

# CLUB IQ

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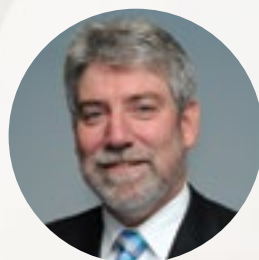
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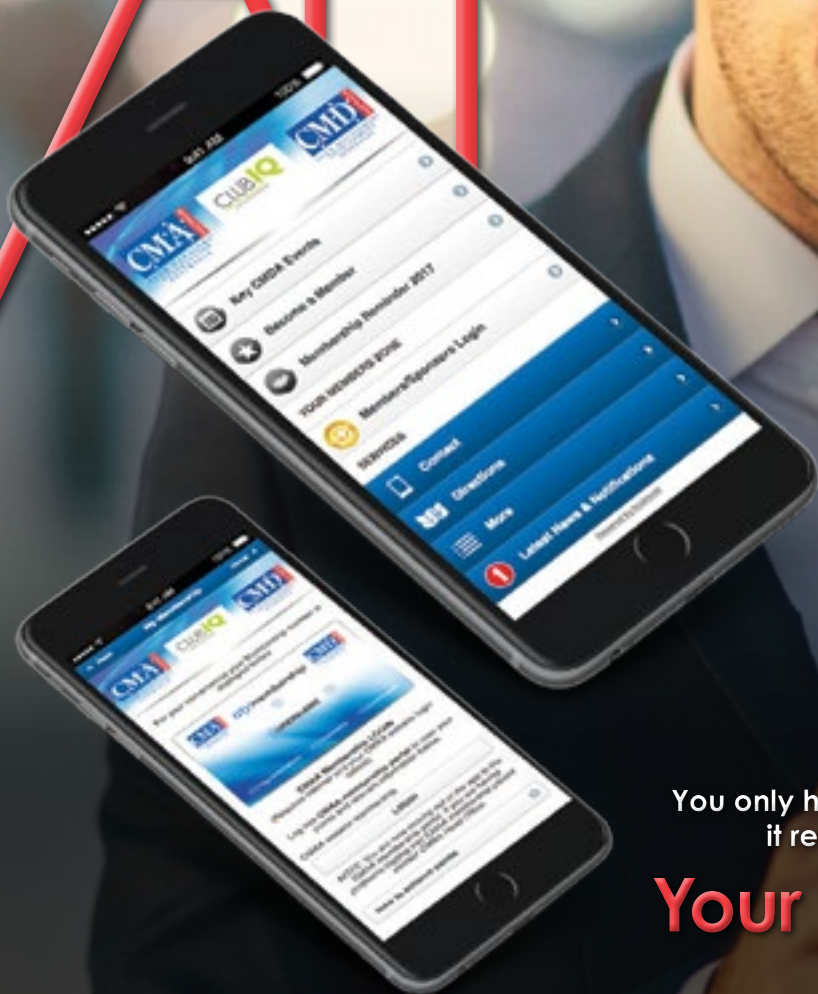


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## Notice of Annual General Meeting

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 Club IQ Magazine May 2017.  
Content: 17 March, 2017 - Focus on Gaming Issue**



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# President's Perspective



**David Hiscox**  
President

**Happy New Year! As we start 2017, I hope you all had a great festive season with your families. This sees the end of the first year of the new Federal Executive. Our first year saw the renewal of the Strategic Plan, the Executive meeting for the first time in Victoria, the introduction of our new strategic education partners, ongoing meetings with Clubs NSW and making representation to the Minister Troy Grant on behalf of our members.**

Certainly, the findings of the recent ILGR investigation into the Parramatta matter is a concern to the Executive especially where the issue of how managers' remuneration is concerned where it is widely based in the industry on achieving budget and turnover and this is contrary to the Registered Clubs Act legislation. I will be updating members in the new year as to developments in that regard as to what managers should be doing to address any conflict with the legislation and their remuneration methodology.

Our first meeting of 2017 will be the Annual General Meeting held at the Brisbane Convention Centre on Tuesday the 28th March, held in conjunction with the AHGE. The event continues to grow and provide good returns to the association.

Next year sees the Association return to Jupiter's for the mid-year conference. Ralph and the team are putting together an outstanding program of professional development. This will also see the first meeting of all Zone Presidents and the Federal Council and Federal Executive, and an opportunity to garner feedback from all our zones and we thank Kim White President of the Great Lakes Zone for a great suggestion and initiative.

The Association will again be running our successful summit calendar with the first this year at Cessnock and the Country Manager's Conference. Additionally there will be the full suite of educational programs. Regarding the Strategic Plan, Peta Imber has been appointed the IR Compliance Advisor in helping Peter Cooper with his heavy workload and ensuring the service to our members is enhanced.

Members would have been in receipt of the new look Club IQ electronic newsletter and CMAA Magazine. The Club IQ newsletter seems to be hitting the mark, with a lot of interest in the content, particularly the personal profile of our members thanks to Bernie Brown, Bronwyn Newman and Greg Pickering for

you contributions. We look forward to seeing more of our managers profiled this year.

2017 will see the move to 4 digital editions of the CMAA Magazine with the July edition also a hard print copy.

I am hoping that all clubs will continue to prosper in 2017 and I look forward to seeing you at the AGM and or at one of our events somewhere throughout the year.

**"Our first meeting of 2017 will be the Annual General Meeting held at the Brisbane Convention Centre on Tuesday the 28th March, held in conjunction with the AHGE."**

## Executive Officer's Report

# 2016 Wrap Up

## Ralph Kober Executive Officer



### Welcome to 2017

I trust you all had a great festive season and are now ready to hit 2017 hard with both personal and professional success and enthusiasm!

There is a lot happening in the club industry and I hope that the year will be one without any major negative impact on clubs and especially our managers.

CMAA has been in consultation with ClubsNSW and our legal sponsors regarding the potential impact on our managers regarding the findings of ILGR with respect to the Parramatta Leagues Club investigation and manager remuneration as it is defined in the Registered Clubs Act. Further CMAA has highlighted to ClubsNSW that the Code of Practice requires rewording where it defines on what manager remuneration could be based on.

Mental Health and well-being will continue to be a focus of the Association going into 2017 with a collaboration with ClubsNSW in creating an anti-harassment and bullying awareness program to educate directors and managers about the negative impacts such behaviour has on individuals.

CMAA has been working actively with government in Victoria regarding the ownership of EGMs and will continue to champion the cause through Federal Secretary Allan Peter and the CMAA Victoria Zone.

CMAA has been invited by ClubsQLD to sit on a newly formed Industry Associations Group in 2017 to provide representation of our members' interests. This is a positive result for the Association in its efforts over the last few years in Queensland where it has worked hard to raise awareness of the Association in clubs and the signing up of new members.

It is important to reinforce that the CMAA, is the only representative body for club managers in the industry, and is primarily concerned with issues as they pertain and impact on the employment and well-being of its club manager members. CMAA has always maintained that ClubsAustralia and its associated state based entities are responsible for industry policy and representation with Government, and the CMAA continues to enjoy a very harmonious and positive relationship with these bodies.

Regarding our events in 2017, our calendar will feature a range of management topical summits including HR, Entertainment, Gaming, Food & Beverage, Marketing, Finance & Legal and General Management presented from Rockhampton, Brisbane, the Gold Coast, Sydney and Melbourne and other areas of the eastern seaboard. 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, and
- National Managers Conference at Jupiter's Hotel, Gold Coast 12-15 July,

Zoe Clegg CMAA Professional Development Manager has put together a great calendar of courses across the states and would welcome any zone enquiries to hold courses locally to assist in travel and associated costs for our members wanting to attend professional development events.

**“There is a lot happening in the club industry and I hope that the year will be one without any major negative impact on clubs and especially our managers.”**

# The Business End



## Chris Keeble

### Sponsorship and Membership Manager

Hello. did you see that?? 2016 gone. Just like that.

I've had mixed reports about 2016. Most people I chat to are glad to see the back of it.

I have no real thoughts on it actually, some parts were great, some average. But whatever it was I do know in parts of this world there are a lot worse off. So, no complaints from me. I'm grateful to have a pulse and live a good life!

Well enough about me! The CMAA membership continues to grow at a steady rate. Certainly, with the introduction of our new look branding, courses and general direction of various strategies, we are moving in an exciting direction.

The Affiliate program continues to grow and I see this as our nursery - a great way to encouragement, recognise and reward up and coming managers. Remember it's a once off fee of only \$280 for the life of the time that person is at the club. They receive most of the benefits a member receives except industrial support.

Our association with The Drop has proved very successful with allowing our reach to go way beyond expectations. One of the critical objectives is to grow membership and this is a great vehicle to be able to reach non-members and help spread the word about CMAA.

I hope you have been enjoying the new look E-newsletters and our Magazine. Club IQ is all about giving our members interesting things to read that are relevant to the industry. Our theme for this edition is on leadership and I hope you enjoy the articles by some very progressive thinkers such as Earl De Blonville, whose article is compelling reading and a must for understanding the new age of the millennial Leader.

