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Federal Executive Member



**Tim McAleer ACCM**  
Federal Executive Member



**Terry Condon CCM**  
Executive Officer

## CLUB MANAGERS' ASSOCIATION AUSTRALIA

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Sutherland Zone  
Ian Todd ACCM

**Division C -**  
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**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 Federal Workplace Relations Act, 1996, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU) and the CMA is affiliated to the NSW State Branch of the ACTU, The Labor Council of NSW.

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# Constitutional change

By **BILL CLEGG, ACCM, CMAA Federal President**

I wish to draw the attention of members to the Notices concerning changes to the Rules of the Association – Pages 8, 9 & 10 for the Federal Constitution and Pages 12 & 13 for the NSW Constitution.

Your Executive presents, for the membership's consideration, the outcomes of the review of the Rules.

The Executive believes the changes support the changes and restructure of areas that will allow for growth of the Association and additional support at Zone level.

Primarily, the changes relate to the election of the President, Secretary and Vice-President of the Association by the Executive.

These changes reflect corporate practices adopted, not only in many clubs, but also by the wider business sector.

Significantly, during the review process, the importance of the Zone structure was recognised and the need to retain relevance and support to members in their immediate working areas has been determined as critical.

The review also identified that the CMAA needs to improve the support the existing structure and Zone Executive receive by establishing a dedicated role within the Association's Executive staff to provide more assistance within the Zones.

The CMAA's geographic Zones will remain unaltered.

It is proposed that the current Divisions will be reduced from 15 to 8, with each Division comprising a number of Zones, depending on membership numbers.

The Federal Councillors, elected



by the Zone members to represent them, will be expected to take a pro-active role within their Divisions and Zones to drive member input into policy and the Association's direction.

Federal Councillors will represent their Divisions at Federal Council and Executive meetings.

It is from these member representatives that the future leaders of the Association will be encouraged.

Your Executive considers that the proposed Rule changes are part of the process required to retain relevance and prepare the Association for the future.

The Executive commends the alterations to the Rules to all members.

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The CMAA recently embarked on an exciting

new venture – **ozjobfindit.com** – with Smartek Solutions to develop a website that addresses the specific needs of recruitment in the club and hospitality industries.

**ozjobfindit.com** brings opportunities and exposure in the global marketplace and our members are the key to the venture's success.

This is another example of the visionary approach that the CMAA has taken to business ... we exist and function to assist and serve our members

and, where possible, our corporate supporters.

**ozjobfindit.com** is intended for the global market with corresponding domains registered in all parts of the developed world.

The CMAA is part of this global expansion plan – and it's all about members having the benefits.

**ozjobfindit.com** is a revolutionary and free service for clubs.



## THE INSIDE STORY

The battle against the Federal Government's WorkChoices legislation continues. The Attorney-General, **Phillip Ruddock**, announced last month that a \$2 million funding boost to the Human Rights and Equal Opportunity Commission to help with the expected increase in discrimination claims following the abolition of unfair dismissal claims for most workers. CMAA Senior Industrial Relations Advocate **PETER COOPER** looks at the latest I.R. developments... **Pages 24 & 25**



## BARRINGTONS

Club Managers have an inherent requirement to identify and control their exposure to liability, including their duty of care within their clubs to staff and patrons. They also have a duty to follow closely the requirements of their Board of Directors to preserve property and profits. Occasionally, these can be difficult to achieve. Through experience in working with Club Managers and understanding the pressures, Barrington Corporate Risk has developed strategies and policies to assist in the process of understanding the raft of legislation and standards – and more ...

