment method are Credit card or Direct Debit
 - Membership fees will incur a small 3% CPI annual increase.
 - Members who are in arrears 3 months become unfinancial and will be contacted by CMAA to confirm their ongoing intention to retain membership of the CMAA
 - **2017 memberships fees are \$601.00 yearly and \$50.08 monthly**
- Please ensure you have updated your details on line.

Are you receiving our regular Club IQ newsletters and other Head Office and Zone information?

If not please check your details are all correct by logging onto www.cmaa.asn.au member services

In some instances check with your IT department to allow emails to arrive safely from the CMAA and also The Drop (who deliver our Club IQ Newsletter and Club IQ Digital Magazine)

The CMAA App:

Have you downloaded the CMAA App?

This becomes your membership card, has all contacts for zone committees, zone diary dates and more. Apple iTunes and Google Play: Search CMAA Australia and look the CMAA logo.

- Payment can be paid monthly or yearly
- Payment method are Credit card or Direct Debit



CONTACT THE CMAA FOR MORE DETAILS



MAJOR PLATINUM PARTNER

Level 1, 1 Showground Road, Sydney Olympic Park NSW 2127

- Phone 02 9746 4199 • Web www.cmaa.asn.au
- Email cmaa@cmaa.asn.au • Email training@cmaa.asn.au



SENIOR EDUCATION PARTNER



Australian
Institute of
Management

How to get your team to pay attention to your ideas

By Simon Dowling

Simon Dowling is the author of *Work with Me: How to get people to buy into your ideas* (Wiley). An expert in making collaboration happen, Simon runs workshops, coaches leadership teams and speaks at conferences. For more information, go to www.simondowling.com.au.



There's a big promise associated with any team: that by bringing together a group of talented people, so much more is possible. Better ideas, stronger performance, greater endurance, more fun. (Perhaps you've heard the cute line that the word TEAM stands for "together everyone achieves more"?)

But teams also face a challenge: that each of the talented, motivated individuals comprising the team will have their own opinions and ideas about how to go about things, making it likely that they'll pull the chariot in different directions. It's this challenge that often makes it difficult for teams to fully realise their promise.

Of course, the diversity of ideas and thinking in a team is part of its magic, so the question is not how do you stop people thinking for themselves. Rather, team leaders and members need to be excellent at inspiring one another to listen to new ideas, and to unite around the best ones; to execute those ideas with focus and energy. So how do you ensure your own ideas get cut through?

1. Have a Big So What

To get the team's attention, have a compelling answer to this simple but powerful question: SO WHAT? After all, if you can't answer that question with clarity and conviction, then why should anyone listen, let alone buy into your idea?

Asking yourself "so what?" forces you to think of the practical (not intellectual),

meaningful (what actually matters to your team?) and compelling reasons for action. The honesty of the language (try saying "so what" with the jaded tones of a less-than-convinced teenager sitting opposite you, arms crossed and with a disbelieving look on their face) forces honesty in the answer. It requires you to be your own hardest critic before you present your ideas. And it also jolts people to sit up straight.

Ask yourself "so what?" – and keep asking it, until you can come up with a truly compelling reason for action, before you pitch your idea to others in the team. This is what I call the BIG SO WHAT – the one that will pack the greatest punch. The Big So What needs to connect to something that actually matters to the team: a current goal, a pain point, something that inspires them.

2. Read the play

It's often said that the secret to good comedy is timing. Well, the same is true when it comes to getting your team to listen to an idea. Knowing when to pitch your idea – and when to put it on hold – is critical.

This means knowing how to "read the play" – a sporting term that refers to the way some players read the game as its unfolding and make judgements about how to adapt. When getting your team to buy into a new idea, be careful not to simply jump out of the starting gates once an idea

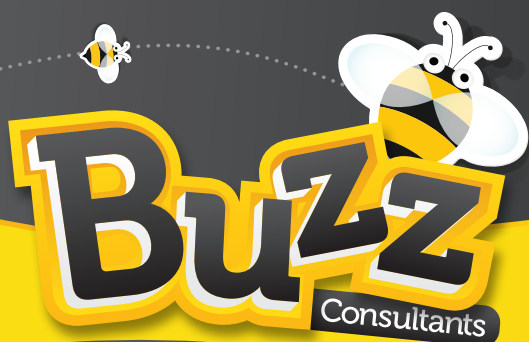
has crystallised in your mind. Read the play by adjusting your approach and timing to account for the prevailing mood, distractions, competing priorities and even organisational politics.

3. Make action easy

One of the most common things that thwarts new ideas and initiatives is the perceived difficulty in actually doing the work. Do we have the time? Do we know how to do this? Does it all feel too hard?

Getting your team to buy into an idea and, ultimately, to act on it, is much easier if you break the first stages of action down into tiny chunks. Take the example of a manager who wanted his team to increase the number of sales calls they made each week. Rather than asking people to make ten extra calls (the required number), he broke the change into tiny chunks, asking everyone to make just one extra call in the first week. Easily done. He then upped the target to two calls, and so on until the team was happily making the ten extra calls.

"The diversity of ideas and thinking in a team is part of its magic, so the question is not how do you stop people thinking for themselves."



Loyalty & Gaming Solutions

buzzconsultants.com.au

WE SPECIALISE IN:

- Loyalty programs
- Gaming performance management
- E-Solutions
- Customer focus groups
- Eftpos cards

FOR MORE INFORMATION PLEASE CONTACT US

info@buzzconsultants.com.au
(02) 9420 9572

Selling the Great Hospitality Jobs in Rural Clubs

By Ken Burgin



You offer the best hospitality jobs in town - excellent conditions, proper pay and a commitment to training. So why do people complain that they can't find good staff? Time for a shift in how you promote the opportunities, and a new 'Masterchef' face on your club's food. The talent is out there, so let's update the recruitment methods.

1. Promote the benefits of your area.

Check the local tourist authority and council websites: they know how to talk up the town. Country rents and real estate can be much less expensive than the city – don't forget to mention this in your advertisements. Your club website should include information about local attractions, schools and lifestyle, as well as opening hours, facilities and menus. This could be the chance for a chef to buy their own house, which they could never afford in a big city.

2. Advertise positions so the whole country can read them.

On your own website and using national job websites. Savvy candidates will check your website, and won't be impressed if it looks old and ugly. Facebook advertising is also an excellent option – it can be targeted to a particular area or type of person.

3. Consider using a professional recruiter.

Use a service that does all the work – hunting, shortlisting, interviewing and recommending. It will cost a few thousand dollars, but the cost of DIY is much more – you know how that's worked in the past!

4. Modernise the menu.

You know it has to be done. TV food shows are popular in every part of Australia, and everyone is thinking about food in a new way. If the highlight of your culinary week is the seafood basket, you will not be successful attracting young chefs. Period. Keep the senior specials, but a fresh new menu is essential.

5. Build a relationship with your local school.

Hospitality is a popular subject, and your teamwork with dedicated teachers will mean



you are the first to hear about the best students. Host site visits and work-experience students, offer to be a guest speaker and find out what they need to improve school-to-work transition. Make friends first and the favours will follow. Schools like the safety focus of clubs.

6. Keep in touch with former staff.

Invite staff to connect with your Facebook page – social media means friendships don't have to be lost or forgotten. Keep posting photos of staff enjoying their work, as well as the usual food and event shots. Every month or so 'boost' a post about happy staff to your fans, so they all see it.

7. Find work for the partners.

If the new chef is arriving with a family, chances are her partner

needs work too. How can you help with this? What about her son who will be looking for an apprenticeship in green keeping or pastry?

8. Jump onto the training bandwagon.

It won't take long to find a training provider who will support with supervision, materials and even a subsidy. Everyone needs to start 'growing

their own', and the hospitality training sector is highly developed.

9. Think outside the square about who you will employ.

You may prefer a low-cost 16 year old, but the 45 year old mum could be more stable and flexible, even if you need to 'un-train' a few habits as well

as installing new ones. Set your standards high - if the applicant doesn't meet them but has a good attitude, get the coaching and feedback underway.

“Time for a shift in how you promote the opportunities, and a new ‘Masterchef’ face on your club’s food. The talent is out there, so let’s update the recruitment methods.”



OVER 145 YEARS OF BREWING HERITAGE



Affiliate **LEADERS** series

Let CMAA take your
Supervisors to CEO's



At the CMAA we want to give all club employees the opportunity to have a fulfilling career within the industry.

The CMAA can now offer a full suite of products to cater for each development stage of your employees.



Affiliate level – entry to the CMAA

The Affiliate program is designed to get your supervisors ready to make their current role successful and give them the foundations they need to start moving up the ladder. The Program will help with the transition of moving from an attendant to supervisor, run more efficient teams/outlets and give participants a broader understanding of the whole club operations. The program has been designed to target this level specifically with each session giving participants practical tools and skills to take back to their Clubs and apply straight away.

The Affiliate program has been designed with your business operations in mind, the program is flexible to allow participants to complete at their own pace. Participants can join each session in the series when it is suitable for them and the club. Once they have completed all sessions they will be awarded a Certificate of completion.

The Affiliate program will also prepare your supervisor to move up to the next level of training, the DMP and Ops course.

Join your rising stars to
the CMAA Club Affiliate
Program today

PRICING

Members

\$300 per sessions + GST

\$2,500 for full program + GST

Non-Members

\$350 per session + GST

\$3500 full program + GST

For further information or to enrol,
contact Zoe Clegg on 0406 114 937
or email zoe@cmaa.asn.au

www.cmaa.asn.au

Program title	Content
My First promotion	<ul style="list-style-type: none"> • Effective Leadership Behaviours • Organisational Culture & Leadership • Teams And Teamwork • Performance Management • Problem Solving and Decision Making • Delegation • Dealing with friends
Dealing with Difficult Conversations	<ul style="list-style-type: none"> • Performance coaching • Giving feedback • Practice with a professional actor • Conflict resolution – internal/external customers
Optimising operations	<ul style="list-style-type: none"> • Work flows • Shift management • Learn how to identify and remedy workplace problems • Shift reporting • Learn to set goals to motivate your teams • Workplace coaching
Delivering Great Customer Service	<ul style="list-style-type: none"> • Developing skills to deliver exceptional customer service • Working with internal & external customers & how to exceed expectations • Identifying and meeting basic needs of your customers • Identifying barriers to customer service & overcoming them • Developing a cycle of service for different areas of the club • How to motivate the team • Developing standards that are attainable and meaningful • Developing effective communication techniques • Handling complaints effectively • Identifying and handling difficult situations
Introduction to F&B Operations	<ul style="list-style-type: none"> • Costings • Menu development – F&B • Product knowledge & promotion • Liquor Compliance – RSA initiatives
Introduction to Gaming Operations	<ul style="list-style-type: none"> • Report and analyse on gaming machine data – non-accredited version. • Gaming service • Understanding loyalty programs • Gaming Compliance
Introduction to Marketing	<ul style="list-style-type: none"> • Social media for external and internal customers • Digital Marketing • Design and develop marketing ideas • Marketing compliance – Pokies/alcohol promotions
Finance for Supervisors: Cost Control Principles	<ul style="list-style-type: none"> • Wage percentages • Reporting • Stock control
Navigating the Registered Clubs Award/Roster Staff	<ul style="list-style-type: none"> • Rostering principles • Using the award correctly • Obligations responsibilities • Record keeping
Operational planning	<ul style="list-style-type: none"> • How to write operational plans • Work force planning • Succession planning

Let CMAA take your Supervisors to CEO's

Restaurant staff shortages? Blame it on Masterchef™

By Dr Samantha Johnson

Good Food Guide editor, Myffy Rigby blames Masterchef™ for the staff shortages in restaurants around the country.

As she puts it, the show's depiction of "rock star" chef lifestyles attracts lots of young Australians. Trouble is that it's not all glamour and they don't want to put in the hard yards to make it.

Releasing the latest annual Sydney Morning Herald Good Food Guide, Rigby said the food industry was going strong. At the same time, however, restaurants were struggling to find staff. And the jobs are there.

The accommodation and food services sector employs the greatest proportion of young workers of any industry. It is estimated that 44 per cent of staff in restaurants and food places are aged 15 to 24 years. According to the latest forecasts, there are 37,000 new jobs for hospitality workers ready for the taking in the five years to November, 2020. And there's a big shortage of good staff.

A Deloitte Access Economics report last year revealed a gap of 38,000 staff across the tourism and hospitality sector. And it forecasts that shortage will increase to 123,000 by 2020. Deloitte forecasts demand will be particularly high for chefs and restaurant managers.

The bottom line, as Rigby says, is that restaurants are finding it hard to recruit quality staff. "They constantly struggle," Rigby told ABC News Breakfast. "You've got to think, if you were looking for work, start in a kitchen as a kitchen hand and work your way up. You are guaranteed to actually make a career out of that." "People are seeing it as this real rock

star career, but what it takes to be that rock star is going through every single stage to get there. It's really actually driving and picking away and a lot of people don't want to do that hard work. It is heavy labour. It's manual labour."

by Leon Gettler, September 14th 2016

SMEs growing in confidence & predict a bright Q4

- The Westpac Melbourne Institute SME Index sits at 95.6 for Q3 2016
- The Future Conditions Index rose by 18.7 percent
- SMEs in Hospitality & Recreational Services are most optimistic about general business conditions in the next three months

The Westpac-Melbourne Institute SME Index (SME Index), which aims to provide information about the economic health of Australian small and medium sized enterprises, has revealed a 15.2 percent increase in business confidence, going from 83.0 in Q2 2016 to 95.6 in Q3 2016

Westpac's General Manager of SME Business Bank, Julie Rynski said, "It's pleasing to see a strong uplift in business optimism. These results are a solid recovery from a weaker level last quarter with a promising view for the lead in to Christmas."