2016 has been a busy year for partnerships and while we welcome the majority of sponsors back for 2017, we also will manage the number of trade within our ranks so we can deliver to their expectations and we keep this at a manageable level. Please, as always, I ask that when looking for products or services, give a thought to the trade who support the CMDA/CMAA and in turn support all the members.

As this goes to print, the Christmas Turkey is well and truly stuffed, or has the seafood all but gone? Whichever way you celebrated the festive season, I look forward to seeing you in 2017.

**Special thanks also to the CMDA sponsors whose valuable support allows the CMAA to run cost effective workshops, summits and also offers bursary's and more.**





# NATIONAL GOVERNANCE & MANAGEMENT CONGRESS

## TUESDAY 28 MARCH

BRISBANE CONVENTION AND EXHIBITION CENTRE

In 2017 the Congress will address, head on, key issues facing club boards and leadership teams nationally. The keynote speakers and panel sessions will explore what it takes to achieve a high performance culture and what governance and executive management strategies must be employed to build trust, passion and engagement with all stakeholders including employees, members and community.

**8.30** REGISTRATION OPENS - PLAZA TERRACE ROOM FOYER

**9.00** CLUB MANAGERS ASSOCIATION AUSTRALIA ANNUAL GENERAL MEETING (CMAA MEMBERS ONLY)

**10.00** MORNING TEA

**10.30**



**TRENDS IN THE CLUB INDUSTRY IN AUSTRALIA FROM THE NATIONAL CLUB CENSUS 2015**

**SPEAKER:** Josh Landis  
Executive Manager, Public Affairs, ClubsNSW.

**11:15**

**INTEGRATIONAL EXPECTATIONS & FUTURE INNOVATION**

**SPEAKER:** Holly Ransom  
CEO, Emergent. A global strategist with a reputation for developing innovative solutions to complex multi-stakeholder problems.



**12.00** LUNCH

**12:45**



**THE NEED FOR INNOVATION?**

**SPEAKER:** Dr James Chin Moody  
Chief Executive Officer, TuShare.  
A leading thinker in innovation and sustainability.

**1:30**

**CLUB GOVERNANCE VIABILITY REPORT**

**SPEAKER:** Dr Vince Murdoch  
A Board and Strategy Advisor who brings a thorough and discreet approach to exploring board performance issues and how to address them successfully.



**2.30** PANEL DISCUSSION

The afternoon will conclude with a panel discussion facilitated by Anthony Ball, Executive Officer Clubs Australia and Ralph Kober, Executive Officer CMAA, discussing key industry issues.

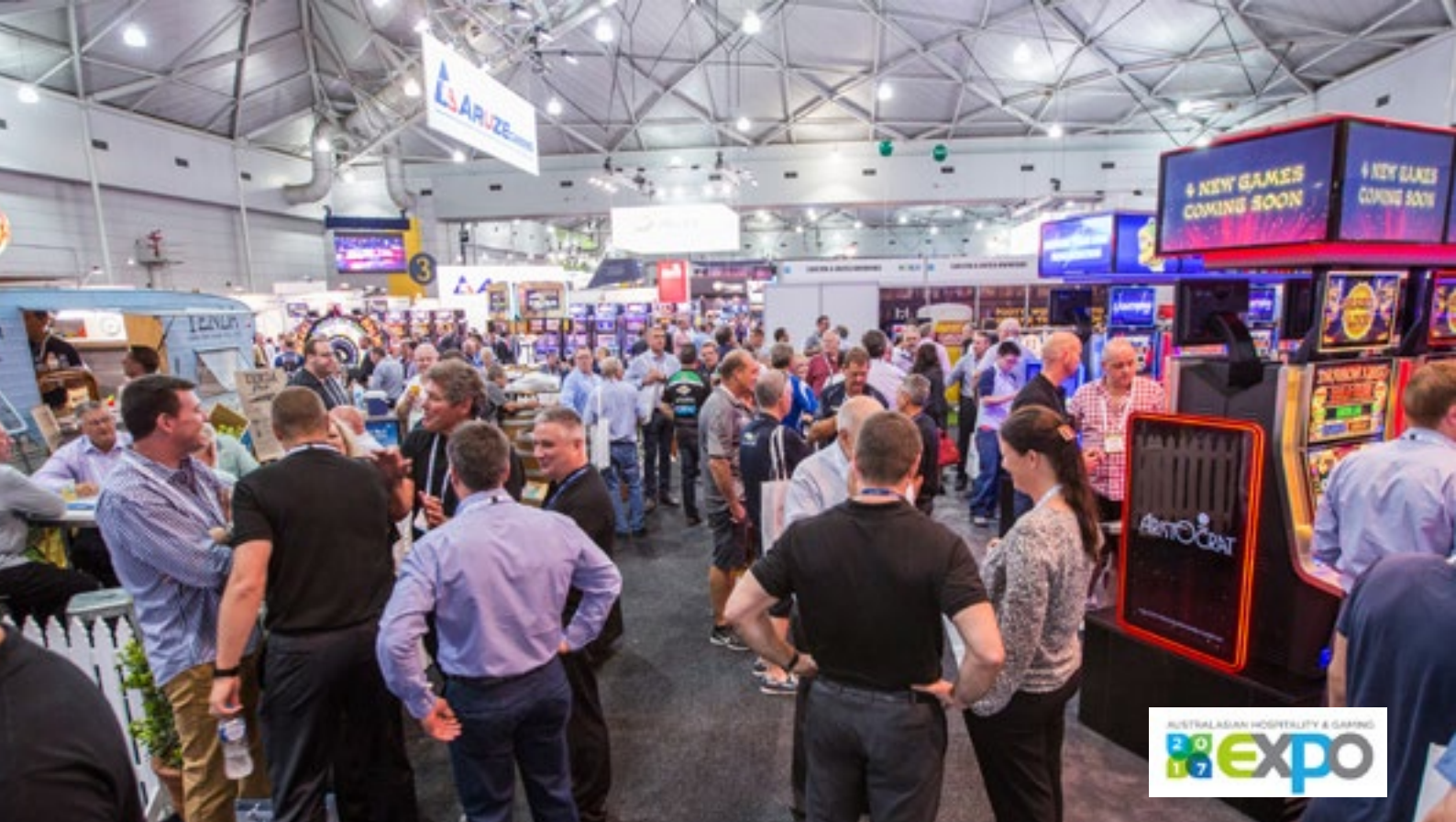
The panel will be made up of a mix of key club industry figures including:

- Peter Newell, President Clubs Australia
- Christina Curry
- David Hiscox ACCM, President CMAA
- Tracey Lentell, Vice President CMAA
- Don Seccombe AM, President Clubs Qld



**4.00** EVENT CLOSE

**Tickets are just \$99 per person and includes all sessions, lunch and refreshments throughout the day. Register today at [www.ahgexpo.com](http://www.ahgexpo.com)**



# Rise to the innovation challenge in Brisbane

There is no doubt that every facet of our industry faces challenges and we would like to invite you to rise to that challenge at the Keno AHG Expo, National Governance & Management Congress and associated events at the Brisbane Convention and Exhibition Centre between the 27th and 30th of March 2017.

Mix up a cocktail of purchasing, networking and education and throw a big dash of innovation and that sums up the recipe for a perfect event.

Kick off the week with a behind the scenes peek at some of South East Queensland's finest examples of clubs, pubs and hotels on the AHG Bus Tours on Monday 27th March. Learn what makes them tick – not only with customers, but financially as well – and choose from 3 different tours to choose from.

The National Governance and Management Congress anchors Tuesday and ensures we remain a strong, united voice – especially as many challenges to our sector affect us all.

One of our keynote speakers, Holly Ransom, CEO at Emergent was named one of Australia's most influential women. Holly specialises in the development of high performing intergenerational workforces, leadership and social outcomes. Her work has generated innovative solutions to complex, multi-stakeholder problems for industries just like ours.

Dr James Chin Moody, Founder & CEO at Sendel as well as CEO at TuShare, Dr Chin Moody joins the Congress line up and has been described as 'a serial entrepreneur using his research as a foundation to develop and innovate and disruptive businesses'. Sharing insights in technology, science, innovation and sustainability, he is said to keep crowds rapt, drawing on his wealth of experience and practical insight. The Keno AHG Expo draws from the biggest exhibitors as well as the emerging stars to showcase the latest in gaming products, entertainment, food and beverage, technology, construction, education, furniture and innovative design. They share a common purpose - to help

you grow and maintain a sustainable environment that is fun to be in, work in and own.

Our speakers at the FREE Soapbox lectures on during both days of the Expo are a great way to hear from many speakers in a short amount of time. Come and experience these bite-sized sessions and depart with takeaways that are immediately applicable to your venue.

Club Plus Super AHG Expo Breakfast will be back on Thursday morning, with the keynote speaker to be announced in the coming weeks.

**The Keno AHG Expo is free to enter and also provides free access to relevant sessions and a superb Treasury Wines Estate AHG Cocktail Party on the 29th March. With so much on offer at little or no cost, this event is a MUST DO on all your team's calendar.**

For more information and to register now visit [www.ahgexpo.com](http://www.ahgexpo.com).



### AHG EXPO BUS TOURS

Monday 27 March

Visit some of Brisbane's newest, inspiring and award winning clubs, pubs and bars on the AHG Bus Tours.