**Pages 38 & 39**

YOU can tell there's an election is looming in Victoria. The politicians are making promises ... big promises. For the club industry, the gaming agenda is the one to watch with all parties proposing solutions for problem gambling, which affects an estimated 56,000 people in Victoria. And Victoria's gaming licences are under review, with a post-2012 structure to be announced in 2007 after the state election. Victorian Gaming Minister **John Pandazopoulos** says the Labor Party won't be cutting any of the 30,000 poker machines that exist in Victoria. Not surprising considering that this year Labor is budgeting to collect more than \$1 billion in revenue from gaming machines ... **Page 46**





# Success is about positive perception

**T**he Macquarie Dictionary defines the term "NEGATIVE" as ... "characterised by the absence of distinguishing or marked qualities or features; lacking positive features".

I know the word negative does not describe any club manager out there in clubland who are facing, or have faced, the challenges of our great industry.

I get disturbed when I attend industry conferences, or traveling around our great country attending CMAA Zone meetings or industry functions, when I hear so-called "experts" who feed off our industry advising clubs and club managers that they will have a 15% downturn in net gaming revenue in the first 12 months of non-smoking in clubs legislation.

They base their "expert" opinion on what has happened in Victoria.

Comparing Victoria to the Queensland or NSW club industry is like comparing "aerial ping-pong" (Australian football) to rugby league or soccer. The only thing in common is that they are all played with a ball - albeit of a different shape.

Victoria, due to the control by the Tattersalls and Tabcorp "duopoly" over the number and quality of gaming machines clubs are allowed to operate, was not the master of its destiny when it came to combating the impact of non-smoking legislation into their clubs.

Queensland went completely non-smoking from July 1, 2006, after a two-year phase-in period with Premier Peter Beattie implementing a draconian piece of legislation for political gain.

When commonsense prevails over political currency and a period of time has lapsed, I consider it will be modified.

NSW will go totally non-smoking from July 1, 2007, after a three-year phase-in period with the most commonsense piece of legislation in Australia.

Victoria will copy that legislation and, now that Premier Beattie has been re-elected for a further term in Queensland, perhaps we can get some parity across the eastern states with non-smoking legislation?



**From  
TERRY  
CONDON  
Executive Officer**

Queensland experienced a state "average" downturn in gaming machine profits of 7% during the first two months of non-smoking laws and, hopefully, has rebounded to June 2006 figures by the time you read this article.

Naturally, when the term "average" is used, then the reality is that some clubs will be hit harder than others.

But, from the figures coming out of Queensland, those clubs who used the two years phase-in period to establish well-appointed areas for their smokers - and did not treat them as second-class citizens - are reaping the benefits.

Many areas are reporting little change, or an increase, in gaming machine profits with many citing the price rise in petrol and interest rates having more effect on their bottom line than non-smoking laws.

Clubs on the beautiful Sunshine Coast are reporting little or no effect and even Toowoomba, on the Darling Downs where it has been known to get a little chilly in the middle of winter, are holding up to 2005 figures.

Managers in Cairns in far north Queensland report that those clubs that have been proactive in advising members of the changes and providing refurbished facilities are showing substantial increase of turnover in all areas of their clubs.

Where does that leave NSW with 12 months phase in period left to go before "NS Day"?

When former Carr Government Treasurer Michael Egan announced his "additional gaming machine tax" grab in the May 2003 Budget, your Associations asked you to support us in a fight to the finish to "Axe the Tax"

or "Relax the Tax" - and each and everyone of you did.

We also advised that this would be a good opportunity to have a critical look at your business and rationalise your operation in case the fight was unsuccessful.

Many clubs have done this and we see a stronger industry because of it.

And, although more than \$600 million in taxation was saved for the industry, the Government will reap an "bonus" \$1 billion in additional gaming machine taxation in the period from September 2004 to 2011-2012.

The Club Industry and the Government have signed a "deed of agreement" which, for the first time in our history, gives us some certainty of our future.

Which brings me back to that word ... "NEGATIVE".

Those clubs that have been proactive and prepared their "outdoor recreational areas" where members and guests are not treated as lepers ... those that have continued with their replacement of gaming machine programs ... those that have continued with entertainment to encourage

members to attend their club ... those that have continued to refurbish their clubs ... they will reap the rewards.