"Our customers are telling us their top three business goals in 2017 are revenue growth, retaining customers and increasing business efficiency. Now is a pivotal time when SMEs should be critically reviewing the past 12 months and making meaningful changes for the year ahead."

This quarter saw reasonable increases in the SME Index across most states, with a rise of 21.6 percent in New South Wales (to 99.3), 15.2 percent in Victoria (to 105.8), 11.2 percent in Queensland (to 87.6) and 17.9 percent in Western Australia (to 90.4). South Australia was the only state that saw a dip in confidence with a 12.5 percent decline in its SME Index (to 74.7), a result of possible underlying factors of harder access to credit and finance (reported by a net balance of 44.4 percent) and rising government regulations (reported by a net balance of 61.8 percent).

"According to the latest forecasts, there are 37,000 new jobs for hospitality workers ready for the taking in the five years to November, 2020. And there's a big shortage of good staff."

1. The SME Index is computed as the average of two sub-indexes based on responses to questions about "general business conditions over the last 3 months" and "expectations for business conditions in 3 months' time". Indexes are computed using the net balance approach, i.e. percentage reporting 'improve' less the percentage reporting 'deteriorate' plus 100). An Index value greater (less) than 100 indicates that there were more 'improve' ('deteriorate') responses in the sample. www.westpac.com.au



The survey also saw an 18.7 percent rise in the Future Conditions Index, as SMEs expressed optimism towards future business conditions, reflected by positive changes in employment (a net balance of 6.1 percent of SMEs have hired more staff in the last 12 months) and in investment (a net balance of 14.4 percent of SMEs have increased investment in the last 12 months).

SME's perceptions of current and future conditions differ significantly by sector, with SMEs in Hospitality & Recreational Services the most optimistic (138.7). SMEs in Manufacturing remain pessimistic about current conditions (Current Conditions Index reading of 77.1) but are hopeful about the next quarter (Future Conditions Index is 108.6).

Julie added, "SMEs contribute a little over half of private sector economic activity and are the fastest growing segment in Australian business. They are the heart of our economy and most importantly, have the scale to help fill the gap created by the reducing business activity of traditional sectors." SMEs remained concerned about Current Conditions (at 78.2) due to weak activity and declining profits. A net balance of 5.2 percent of SMEs saw a decline in real business activity over the last 12 months and a net balance of 17.2 percent reported a decline in profits over the same period. Westpac Senior Economist, Matthew Hassan said there were a number of contributors to the current results.

"Some of the positive forward view may reflect the lead-in to the Christmas period, a particularly important high season for many retailers and SMEs in the hospitality sector. Expectations have no doubt been buoyed by recent interest rate cuts as well. The survey detail still suggests current conditions are uneven, while growth is continuing; incomes remain a weak spot for the Australian economy that is clearly pressuring SMEs' profitability. Perhaps the most promising aspect of the survey is the solid rise in employment reported over the last year. It suggests the positive forward view is not just a hope but something small businesses are actively planning for," said Matthew.

When asked about the role of mentors, surprisingly the survey revealed that over 80 percent of Australian SMEs do not have a business mentor and of those that did, the Health & Aged Care Services industry ranked the highest at 40.6 percent.

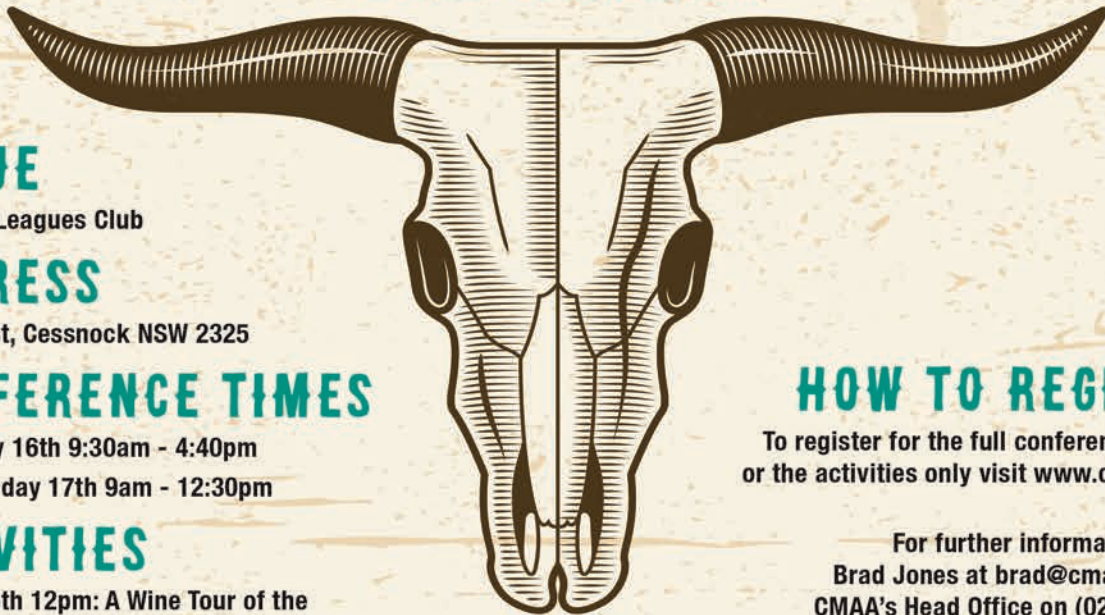
Julie concluded, "When speaking with customers we've found the top qualities sought after in a mentor are financial advice and expertise followed by strong business acumen. SMEs know what they are after in a mentor; the challenge is often finding them.

"Knowing this, we've set out to help Australian businesses looking to take their business to the next level through our Businesses of Tomorrow program, giving a selection of high performing businesses access to some of Australia's best www.westpac.com.au

SAVE THE DATE

16 & 17 MAY 2017

CMA COUNTRY CLUB MANAGERS CONFERENCE



VENUE

Cessnock Leagues Club

ADDRESS

1 Darwin St, Cessnock NSW 2325

CONFERENCE TIMES

- Tuesday 16th 9:30am - 4:40pm
- Wednesday 17th 9am - 12:30pm

ACTIVITIES

Monday 15th 12pm: A Wine Tour of the Hunter Valley OR Golf is planned

Monday 15th 5pm: Welcome BBQ and Networking Drinks

Tuesday 16th 6pm: Conference Dinner
(Details of each event to follow)

TOPICS PRESENTED

Will cover the challenges country managers face across:

- Marketing • Hospitality IT • Registered Clubs Act
- Rural Recruitment Challenges • Legal Issues
- Director & Management Roles • Board Meetings
- Gaming in the Country • Catering

HOW TO REGISTER

To register for the full conference program or the activities only visit www.cmaa.asn.au

For further information contact Brad Jones at brad@cmaa.asn.au or CMAA's Head Office on (02) 9746 4199

Dress code: Smart Casual

Accommodation: Cessnock Leagues Club's Motor Inn 'The Wine Country Motor Inn' is available for bookings on www.winecountrymotorinn.com.au book early to secure your room.

ACCM Points accrual: 20pts or 30pts if you travel from more than a 100km radius from Cessnock

INVESTMENT

- \$380 + GST for CMAA Members & Affiliates • \$530 + GST for Non Members
- Includes morning and afternoon tea, lunch (both days) networking dinner

Speakers and Topics may change due to unforeseen circumstances beyond CMAA's control. A full program will be released pre-Christmas 2016. Payment must be received prior to the event date.

Notification of cancellation must be made in writing to CMAA outside 5 working days from event date. Cancellations within 5 working days are not refundable.

Trade suppliers who are CMDA Sponsors are the only eligible trade to attend this event program. Non Trade sponsors will not be admitted to any of the event's activities.



CONTACT THE CMAA FOR MORE DETAILS



MAJOR PLATINUM PARTNER

Level 1, 1 Showground Road, Sydney Olympic Park NSW 2127

• Phone 02 9746 4199 • Web www.cmaa.asn.au

• Email cmad@cmad.asn.au • Email training@cmaa.asn.au



SENIOR EDUCATION PARTNER

Become a Member of the CMAA

Why would you? Top 3 reasons!

1 Through the CMDA - **the Association's training arm** - you can expand your horizons via accredited training courses

2 Network and meet leading industry colleagues

3 For around **\$12 a week**, you are represented through Industrial Relations.
Consider this as your professional insurance policy. We have your back, when and if you need it.

Get the inside running...

Stay in the loop with what's happening and the latest trends!

But wait, there's more!

- **Membership is fully tax deductible.**
- A wide range of CMDA Courses, Seminars, Summits & Conferences at discounted prices and nationally recognised training & qualifications to support your professional growth and your career.
- Professional career advice & support - FREE to all Members. **We are here for you!**
- Industry-specific accreditation & recognition – e.g. Joe Citizen ACCM (Active Certified Club Manager).
- Opportunity to apply for Bursaries offering FREE formal education and international professional development. National and Zone bursaries - every year.
- Subscription to CMAA's Club IQ Digital Magazine.
- A peer network of like-minded Club Industry professionals with local Zone Meetings.

What about this?

Check our Website for the next Zone Meeting in your geographical area. **Register your interest.** First meeting is open to non-Members. Come along and see the benefits for yourself.



JOIN NOW ONLINE! WWW.CMAA.ASN.AU



MAJOR PLATINUM PARTNER

Level 1, 1 Showground Road, Sydney Olympic Park NSW 2127

• **Phone** 02 9746 4199 • **Web** www.cmaa.asn.au

• **Email** cmaa@cmma.asn.au • **Email** training@cmma.asn.au



SENIOR EDUCATION PARTNER

APPLICATION FOR NEW MEMBERSHIP & CURRENT MEMBER RENEWAL DETAILS

YOU CAN RENEW OR JOIN ONLINE - WWW.CMAA.ASN.AU
TO RENEW, SIMPLY LOGIN WITH YOUR MEMBERSHIP NUMBER.
TO JOIN, CLICK "JOIN TODAY".

New applicants & renewal of current memberships

I, the undersigned, hereby apply to be admitted as a member of the CLUB MANAGERS' ASSOCIATION AUSTRALIA. I agree to abide by the registered Rules of the CMAA and any amendments made in the manner provided by the Rules of the Association.

Surname: _____ First Name: _____

Male Female Home Phone: _____ Date of Birth _____

Your address (including State and Postcode): this will be your default preferred mailing address for all mail.

Mobile: _____ Email: _____

Your Employer's Name or Club Name _____

Work Address: _____

Work Phone: _____ Position Title: _____

Signature: _____ Date: _____

New Applicants & Renewing Members

Membership Contribution – Rule 8

The following membership contributions shall be payable yearly or monthly IN ADVANCE by Credit /Debit Card by the Individual or Club (on behalf of the individual), Part of rule - 8C

PLEASE TICK YOUR PAYMENT PLAN (effective 1/1/2016)

Full Member Year (2017 - \$601.00) a pro rata amount from date of joining till Dec 31 2016 will calculated

Monthly (2017 monthly payment is \$50.08 per month)

Weekly \$11.55 (Members can organise with their Club Payroll officer for their fees to be deducted and to be submitted to the CMAA Monthly for payment)

Note: CMAA is a calendar year membership and incurs a 3% CPI increase each January.

Membership is fully tax Deductable



CONTACT THE **CMAA** FOR MORE DETAILS



MAJOR PLATINUM PARTNER

Level 1, 1 Showground Road, Sydney Olympic Park NSW 2127

• **Phone** 02 9746 4199 • **Web** www.cmaa.asn.au
• **Email** cmad@cmad.asn.au • **Email** training@cmad.asn.au



SENIOR EDUCATION PARTNER



Industrial Relations

“Policies & procedures are essential for all successful businesses”

it's your responsibility to know what your club expects of you

As an employee and a manager it is your responsibility to ensure that not only you know the policies and procedures of your employer, but it is essential that you follow them – and any reasonable request put to you by your employer.

Policies and procedures are essential for all successful businesses and are written with key business objectives in mind, be they for; compliance, personal or transactional transparency, company best practice, business process standardisation, cost management, customer service, workplace health and safety, or staff training.

Policies and procedures form part of your conditions of employment and must be complied with otherwise your employer may have the right to commence disciplinary procedures which may even lead to the termination of your employment. As an Industrial Representative Organisation, the protection of your employment is what we seek.

That said, recently the Fair Work Commission (FWC) has heard several cases where employers do not have clear and concise policies and procedures. They are deemed unclear, ambiguous or nonsensical. The FWC has also heard cases where employees have failed to follow their employer's policies, procedures and direct requests in full or in part resulting in termination of employment.

Although the below examples are not specifically from the Club Industry, it is essential that the case and FWC Decisions are understood as the ruling can be applied across all industries and sectors. We often have to deal with individual member's matters which pertain to their club's policies and procedures, for example, cash handling procedures.