Ms Holly Ransom



Dr James Chin Moody

### NATIONAL GOVERNANCE & MANAGEMENT CONGRESS

Tuesday 28 March 10:30am - 4pm

Developed by Clubs Australia and CMAA, the Congress is a one-day education event set to explore national issues facing Boards and leadership teams.



### KENO AHG EXPO

Wednesday 29 March : Thursday 30 March  
10am - 4pm : 10am - 3pm

We've got the cream of the crop, all under the one roof! You'll find dozens of new exhibitors among the 250+ stands, all set to offer inspiration, new ideas and the latest products and services.

### TREASURY WINE ESTATES AHG COCKTAIL PARTY

Wednesday 29 March 4 - 5:30pm

Free for all visitors and exhibitors, wind down from day one of the expo at the official Treasury Wine Estates AHG Cocktail Party where the food and drinks will be flowing, throughout the expo floor.

### CLUB PLUS SUPER AHG BREAKFAST

Thursday 30 March 7:30 - 9:30am

The Club Plus Super AHG Breakfast will kick-start the final day of the Expo. We're set to announce the keynote speaker in the coming weeks

REGISTER NOW  
[www.ahgexpo.com](http://www.ahgexpo.com)

# Avoiding a clubhouse of cards

## Vivienne Young & Arj Puveendran

**Effective club managers recognise that doing things right, means doing the right things to lead the club into a successful future. This article highlights some issues to assist clubs as they prepare for the challenges ahead in 2017.**

### Leadership and management

In his book *The 7 Habits of Highly Effective People*, Stephen R. Covey writes "Effective leadership is putting first things first. Effective management is discipline, carrying it out." Club managers are compelled to prioritise operational matters and develop the club's strategic plan to sustain growth. This means that sometimes compliance and

governance matters are put on the back burner. However, if the club does not establish and maintain a robust compliance and governance framework, this can then pose challenges for those operations or even for implementing the strategic plan.

For example, an out-dated constitution may delay, or even prevent, the club from starting a major development. Or, as Paddington Bowling Club learned painfully, failure to properly manage compliance and governance issues can even spell a club's demise.

Leadership will always involve creative thinking, taking risks, and making difficult decisions. Many clubs only seek legal advice when embarking on larger projects.

However, pursuing a bold vision for the club does not have to be at the expense of paying attention to the day-to-day issues.

Good leadership relies on good management. This starts with building systems for the club to keep on top of compliance and governance issues, and implementing those systems through all levels of the club. Effective club managers instil a discipline of systematically addressing those issues, guided by appropriate professional advice.

We recommend that club managers include 'legal' in their New Year's resolutions, to make sure their clubhouses are in order for 2017. Here are our suggested resolutions to get started:



## 1. Our Club's Constitution is up to date.

Clubs should ensure their constitution is regularly reviewed. The constitution is a club's primary governing document – an out of date constitution can have real impacts on the club's operations.

For instance, if the club is about to discipline a member, it will need to check whether the process is compliant with its constitution, and, whether the procedure in the constitution is in turn compliant with the rules of natural justice and other applicable laws. If not, the disciplinary procedure may be flawed to the extent of allowing the member to successfully challenge the outcome.

Some constitutions impose restrictions on how much the club can spend or borrow, and this may need to be changed before the club starts a major development.

As the constitution can only be amended by special resolution of the club's members in general meeting, there are time and cost implications involved in doing major updates. Regular review means that changes to the constitution can usually be included in the matters considered by the members at the Annual General Meeting. This may reduce the need to hold special general meetings to update the constitution over time.

## 2. Our Club has an effective compliance framework.

Compliance is not optional for a well-run club. Clubs are highly regulated, and it can be difficult to stay up to date with the legislation and incorporate compliance into day-to-day operations and strategic planning. However, clubs must make sure they are across this.

We can all learn several lessons about the importance of

compliance and good corporate governance from disciplinary decisions handed down by the Independent Liquor & Gaming Authority. Over the last two years, clubs like Parramatta Leagues Club and Paddington Bowling Club were subjected to rigorous investigations. Ultimately, the Authority found these clubs guilty of a series of compliance breaches which led to legal sanctions, bad publicity, and in Paddington Bowling Club's case, the closure of the club.

Some of the issues identified in those decisions may seem like 'technicalities' when compared with other management issues in a club. For example, the Authority found that Parramatta Leagues Club failed to have management contracts approved by the Board or give formal notice to top executives that they were, in fact, top executives. Similarly, former CEOs at Parramatta Leagues Club and Manly Leagues Club were being paid bonuses based on the Club's total revenue; this meant the bonus was calculated by reference to liquor sales and gaming machine revenue, which ILGA held was a breach of the Registered Clubs Act.

Ultimately, these clubs were brought undone by a range of breaches, many of which involved regular compliance tasks that were not being completed. The Authority has taken a firm view that widespread non-compliance reflects poor management and governance across a club and is worthy of sanction. These decisions highlight the consequences of ineffective leadership and not obtaining proper and regular advice, especially as some of the breaches could have been easily resolved. Instead of being reactive, a club is best managed when systems are put in place in advance to at least minimise issues arising.

## 3. Our Club has an effective contracting process.

The Authority's decisions also show that when an issue arises which warrants an investigation of a club, it may also result in a comprehensive audit of the club's operations, including contracting procedures. Effective contract management involves more than just negotiating a good deal, though this is obviously the primary objective. Unfortunately, the best deals can come undone if attention is not given to ensuring the contract is properly completed and complies with the applicable law.

As an example, legislation came into effect in November 2016 regarding contracts with small businesses. Clubs must now take more care when presenting a 'standard' contract to a business with less than 20 employees for an upfront price of less than \$300,000 (if less than a year) or less than \$1 million (if the contract term extends beyond a year). Any terms deemed to be unfair under this legislation may be declared void. Further, this may result in reputational damage and affect the club's standing in its community. Clubs may deal with many small businesses, typically including cleaners or caterers. A club should ensure that not only has it sought proper advice when negotiating that contract, but it has also done sufficient due diligence on the other party to determine whether this law will apply.

A common contracting issue is a club failing to identify when the Retail Leases Act 1994 (NSW) applies. This Act sets out a number of pre-contract steps that must be followed or they can have significant consequences. For example, if a club fails to provide a prescribed disclosure statement at least 7 days before entering into a contract to which this Act applies (which might commonly include a catering

agreement, golf pro shop agreement, or other facility such as a hairdresser), then the contractor may be able to walk out with no penalty within the first 6 months. If this happens in relation to a key contract such as the catering, the club can be left in the lurch, especially during a busy season.

Clubs should consider developing a contracting policy and a delegations manual which clearly sets out who is authorised by the Board to approve and sign contracts on behalf of the Club. Some contracts must be approved by the Board only - managers need to be aware of this and of the extent of their own authority to contract on the club's behalf. A contracting policy will often include a checklist for managers which helps them to work through the steps for properly negotiating and concluding a deal, and for managing the contract once it is signed (for example, ensuring that important events such as fee reviews and dates to exercise any renewal option are not overlooked).

#### 4. **Our Club measures and rewards strong compliance and governance culture.**

Leadership does not involve a Board or CEO doing it alone, though they should set the tone for how their club works. Each person has the responsibility to

assist in effective management by paying attention to the compliance and governance issues arising in their job. Both senior and junior managers can embody leadership skills regardless of their position or title, and clubs can take steps to encourage and reward staff for developing a good culture towards compliance and governance.

In addition, clubs should establish relationships with a team of trusted expert advisers to assist them to make informed decisions, comply with legislative requirements, and prevent the kinds of issues arising that have put some clubs through the ringer.

**Please contact either Vivienne Young on (02) 8248 5838 or at [vyoung@tglaw.com.au](mailto:vyoung@tglaw.com.au) or Arj Puveendran on (02) 8248 3494 or at [apuveendran@tglaw.com.au](mailto:apuveendran@tglaw.com.au) if you would like to discuss any of the matters dealt with in this article.**



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
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# AHGE preview



**SYDNEY (February, 2017)**

**Ainsworth Game Technology will showcase a solid line of exciting themes at the Australasian Hospitality and Gaming Show (AHG) 2017.**

New Product Range  
Ainsworth highly entertaining multi-game suite will be extended with new product packages: Multiplay Mustang Series™, Multiplay Fire Star™, Double Shot Classic Series™; and more due for release in 2017. Introducing Multiplay Mustang Series™! Derived from Ainsworth's popular 'Mustang Money' theme, Ainsworth now offers 4 amazing 'Mustang' titles all in one super-sized package.

Among its portfolio of products, Ainsworth will use AHG to unveil its latest Asian-themed link progressive, Oriental Gold™. Available in the A600® cabinet range, Oriental Gold™ features increased start-up value options plus rapid hitting bonus prizes with even more generous frequent free game features. Oriental Gold™ series is targeted at mid-denom play in a 20 line format with a 1 level link + 2 level SAP + 2 level Bonus Prizes.

Ainsworth will demonstrate a wealth of titles in the legacy Double Shot®, Quad Shot®, Triple Shot™ and High Denom™ line of games. Other

established products to look out for include Lucky Ways™ and Double Shot Gold™.