Those clubs that have sat on their hands, been negative and waiting to see what happens, expressing their "expert" opinion that their will be a crash ... they will be part of the 15% downturn in gaming profits come July 2007.

Talk negativity long enough and you will be part of the problem ... not part of the solution.

It will be too late in July 2007 to start trying to woo back your members and guests to your club by providing any - or all - of the above measures because they will have voted with their feet and found a club that has faced the



**Michael Egan**



**Peter Beattie**

**CONTINUED P5**







*Windang Bowls Club Duty Manager Brett Cashman with his beloved Wests Tigers.*

## True Tiger fights to the finish

Their premiership reign might be over but, when Wests Tigers won the National Rugby League premiership in 2005, it made a lot of people very happy.

Long-suffering Balmain Tigers and Western Suburbs Magpies fans were united in their unbridled emotional bond that the merged club had struggled to harness.

There were numerous stories of courage, determination and strength of purpose. But perhaps the most stirring tale was that of a relatively young man sitting in the grandstand watching his beloved Tigers fulfil his greatest joy.

Windang Bowls Club Duty Manager Brett Cashman helped in every tackle, supported in every attacking raid and shared the tears that only a Tigers "tragic" can appreciate. In mid-September, Brett lost his inspiring battle with bowel cancer ... he was buried in a cardboard casket emblazoned in the Wests Tigers emblem with "Eye of the Tiger" heralding his send-off.

The life-long Tigers fan planned his funeral service and realised a simple ambition to be amid the excitement of the Tigers dressing room after a big game.

Brett, 40, underwent chemotherapy treatment until doctors admitted defeat to the unforgiving adversary. Brett accepted his fate with the dignity and honour that characterised his fight and his life. As he planned his funeral service with Barbara Cook at Rankins Funerals, at Warrawong just south of Wollongong in NSW, Barbara contacted Wests Tigers management seeking permission to use the club logo.

She also threw in a request for a few tickets - for Brett and his parents - to attend a home game. The Tigers sent four reserved grandstand tickets for the Newcastle Knights game

at Campbelltown Sports Stadium on May 14. Brett arrived with his parents and Barbara to be greeted by Tigers stars Brett Hodgson, John Skandalis, Chris Heighington, Scott Prince, Bryce Gibbs, Stuart Flanagan and Rocky Trimarchi.

Brett enjoyed front-row seats before heading for the Tigers' dressing room to meet his favourite player, Todd Payten, and the rest of the team. "Apart from the result, it was a fantastic day. We all had a great time and I can't thank the club enough for what they did," Brett said of his dream come true.

As he battled his cancer, Brett worked with Barbara to establish a trust fund to raise funds for children in the Illawarra affected by cancer.

On September 21, I had the honour to attend Brett's funeral.

The end to Brett's suffering came very quickly and without Brett once asking that terrible question: "Why me?".

Testimony to the person Brett was, could be seen by the number of his many friends, his Windang Bowling Club members and club managers and club industry people who paid their respects. Windang Bowling Club Secretary Manager John Cosgrove and City Diggers Wollongong Secretary Manager, Phil Ryan delivered moving and humorous eulogies on Brett's life and times.

It's fair to say that we all have trying moments in our roles managing our clubs, but I suggest that the next time it happens to you ... take a moment and say a prayer for Brett, because I know he would gladly swap places. I know I will.

Rest in Peace, Brett - Terry Condon.

» With thanks to Wests Tigers Media Officer Wayne Cousins.

### FROM P4

challenges with a "POSITIVE" attitude.

Negativity will have a bigger impact on your bottom line than gaming machine tax and non-smoking legislation.

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On another positive note ... your Association has entered into a joint venture with SMARTEC Solutions Pty Ltd, which is part of the Barrington Group, to give clubs and club managers an online employment recruitment tool.