Termination for failing to follow the employer's policies and procedures

Failure to disclose secondary employment:

Mervyn Jacob v West Australian Newspapers Limited T/A The West Australian [2016] FWC 5382 (8 August 2016)

In this particular case, it came to light that an employee of West Australian Newspapers was moonlighting as an Uber driver, which was a direct breach of the

employer's policy of having to disclose a second job.

In short, the employee was engaged in work outside of his primary employment which was a breach of his employment contract and the Company's Code of Conduct. The employer also argued that the second job was interfering with the employee's fitness for work and ability to perform his primary duties. The employer encouraged the employee to normalise his Uber work by completing a formal request to hold a second job. The employer also wrote to the employer reminding him of his health and safety concerns and confirming its request that he obtain permission to work for Uber, along with the hours he expected to work.

The FWC ruled that the termination was justified as the employer requested on several occasions for the employee to state his case surrounding his second job, however, the employee refused and failed to meet these reasonable requests and ignored opportunities to resolve the matter. As a result it was deemed that the employee was the "Architect of his own demise" and continued down a path of denying the truth and deliberately misleading his employer. The Commissioner stated the employee showed a lack of transparency and cooperation regarding his employment with Uber, that he deliberately misled and lied to his employer, and that dismissal was justified.

Key learnings:

- Know the policies and procedures of your club and follow them
- Adhere to reasonable requests of your employer
- Do not lie or mislead - be transparent and honest with your employer

Breach of zero tolerance drug policy:

Mr Corwynn Owens v Bynoe Community Advancement Cooperative Society Limited T/A Bynoe CACS Ltd [2016] FWC 5274 (9 August 2016)

The sacking of a remote Aboriginal settlement employee who tested positive to marijuana was deemed fair despite the employer only recently adopting a zero tolerance policy and failure to put these changes in writing.

Although the policy produced a 'harsh outcome' and that dismissal was effected 'with little regard to procedural richness', it was reasonable for the employer to set a very high standard of conduct for its employees and that strict compliance was required in the 'acutely sensitive environment' as the employee was directly involved with families who experience drug and alcohol dependency issues.

Following a negative result of a random drug and alcohol test, the employee was subjected to another random drug and alcohol test after the employer learnt that its employees take masking agents to manipulate results. The second test returned a positive result.

The employee was dismissed for breaching the company's Behaviour and Code of Conduct Policy, which stated that "an employee who tested positive for illegal drugs would be summarily dismissed".

The Commissioner accepted that the new policy was communicated to staff in a team meeting was sufficient to warrant the change being in place. Even though the meeting attendance sheet did not confirm attendance at that meeting, the daily sign-in book was enough to confirm the employees attendance. The FWC found that on the balance of probabilities, the employee did know of the changes on the drug and alcohol policy. He also went on to say that rumours within the workplace relating to another employee failing a drug test and being terminated caused some controversy in the local community and added to the probability of this employee having a deeper understanding of the new policy than he originally stated.



Key learnings:

- Policies and procedures do not have to be written down to apply
- Environmental circumstances allow for stricter outcomes for non-compliance
- Rumours and environmental discussions can be perceived as providing a deeper understanding of the situation

Employee reinstated after employer's policies and procedures lacked clarity

Mr Paul Abboud v Lencrow Group Pty Ltd [2016] FWC 5401 (10 August 2016)

The FWC reinstated a sacked employee amid allegations of misuse of the company's fuel card and mobile phone allowance. The employer argued that it was in breach of company protocols, however, the Commissioner determined that the employers guiding policies were ambiguous and lacked clarity.

The employee had a vehicle allowance allocated at \$12,000 per year plus a company fuel card with a limit of \$600 per month.

The Vehicle Policy and Possessions Agreement, issued by the company and signed by the employee in 2013,

stated that the fuel issues with the vehicle could not be used outside the Sydney metropolitan area or that the transfer of the vehicle and fuel could not be made to another individual without prior approval.

The claim of 'misuse' occurred when the employee used his fuel allowance to fuel two vehicles at an average cost of \$550 per month when the policy only provided for one car to be refuelled.

The Commissioner determined that reasonable private use was acceptable and that the usage of the fuel allowance was within the cap, there was no basis to find that this was a valid reason for dismissal. Reinstatement was ordered along with compensation for lost wages after finding that the employee's dismissal was particularly harsh. This meets the FWC requirements that, for a person to be unfairly dismissed, the Fair Work Commission (FWC) must be satisfied that:

- a. The person has been dismissed; and
- b. The dismissal was harsh, unjust or unfair; and
- c. The dismissal was not consistent with the small business Fair Dismissal Code; and
- d. The dismissal was not a case of genuine redundancy

This particular case highlighted the importance of an employer having clear and precise guiding policies;

ambiguity and resulting confusion of intended meaning resulted in the employee being reinstated for what was determined by the FWC as not breaching company policies.

Key learnings:

- Policies and procedure cannot be ambiguous or lack clarity
- Compliance with company policies is required of all employees

As a Manager, you have responsibility to not only create, implement and manage company policies and procedures; you also must also comply with them. As a nominated leader within the business, you are required to lead by example and are often held to higher account. Consider these three cases recently before the FWC and review your company's documents and ensure that you are also assisting to protect your employees and train them as to what each policy and procedure is requiring of them and you.

*cases have been summarised from actual FWC Decisions



The A-B-C of Customer Intelligence

It's official - recent studies and polls are confirming what we already know: customer intelligence data can deliver real returns for your business!

In a recent poll in the USA, 93% of companies polled reported that data was essential to their business success: without it, they may well be 'in the dark.' And in a recent research project, McKinsey & Company estimated that the healthcare industry could save \$300 billion every year if they could get better at integrating data analytics. Should similar research be carried out in Australia, a correlation of the USA findings would undoubtedly prevail.

Clubs and club executives are very good at collecting data about our customers. Unfortunately, we don't always take the next step which is converting this data into customer intelligence.

In Australia, it is typical for data to sit in various places across the business including gaming systems, crm's, social media accounts, point of sale, e-mail servers or loyalty systems. This customer data is often managed by function rather than integrated through a single view, which is where the most benefits lie.

Think of your own business. How often does a communication piece go out to a customer and is returned because the contact details are incorrect or message is irrelevant? This is commonplace.

High performing businesses have a data quality solution in place that consolidates data across various channels and departments. Such companies use this intelligence to customise the service package and execute more effective direct marketing tactics. They also make sure they are reaching their target audiences – so up-to-date customer profiles are essential.

An overwhelming amount of data

Reality has it that we have more and more data. The data is coming fast and furious across multiple channels. It is structured,

unstructured, transactional, behavioural, demographic, historical and predictive. It provides priceless insight into what customers need and want. Used properly, this insight has the potential to unlock real value. But given the quantity and format of all this data, it is not surprising that many organisations aren't yet prepared to take full advantage of the insights at their fingertips.

Assess the opportunities

Data that is spread across silos and stuck in legacy systems can be difficult to access and often not accurate or complete. A customer intelligence view can help your business put data to work by uncovering opportunities to create short-term financial impact and long-term enterprise value. Before we over-complicate the whole customer intelligence gathering and dissemination process, let's pause for a moment. Take a breath. And try to define why customer intelligence is just so important to your Club. At the most strategic level there are five commercial objectives that customer intelligence can deliver. Although it may be a discussion for another day, Clubs may not necessarily need to reach

out to the large IT companies for a solution. These five objectives can quite often be achieved through the smart application of existing business systems.

Customer intelligence objectives should focus on:

1. Understanding Customer Lifetime Value (LTV)

Smart analytics can help you understand the current value of your customers. Many Clubs collect transaction data and can quickly measure total spend. By adding some basic predictive models on top of your existing data, you can very easily determine each customer's potential future value. This intelligence helps allocate resources more specifically, ensuring that every tactic ultimately increases customer value.

2. Predictive modelling:

Don't be scared of predictive modelling. Despite what may be promoted, the domain of predictive modelling is not owned by big Business Intelligence companies. You would be surprised, and pleasantly relieved, at how basic business applications can be layered over your customer data to determine next best action. Predictive modelling points your business towards:

- the most suitable prospects to target
- the first service to offer
- which channel
- what day and time

Predictive modelling is also effective as a proactive tactic to determine which customers are at risk of defection and what tactics are most likely to keep them engaged.

3. Voice of the Customer (VOC) Analytics:

VOC analytics help companies listen, interpret and act on what their customers are really saying. This insight informs what is really important to customers and helps organisations prioritise what will make the greatest impact on the customer experience and their bottom line. VOC analytics enable companies to take informed, proactive action to either drive growth or reduce risk.

4. Customer segmentation:

As Club managers we understand the need for multi-dimensional segmentation. Real customer intelligence goes beyond traditional demographic definitions to bring together value, needs and behaviour. This holistic approach helps identify (and quantify) new opportunities and helping to prioritise market segments and tactics for optimal results.

5. Customer scorecard design and evaluation:

Customer intelligence analysis will be able to present a scorecard to identify the effectiveness of your business's service package. A great deal of thought is required to design the key metrics that

proactively identify any risks and opportunities within your existing customer base. These metrics are designed to not only assess the health of the customer relationship in the short and long run; they also identify reasons for trends in the metrics, and help to identify actions needed to drive business growth.

So where to start?

It is tempting to consider investing in a large data warehouse with smart Business Intelligence tools. However, before selecting the most appropriate solution, Clubs need to look at their existing infrastructure and assess how they can best use the tools currently available. Clubs quite often have the tools in place, but not necessarily the right person asking the right question of the data. Start with asking the right question and the answer will unfold.

Special Offer:

Bulls Eye is providing clubs a 3-hour customer Intelligence workshop that will pave the way to develop a sustainable Customer Intelligence strategy. The special price for this workshop is \$899+ GST, with limited opportunities available.

Contact Brett Jones & bookings.

E: yes@bullseyeservices.com.au
M: 0435 812 177

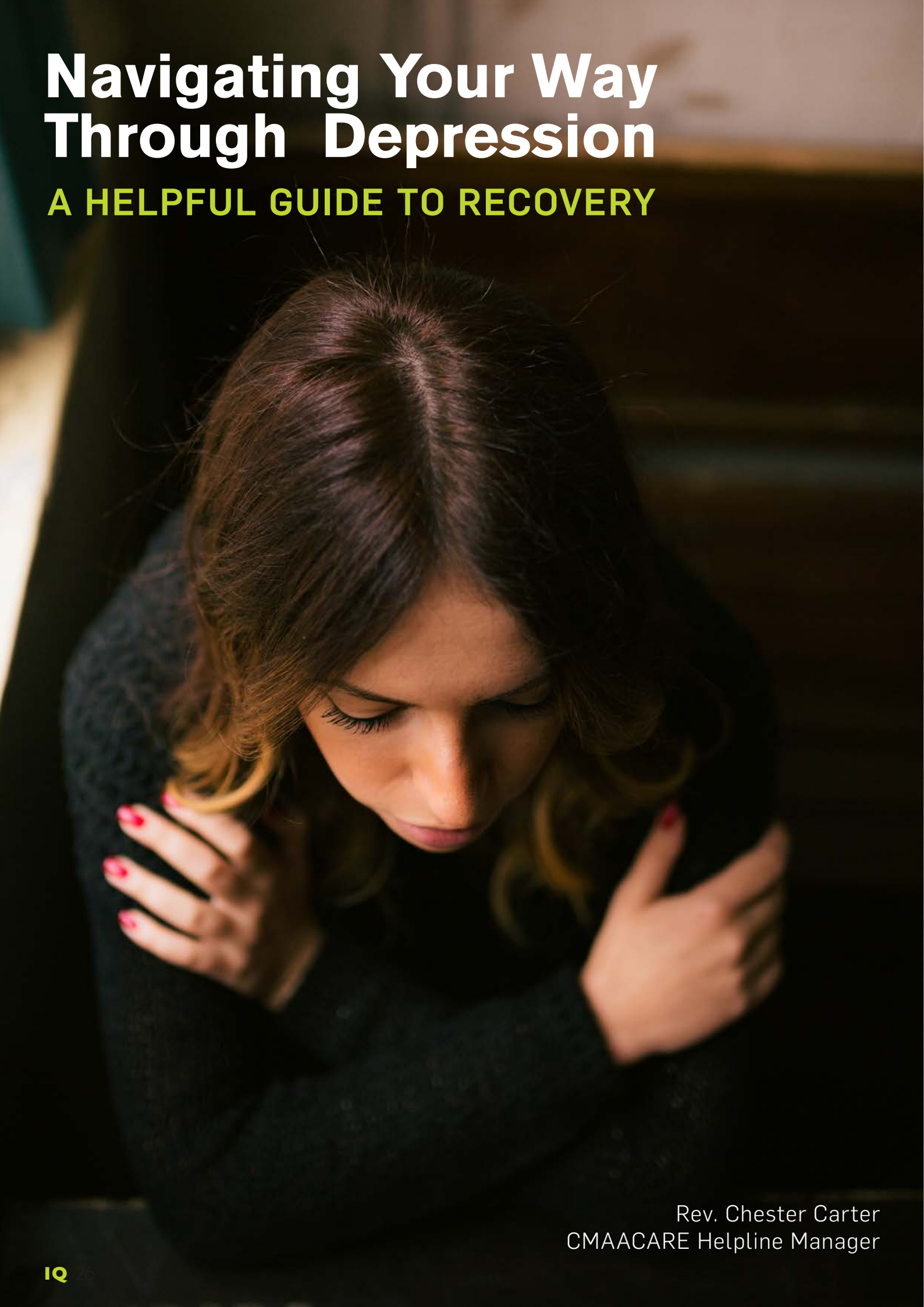


Blayne Webb, Director e: blayne@barringtongroup.com.au
 Jason Fullerton, Executive Manager e: jaon.fullerton@barringtongroup.com.au



Navigating Your Way Through Depression

A HELPFUL GUIDE TO RECOVERY



Rev. Chester Carter
CMAACARE Helpline Manager

I try to get to the Archie each year (Archibald Art Exhibition) not because I'm crazy about art but interested in the way an artist uses their skills and talents to capture real Australians, warts and all.