## **New Appointment**

Late November 2016, Ainsworth announced Kieran Power will be joining Ainsworth as the new Chief Technology Officer. "We are excited to welcome Kieran to our team" said Ainsworth's CEO, Danny Gladstone in announcing the addition of Power. "Kieran will lead our technology resources, assume responsibility for delivering the Novomatic technology synergies and develop and accelerate our pipeline of new games and hardware. Kieran brings a combination of proven technology,

technical and legal skills, as well as a deserved reputation for being a highly effective gaming executive."

## **New Horizons**

Throughout FY17 Ainsworth will be focused on continuing to build a stronger, more diversified and profitable global gaming and technology Group. "All across the world for Ainsworth, you're going to see tremendous steps forward with game content and the game library, and that will be displayed at AHG."

"We feel we have the momentum," said Gladstone, "and this show is a great place for us to showcase and continue that."



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# AGE 2017 is already setting new records



**Visitor registration is open for AGE 2017, a full 7 months prior to when we were able to open it for the 2016 Expo and as with last year, Social Media is making registration a simplified process with auto-filled fields via the most popular social networks on the planet. Registrants will be able to see who is attending, identify the most meaningful and relevant Gaming Expo contacts who they'll benefit from meeting at the Event. We've also considered returning visitors, with fields pre-populated, requiring just a couple of clicks to complete the registration.**

And of course by registering now will save time by avoiding having to line up on the day. To complete the social media registration just click on this link here.

[CLICK HERE](#) 

In another milestone for AGE, with 20% more floor space than what we had in 2016, 90% of the floor space has already been taken by 176 exhibitors. This is exciting news with 9 months to go until the show's start date, which is the world's third largest casino gaming equipment exhibition.

Our optimism was further confirmed recently about the event's future at the new ICC Sydney at Darling Harbour. In November a group of 120 inquisitive exhibitors visited the ICC for a sneak peek of what to expect. Comprising both large and small exhibitors, with their exhibition contractors and their staff, along with the AGE coordinating team, it was a chance to get a first hand glimpse of what is truly a world class venue for AGE 2017. The highlight of the visit was Hall 3 and while they saw only 1/2 of the massive 19,000 square metres of floor space that AGE will be occupying in 2017, one visitor was still impressed enough to describe the hall as 'Cavernous'.

Taking advantage of the multi-purpose seminar rooms complete with smart lecterns at the new ICC Sydney, at AGE 2017 we will be running complimentary seminars for registered exhibition visitors. The seminars will include a "Global CEOs Forum", to be moderated by Michael Pascoe and a "Women in Gaming" event, along with a range of sessions about topical issues.

The Australasian Gaming Expo is on the 15th to the 17th August, 2017. Note: The Australasian Gaming Expo is a trade exhibition, for

management representatives of Gaming Industry Organisations including government, regulatory, research and support bodies, clubs, hotels, casinos, resorts and similar Hospitality Industry venues. Trade suppliers are not eligible to attend the event unless exhibiting.

The Gaming Technologies Association's primary members are Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Scientific Games, Ebet Limited, IGT Australia and Konami Australia.

For further information contact: [info@gamingta.com](mailto:info@gamingta.com).

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**“With 20% more floor space than what we had in 2016, 90% of the floor space has already been taken by 176 exhibitors.”**



# THE FUTURE IS HERE



**Australasian Gaming Expo**  
ICC Sydney Darling Harbour NSW

**15-17 August 2017**

Tue 10am-5pm Wed 10am-5pm Thu 10am-3pm

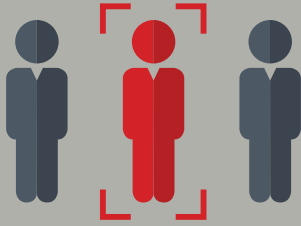
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# HR SUMMIT

## Recruiting, *Induction* & Employee **Engagement**

**Tuesday 21 & Wednesday**

**22 February 2017**

**8:45am - 5:00pm**

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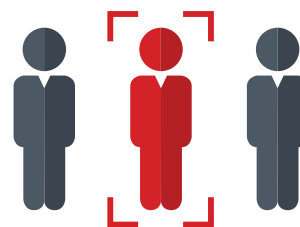
## DAY 1 Tuesday 21 February – 8:45am - 5:00pm

TIME	EVENT
8:45am	Registration – Tea & Coffee on arrival
9:00am	<b>Welcome</b> – CMAA Representative <b>Ice Breaker:</b> a round robin series of business cards, generating questions to be asked during the Summit's sessions
9:30am	<b>Recruitment strategies – Intentional hiring - Hire for attitude and train for aptitude</b> – Lori Luhrman, Luhrmann Business Consulting
10:30am	<b>Morning Tea</b>
11:00am	<b>Induction – Online/face to face – How to get the best out of both for your business</b> – Zoe Clegg
12:00pm	<b>Communicating with employees with differing communication preferences</b> – Process Communication Model presented by Webster and Co.
1.00pm	<b>Lunch</b>
1:30pm	<b>Human behaviours and communication</b> – Bryan McCartney
2:30pm	<b>Training and development management – What should your staff be doing?!! Measuring outcomes</b>
3:30pm	<b>Afternoon Tea</b>
3:50pm	<b>Panel of HR Managers – the Challenges of being an HR manager</b>
4:50pm	<b>Event Concludes</b>
5:00pm	<b>Networking Drinks</b>
6:00pm	<b>Summit Dinner</b>

## DAY 2 Wednesday 22 February – 8:45am - 12:00noon

TIME	EVENT
8:45am	Registration – Tea & Coffee on arrival
9:00am	<b>Welcome</b> – CMAA Representative <b>Ice Breaker:</b> a round robin series of business cards, generating questions to be asked during the Summit's sessions
9:30am	<b>Workplace policies and contracts – Ensuring you have the right policies in place and they are robust and current, for all areas of your Club.</b> Employee contract check, when was last time you updated your employee contracts? – Tony Johnson and John Murry, Eastern Commercial Lawyers Followed by Q&A Session
10:30am	<b>Morning Tea</b>
11:00am	<b>Hostplus - Employee Super Check</b> Make sure you are making the best choice for Super when it comes to your employees, do your employees have the right cover? Using super to attract employees to your business. Followed by Q&A Session
12:00pm	<b>Event concludes</b>

[ 2 DAYS ]



### PRICE:

2 Days

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1 Day

CMAA Member: \$250 +GST

CMAA Non Member: \$400 +GST

For further information or to enrol, contact Zoe Clegg on 0406 114 937 or email [zoe@cmaa.asn.au](mailto:zoe@cmaa.asn.au)

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

[www.cmaa.asn.au](http://www.cmaa.asn.au)

# A Leadership Mountain of DNA

Earl de Blonville is a leadership consultant and coach. A leader of scientific and adventure expeditions, his documentary film was released internationally and his latest leadership book SAVAGE COAST received rave reviews. Earl's Doctoral research developed the first integrated approach to leadership development and his courses in Transformational Leadership are now available.