**ozjobfindit.com** is the way of the future and to the future.

Your Association has, for many years, looked for a way of assisting club

managers to find employment.

But finding the appropriate resources to commit to develop this type of program was not available.

Now, with this joint venture, we consider we have filled a need and ask clubs and managers to give their full support.

Managers also would be aware that the CMAA has successfully joined with the Barrington Group in providing an online security induction program which is giving managers an important OH&S tool to train staff on how to survive in case of an armed hold-up.

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Members are advised that the NSW Executive of the Association have

foreshadowed changes to the NSW State rules on how the Executive and State office bearers are elected. (See Pages 12 & 13)

The Federal Executive and Federal Council will discuss similar changes to the Federal rules (see Pages 8, 9 & 10), which will include the reduction in the number of Divisions and Federal Councillors along with a number of other rule changes to update our rules to align with the Federal Workplace Relations Act.

Please take the time to read these changes to the rules and contact me, or any member of the CMAA Executive, should you require any further clarification.



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PLAYER'S  
*Choice*





# NOTICE OF PROPOSED CHANGES TO CMAA FEDERAL RULES OF THE ASSOCIATION

## **CMAA FEDERAL RULES**

1. Delete the words and numbers “2A Lord Street, Botany” appearing in current Rule 5 and insert in lieu thereof the following words and numbers:

“67-73 St. Hilliers Road, Auburn NSW”

2. Delete current Rule 11 and insert in lieu thereof the following:

### **“11 - AUDITORS**

*An approved auditor shall be appointed by the Federal Council to audit the financial report of the Association for each financial year and make a report in relation to each year to the Association. The report shall also include the auditor's report, the general purpose financial report and the operating report as prescribed by Schedule 1 to the Workplace Relations Act 1996 or any Act replacing that Act.”*

3. Insert a new Rule 11A immediately following new Rule 11 as follows:

### **“11A – FINANCIAL REPORTING REQUIREMENTS**

(a) The Federal Secretary shall within five (5) months of the end of the financial year provide free of charge to all members of the Association a copy of the full report for the financial year. The full report may be circulated to members by publication in the Association's Journals, by correspondence or email, on the Association's website or by some other method where all Association members have access to and are able to view the full report.

(b) Notwithstanding sub-rule (a), the Federal Executive shall have the power to resolve that a concise report is to be provided to all members of the Association in lieu of a full report.

(c) *The Federal Secretary shall on the requisition in writing and signed by 5% or more of the Association's members, call a general meeting of members by way of a series of general meetings of members at different locations in each of the States [and the Northern Territory and the Australian Capital Territory] for the purpose of considering the auditor's report, the general purpose financial report and the operating report.*

(d) *The requisition must be made within six (6) months of the end of the financial year and state that the purpose of the general meeting is to consider the auditor's report, the general purpose financial report and the operating report of the Association for the financial year.*

(e) *Upon receiving a valid requisition, the Federal Secretary must give all members of the Association not less than fourteen (14) days notice of the date, time, place and reason for calling of the series of general meetings of the members.*

(f) The notice referred to in sub-rule (e) may be given by correspondence, email or by publishing a notice in the

Association's Journals or by notification on the Association's website.

(g) For the convenience of facilitating member attendance, video conferencing may be used for the series of general meetings.

(h) At the series of general meetings, the President or Vice-President shall preside. All members of the Association shall be entitled to attend and vote.