This year my favorite was Gary McDonald by Kirsty Neilson titled "There's no humour in darkness".

Kirsty explained why actor and comedian Gary McDonald famous for his hilarious portrayal of Norman Gunstan and Arthur Beare in Mother and Son was her choice to paint.

She had seen Gary on Australian story, talking about how he had suffered from major anxiety and depression, which lead to a nervous breakdown. Anxiety and depression take you to a very dark place.

Kirsty captured this brilliantly with a dark background. Mental illness is such a personal experience which is why she chose to paint Gary side on, no eye contact, and hand on his head emphasizing the mind as a battlefield, the area we need to conquer.

HighAnxieties.org says that Depression is not a joke! It's a real illness that doesn't discriminate, no amount of money or fame can fix it. The funniest man on earth couldn't just think positive and be healed. Support those who are battling depression and other mental health issues. It takes lives! (RIP Robin Williams)

3 million Australians are living with depression or anxiety right now!

www.healthyPlace.com gives some helpful advice on what NOT to say to someone who is depressed.

- you just need to give yourself a kick in the rear.
- no one ever said life was fair.
- there are a lot of people worse off than you.
- well, everyone gets depressed sometimes!
- maybe you should take vitamins for your stress.
- you need a hobby.
- just pull yourself together.
- just try a little harder.
- you have no reason to feel this way.

- you will be ok, just hang in there, it will pass.
- you don't like feeling that way? so change it.
- you have it so good, why aren't you happy?
- I thought you were stronger than that.
- snap out of it, will you?

None of these are helpful to someone who has depression!

I think another actor and comedian; Stephen Fry said it best; "If you know someone who is depressed please resolve never to ask them why. Depression isn't a straightforward response to a bad situation; depression just is, like the weather". Try to understand the blackness, lethargy, hopelessness and loneliness they're going through. Be there for them when they come through the other side. It's hard to be a friend to someone who is depressed, but it is one of the kindest, noblest and best things you will ever do.

Beyond Blue offers very helpful information from their Website: www.beyondblue.org.au

Support in Recovery

Recovery can take time and is different for everyone. As well as getting treatment underway, you'll need to find new ways to manage and live with the changes and challenges of anxiety and/or depression. While psychological and/or medical treatment can help with your recovery, there are many other ways you can help yourself to get better and stay well.

Recovery is an individual process with stages that everyone moves through at different rates. However, there are some common emotions that many people may experience.

- 1. Shock** at having to deal with something difficult and scary that you have no prior experience of.
- 2. Denial** or difficulty in accepting having a health problem, particularly one that many people find hard to understand.
- 3. Despair** and Anger at having to deal with the condition and its related difficulties.

4. Acceptance of having a condition and the changes it brings, and accepting how others see you and how you see yourself.

5. Coping by finding new ways to live with and tackle these changes and challenges.

Available Support

There is no one proven way that people recover from anxiety or depression, and it's different for everybody. However, there are a range of effective treatments and health professionals who can help you on the road to recovery. There are also many things you can do to help yourself to recover and stay well. The important thing is finding the right treatment and the right health professional that works for you.

Different types of anxiety or depression require different types of treatment. This may include physical exercise or peer coaching for preventing and treating mild anxiety and depression, through to psychological and medical treatment for more severe episodes.

The recovery process doesn't necessarily have a clear beginning, middle and end. Some people will only experience one episode of depression or anxiety in their lives, while others may go on to have another episode, or experience recurring symptoms of depression and/or anxiety that need to be managed. Staying well is about finding a balance that works for you, but there are some general principles that most people find useful. These include reducing and managing your stress levels, maintaining a healthy lifestyle, cutting back on alcohol and drugs, and taking action early if you start experiencing symptoms of depression or anxiety. It's also important to deal with any setbacks and keep trying.

Beyondblue

1300 22 4636

Lifeline

13 11 14

CMAACare Helpline

1300 464 262

Clubs in the Courts

Over the course of this year, courts have handed down a number of decisions that are relevant to clubs. Below is a summary of some key cases which provide useful lessons for clubs.

Breaking the impasse

Clubs should be wary of how damaging disputes at an executive level can become. In the matter of Coogee Sports Club Ltd [2016] NSWSC 817, a dispute arose between directors which resulted in the Club taking the unusual step of applying to the NSW Supreme Court to appoint a receiver to itself.

The Club's constitution required it to have five ordinary directors with four directors constituting a quorum for a Board meeting. A divide arose between one director and the remaining directors which resulted in the Bank effectively "freezing" the Club's bank accounts, allegedly on the instruction of one director. This was discovered by the other directors when cheques in favour of suppliers were dishonoured.

The Bank took the position that it would not lift the freeze on the accounts until all directors had signed off that the dispute had been resolved. As a result, the Club was unable to pay its debts. No doubt aware of their potential personal liability in relation to the solvency of the Club, the remaining directors resolved that in their opinion the Club was insolvent or likely to be insolvent in the future and that

it was necessary to appoint an administrator.

The Club required approval from the Independent Liquor and Gaming Authority to appoint an administrator under section 41 of the Registered Clubs Act. It is not clear from the judgment but it appears that the Authority was not able to immediately make such a decision prior to a later date. Due to the dire financial situation facing the directors, they determined to approach the Court for the appointment of a receiver.

The Court noted that it will not usually appoint a receiver on an ex parte application except in the case of an emergency, in extraordinary circumstances or where satisfied that the creditors would support the application. The Court was satisfied that this was an extraordinary case and that the Club was facing an emergency not being able to pay its creditors, including its electricity supplier who was threatening to cut off power to the Club premises.

To allow or not to allow

Boards and management should take greater care when admitting members to their clubs, to make sure there are no additional requirements in place that might affect their discretion in deciding whether to admit the member or not. This is particularly important when the club is deciding whether to re-admit a member who has previously been expelled or had their membership lapse for failure to pay fees.

Silver Sponsor
THOMSON GEER
LAWYERS

Level 25, 1 O'Connell Street,
Sydney NSW 2000
+61 2 8248 5800
www.tglaw.com.au

In Walker v New South Wales Bar Association [2016] FCA 799, Ms Walker, a barrister, was unsuccessful in challenging the refusal of the NSW Bar Association ("the Association") to consider her application for appointment as Senior Counsel.

The Association appoints Senior Counsel each year. The purpose of this designation is to set apart Senior Counsel from the ranks of other practising barristers in New South Wales on the basis of their excellence. The designation also carries the potential to deliver significant economic benefits, as Senior Counsel typically charge higher fees and receive more lucrative briefs.

Ms Walker's application for appointment as Senior Counsel was refused because it did not meet the criteria embodied in a Protocol adopted by the Selection Committee of the Bar Association. Ms Walker sought to challenge this decision in the Federal Court.

Courts will not intervene in the affairs of voluntary associations unless the member can show that:

- his or her rights in the property of the association have been interfered with;
- the rules of the association amount to an enforceable contract between the association and its members which the association has breached; or
- the association has damaged the member's livelihood or reputation.



Ms Walker was unable to establish any one of the three grounds which would justify the Court to intervene in the Selection Committee's decision making process, and so the Court refused her application.

In this case, because the Court decided that the Protocol did not have contractual effect, Ms Walker was left to argue that her livelihood or reputation was damaged by the Selection Committee's refusal to consider her application. This was a difficult proposition and one which she ultimately failed to prove.

If the Protocol had been held to have contractual effect between the Association and its members, a different outcome may have resulted. This is because a breach of contract, not requiring proof of damage, is easier to establish.

This case is a timely reminder for Clubs to adhere to the letter of their constitutions when making decisions which may affect the rights or interests of its members, because the constitution is treated as a contract between the Club and its members.

Tracing the thief

Clubs operating large cash businesses are often the victims of fraudsters. If these situations arise, clubs should devote as much time and resources to dealing with it as soon as possible due to the difficulty of tracing lost monies.

A recent decision of the NSW Court of Appeal in *Fistar v Riverwood Legion & Community Club Ltd* [2016] NSWCA 81 confirmed that there are many overlapping claims available to victims of fraud against the recipient of stolen property. The Court of Appeal held that where money had been stolen it is held on trust for the victim of the theft, even in the hands of the thief, and is recoverable and traceable as trust money. The Court of Appeal observed that there are a variety of remedies available to fraud victims and the fact that they overlapped did not oust one in favour of another.

In this case, an employee had stolen from the Club and given it to a fraudster who used the money to partially discharge a debt to a third

party, Ms Fistar. As the ultimate recipient was actually owed a debt and was unaware of the fraud, the Club was unsuccessful in pursuing the stolen monies from her. Despite the prompt and diligent steps taken by the Club, the Court found that it could not impose on Ms Fistar who was innocent of the fraud and in the court's opinion, genuinely owed money by the fraudster. Had she received the money as a volunteer, that is as a gift, then a different result may have been obtained.

Sylvia Fernandez, Partner, and Jodi Walkom and Nicholas Riordan, Senior Associates work in the Litigation and Dispute Resolution Group of Thomson Geer's Sydney office.

“Clubs should be wary of how damaging disputes at an executive level can become.”

YOUR TECH PARTNER IN ALL THINGS POS

- ✓ Honest business relationships
- ✓ Superior customer service
- ✓ Innovative hospitality solutions
- ✓ Support that never sleeps



1300 023 769 | www.bepoz.com.au



TRUSTED BY
3000+
VENUES ACROSS
AUSTRALIA



Keno AHG Expo returns in March 2017

Given the success of this year's event, the Keno AHG Expo is set to return to the Brisbane Convention & Exhibition Centre from 27 – 30 March 2017.

To headline the week's events, delegates from the national club industry will be treated to an outstanding line up of guest speakers and panelists at the 2017 National Governance and Management Congress on Tuesday 28 March. The Congress will feature Keynote speaker, Ms Holly Ransom, CEO of Emergent, a company specialising in the development of high performing intergenerational workforces, leadership and social outcomes. At just 26 years of age, Holly's credentials are second to none. In 2014, Holly was appointed by the Prime Minister to chair the G20 Youth Summit, she's been Chief of Staff to NAB Wealth Chief Executive and Rio Tinto CEO as well as becoming the youngest ever female director of an AFL club with her appointment to the board of the Port Adelaide Football

Club. Her presentation will no doubt inspire you and be one of the stand outs of the week.

The Keno AHG Expo will officially open its doors at 10am, Wednesday 29 March, showcasing over 200 exhibitors, all set to offer even more inspiration, ideas and innovation than ever before. The free AHG Cocktail Party will once again be staged within the Expo floor from 4pm – 6pm, with food and drinks flowing. Throughout both days of the Expo, the popular Soap Box Lectures will be back, guaranteeing some excellent educational sessions designed to cover all aspects of your business. The second and final day of the Expo will be on Thursday 30 March, and we'll be kick-starting with the Club Plus Super AHG Breakfast.

If you're looking for even more inspiration, we'll be running a number of Bus Tours on Monday 27 March, where you'll visit some of Brisbane's newest, inspiring and award winning clubs, pubs and bars.

Visitor registration will open shortly, so please be sure to visit www.ahgexpo.com, follow us on Facebook/[ahgexpo](https://www.facebook.com/ahgexpo) for more event updates, or for further information, please contact 07 3607 1226.

Need accommodation? CCM Travel have secured a number of special accommodation rates for visitors, so contact them directly on 02 9439 5100 or visit www.ccmtravel.com.au for more information. Filled with cosmopolitan dining options, fantastic accommodation and the Southbank cultural/entertainment precinct, Brisbane has rightly been named by the Lonely Planet the nation's capital of cool. It balances its natural beauty, enviable climate and relaxed lifestyle with a bustling metropolitan that is vibrant, young and entrepreneurial.

If you've not been for a while, come and see what you've been missing!



CARPETS THAT INSPIRE

BY SIGNATURE®

CUSTOM AXMINSTER CARPETS
& READY-TO-WEAR STOCK
CALL 1800 150 554
SIGNATUREFLOORS.COM.AU

The new Generation ACCM

(This is for the education component of the ACCM application only, applicants must still address the Experience and Activities components as stipulated in the application.)

INCORPORATING:

1. **MANDATORY** Component of accredited formal education, **PLUS**
2. **Choice of three (3) Activity Pathways** requiring accrual of **200 CPD** points applied to professional development activities over a two year period

MANDATORY component

BSBMGT605 Provide leadership across the organisation

BSBMKG609 Develop a marketing plan

BSBCOM603 Plan and establish compliance management systems

Secretary managers course (This is mandatory for NSW Managers only)

BSBFIM601 Manage finances

BSBMGT616 Develop and implement strategic plans

BSBWHS605 Develop, implement and maintain WHS management systems

BSBHRM602 Manage human resources strategic planning

CMAA will conduct an assessment of all applicants to assess competencies gained through work experience and other formal training. This will not result in managers being accredited for the above units of study it is purely for gaining the ACCM award.