**Earl de Blonville is available for board briefings, workshops, presentations etc.**

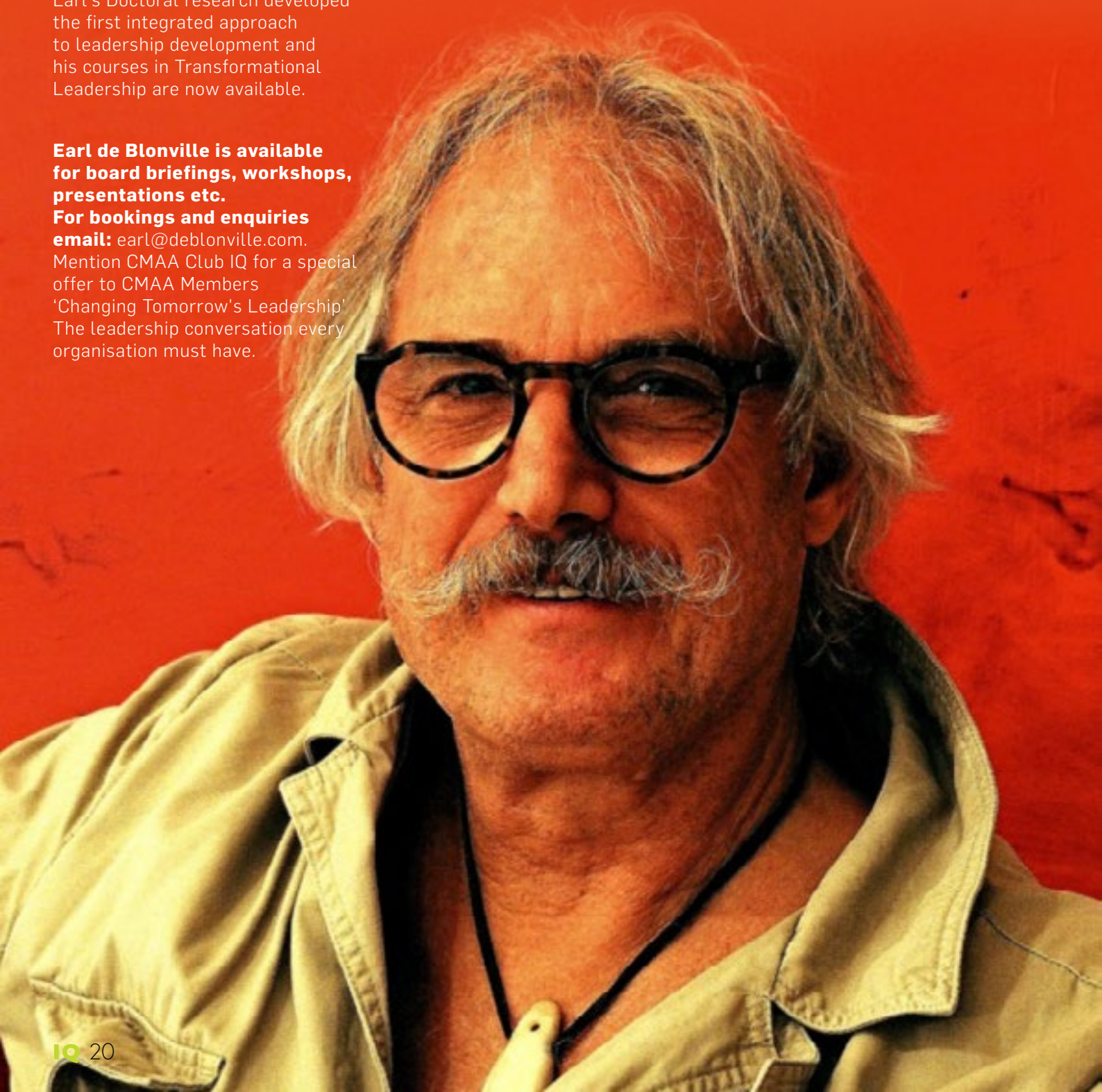
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**The Australian club industry knows it has some large mountains to climb. The biggest one of all is where tomorrow's members will come from, given Millennials are not aligned to the club structure - if they even know clubs exist. Younger generations typically live in echo chambers, peopled with others exactly like them: same age, same views, same politics. They are hard to reach and even harder to enlist. For some, clubs represent social values they don't subscribe to. So how can clubs accept they must embrace change before it overwhelms them?**

Before there can be anything at all: change, growth, evolution, there has to be leadership and without the right leadership, nothing worthwhile can happen. But as you can see, our world is now facing the biggest crisis of leadership in history. In addition, we are undergoing a whole generational change where old Boomer values will be discarded. As we enter a Millennial world this new generation will not only inherit the earth but their values will dramatically reshape society, business and our future.

Leaders make decisions. But before they do, leaders must define reality. That's the hardest part as it draws deeply on the leader's often unknown inner self: the old fears and limitations. In making tough decisions to drive progress, a leader has no idea if the decision is right or will even work. Only time will tell. And that is the key leadership dimension that business books and MBA schools avoid confronting. Dealing with the unknown is the crucial difference between leadership and management. For that, leaders require courage, patience and humility. Courage to make the decision, patience to let it work and humility to accept whichever way it turns out. And lastly, unlike management, leadership is inherently lonely.

I gained my leadership education on wilderness expeditions, all of them purely leadership situations as there was nothing to manage. There could be no plan or strategy for managing in the Arctic wilderness. I had to just

deal with each new surprise as it came, and there were a lot of those. I learned that everything which can possibly go wrong, will do so, from continual financial crises, equipment failure, conflict among personnel, and the violence of savage environments. In other words, expeditions mirror the leadership challenges faced routinely by most businesses, especially those facing major cultural change.

Since the 1980s, business has appropriated 'leadership' and funded academics to define it. As a result, within the slow-moving avalanche of leadership theory that has engulfed business thinking, we find 40 theories of leadership, 1,500 definitions of leadership and over 80 million books on leadership, nearly all of it generated by academics and employees. Yet despite all this, according to Professor Barbara Kellerman, founder of the Harvard-Kennedy School for Public Leadership, leaders worldwide have never been held in such low repute. This disconnect was identified by Forbes leadership expert, Drew Hansen, who found that leadership is developed in the crucible of life, not in a classroom.

**“Leadership has become the new porn and it seems that everyone wants to be a star.”**

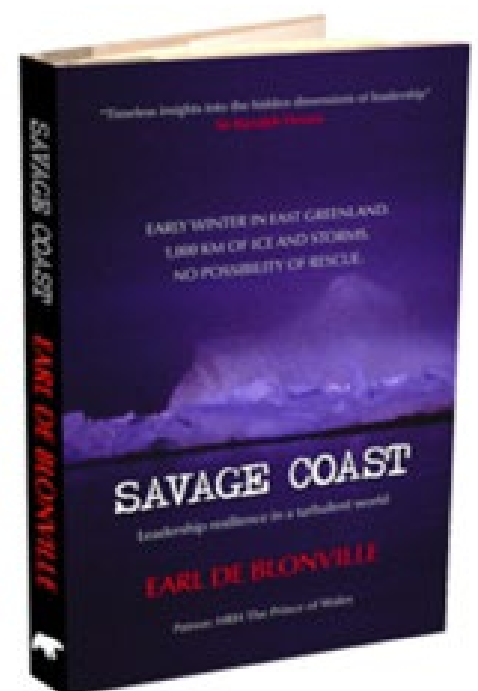
Leadership has become the new porn and it seems that everyone wants to be a star. But when faced with the reality of leadership, many people buckle under its weight - for one very important reason. Uncertainty. No one likes uncertainty. Not employees and not shareholders. And yet, uncertainty is the only reality there is. So being comfortable with uncertainty and helping others overcome their fear of it is paradoxically the hallmark of the great leader.

One very successful club in Melbourne could provide some valuable inspiration. They have on their wall a large portrait board with all the founding members – displaying the finest gallery of unique moustaches you've ever

seen – who remind us of the club's founding DNA. For this club, planning to navigate an uncertain future of reduced reliance on pokies and yet continue to provide value to their community, knowing their roots is like having a window on their future. Rediscovering the vision of their founders, who made great things from small budgets, could well reveal the road ahead for many clubs. This is no small challenge and to succeed clubs will require courageous leaders who respect their DNA and can find ways to not only renew themselves but be embraced by the Millennial world.

Today, the Australian club industry stands where 30 years ago today, I stood on the cusp of a new and potentially difficult journey into the unknown Arctic wilderness. I know this place and it's very challenging. Yes, we all have hopes, dreams and plans that will have to survive unexpected storms and big disappointments. And the future can only reliably promise leaders one thing: ongoing upheaval that will call on every strength and quality that they never realised they possessed.

For the club industry to adapt, thrive and succeed, it will need to create a new generation of exceptional Transformational leaders who can take others into the future with them. Where will they be found, how will they be recognized and what happens if we don't have the courage to look for them? Those are today's big questions.



A woman is shown from the back, wearing a white sleeveless top with a keyhole cutout at the back and a black skirt. She is holding a white document titled "RESIGNATION" in her left hand. The background is plain white.

# STORIES FROM THE INDUSTRIAL RELATIONS DESK

**“The Cost of a Roadie”**

**In our last editorial feature we provided some tips on ensuring that workplace policies are clear, precise and properly communicated to all employees.**

However in a recent decision by a senior member of the Fair work Commission, the Deputy President placed little concern on the dismissal of an employee who was in breach of a clearly established and communicated Company Policy, to which, the employee did not deny.

Unfortunately the Association over the years has also dealt with similar cases of "end of shift drinks" and the removal of alcohol off premises for consumption at a later time.

In this case the applicant, a flight attendant, was dismissed for being in possession of a small amount of alcohol (1 can and 1 bottle of beer & 3 Mini bar sized spirits of 50mls, which were the property of Qantas and should not have left the aircraft. These items were located via a random search of the crew following their flight from Perth to Sydney at 8.45 pm.

The employee was dismissed because of a breach of Qantas's Standards of Conduct Policy, stating that theft for the removal of the beer and misleading and providing a deceptive response to the investigation as to how he came to have possession of the alcohol. The Applicant admitted to removing the beer from the flight but said that the vodka was in his pocket inadvertently. He said he did not know how the gin came to be in his bag.

The employer ticked all the relevant legislative boxes in its termination process as required by Section 387 of the Fair Work Act which states;

"In considering whether it is satisfied that a dismissal was harsh, unjust or unreasonable, the FWC must take into account:

- a. whether there was a valid reason for the dismissal related to the person's capacity or conduct (including its effect on the safety and welfare of other employees); and

- b. whether the person was notified of that reason; and
- c. whether the person was given an opportunity to respond to any reason related to the capacity or conduct of the person; and
- d. any unreasonable refusal by the employer to allow the person to have a support person present to assist at any discussions relating to dismissal; and
- e. if the dismissal related to unsatisfactory performance by the person-whether the person had been warned about that unsatisfactory performance before the dismissal; and
- f. the degree to which the size of the employer's enterprise would be likely to impact on the procedures followed in effecting the dismissal; and
- g. the degree to which the absence of dedicated human resource management specialists or expertise in the enterprise would be likely to impact on the procedures followed in effecting the dismissal; and
- h. any other matters that the FWC considers relevant."