*Not less than 5% of the membership of the Association shall form a quorum, which shall be calculated by reference to the total number of members attending the series of general meetings. The question of adoption or otherwise of each of the auditor's report, the general purpose financial report and the operating report shall be decided by the majority of those members present at the series of general meetings. In the event of an even vote, the President shall have the casting vote. The general meeting is taken to have occurred at the time of the last of the meetings in the series.”*

4. Delete current Rule 21(a) and insert in lieu thereof the following:

“(a) *The Federal Executive shall consist of five (5) Executive members who shall be the Officers of the Association and shall be elected triennially. On and from the triennial elections to be held in 2007, the President, Vice President and Federal Secretary shall be elected by and from the Federal Executive in accordance with Rule 26B.”*

5. Insert a new Rule 22(3) immediately following current Rule 22(2) as follows:

“(3) *Provided that for the purposes of the triennial elections to be held in 2007 and thereafter there shall be eight (8) Divisions of the Association as follows:*

(A) Division A – City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone;

(B) Division B – St George/Cronulla Sutherland Zone and Inner West Zone;

(C) Division C – Nepean Zone;

(D) Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone;

(E) Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone;

(F) Division F – Illawarra Shoalhaven Zone and Far South Coast Zone;

(G) Division G – Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone and the Central & Northern Queensland Zone;

(H) Division H – Victoria Zone, Riverina Murray Zone and the ACT Zone.”

6. Renumber current Rules 22(3), 22(4), 22(5) and 22(6) as Rules 22(4), 22(5), 22(6) and 22(7).

**CONTINUED P9**

**FROM P8**

7. Delete current Rule 24 and insert in lieu thereof the following:

**“24 – Election of Offices**

(a) Commencing in 2007 and thereafter triennially an election shall be held for the purpose of electing the following Offices:

- (i) Executive members (5);
- (ii) Federal Councillors

(b) When an election is to be held, either for triennial elections or casual vacancies, the Federal Executive shall appoint a Returning Officer, who shall not be the holder of an Office, or an employee of the Association or any of its Branches, Sections or Divisions. The Returning Officer shall call for nominations for the Offices on the third Wednesday in January of the year of the triennial election. Provided that if the election is to be held to fill a casual vacancy the Returning Officer shall call for nominations within fourteen (14) days after he/she has been appointed and nominations shall be received until 5.00pm on the day twenty-one (21) days after nominations have been called for.

(c) *All notices or advertisements for nominations called shall specify the dates, times, places and postal addresses for the receipt of nominations by the Returning Officer.*

(d) *Nominations shall close twenty-one (21) days after they are called.*

(e) If the Returning Officer receives a nomination which is defective he/she shall communicate the fact to the potential candidate, advise him/her of its defect and allow him/her no more than ten (10) days in which to cure, if possible, the defect; provided that, if after the closing date of nominations a candidate submits a nomination which is intended to cure a prior defect and is still defective whether on the original defect or some other the Returning Officer shall not include that candidate's name among the names of the candidates for office. The Returning Officer shall at the close of nominations advise candidates of the number of nominations received for each position and give them seven (7) days in which to withdraw their nominations.

(f) If more nominations are received than there are vacancies for a position, the Returning Officer shall forthwith have printed ballot papers in sufficient quantities to enable he/she to supply a ballot paper for each member eligible to vote in the election and obtain a certificate from the printer as to the number of ballot papers printed.

(g) On the first Wednesday in March of the year of the triennial election, the Returning Officer shall cause voting papers to be sent to all members of the Association who are on the roll of members eligible to vote prepared in accordance with Rule 25(viii); provided members shall only be sent voting papers for the election of the Executive members and the election of a Federal Councillor from the Division to which they are attached pursuant to Rule 22. The election shall be conducted by postal ballot. A postal ballot means a ballot for the purposes of which a ballot paper, declaration envelope and prepaid envelope are sent

by pre-paid post to each person entitled to vote and facilities are to be provided for the return of the ballot paper by post by the voter without expense to him/her. The declaration and prepaid envelopes must conform to the Workplace Relations (Registration and Accountability of Organisations) Regulations 2003.

(h) The Returning Officer shall not count any voting paper received after 5.00pm on the day twenty-one (21) days after the opening of the ballot.