CMDA does NOT issue any nationally recognised certification, and your ACCM certification will reflect this.

All Mandatory units can be completed through AIM Business school, via online, face to face or in house training.

Simply go to the CMAA website www.cmaa.asn.au click on the AIM tile to view all study options and speak to a student advisor.

PLUS select 1 Activity pathway from below:

Accredited

If you want your ACCM units to be nationally and formally recognised units of study.

(30pts per Unit)

SITXFIN402 Manage finances within a budget

SITXCOM401 Manage Conflict

HLTFA301B Apply First Aid

BSBINN601B Manage Organisational Change

SITXHRM503 Monitor Staff Performance

SITXFIN601 Manage Physical Assets

BSBWHS401 Implement & Monitor WHS

Policies,

Procedures & Programs to meet

Legislative Requirements

**Complete these units by course work or formal RPL (recognition of prior learning) for Statement of Attainment. With a registered training organisation.*

Summits/Conferences

Non Accredited CMAA and other courses

(30pts per course)

1. Secretary Managers course

2. CMDA Effective Operations Managers course

3. CSA governance course (max 1)

4. GMDC course

5. Mandatory Managers or Directors course (OLGR NSW)

6. Duty Manager Program

7. Affiliate Program

8. Any Cert IV or higher nationally accredited WHS course from a registered provider. (max 1)

9. RMLV course (QLD)

10. Any CMDA delivered Summit

11. CMAA conferences

12. Westpac Davidson Institute short courses (non-accredited)

13. Australian Institute of Management (AIM) short courses (non-accredited)

CMAA Certificate in Gaming Service Management Excellence

(20pt per Courses or 140pts full certificate)

- Build a Service Blueprint for Exceptional Customer Experience
- Delivering Front Line Service Quality
- Find and Fix Service Quality Gaps
- How to Innovate Using the Voice Of Customer
- Profiting from Service Recovery
- Understand and Apply Data for Customer Retention

For further information or to enrol, contact Zoe Clegg on **0406 114 937** or email zoe@cmaa.asn.au
www.cmaa.asn.au



It's now all systems go for massive Kurrawa Club redevelopment

By HENRI LACH

One of the most ambitious, farsighted and expensive licensed club redevelopment projects in Queensland this century finally is underway.

The Kurrawa Surf Club at Broadbeach on the Gold Coast is taking a giant step forward by moving back its footprint several metres south, to plush new architecturally designed premises, after years of uncertainty.

The current building will be demolished and the site will revert to public land.

This is a massive redevelopment with an estimated \$10 million-plus price tag, and a completion date of December 2017, in time for the Coast's hosting of the 2018 Commonwealth Games.

Kurrawa Club's General Manager Rob Aldus, who is CMAA Gold Coast Zone vice-president, is extremely pleased that years of planning have come to fruition. He's now in his sixteenth year at the helm of Kurrawa and his comment almost is like a sigh of relief. "It's a wonderful opportunity, and very exciting for the club," he said.

He's also confident it will be a smooth transition from the old premises to the new, with enthusiastic staff determined to make it all work. The present social membership of Kurrawa is a shade over 16,000, with more than 600

lifesaver members. Rob and his board have no doubt that these numbers will increase substantially as club goers are attracted to the new facilities.

It must be noted that the Kurrawa Surf Club's progress to this stage of redevelopment is a saga of epic proportions. Even before the turn of the century, and after some cosmetic improvements to the club premises, Rob and his board realised that their iconic venue at Broadbeach - a pivotal location on the Gold Coast - needed serious upgrading.

After all, it's had a record as a magnet for visitors and locals alike for many decades, as well as fulfilling a vital role in maintaining life-saving facilities. The legalisation of poker machines in Queensland in 1991 further enhanced its attraction and cash flow, but not necessarily its profile and status.

The solution to the club's aspirations appeared to come in 2011 from an unexpected quarter - Jupiters Casino. Local media was abuzz with reports that a multi-million-dollar deal had been struck between the casino and the club for a joint venture to build a brand new, ultra-modern premises near the current club site.

Reportedly, land-locked Jupiters, more than a kilometre from the beach, wanted a seaside retreat for its high rollers.

However, it was all pie in the sky.

Club Supporters' President at the time was Paul Taylor. He quit that post to successfully contest the Gold Coast City Council elections in 2012 for Division 10, which embraces most of Broadbeach, including the Kurrawa Club. He retained his seat in this year's March poll by a comfortable majority. As a life member of the club, he's understandably a staunch supporter of Kurrawa. He also can claim total knowledge of the club's dealings during his tenure on the board. Councillor Taylor is adamant that the Jupiters link was all just media hype. "The club did not make any deal with Jupiters at any time," he says.

That's echoed by current board director and supporters' president Stewart Palmer. "Kurrawa Club has never been in any arrangement with Jupiters, and we never will be. It can never happen," he said.

Aside from all that, the club's own redevelopment proposals to council have taken a number of forms during the past eight years, from ideas for extensive refurbishment to total reconstruction.



It's taken five years for the current plans to finally be approved, and redevelopment was ready to roll at the beginning of this year. But there was a hiccup at the eleventh hour. Objectors, some of whom don't even live on the Gold Coast, were parties to legal action against the whole project on environmental grounds. At hearings in August this year, Queensland's Environmental Court dismissed the objections. "Sanity prevailed," is the term used by Rob, his board members and Councillor Taylor.

So what can we expect from the brand spanking new Kurrawa Surf Club premises?

According to the architectural assessments, this will be a world class venue. "The new Surf Club will see an iconic community-focused building that will become the jewel in the crown of a revitalised Broadbeach area," says a media release.

From a practical viewpoint, the new facility will provide increased storage space for life saving equipment, including rescue boats and associated vehicles. There'll also be training and recreation rooms for nippers as well as senior life savers. At the adjacent ground level, a café area will spill out into a spacious public undercover forecourt



Rob Aldus, Councillor Paul Taylor, and Stewart Palmer check over the redevelopment plans.

providing a venue for parkland joggers, cyclists and families with a stop-over for a cup of coffee or a snack.

At the upper level, an expansive dining lounge and bar will give club goers and diners the same spectacular views of Kurrawa Beach as those they now enjoy from the old club's veranda.

And there'll be a sophisticated games room with modernistic lighting and décor for those who love a punt on the pokies. The club has a current battery of 63 gaming machines, with licence to increase the number to 80. "The 80 have been incorporated into the new design," Rob Aldus said. Meanwhile, heavy machinery is at work on the club's foreshore. Councillor Taylor explains that

it's part of the Gold Coast's multi-million-dollar foreshore protection program to establish sea walls, in the wake of recent devastating storms.

"In the case of Kurrawa, the club is going to make a substantial contribution as part of the conditions of approval. That's for the club's long term benefit," he said.

December 2017 certainly will be a red-letter month in the history of the Kurrawa Surf Club as the doors of its new premises welcome members and visitors.

There'll be a gala opening, but its format is yet to be decided. Rob Aldus is playing his cards close to his chest. "There's a fair way of the build to go yet," is his smiling comment.

"An estimated \$10 million-plus price tag, and a completion date of December 2017"





How far would you walk to give a complete stranger clean water to drink?

For Moorebank Sports Club's team Sporties Supports, the answer was 100 kilometres.

Team Sporties Supports, comprising of CEO Tracey Lentell, HR Manager Ben McGuinness, Business Analyst Brad McAllister and Relief Customer Service Manager Peta Whiley, took on the challenge of a lifetime to make a very real and positive difference to those living in poverty around the world for Oxfam Australia on 19 and 20 August 2016.

One person in three in the world lives in poverty. Oxfam is determined to change the world by mobilising the power of people against poverty. And so was team Sporties Supports. "Clean water isn't a gift" says CEO Tracey Lentell. "It's a basic human right. By taking part in Oxfam

Trailwalker we've helped make a real, tangible difference". Occasionally in life, you get the opportunity to achieve something extraordinary. Months of preparation and dedication came down to one weekend. And it took all their physical, emotional and mental strength to conquer the trail.

The team endured 32 hours and 36 minutes of painful joints, ligaments, no sleep and burning blisters, trekking up mountains and jogging through mud in beautiful but rugged bushland from Parsley Bay, Brooklyn to Tania Park, Balgowlah.

Oxfam Trailwalker is 100 kilometres of stunning but challenging terrain: rocks, bush, trails, long flats and tough ups and downs. Its laughter and tears, exhaustion and elation. Its

hugs, banter, teamwork, community and the odd blister or two.

Trailwalker isn't easy, but conquering the trail is a life changing personal challenge, and when you cross that finish line, there is nothing quite like it! "If someone were to ask me, "What's Oxfam Trailwalker like?", my first thought would be that it's a start, a finish and something incredibly empowering, inspiring, challenging and emotional in between", says Ms Lentell.

"Completing Oxfam Trailwalker has for me confirmed that anything is possible with a strong will".

The event commenced with almost 500 teams of four setting off for the endurance test. Aside from

exceeding their fundraising target, the Sporties team is most proud that they started as a team and finished as one – with only 35% who started together, finishing as a complete team of four.

The event raised over \$2 million for Oxfam's work. Team Sporties Supports were the 5th highest fundraising team in NSW, having raised their fundraising benchmark on numerous occasions. Setting an initial goal of \$5,000, the team had raised close to \$13,000 by the event, near tripling the fundraising team average of \$4,400.

Proudly supporting the team were singlet sponsors Secom Technologies, help 2 help and Barringtons. In addition to the kindness of the singlet sponsors, the team was proudly supported by Host Plus, CCAMATIL, Aristocrat, Robert Oatley, Hennessy Coffee, CUB, Sunblest Cleaning Services, IGT, FB Rice, Consep, Gold Crest Security, Canada Bay Club, Smithfield RSL,

White Now Consulting, Suburbanite, Barefoot Wines, Integro Learning Company, Universal Gaming, BSG Australia, Crest Air Conditioning and countless individuals who personally sponsored them.

"We've been blown away and humbled by the generosity of our sponsors and in particular our support crew, comprising completely of our staff volunteering their own time", say HR Manager Ben McGuinness.

The team's support crew consisted of 14 employees who volunteered their own time to help their fellow staff members, taking time out of their weekends off to drive around Sydney to set up the team's checkpoint pit stops for a maximum 20 minutes at a time.

"Our support crew were phenomenal" says Mr McGuinness. "We arrived at each checkpoint to four chairs and supplies laid out, with the crew waiting to pounce on us to get us ready for the next

leg, cramming food and drink in our mouths, refilling our hydration packs, stretching our screaming legs and acting as motivators, peace makers and therapists!".

“Clean water isn't a gift” says CEO Tracey Lentell. “It's a basic human right. By taking part in Oxfam Trailwalker we've helped make a real, tangible difference”.



BOTTLECYCLER

glass management

THINKING ABOUT REVIEWING YOUR GLASS RECYCLING BEFORE THE BUSY SUMMER?

BottleCycler can help you manage your glass and save you time, space, money, people and the environment. **WE INSTALL, WE COLLECT, WE MAINTAIN, WE RECYCLE.** Over 800 venues in Australia benefit from our service.





Where's my sophistication? I was sure I put it somewhere safe

By Dr Samantha Johnson

“The biggest single problem with communication is the illusion that it has taken place.”

- George Bernard Shaw

How ironic is it, that each of us claims to be an effective communicator and yet each of us knows that most of us are not! Admitting to having communication flaws is a little like admitting to being a tailgater on the road. We all do it but we rarely admit to it.

I've been in various social and professional engagements lately and have been reminded of some of our greatest and most concerning communication flaws. As you read through them, resist the temptation to recognise them in others. Be honest with yourself and consider how often you make these mistakes and what you can do to improve your professional and social communication skills.

Trapped in self-interest

The tendency to engage in conversation only to offer comments

of self-interest. It's the failure to truly hear what someone has said and engage with their comment, their thoughts and the information that they have presented. It's being trapped in 'me'.

It's interpreting what another person has said in relevance to self rather than to them. Conversations like this often are shallow and short and move from one issue of self-interest to another.

They may look like people talking to each other but they are really just talking at each other.

Lack of intelligent curiosity

This is the dinner party killer. Statements presented to generate conversation, but that quickly fall flat because of a lack of intellectual curiosity and engagement. This looks like a distinctive lack of questioning.

What caused so many of us to lose the skill of asking intelligent questions?

This can go hand in hand with excessive self-interest. We don't think to ask questions of others because we're trapped in thoughts

about ourselves. We like to make statements that show our values or our knowledge.

Asking questions shows a focus on another person rather than on ourselves. Social intelligence versus pride...what dominates you? Next time you're at a dinner party, monitor the questions being asked. You may be surprised to hear very few.

Confusion between fact, opinion and assumption

How common is this! Really guys, opinions are fine, sometimes they are fascination, but they're not fact!

The old adage, 'I think therefore I am..' does not mean, 'I think therefore I am RIGHT!'

Facts are based on empirical evidence. Opinions are clusters of experiences, assumptions and values. Assumptions by their very nature cannot be factual. Our conversation skills would improve dramatically if we got this sorted.

Unmanaged body language

I was at a social function recently with a large group of people. I found myself engaged in conversation with a bloke who had a tendency to roll



his eyes. Each time he rolled his eyes, I re-filled my wine glass! And yes – I over indulged just a little!