In analysing these provisions in summary the Commission made the observations.

**Valid Reason (a) Yes But**

In adopting a number of full bench decision, the Deputy President found that the consideration of whether there was a valid reason for termination is a separate issue from the determination of whether a termination was harsh, unjust or unreasonable'.

A failure to comply with a lawful and reasonable policy is a breach of the fundamental term of the contract of employment that obliges employees to comply with the lawful and reasonable directions of the employer. In this way, a substantial and wilful breach of a policy will often, if not usually, constitute a "valid reason" for dismissal. Reaching an overall determination of whether a given dismissal was "harsh, unjust or unreasonable" notwithstanding the existence of a "valid reason" involves a weighing process. The Commission is required to consider all of the circumstances

of the case, having particular regard to the matters specified in s.387, and then weigh:

- I. the gravity of the misconduct and other circumstances weighing in favour of the dismissal not being harsh, unjust or unreasonable; against
- II. the mitigating circumstances and other relevant matters that may properly be brought to account as weighing against a finding that dismissal was a fair and proportionate response to the particular misconduct."

"The Applicant was dismissed because he stole Qantas property and because he gave a false explanation, which he subsequently changed during the investigation. It was a small quantity of alcohol but Qantas has strict policies about theft of such company property. This is entirely understandable. In any event, the Applicant admitted to stealing the two beers. His explanation for inadvertently taking the other items is not credible. This was clearly contrary to Qantas policy. As well, the Applicant changed his story during the investigation after giving an incorrect explanation. I am therefore satisfied that there was a valid reason for his dismissal."

**Notification of a valid reason:**

**Yes, the Commission was satisfied** that the Applicant was notified of the reason for his dismissal well before the decision was made. Qantas carried out an appropriate investigation process. The Applicant did not make any challenge on procedural grounds.

**Opportunity to respond:** Yes, the Applicant had an opportunity to respond.

**Unreasonable refusal by the employer to allow a support person:** **Yes**, a Union Official was in attendance at the meetings. Warnings regarding unsatisfactory performance: This factor was not relevant in this case.



**Impact of the size of the Respondent on procedures followed:** Qantas is a large business so this was not a factor.

**Absence of a dedicated Human Resources Management Specialist or expertise on procedures Followed:** It follows that this was not a factor.

Any other matter that the FWC considers relevant:

Section 387(h) allows the Fair Work Commission to consider any other matters it considers relevant. To "ensure that a 'fair go all round' is accorded to both the employer and the employee concerned".

There were a number of factors which the Applicant relied on to support his argument that his dismissal was disproportionate to the crime committed. These included:

- His 28 years of unblemished service for Qantas as a long-haul flight attendant.
- The small value of the items stolen.
- The Applicant's age of 50 meant it would be difficult to get another job, certainly as a flight attendant.

- Although he gave an incorrect explanation, he did correct it.
- He had a number of medical and family issues prior to the incident.

The Deputy President took these matters into account and together lead him to the view **that the dismissal was harsh**, and given the factors noted above, **it would have been appropriate for Qantas to implement a penalty lesser than dismissal.**

The Deputy President found that the dismissal was not unreasonable with nothing in the process adopted by the Respondent making it unjust. However, because of the factors he have considered pursuant to s.387(h) 'Other relevant matters he found the dismissal to be both harsh and unfair.

**Remedy—compensation**

The Deputy President decided (although the value of the goods stolen was small) he did not think reinstatement was appropriate in this case and accepted Qantas's argument that the relationship of trust has broken down and cannot be repaired. It is important that Flight Attendants are able to be trusted with Qantas property. The fact that the Applicant changed his story is a

crucial factor here. **Reinstatement may be seen to condone theft in some way.**

The Commission found that the Applicant has been unfairly dismissed and that reinstatement is not appropriate in all the circumstances. The Deputy President was satisfied that an order for compensation should be made.

Over All Comment

Deputy President Lawrence was correct in applying well established industrial relations principles and applied logic in the circumstances of this case, however for the passing observer, including media reports of this matter for an employee caught red handed stealing from his employer rewarded compensation may be hard to comprehend. Deputy President Lawrence is an experienced and highly regarded member of the Tribunal and would suggest that his decision is unlikely to be appealed. The only matter that I would question is how the Commissioner arrived at the level of compensation 26 weeks of the applicant's actual salary.

By Peter Cooper  
Senior Industrial Relations Specialist



**NEW**



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**DON'T DRINK  
AND DRIVE**

**FLAVOUR OF AN ALE, CRISP LIKE A LAGER.**

# How to Lead the Kitchen If You're Not a Chef



By Ken Burgin

**If you're responsible for the financial performance of food at your club, you need to know how the kitchen works. Here's how a non-chef can manage 'secret kitchen business':**

1. Improve the ordering systems. Make sure ordering is done from standard printed lists or electronic systems, not a paper diary. Set re-order levels to ensure enough is on hand for 3-4 day's supply, no more – that's plenty unless deliveries come from a distance.
2. Upgrade food delivery and storage systems. Treat it with the same care given to alcohol. Have heavy-duty scales available for checking the weight of delivered items. Install locks on store rooms and label shelves. Delivery people are always in a hurry so have your rules about signatures and delivery times up on the wall and printed on the invoice.
3. Supply updated commodity and ingredient prices every week. Where possible, have the chef enter price changes into the recipe costing system. But if your chef is busy, it's unrealistic to add more admin to her load – it's a job for the office staff.
4. Invest in a recipe costing system. Software like Cooking the Books and Resort Kitchen have a learning curve, but they're well worth taking on. Bring office staff in to help with data updates and have the results shared with management – these systems given an honest daily snapshot of costs and stock levels. Spreadsheets and paper systems are out of date for this important task.
5. Provide good equipment and keep it repaired. Commercial stoves, fryers and microwaves are needed to get food out fast: nothing frustrates staff more than poorly maintained equipment. Don't offer easy excuses for why it 'can't be done'.
6. Install Electronic Costing Scales: one of your best investments. Buy a set similar to those used in a deli that weigh the goods AND work out the cost. The price is much less than you think. Toss out the old round-dial ones. When you want to check the actual cost of 5 scallops or a juicy steak, the result is instant - and may be a shock!
7. Insist the Point-of-Sale is used properly: this shows exactly what's selling (and what's not). Check the most and least popular items, and how well side-orders are moving. Disable the 'Open Key' which is often used by staff in a hurry to ring up unknown items, and corrupts the sales data. Make the correct use of the POS a 'holy obligation' in your business.
8. Check and discuss the figures every week. The quickest way to find out food costs is to compare purchases (from delivery invoices) against sales. This gives you a 'close enough' figure and identifies problems quickly. It is also valuable to know per-head sales for food, side-orders, desserts and beverages. Many chefs rightly complain they are kept in the dark and only told about problems when it's too late - share as much as you can. A short weekly meeting is the chance to assess performance and plan improvements.
9. Employ truly competent kitchen leaders. Staff who are good at getting the best from a team, knowledgeable about food issues, strong, fast, able to train staff quickly, reliable with numbers and happy to report to you regularly. The Head Chef's Job Description should be a key document, but used as a guide, not a weapon.
10. Finally, play dumb (to be smart). Cooking is manufacturing, so ask lots of questions and watch closely how the process works. Compare it with the operation of a well-organised bar or even a trade that's not in hospitality. Successful manufacturing needs good modern equipment, affordable quality supplies, precise systems and a willingness to repeat processes the same way every time.

# CMAA Bursary Awards Winners



**Exposure to excellence  
Castle Hill RSL**

**Michael Bramman**  
Operations Manager, Smithfield RSL



**Exposure to Excellence  
Mounties**

**Michael Phillips**  
Ballarat Golf Club



**Exposure to Excellence  
Singapore**

**John Weir**  
CEO The Burns Club ACT



**Melbourne Study Tour  
by Profitable Hospitality**

**Matthew McFarlane**  
Liverpool Catholic Club  
**Paul Zammit**  
Club Rivers  
(Ken Burgin centre)



**Geoff Meston Memorial  
Disney Course**

**Amanda Grant**  
Kedron Wavell Services Club  
**Abbey Cadell**  
Brighton Lakes Golf Club  
(not present)

# CMAA Bursary Awards Winners



## Asia Conference Tour (left to right)

**Gordon Rhodes**

South Tweed Sports Club

**Rachel Flay**

Liverpool Catholic Club

**Melinda McIlwaine**

Moorebank Sports

**Neale Genge**

Casino RSM Club

**Vjorn Bradow**

Kedron Wavell Services Club (not present)

# CMAA Bursary Awards Winners



## IGT Casino Tour

**Jeff Gibbs**

Moorebank Sports

**Mark Gavinel**

Canley Heights RSL

**Peter Idder**

Southport Sharks

**Geoff Wheeler**

Lithgow Workers Club (not present)



## ACCM Award

**Kylie Blenkinsop**

**Stephen Anderson**

**Grant Amer**

**Anthony Field (not present)**

# CMAA Bursary Awards Winners



## Asia Conference Tour

**Ashley Lambert**  
Moorebank Sports  
**Nathan Kerr**  
Cudgen Leagues Club

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# Meet Les Evernett CMAA'S Vintage Member

**Les was born in 1917 and celebrated his 99th birthday on 25th November 2016.**

At the recent CMAA Sponsors Luncheon and Bursary awards presentation we welcomed and made special acknowledgment to the oldest CMAA member we have, Mr Les Evernett, a former CMAA Federal President who served the Association from 1974 to 1983, and who is also a CMAA Life Member, and significantly one of the few living Rat's of Tobruk who during the Second World War defended the Libyan seaport town of Tobruk in 1941.