Body language screams messages to others and must be managed. Sophisticated communicators always manage their body language. Eye rolling over the age of 12 is a big no no.

Lack of empathy

And last but not least, we still haven't got this one sorted. When someone's upset or emotional don't talk about yourself or tell them to feel differently. Listen. And then listen some more.

We all need to talk things through at times, we need to vent and we need to be heard.

Once again, turn your focus to the person who is seeking your understanding. If you'd rather not care about another individual at that point in time, well, give that some thought too.

But if someone is struggling with something, listen to them, don't turn the conversation to a more comfortable place for you.

Communication. It's not just about talking. It's also about thinking and listening. To be a sophisticated communicator we need to be thoughtful and caring. We need to know when to think of ourselves and when to think of others. It's easy to talk. It's not easy to be a good communicator.

Next time you're talking to someone check in with yourself and ask yourself if a positive, engaging, sophisticated connection took place, or if you simply stroked your ego. Am I being too tough? Perhaps. But please don't roll your eyes. Be reflective and thoughtful, I'm pretty sure there's room for improvement in all of us.

“Be honest with yourself and consider how often you make these mistakes and what you can do to improve your professional and social communication skills.”



**DO YOU KNOW
WHAT IS
IMPORTANT
TO YOUR
CUSTOMERS?**

DWS can conduct a **MARKET RESEARCH** project that will identify what is important to your customers & give your venue a competitive advantage for \$2,900

CONTACT OUR MARKET RESEARCH EXPERT TERRY ON 0449 968 394 OR AT TERRY@DWS.NET.AU WWW.DWS.NET.AU



CLUB MANAGEMENT
DEVELOPMENT
AUSTRALIA

HR Summit

Recruiting, Induction, & Employee Engagement

Do you have a high turnover of staff? Do you struggle to get the right person for the job? Our industry professionals will show you how to hire the right person and ensure you keep them by giving you recruitment strategies, induction processes and engagement tools.

Topics covered include:

- Recruitment strategies. Hire for attitude and train for aptitude
- Induction: Online and face to face,
- Communicating with employees with different preferences
- Human behaviours and communications
- Training and development
- HR Managers Forum
- Workplace policies and contracts
- Employee Super Check

When:	Tuesday 21 and Wednesday 22 February 2017
Where:	Canada Bay Club, 4 William St, Five Dock, NSW 2046
Price:	2 DAYS CMAA Member: \$450 +GST CMAA Non Member: \$650 + GST
	1 DAY CMAA Member: \$250 + GST CMAA Non Member \$400 + GST

CMAA Development Series

Profitable Café for Clubs

A one day practical workshop that will show you how to update your existing cafe, or introduce a new facility with a menu, style & service to appeal to all visitors. Also learn about how to design a profitable menu, charge realistic prices & prepare for volume.

- When:** 21 November 2016
9.30am – 4.30pm
- Where:** Dooleys – Lidcombe Catholic Club
- Cost:** \$290 (CMA Member/Affiliate), \$330 (Non Member) (+GST).
- Award:** Participants will receive a Certificate of Attendance for Profitable Café for Clubs on successful completion of course requirements.
- ACCM Points:** CMAA Members & CMDA Affiliates earn 12 points for successful completion of course.
-

Organising & Promoting Profitable Functions

This powerful one-day Workshop will show you dozens of proven, effective methods to improve the way you organise and promote corporate functions, weddings, parties, sporting events and group bookings – large and small. In most areas, clubs have the largest and best facilities, but they are often under-utilised and hired out for bargain prices.

- When:** 22 November 2016
9.30am – 4.30pm all days
- Where:** Dooleys – Lidcombe Catholic Club
- Cost:** \$290 (CMA Member/Affiliate), \$330 (Non Member) (+GST)
- Award:** Participants will receive a Certificate of Attendance for Organising Profitable Functions on successful completion of course requirements.
- ACCM Points:** CMAA Members & CMDA Affiliates earn 12 points for successful completion of course.
-

Board Governance & Secretary Manager

Ideal for senior managers who aspire to become, or are currently employed as Secretary Manager, CEO, GM of a club. The course covers all the fundamentals you'll need to know including Governance and Management, duties and responsibilities, legal requirements The Board's role, legislation and even common areas of difficulty.

- When:** 23 & 24 November, 2016
9.30am – 4.30pm all days
- Where:** Dooleys – Lidcombe Catholic Club
- Cost:** \$500 (CMA Member/Affiliate), \$720 (Non Member) (+GST).
- Award:** Participants will receive a Certificate of Attendance for Manage Workplace Relations on successful completion of course requirements.
- ACCM Points:** CMAA Members & CMDA Affiliates earn 25 points for successful completion of this course.
-

Delivering Great Customer Service

This one day course is designed to critically address the attributes, skills, and awareness required by ALL levels of management to develop a long term customer service culture. CEOs, Senior Managers, Duty Managers, and Supervisors will benefit from attending this workshop.

- When:** 30 November, 2016
9.30am – 4.30pm
- Where:** Dooleys – Lidcombe Catholic Club
- Cost:** \$290 (CMA Member/Affiliate), \$330 (Non Member) (+GST).
- Award:** Participants will receive a Certificate of Attendance for Delivering Great Customer Service on successful completion of course requirements.
- ACCM Points:** CMAA Members & CMDA Affiliates earn 12 points for successful completion of course.
-

For further information or to enrol,
contact Zoe Clegg on 0406 114 937

Alternatively you can contact the CMAA office
on (02) 9746 4199





In future editions of this Magazine we will be featuring stories about the people who deliver Process Communication Model courses to clubs and businesses in Australia and overseas.

The people you will read about are from a wide range of backgrounds - we hope you enjoy their stories.

In this edition we feature Dr. Elizabeth Benton.

Elizabeth has a background in clinical psychology and is a Certified PCM Facilitator. She is the mother of an active toddler, writes Children's Literature and is studying French and German in her spare time!

PCM has become a major focus of her life and Elizabeth delivers seminars, Executive Coaching and Keynote presentations on this topic.

Elizabeth is an associate of the Webster PCM team which has a preferred supplier partnership with the CMAA.



The Process Communication Model. Why it works. Why I love it.

When you think back to those key moments in your life that didn't quite go to plan, can you pinpoint an underlying theme? Is there one commonality that impinges your success and takes you on the scenic route inadvertently?

For me, and for many others, the one annoying and repeating hiccup in life's path has been miscommunication. Sometimes the cogs turn seamlessly. There is no effort required to find your message recipient's wave length and hold them in that space. But the flip side of that is that there are certain people who we all bump up into that don't quite fit with our way of communicating. A lovely university lecturer of mine once described these people (or clients), as "sandpaper people", sent here to rub us up the wrong way and over time, polish us smooth!

Long after my university days of studying Psychology, that analogy keeps coming back to me. Why is it that we just don't "click" with some people? They aren't necessarily that different from us, and seem to be decent people, but there is just something about them...

My journey to find the answer to communication has involved going down many winding roads. On moments of reflection I often wonder if the choice of a Psychology degree was purely to answer the question of "What is communication, and how can we effectively communicate with every walk of mankind on this planet?" Unfortunately, after nearly a decade of formal study I was left still searching.

Fast forward a few years and I was working in a role that involved the recruitment and training of new staff. As a Psychologist who had opted down the clinical pathway (that is, diagnosing and treating mental illness), I didn't feel at all

equipped to be selecting candidates for positions with any real competence. So I researched. And then researched some more.

Finding PCM

My boss at the time was an Anaesthetist who was certified in PCM. She encouraged me to read a primer book written by Andrea Naef and Elisabeth Feuersenger. I literally couldn't put it down. By the end of that day I sat down with my boss and asked for more information. This was the first theory of communication that resonated with me. It was so beautiful in its simplicity. I read more PCM books. I read the science behind the model. I was hooked.

Less than a year after reading that first book on PCM, I was a certified provider and I haven't looked back. There will never be another new patient for me. I am done with private practice. My focus now is on raising awareness as to what effective communication is, and teaching corporations and individuals how to kick more goals when they communicate.

There is Beauty in Distress

What I love about PCM is the clarity of our behaviours both in a positive and negative head-space. When things are ticking along nicely and both people in the dialogue are in OK-OK space (that is, I'm ok - You're ok), effective communication seems to flow freely and without effort. However, very quickly distress can enter the mix with either or both people in that interaction shifting to a different perspective of OK-Not OK (I'm OK - You're not ok), or Not OK -OK (I'm not OK - You're OK). These perspectives colour our entire sense of self and are termed "ego states". Our inward and outward behaviours are altered by these ego states and things can go downhill very quickly if an invitation out of distress isn't accepted.



In a previous article for the CMAA, Peter Webster has outlined each of the six personality types. The PCM model has such depth and richness that these six types all have a sequential, observable and predictable pattern of distress. That is, once you understand the principles of PCM, you are armed with a tool that enables you to analyse your and others' behaviour and see in-the-moment responses that are either in OK-OK space, or in the zone of distress.

Distress is nothing to fear; it is purely data

I've known PCM for a while now, and I approach everyday interactions differently because of it. Maybe some find I am more confident because I have a secret weapon. I have knowledge of how to invite people out of distress and get them back into OK-OK space. If knowledge truly is power, then I am armed with a superpower.

I have lost count as to how many interactions I have drawn on PCM theory and applied it quickly and easily. Now it is just something that I do. It is my default style for communicating with people. PCM is drawing out the best in me, and allowing me to draw out the best in others. One of the best by-products of teaching people this skill of analysing and decoding behaviour is the "ripple effect."

People leave the PCM Part 1 seminars absolutely transformed and excited. That kind of positivity is powerful and contagious. This world needs more positivity and it is absolutely inspiring to be part of something truly good.

People have shared that in the three days of PCM, they have experienced more self-growth and self-awareness than in years of weekly psychoanalysis. I can truly believe it. And from my end, I don't need to even know what the issues are that need healing. Information is power. That is healing in itself.

The next step

The CMAA is pleased to bring the benefits of its partnership with Webster & Co to member clubs on a national basis. To learn more about applying the principles of PCM skills in your club, please contact Peter Webster at Webster & Co on 0407 245 170, or email peterw@websterco.biz

gasser

70
YEARS
ESTABLISHED
1946



extraordinaire

Gasser chairs are proven performers, to say the least. For more than 70 years they have maintained a sensible symmetry between style, comfort and dependability that has never ceased to amaze. Gasser chairs don't merely perform, they **dazzle**.

gasser

AUSTRALIA AND NEW ZEALAND SALES REP

Mark German
+61 418 282 091
markgerman.mg@gmail.com

gasserchair.com | 800.323.2234

Featured Chair: Prelude



Great Reaction To “Disney Themed” Workshops! Club Managers Eager To Learn Disney Secrets Of How To Attract More Customers More Often!

Don't Miss The Final Workshop In November!
By: John Dwyer



It has been a real pleasure working with CMMA in presenting my half day marketing workshop, titled “If Disney Ran Your Club, What Would It Look Like?”

We've had tremendous reaction from club management who have attended the workshops, with all of them commenting that the marketing tips provided have given them a new, fresh insight into how to build repetitive trade.

We have one final workshop coming up in Sydney on Monday 21 November, from 9 am till 1 pm – so if you're interested in coming, details and registration are at www.wowyourclub.com.

My marketing advisory company, The Institute Of Wow, provides all types of businesses with a proven “Client Attraction System” that essentially mirrors much of the Disney organisation's “marketing mantra.”

We teach businesses (including clubs) “how to wow,” so their marketing emphasis is taken off “pricing” and onto “the tremendous value they provide.” I've worked with the Disney

organisation on and off over the past 25 years and was a major Disney licensee in Australia, taking out licenses for children's products for The Lion King, Beauty and The Beast, Aladdin and a host of other Disney properties.

I've also attended various training events in Orlando, Florida, at the Disney Institute.

At these Disney training events, attendees were taught how to take a Disney approach to running one's business – and the “Disney Imagineers” (the lecturers who were presenting) gave lots of case studies to demonstrate how their mantra works.

Take Disneyland for example.

Where else in the world would you pay more than \$100 entry fee and then stand in queues for 6 hours throughout the day – “and not complain?”

You see, Disney doesn't believe in “good customer service” – they believe in providing extraordinary, knock-your-socks-off customer experiences!

At my half day workshop in Sydney on Monday 21 November, I'll be showing how you can use the same sort of “customer experience system” to create loyal, regular patronage to your club.

Learn A Proven Customer Attraction System

During the upcoming Sydney workshop, I'm going to be teaching attendees a client attraction system which I developed over decades of providing marketing advice to clubs and other businesses.

The five components of these are:

1. Identify your most profitable customers and then look for more people who look like them.
2. Create a Wow Factor to take your prospects' eyes off the price!
3. Create a problem/solution scenario and show how you can provide the solutions to people's leisure and entertainment needs.
4. Turn your website into a 24/7 sales machine by making a dynamic “sales tool” (including video!).
5. Creating a powerful “repetitive trade stimulant.”

In the Sydney workshop on 21 November, I'm going to show you how easy it is to put together a marketing plan based on the combination of "Disney's Theatrical Mantra" and my "Proven Step By Step System."

Customer Attraction Marketing Ideas On Tap For Clubs!

I'm receiving lots of enquiries from Club Managers enquiring about my Wow Marketing Masterclass – a 12 month program where I provide access to personal coaching and my multitudes of customer's attraction marketing concepts.

I've provided consultancy to some of the biggest clubs in the land, including Parramatta Leagues and Panthers – so I have a wealth of knowledge when it comes to attracting an avalanche of customers. (particularly "gaming customers").

My Masterclass Program is a 12 month club costing less than a few thousand dollars per month membership fee – where I provide the club with Skype calls and a Marketing Action Plan within the first 30 days and then assist the club's personnel to implement these marketing strategies over the following 12 months.

I know it sounds a little boastful, but my clients "who have joined the club" have enjoyed extraordinary revenue increases, simply because they used "direct-response" marketing initiatives rather than "silly brand building advertising" that has no measurability.

One Victorian hospitality client implemented my system and instantly grew his weekly turnover from \$320,000 to \$1.1 million – and there's plenty of stories like this.

Full details of my Masterclass Program are at www.theinstituteofwow.com – simply go to my Products Page for details and pricing.

Clubs Rush To Come Onboard "The Million Dollar Wheel" Customer - Attraction Promotion!

Since promoting our Million Dollar Wheel Promotion at the A.G.E event

in Sydney in August, we've been inundated with enquiries from clubs who are looking for innovative ways to attract more members!

Many have acknowledged that this promotional juggernaut could be "the game-changer they've been looking for."

It's a "members only" promotional concept, involving an electronic wheel on a TV screen, where you invite your members to visit your club every day for a free spin for a chance to win \$1 Million.

Full details of the promotional package are at www.milliondollarprize.com.au

Many clubs managers have told me that their "member meat raffle draws" have had their day and are attracting a dwindling number of members.

And the trouble with such promotions is that they only run a few times per week.

In the case of the Million Dollar Wheel, we provide your club with the whole box and dice – the insured million dollar prize, the display booth, TV screen and all of the electronics that go with it.

All you need to do is determine how often you want to open "The Million Dollar Booth" and provide a hostess and small instant prizes.

It's a promotion you can run over 12, 16, 20 or 26 weeks – it's entirely up to you – and we've designed it so that it's low maintenance and easy to run!

The electronic wheel has 18 numbers and some of these are designated as "an instant prize" and an entry to "Million Dollar Superdraw" at the end of the promotion.

When a member spins up the instant prize number, they receive a small instant giveaway and an entry into the Superdraw.

You can imagine how jammed your club will be on the evening of the Million Dollar Superdraw, as all the

preliminary winners need to be there in order to have a chance of winning the Million Dollars.

You can't get a bigger WOW FACTOR than this!

It's an extraordinary "repetitive visitation stimulant" for clubs for about the same investment as many are spending on their weekly raffle draws (which have dwindled on popularity and impact).

Many club managers have told me that it's "cost neutral" to swap from doing weekly raffles to this avalanche member stimulus – in other words, it's chalk and cheese.

The Million Dollar Prize is for each individual club that takes a promotional package, it's not a giveaway that's shared amongst lots of clubs.

If you'd like to get more information, simply go to www.milliondollarprize.com.au

Sydney 21 November Workshop

Time:

9am to 1pm

Price:

CMAA Members: \$195 + GST

Non-Members: \$295 + GST

Details and enrolment at www.wowyourclub.com

About The Author

John Dwyer is a much sought after marketing guru who thinks "way outside the square" and has provided advice to some of the leading clubs in Australia.

He specialises in showing Club Managers how to use "direct-response marketing tactics" to create an avalanche of new customers and entice them to return regularly.

John can be contacted at

Email:

john@theinstituteofwow.com

Phone:

07 55 919 566

2016/2017 CMDA Training Calendar

MANAGEMENT / OPERATIONS	Duration	NOV 2016	FEB 2017	MAR 2017	APR 2017
Supervisor Development Program Includes accredited units; Monitoring & Evaluating Workplace Operations & Procedures Coaching Colleagues for Supervisors	4 Days	SYD – Parts 1&2			
Monitoring & Evaluating Workplace Operations & Procedures	2 Days	SYD			
Coaching Colleagues for Supervisors	2 Days	SYD			
Duty Manager Development Program Ideal for supervisors and frontline Duty Managers	6 Days	SYD – Part 2	SYD – Part 1	SYD – Part 2 VIC – Part 1	QLD – Part 1 VIC – Part 2
Roster Staff: ACCM Unit	2 Days		SYD	VIC	QLD
Leadership Behaviour & Company Culture: ACCM Unit	2 Days	SYD		SYD	VIC
Manage Workplace Relations: ACCM Unit	2 Days		SYD		
Conflict Management: ACCM Unit	2 days				SYD
BULLSEYE GAMING SERVICE COURSES					
Find & Fix Service Quality Gaps	2 Days	VIC			
AFFILIATE & ONE DAY PROGRAM SERIES					
Paul Lyons – Dealing with Difficult Conversations Highly interactive – Includes a paid Actor!	1 Day			SYD	VIC
Introduction to Gaming Operations with Brett Jones	1 Day			VIC / SYD	QLD
My First Promotion with Lori Luhrmann	1 Day			SYD	VIC
Delivering Great Customer Service with Bill Shirley	1 Day	SYD		QLD	
Optimising Operations Trainers with Carl Pozzato	1 Day				SYD
Introduction to Marketing	1 Day		SYD		
Operational / Strategic Planning	1 Day				SYD
Introduction to Marketing	1 Day		SYD		
Operational / Strategic Planning	1 Day				SYD
Cost Control Principles Shift Mgt Cost control, Wastage, Staff Ratios with Brett Jones	1 Day	SYD	SYD	VIC	QLD
Introduction to F&B Operations with Bill Shirley	1 Day		SYD		
Navigating the Registered & Licensed Clubs Award with Brent Williams	1 Day	SYD	SYD	VIC	QLD
Profitable Café for Clubs with Bill Shirley	1 Day	SYD	SYD	QLD	
SUMMITS & CONFERENCES					
HR Summit - Sydney	2 Days		SYD		
AHG – Expo Brisbane	3 Days			QLD	
Entertainment Summit	1 Day				SYD
Finance & Strategic Mgt Summit - Melbourne	2 Days	VIC			
MARKETING / GAMING / WHS					
Analyse & Report on Gaming Machine Data: ACCM Core Unit	2 Days		SYD		
Marketing Strategies: ACCM Core Unit	2 Days		SYD		
WOW Disney Workshop	½ Day	SYD			
FINANCE / LEGAL / GOVERNANCE					
Mge Finances in Budgets: ACCM Unit	2 days				SYD
Board Governance, The Company Secretary & The General Manager Secretary Managers course	2 Days	SYD		SYD	

Major Platinum Partner



HOSTPLUS

The CMDA's Major Sponsor, HOSTPLUS is the industry superannuation fund for the hospitality, tourism, recreation and sport industries and is passionate about providing our members and employers with the best possible products and services. HOSTPLUS is one of Australia's largest super funds, with one million members, 80,000 employers and more than \$10 billion in funds under management.

Jon Shevket

Manager, New Business

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
E: alake@mail.hostplus.com.au

W: hostplus.com.au

Senior Education Sponsor



ARISTOCRAT

Aristocrat is a leading global provider of gaming solutions - world-class software, systems and hardware that consistently out-perform the competition.

Sonja Debeljuh

Events Executive

M: 0404 041 142; **B:** 02 9013 6000
E: Sonja.Debeljuh@cli.com.au

W: www.aristocratgaming.com



Contact Chris Keeble

Sponsor & Membership Manager

P: 02 9746 4199 or
E: chris@cmaa.asn.au

to notify of amendments to this Services Directory

GOLD SPONSORS

Ainsworth Game Technology



Ainsworth prides itself on its leading animation and programming expertise and creative thinking to deliver innovative and superior gaming solutions to the gaming industry.

Don Moseley

NSW Sales Manager

M: 0418 606 640; **B:** 02 9739 8000
E: don.moseley@ainsworth.com.au

Glen Coleman

QLD South State Manager

M: 0407 371 155; **B:** 07 3209 6210
E: glen.coleman@ainsworth.com.au

Lew Platz

QLD North State Manager

M: 0418 522 071; **B:** 07 3209 6210
E: lew.platz@ainsworth.com.au

Wayne Flood

VIC State Manager

M: 0419 551 454; **E:** wayne.flood@ainsworth.com.au
W: www.ainsworth.com.au

ARUZE Gaming Australia



Aruze Corporation is the global leader in gaming entertainment with specialised technologies and vast experience emanating from the company's high profile and exceptional performance in the Japanese Pachinko/Pachislot industry.

Theo Dougeroglou

Managing Director

B: 02 8332 6000; **E:** theo@aruzegaming.com.au
W: www.aruzegaming.com

Bally Technologies Australia



With a history dating back to 1932, Las Vegas-based Bally Technologies Australia designs, manufactures, operates, and distributes advanced gaming devices, systems, and technology solutions worldwide.

Sandra Renwick

Marketing Manager

B: 02 9773 0299; **E:** SRenwick@ballytech.com
W: www.ballytech.com

Carlton & United Brewers



CUB is a premium, global, multi-beverage company delivering a total portfolio of beer, wine, spirits, cider and non-alcohol beverages.

Andy Bower

National Trade Relations Manager

M: 0401 771 896; **B:** 02 9217 1418
E: andy.bower@cub.com.au

W: www.cub.com.au

BDO



BDO's team of leading professionals offers an unparalleled combination of thinking, depth and industry experience, coupled with our client-centric approach this ensures a personal and tailored approach to each club's business needs.

Lewis Greenup

Senior Manager

M: 0445 519 402; **B:** 02 8264 6566
E: Lewis.Greenup@bdo.com.au

W: www.bdo.com.au

Coca-Cola Amatil



Founded in 1886, Coca-Cola is the world's leading manufacturer, marketer, and distributor of non-alcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands.

Darren Pressley

Group Business Manager, Licensed Clubs

M: 0407 052 526; **B:** 02 9630 4076
E: darren.pressley@ccamatil.com

W: www.cccamatil.com

Community First Credit Union



Community First Credit Union offers a full range of award winning products and services including home loans, personal loans, savings, insurance, credit cards and financial planning as well as clubs and club employees everyday banking throughout Australia.

Michael O'Reilly

Head of Marketing

B: 02 9735 1778; **E:** mdoreill@communityfirst.com.au
W: www.communityfirst.com.au

Eastern Commercial Lawyers



Tony Johnston & John Murray are founding partners of Eastern Commercial Lawyers, recognised as a leading law firm in the Club Industry, providing legal services to clubs of all sizes around Australia.

Tony Johnston

Partner

M: 0414 253 181; **B:** 02 8243 1707
E: tony.johnston@eclawyers.com.au

W: www.eclawyers.com.au

IGT



IGT is sharply focused on customer business through professional sales, marketing and customer service personnel as well as an experienced and dedicated Service Plus team.

Andrew Neagle

Sales Director, ANZ

M: +61-417 469 969; **B:** 02 9812 2300

E: andrew.neagle@igt.com

NSW/ACT: **Col Bentley**

State Sales Manager

B: 02 9812 2300

QLD: **Craig Harley**

State Sales Manager

B: 07 3890 5622

VIC: **Theo Toklis**

State Sale Manager

B: 03 9281 3400

W: www.igt.com.au

Konami Gaming

KONAMI

Konami's Gaming and Systems segment manufactures, distributes, and services gaming machines and casino management systems, providing gaming machines with outstanding reliability, technological innovation, and entertainment value.

Charles Seo

Product and Marketing Manager

B: 02 9666 3111

E: sc.78561@konamigaming.com

W: www.konami.com.au

Russell Corporate Advisory



Russell Corporate Advisory is a financial consultancy firm that provides the expertise, information and analytical framework for sound decision making.

Greg Russell
Director
M: 0405 100 463; **B:** 02 9957 6700
E: greg.russell@russellcorporate.com.au
W: www.russellcorporate.com.au

Secom Technology



Secom Technology is an IT services company supporting small-to-medium sized organisations and the club industry throughout Australia. We are committed to providing you with fast, professional and courteous service. ALWAYS!

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

SILVER SPONSORS

Asahi Premium Beverages



The Asahi Breweries aims to satisfy its customers with the highest levels of quality and integrity, while contributing to the promotion of healthy living and the enrichment of society worldwide. Our focus is to further cultivate our mainstay Asahi Super Dry brand. In addition to ongoing campaigns to improve the quality of draft beer in restaurants, clubs and other licenced venues. We hope to share knowledge of the delicious flavour and beverage value of Asahi Super Dry with the public.

Kathryn Coles
State Sales Coordinator
M: 0408 007 871; **B:** +61 3 8369 0300
E: Kathryn.Coles@asahi.com.au
W: www.asahibeer.com

Global Gaming Industries



Global Gaming Industries is a privately owned Gaming Systems manufacturer with over 30 years' experience in the Gaming sector. GGI have a wide range of product to offer venue operators including EGM Operating Systems, Cashless, TITO, Loyalty, Membership, Analytical systems & anti holdup Cash dispensing Safes. With over 1000 systems installations Nationally.

Scott Macdougall
Managing Director
B: +61 2 8596 8700; **E:** scott@globalgaming.com.au
W: www.globalgaming.com.au

Independent Gaming



For the past 23 years, Independent Gaming - a 100% Australian-owned company - has evolved into a leading gaming solutions provider and manufacturer with more than 100 staff.