Les was born in 1917 and celebrated his 99th birthday on 25th November 2016.

Ladies and Gentlemen I would like now to conduct a special presentation to two of our guests today who have been acknowledged

by the CMAA Federal Executive as having contributed significantly to the Association over many years in their professional capacities and most importantly in their loyalty and support to our members. This award is aptly named the CMAA Hall of Fame Award and the first one, the CMAA Hall of Fame Industry Associate is given to someone who has eminently served the Association providing professional legal services, advise, representation and support and I am pleased to ask Mr Tony Johnston Partner of Eastern Commercial Lawyers to join me to receive his award.

The second recipient of the Hall of Fame Award for the Association Associate Award is given to someone who has also served the Association over many years particularly in the capacity of providing professional development services and support to our members and many of their staff. This person has contributed to the

leadership and career development of many hundreds to thousands of duty managers via the CMAA's premier development program the Duty Manager Program and I am pleased to ask Ms Lori Luhrmann Principal of Luhrmann Consultants to join me to receive her award.

I would also like to make mention that earlier this year Mr Michael O'Sullivan was awarded the Hall of Fame Club Manager of the Year Award at our Mid-Year Conference in front of his peers.



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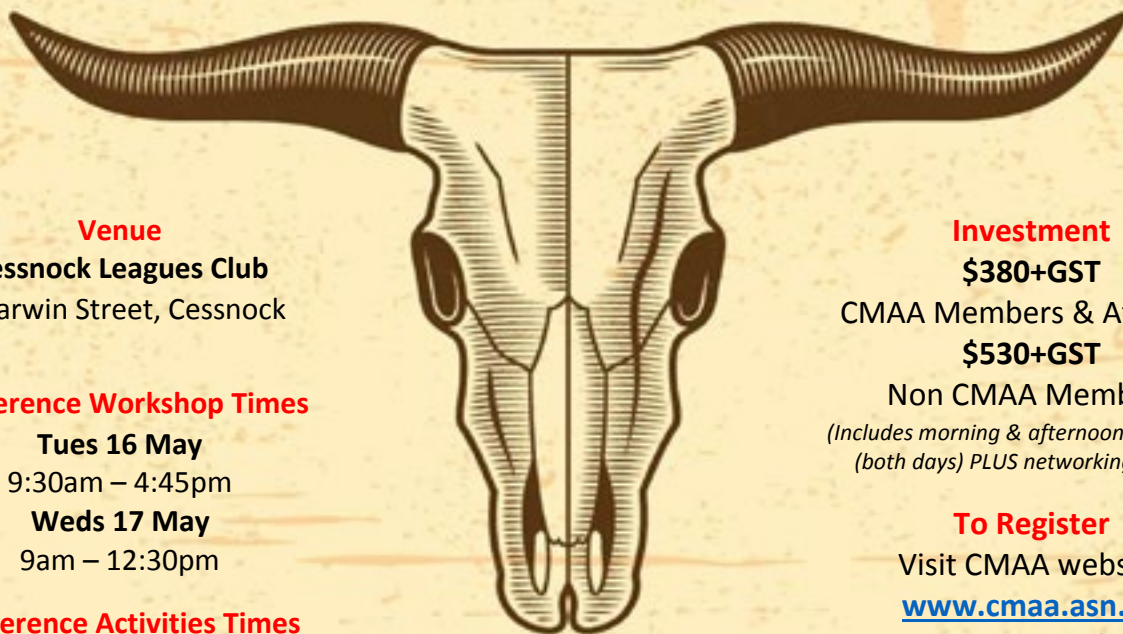
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16 & 17 MAY 2017  
**CMA COUNTRYCLUB MANAGERS  
CONFERENCE**



**Venue**

**Cessnock Leagues Club**  
1 Darwin Street, Cessnock

**Conference Workshop Times**

**Tues 16 May**  
9:30am – 4:45pm

**Weds 17 May**  
9am – 12:30pm

**Conference Activities Times**

**Mon 15 May**  
3:00pm – 5pm

Optional ACCM & Career Development Consultations

5:30pm – 7:30pm  
Delegate Welcome Drinks & BBQ

**Tues 16 May**  
5pm – 6pm  
Pre-Dinner Drinks & Networking

6pm – 10pm  
Conference Dinner & Entertainment & Networking

**Investment**

**\$380+GST**

CMAA Members & Affiliates

**\$530+GST**

Non CMAA Members

(Includes morning & afternoon tea & lunch  
(both days) PLUS networking dinner)

**To Register**

Visit CMAA website

[www.cmaa.asn.au](http://www.cmaa.asn.au)

Contact Brad Jones for further  
information 02 97464199 or

[brad@cmaa.asn.au](mailto:brad@cmaa.asn.au)

**Dress Code**

Smart Casual

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\*if you travel from more than 100km radius from  
Cessnock

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

**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.**

**Non Trade sponsors will not be admitted to the event.**

CMDA sponsors wanting to attend the Conference Social events only are to contact Brad at  
the CMAA to register their attendance



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SENIOR EDUCATION PARTNER

# 2017 CMDA Training Calendar

MANAGEMENT / OPERATIONS	Duration	JAN	FEB	MAR	APR
Supervisor Development Program Includes accredited units; Monitoring & Evaluating Workplace Operations & Procedures Coaching Colleagues for Supervisors	4 Days			SYD – Part 1	SYD – Part 2
Duty Manager Development Program Ideal for supervisors and frontline Duty Managers	6 Days		SYD – Part 1	SYD – Part 2 VIC – Part 1	
Roster Staff ACCM Unit	2 Days		SYD	VIC	QLD
Leadership Behaviour & Company Culture ACCM Unit	2 Days			SYD	VIC
Manage Workplace Relations ACCM Unit	2 Days		SYD		
<b>AFFILIATE &amp; ONE DAY PROGRAM SERIES</b>					
Introduction to Gaming Operations With Brett Jones	1 Day			SYD	QLD
My First Promotion With Lori Luhrmann	1 Day	SYD		SYD	VIC
Delivering Great Customer Service With Bill Shirley	1 Day			QLD SYD	
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	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	VIC	QLD
Profitable Café for Clubs with Bill Shirley	1 Day	SYD		QLD	
Organising Profitable Functions With Bill Shirley	1 Day		SYD	QLD	
<b>SUMMITS &amp; CONFERENCES</b>					
HR Summit - Sydney	2 Days		SYD		
AHG – Expo Brisbane	3 Days			QLD	
Entertainment Summit	1 Day				SYD
<b>MARKETING / GAMING / WHS</b>					
Analyse & Report on Gaming Machine Data ACCM Core Unit	2 Days		SYD		
Marketing Strategies ACCM Core Unit	2 Days		SYD		
<b>FINANCE / LEGAL / GOVERNANCE</b>					
Mge Finances in Budgets: ACCM Unit	2 days		SYD		
Board Governance, The Company Secretary & The General Manager Secretary Managers course	2 Days			SYD	

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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.

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Partner

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## Cashpoint Payment Solutions



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## DWS Hospitality Specialists



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## Thorn Equipment Finance



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## TJS Services



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# CMAA DIARY

## 2017 ZONE MEETINGS & INDUSTRY FUNCTIONS

### FEBRUARY

DAY	DATE	TIME	VENUE	ZONE
TUESDAY	07/02/2017	TBA	NAMBUCCA BOWLING CLUB	MID NORTH COAST ZONE AGM AND LUNCH
TUESDAY	14/02/2017	7:30AM	THE SURF CLUB COOLANGATTA	GOLD COAST ZONE AGM
THURSDAY	16/02/2017	TBA	PARKES SERVICES CLUB	MID STATE ZONE MEETING
WEDNESDAY	22/02/2017	LUNCH TBA	TBA	HUNTER ZONE MEETING AND LUNCH
FRIDAY	24/02/2017	TBA	WARILLA BOWLS	ILLAWARRA SHOALHAVEN ZONE MEETING

### MARCH

DAY	DATE	TIME	VENUE	ZONE
TUESDAY	07/03/2017	TBA	TBA	ST GEORGE CRONULLA ZONE MEETING
SUNDAY - TUESDAY	5th-7th /03/2017	TBA	SS&A CLUB ALBURY	RIVERINA MURRAY ZONE MEETING
TUESDAY	07/03/2017	4:00PM	GLEN INNES SERVICES CLUB	NORTH WEST STATE ZONE MEETING
WEDNESDAY	08/03/2017	TBA	CLUB TAREE	GREAT LAKES ZONE MEETING
WEDNESDAY	08/03/2017	TBA	TBA	FAR NORTH COAST ZONE MEETING
WEDNESDAY	08/03/2017	LUNCH	EASTS LEAGUES CLUB	BRISBANE /SUNSHINE COAST ZONE MEETING AND WORKSHOP
THURSDAY	09/03/2017	TBA	CLUB MARCONI	NEPEAN ZONE MEETING
TUESDAY	14/03/2017	TBA	TBA	CITY EASTERNS SUBURBS ZONE MEETING.
TUESDAY - WEDNESDAY	14th-15th /03/2017	TBA	COOMA EX SERVICES CLUB	FAR SOUTH COAST ZONE DINNER AND MEETING
TUESDAY	21/03/2017	TBA	WYONG LEAGUES CLUB	CENTRAL COAST AGM & COMBINED CLUBS NSW MEETING
TUESDAY	28/03/2017	9AM	BRISBANE CONVENTION AND FUNCTION CENTRE	CMAA AGM

### MAY

DAY	DATE	TIME	VENUE	ZONE
TUESDAY	09/05/2017	TBA	TBA	CENTRAL COAST ZONE MEETING
TUESDAY - WEDNESDAY	16th & 17th /05/2017	9:30AM	CESSNOCK LEAGUES CLUB	CMAA COUNTRY CLUB MANAGERS SUMMIT
TUESDAY	16/05/2017	4:00PM	CESSNOCK LEAGUES CLUB	MID STATE ZONE MEETING
WEDNESDAY	24/05/2017	DINNER TBA	TBA	HUNTER ZONE MEETING AND DINNER
TUESDAY	30/05/2017	10:00AM	ARMIDALE EX SERVICES CLUB	NORTH WEST STATE ZONE MEETING



CONTACT THE CMAA FOR MORE DETAILS



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## JUNE

DAY	DATE	TIME	VENUE	ZONE
TUESDAY	06/06/2017	TBA	TBA	ST GEORGE CRONULLA ZONE MEETING
TUESDAY	06/06/2017	TBA	TBA	MID NORTH COAST ZONE MEETING
THURSDAY	08/06/2017	TBA	TBA	NEPEAN ZONE MEETING
THURSDAY	08/06/2017	LUNCH	KEDRON WAVELL SERVICES	BRISBANE /SUNSHINE COAST ZONE MEETING AND WORKSHOP
TUESDAY	13/06/2017	TBA	TBA	CITY EASTERN ZONE MEETING
FRIDAY	30/06/2017	TBA	BOMADERRY BOWLING CLUB	ILLAWARRA SHOALHAVEN ZONE MEETING

## JULY

DAY	DATE	TIME	VENUE	ZONE
TUESDAY - FRIDAY	11th - 15th /07/2017		JUPITERS CONVENTION CENTRE	CMAA MID YEAR CONFERENCE
SATURDAY	15/07/2017	11:00AM	GOLD COAST TURF CLUB	GOLD COAST ZONE CHARITY RACE DAY
SUNDAY - TUESDAY	16th -18th /07/2017	TBA	RICH RIVER GOLF CLUB	RIVERINA MURRAY ZONE MEETING
THURSDAY	27/07/2017	TBA	TBA (Breakfast)	MANLY NORTHERN SUBURBS ZONE AGM

## AUGUST

DAY	DATE	TIME	VENUE	ZONE
MONDAY	07/08/2017	4:00PM	NARRABRI RSL CLUB	NORTH WEST STATE ZONE AGM
TUESDAY - WEDNESDAY	8th-9th /08/2017	TBA	TOMAKIN CLUB	FAR SOUTH COAST ZONE DINNER AND MEETING
WEDNESDAY	23/08/2017	LUNCH TBA	TBA	HUNTER ZONE MEETING AND LUNCH
WEDNESDAY	23/08/2017	TBA	PORT CITY BOWLING CLUB	GREAT LAKES ZONE MEETING

## SEPTEMBER

DAY	DATE	TIME	VENUE	ZONE
TUESDAY	05/09/2017	TBA	TBA	ST GEORGE CRONULLA ZONE MEETING
THURSDAY	07/09/2017	TBA	TBA	NEPEAN ZONE MEETING
TUESDAY	12/09/2017	10:00AM	TBA	GOLD COAST ZONE MEETING
TUESDAY	12/09/2017	TBA	TBA	CITY EASTERN ZONE MEETING
WEDNESDAY	06/09/2017	LUNCH	NORTH LAKES SPORTS CLUB	BRISBANE / SUNSHINE COAST ZONE MEETING /WORKSHOP
WEDNESDAY - THURSDAY	13th -14th 09/2017	TBA	DIGGERS AT THE ENTRANCE	CENTRAL COAST ZONE MINI CONFERENCE



CONTACT THE CMAA FOR MORE DETAILS



HOSTPLUS

MAJOR PLATINUM PARTNER

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

• Phone 02 9746 4199 • Web [www.cmaa.asn.au](http://www.cmaa.asn.au)

• Email [cmaa@cmaa.asn.au](mailto:cmaa@cmaa.asn.au) • Email [training@cmaa.asn.au](mailto:training@cmaa.asn.au)

## OCTOBER

DAY	DATE	TIME	VENUE	ZONE
FRIDAY	27/10/2017	TBA	THE GRANGE GOLF CLUB	ILLAWARRA SHOALHAVEN ZONE MEETING.

## NOVEMBER

DAY	DATE	TIME	VENUE	ZONE
FRIDAY	17/11/2017	LUNCH	CARINA LEAGUES CLUB	BRISBANE/SUNSHINE COAST ZONE MEETING
MONDAY	20/11/2017	TBA	TBA	MID NORTH COAST ZONE MEETING
FRIDAY	24/11/2017	TBA	TBA	CMAA Sponsors Appreciation / Bursary Winners Lunch
FRIDAY	24/11/2017	TBA	TBA	CENTRAL COAST ZONE CHRISTMAS PARTY
WEDNESDAY	29/11/2017	TBA	FORSTER BOWLING CLUB	GREAT LAKES ZONE MEETING
WEDNESDAY	29/11/2017	TBA	ORANGE EX SERVICES CLUB	MID STATE ZONE MEETING & CHRISTMAS PARTY

## DECEMBER

DAY	DATE	TIME	VENUE	ZONE
FRIDAY	01/12/2017	10:00 am TBA		MANLY NORTHERN SUBURBS ZONE MEETING & CHRISTMAS LUNCH
TUESDAY	05/12/2017	4:00PM	TAMWORTH WEST LEAGUES CLUB	NORTH WEST STATE ZONE MEETING
TUESDAY	05/12/2017	TBA	TBA	ST GEORGE CRONULLA SUTHERLAND ZONE MEETING
TUESDAY - WEDNESDAY	05 - 06 /12/2017	TBA	MITTAGONG RSL	FAR SOUTH COAST ZONE DINNER AND MEETING
THURSDAY	07/12/2017	TBA	TBA	NEPEAN ZONE MEETING AND CHRISTMAS EVENT
FRIDAY	08/12/2017	EVENING TBA	TBA	HUNTER ZONE MEETING AND CHRISTMAS EVENT
FRIDAY	08/12/2017	10:00AM	TBA	GOLD COAST ZONE MEETING AND FUNCTION
TUESDAY	12/12/2017	TBA	TBA	CITY EASTERN ZONE MEETING.



CONTACT THE CMAA FOR MORE DETAILS



MAJOR PLATINUM PARTNER

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• Phone 02 9746 4199 • Web [www.cmaa.asn.au](http://www.cmaa.asn.au)

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# CMAA Zone Education Officers

## ACT

### MATTHEW WALSH

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## NSW

### CENTRAL COAST

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### CITY EASTERN SUBURBS & INNER WEST ZONE

#### GRAEME TONKS

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### FAR NORTH COAST

#### MARY McCULLOCH

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### FAR SOUTH COAST

#### ANTHONY CASU, ACCM

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### GREAT LAKES

#### CALEB ROSE

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## HUNTER

#### MICHAEL TITOW

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### ILLAWARRA SHOALHAVEN

#### BRONWYN NEWMAN

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### MANLY / NORTHERN SUBURBS

#### RACHEL FERRIS & ZOE PARKIS

Castle Hill RSL  
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### MID NORTH COAST

#### GRANT WALDEN

Park Beach Bowling Club  
Ocean Parade Park Beach,  
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### MID STATE

#### JEFF JONES

Gilgandra Services Club  
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### NEPEAN

#### ERIC NGUYEN, ACCM

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### NORTH WEST STATE

#### KELLE ANDERSON

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### RIVERINA MURRAY

#### DAVID HART

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### RIVERINA (Southern)

#### CRAIG MUIR

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P.O. Box 42 DARETON NSW 2717  
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### ST GEORGE CRONULLA

### SUTHERLAND

#### BEN McGUINNESS

Moorebank Sports Club  
230 Heathcote Road  
HAMMONDVILLE NSW 2170  
**P:** (02) 9825 3300 **F:** (02) 9825 3311  
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## VICTORIA

#### JOHN DELLAR

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## QUEENSLAND

### BRISBANE

#### ZOE CLEGG

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### GOLD COAST

#### BRYAN JONES, ACCM

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P.O. Box 826 COOLANGATTA QLD 4225  
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### 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  
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