Lawrence Shepherd
Managing Director
M: 0411 501 333
E: ls@independentgaming.com.au
W: www.independentgaming.com.au

Keno



Keno is a fun, easy game that is played approximately every 3 minutes. 20 numbers are drawn from the 80 available on the Keno game screen. Match the numbers played to the numbers drawn for a chance to win over \$1,000,000 for just \$1!

Terry Fowler
National Partner Manager
B: 02 9218 1235; **M:** 0448 887 205
E: Terry.fowler@tabcorp.com.au
W: www.playkeno.com.au

Maxgaming (Tatts Group)



Maxgaming is Australia's largest gaming services operator, providing monitoring and value add services such as wide area linked jackpots in NSW, Queensland, and the Northern Territory.

Don Hammond
NSW State Manager
M: 0419 425 194; **B:** 02 8272 3446
E: don.hammond@maxgaming.com.au
W: www.maxgaming.com.au

Robert Oatley Vineyards



The Robert Oatley range of wines are produced from family-owned vineyards across the Mudgee region and grapes grown in vineyards at Margaret River and Pemberton in WA.

David Irvine
Account Manager
M: 0418 471 549; **B:** 02 9433 3255
E: dirvine@robertoatley.com.au
W: www.robertoatley.com.au

Thomson Geer



Thomson Geer are expert providers of legal services to the Club Industry, working with more than 60 major clubs and industry associations across Australia, with offices in Sydney, Brisbane, Melbourne and Adelaide.

Brett Boon
Partner
M: 0414 808 265; **B:** 02 8248 5832
E: bboon@tglaw.com.au
QLD: **Chris O'Shea**
Partner
B: 07 3338 7526
E: coshea@thomsonslawyers.com.au
W: www.tglaw.com.au

Australian Liquor Marketers Club Partners



Danny O'Brien
M: 0408 887 972
E: daniel@clubpartners.com.au
W: www.metcash.com

Banktech



Roxanne Costello
Head of Marketing
Toll Free: 1800 080 910; **B:** 02 8302 4000
E: roxanec@banktech.com.au
W: www.banktech.com.au

Barringtons



Blayne Webb
Director
M: 0404 095 687; **B:** 02 9899 0600
E: Blayne@barringtongroup.com.au
W: www.barringtongroup.com.au

Buzz Loyalty and Gaming Consultants



Merissa Proops
Operations Manager
M: 0418 216 231; **B:** 02 9420 9572
E: info@buzzconsultants.com.au
W: www.buzzconsultants.com.au

Capital Bluestone



Simon Nesbitt
M: 0438 238 278; **B:** 02 8072 4700
E: snesbitt@capitalbluestone.com.au
W: www.capitalbluestone.com.au

Cashpoint Payment Solutions



Janine Gowenlock
Marketing Manager
M: 0409 736 529; **B:** 02 8206 9691
E: Janine@Cashpoint.com.au
W: www.cashpoint.com.au

CCM Travel



Catherine Mancuso
CEO
M: 0418 672 647; **B:** 02 9439 5100
E: catherine@ccmtravel.com.au
W: www.ccmtravel.com.au

ClockOn Australia



Damien Collings
Business Development Manager
B: 02 4344 9444
E: dcollings@clockon.com.au
W: www.clockon.com.au

Club Café Systems



Mark Christofides
M: 0404 567 200; **B:** 02 9620 5000
E: markc@caffco.com.au
W: www.myclubcafe.com.au

Community Alliance



Joe Trad
 Club Alliance Manager
M: 0417 461 844; **B:** 1300 305 690
E: joe@communityalliance.com.au
W: www.rewardsclub.com.au

De Bortoli Wines



Warwick Brook
 NSW/ACT State Manager
M: 0417 219 768; **B:** 02 8887 6800
E: warwick_brook@debortoli.com.au
W: www.debortoli.com.au

DWS Hospitality Specialists



Alesha Greer
 Marketing Manager
B: 07 3878 9355
E: alesha@dws.net.au
W: www.dws.net.au

Elite Legal - Commercial Lawyers and Advisors



Michael Anderson
 CEO & Legal Director
M: 0466 656 331
E: michael.anderson@elitelegal.com.au

Luhmann Business Consulting



Lori Luhmann
 Senior Consultant
M: 0424 639 639
E: luhman@luhmann.com.au
W: www.luhmann.com.au

Lion



Doug May
 Director Trade Relations
B: 02 8120 4637
E: doug.may@lionco.com
W: www.lionco.com

Paynter Dixon Constructions



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

Pernod Ricard



Kurt Schofield
 Account Manager
B: 02 8874 8222 **M:** 0415 088 329
E: Kurt.Schofield@pernod-ricard.com
W: www.pernod-ricard-winemakers.com

Petersons Groups Services



Paul Peterson
 Managing Director
M: 0410 755 987; **B:** 1300 784 880
E: paul@petersonsgroupservices.com.au
W: www.petersonsgroupservices.com.au

Profitable Hospitality



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

Rohrig



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

Scott & Broad



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

Silverchef



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

Thorn Equipment Finance



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

TJS Services Group



Katie Jaques
 Marketing Coordinator
M: 0429 540 000 **B:** 02 9581 9999
E: kjaques@tjsservices.com.au
W: www.tjsservices.co

Vintage House Wine & Spirits



Steliano Cusmiani
 NSW Sales Manager
B: 02 8736 3302
M: 0438 391 195
E: stel.cusmiani@vhws.com.au
W: www.vhws.com.au

Trade Supporters

Bepoz
 Shane Richardson 0430 400 490

Biz4mobi
 Brian Duffy 0421 034 320

Bottle Cyclor
 Darryl Rainsbury 03 9646 3639

Brintons Carpets
 Maggie Keys 02 9564 6222

Consulate Financial Services
 Graeme Latta 02 9634 8550

EP&T Global
 Steven Meleca 0407 071 797

Global Coffee Solutions
 Lee Fitzgerald 0422 446 020

Gopher Graphics
 Ed Jones 0297 983 414

Hunter Technologies
 Rob Jones 0411 292 241

Infinitepos
 Stephen Grosser 0406 684 977

JDE Coffee
 Aaron Lohrey 0417 862 663

Network Interiors
 Michael Chain 0416 206 969

NUS Consulting
 Denis Schaefer 02 9922 7676

Orion Art
 Kirrily Smith 0400 141 800

Paltronic
 Meryll Freeman 02 9531 5199

Project Leaders
 Craig Cornish 07 3871 3399

Scent Washroom Services
 Todd Lester 0424 566 899

Senpos
 Thomas Rabi 02 4962 1313

Signature Floorcoverings
 Anthony O'Halloran 0418 349 198

Split Watermelon Design
 Sue Jago 02 9669 3381

Sunblest Cleaning
 Matthew Koura 02 8095 6650

tic technologies
 Rhonda Bowen 0419 992 862

State Sponsors - Queensland

City Property Services
 Emmett Roche 07 3391 2005

Odyssey Gaming
 Mark Anderson 07 3087 3307

Mailezy
 Nathan Koina 0406 530 203

Zealifi
 Justin McGurgan 1300 122 287

State Sponsors - Victoria

Bate Design
 James Bate 0419 375 011

Mercury Group
 David Baldi 03 9008 4868

Leigh Barrette and Associates
 Johnnie Walker 0418 323 051

2016 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
November				
Tuesday	1	ALL DAY	Melbourne Cup – Vic Public Holiday	Public Holiday Victoria
Friday	18	11:00AM	Carina Leagues Club	Brisbane & Sunshine Coast Zones Xmas Meetings
Monday	21	1:00PM	Coffs Harbour Yacht Club	Mid North Coast Zone
Wednesday	23	12:00PM	Buladelah Bowling Club	Great Lakes Meeting Zone
Friday	24	5:00PM	Forbes Services Club	Mid State Zone End of Year Meeting and Xmas Party
Friday	25	9:30AM	Canada Bay Club	CMAA Federal Executive & Federal Council Meeting
Friday	25	12:00PM	Canada Bay Club	Sponsors Appreciation Lunch & Bursary Award Presentation
December				
Friday	2	12:00PM	Collegians Balgownie	Illawarra Shoalhaven Zone Christmas Party
Friday	2	TBA	Club Helensvale	Gold Coast Zone Meeting And Christmas Lunch
Friday	2	11:00AM	TBA	Victoria Zone Meeting & Christmas Lunch
Friday	2	TBA	TBA	Central Coast Zone Meeting
Tuesday	6	TBA	Tamworth leagues Club	North West State Zone meeting
Tuesday	6	11:00AM TBC	TBA	St George Cronulla Zone Meeting
Tuesday	6	TBA	Story Bridge Hotel	Brisbane & Sunshine Coast Zones Sponsors Cocktail Party
Wednesday	7	11:00AM	South Tweed Sports Club	Fart North Coast Zone Meeting
Wednesday	7	9:00AM	Milton Ulladulla EX Services Club	Far South Coast Zone Christmas Meeting
Thursday	8	TBA	Penrith Panthers Club	Neapean Zone Christmas Meeting
Wednesday	9	4:00PM	Belmont 16's	Hunter Zone Social Meeting
Friday	9	10:00AM	The Epping Club	Mnaly Northern Southern Zone Christmas Meeting
Tuesday	13	11:00AM	Matraville RSL Club	City Eastern & Inner West Zones Combined Meeting
Friday	16	9:30am	St George Rowers Club	CMAA Federal Executive Meeting
Sunday	25	ALL DAY	Christmas Day Public Holiday	Public Holiday
Monday	26	ALL DAY	Boxing Day	Public Holiday
Tuesday	27	ALL DAY	Additional Day Christmas Holidays	Public Holiday - Additional
Saturday	31	ALL DAY	New Years Eve	Public Holiday

CMAA Zone Education Officers

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@cscc.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

CITY EASTERN SUBURBS & INNER WEST ZONE

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@cbbssc.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

GREAT LAKES

Caleb Rose

Wauchope Country Club
24 King Street
WAUCHOPE NSW 2446
P: 6585 3020
E: caleb@wauchopecountryclub.com.au

HUNTER

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

ILLAWARRA SHOALHAVEN

BRONWYN NEWMAN

Dapto Leagues Club
P.O. Box 15 DAPTO NSW 2530
P: (02) 4261 1333 F: (02) 4261 8853
E: bronwyn@daptoleagues.com.au

MANLY / NORTHERN SUBURBS

Rachel Ferris & Zoe Parkis
Castle Hill RSL
77 Castle Street
CASTLE HILL NSW 2154
P: 8858 4800
E: ferrisr@castlehillrsl.com.au & parkisz@castlehillrsl.com.au

MID NORTH COAST

GRANT WALDEN

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

MID STATE

JEFF JONES

Gilgandra Services Club
33 Morris Street GILGANDRA NSW 2827
P: (02) 6847 2135
E: manager@gilservices.com.au

NEPEAN

ERIC NGUYEN, ACCM

Club Marconi
Prairie Vale Road
PRAIRIE VALE NSW 2167
P: (02) 9822 3333 F: (02) 9823 3667
E: enguyen@clubmarconi.com.au

NORTH WEST STATE

KELLE ANDERSON

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

RIVERINA MURRAY

DAVID HART

Deniliquin RSL Club
72 End St DENILIQUIN NSW 2710
P: (03) 5881 1455 F: (03) 5881 4147
E: dhart@deniliquirsl.com.au

RIVERINA (Southern)

CRAIG MUIR

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

ST GEORGE CRONULLA SUTHERLAND

BEN McGUINNESS

Moorebank Sports Club
230 Heathcote Road
HAMMONDVILLE NSW 2170
P: (02) 9825 3300 F: (02) 9825 3311
E: www.moorebanksports.com.au

VICTORIA

John Dellar

Grace Park Hawthorn Club
6 Hilda Crescent HAWTHORN VIC 3122
P: 03 9818 1331 F: 03 9815 1080
Email: delfam@satlink.com.au

QUEENSLAND

BRISBANE

ZOE CLEGG

Professional Development Manager
CMAA
Locked Bag 4317
Sydney Olympic Park NSW 2127
Ph: 02 9746 4199
Fax: 02 9746 5199
Mobile: 0406 114 937
Email: zoe@cmaa.asn.au

GOLD COAST

BRYAN JONES, ACCM

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

BUNDABERG

Vacant

FAR NORTH QUEENSLAND

Vacant

ROCKHAMPTON / GLADSTONE

WILL SCHROEDER, ACCM

Yaralla Sports Club
P.O. Box 8008
SOUTH GLADSTONE QLD 4680
P: (07) 4972 2244 F: (07) 4972 6355
E: yaralla@inet.net.au

Global

gaming industries
PTY LTD

Global Gaming allows you to simplify the management of your venue by seamlessly integrating front and back of house operations with a scalable solution that meets your business needs.

Empowered gaming systems technology. With Global, your venue can become a genuine one-person operation.



Call toll free 1300 629 382 | globalgaming.com.au

FR6912

LOCKED & LOADED

NEW TO THE LOCKED & LOADED COLLECTION



EUREKA REEL BLAST!

Coming soon

HOLD ONTO YOUR HAT

Coming soon

HEARTLAND

CATS, HATS & MORE BATS

Head Office and Showroom
 4 Newington Road, Silverwater NSW 2128
 Phone: 02 8707 6300 www.scientificgames.com

SG 
GAMING