(i) Upon his/her receipt of each returned vote, the Returning Officer shall place the ballot papers in a sealed ballot box. The ballot box shall not be opened until after the close of the vote and then in the presence of the Returning Officer and scrutineers, if any, who choose to be present, and witnesses present with the approval of the Returning Officer.

(j) The Returning Officer shall inform the scrutineers, nominated by the candidates, when the ballot box is to be opened.

(k) Immediately upon the opening of ballot box, the Returning Officer shall in the presence of scrutineers, if any present, count the votes or cause the votes to be counted under his/her control and by persons nominated by him/her and in his/her presence.

(l) The Returning Officer shall give the scrutineers every facility to see the votes.

(m) (i) In the event of equality of votes cast the Returning Officer may request the candidates to draw lots; if any or all decline the Returning Officer shall himself/herself draw for them.

(ii) Once a candidate has been elected to a higher listed position on a ballot paper the Returning Officer shall no longer consider him/her a candidate for following positions; and shall delete him/her when counting the ballot.

(iii) The preference of positions for voting on ballot papers shall be:

- Executive members (5)
- Federal Councillors

(n) The Returning Officer shall at the end of the counting of votes declare that the candidate receiving the highest number of votes elected if the Office to be filled has only one (1) vacancy and in the case where more than one (1) vacancy exists for an Office he/she shall declare elected the candidates receiving the highest number of votes until all said offices have been filled.

(o) *After the close of counting the Returning Officer shall count all the votes cast and convey them to a recognised place of safekeeping where they shall then be kept by him/her for a period of twelve (12) months.”*

8. Add the following sentence at the end of current Rule

**CONTINUED P10**

**FROM P9**

25(viii) as follows:

*“To be eligible to be included on the roll of members eligible to vote a member must be financial on the first Wednesday of December in the year preceding the year of the triennial election.”*

9. Delete current Rule 25A and insert in lieu thereof the following:

**“25A – Transitional Rule**

(a) Upon the certification of Rule 22(3) by the Industrial Registrar and prior to the next scheduled election for Federal Councillors the Federal Secretary shall:

(i) prepare membership lists allocating members to the new Divisions; and

(ii) provide such membership lists in updated form to the Returning Officer at the time required by the Returning Officer for the next scheduled election for Federal Councillors;

(b) *For the purposes of Rule 26 – Qualifications and Nominations for Candidates to Offices, a member who has been allocated to a new Division pursuant to this Rule shall be deemed to be attached to the new Division and entitled to nominate and to be nominated as a candidate for the office of Federal Councillor at the next scheduled election for Federal Councillors.”*

10. Insert a new Rule 26B immediately after current Rule 26A as follows:

**“26B – Election of President, Vice President and Federal Secretary**

(a) The Offices of President, Vice President and Federal Secretary shall be filled by collegiate election by the Federal Executive and shall be conducted by the Returning Officer appointed for the purpose of Rule 24. The election shall be by way of a secret ballot of the members of the Federal Executive.

(b) The Returning Officer shall call for nominations for the Offices of President, Vice President and Federal Secretary by notice in writing to all members of the Federal Executive on the Wednesday following the expiration of seven (7) days after the declaration of the election for Executive members.

(c) Nominations shall close at 12.00 noon on the first day of the next monthly meeting of the Federal Executive to be held fourteen (14) days or more after the opening of nominations called in accordance with Rule 26B(b).

(d) Only Executive members who are otherwise eligible in accordance with Rule 26(i) shall be eligible to be nominated for the Offices of President, Vice President and Federal Secretary.

(e) All nominations shall be in writing and shall be signed by at least one (1) Executive member.

(f) If the Returning Officer finds that a nomination is defective, he/she shall before rejecting the nomination, notify the Executive member concerned of the defect and where it is practicable to do so, give him/her the opportunity of remedying

the defect within not less than two (2) days and not more than five (5) after he/she has been notified.

(g) Any Executive member nominating may withdraw his/her nomination by advising the Returning Officer in writing at any time up to the close of nominations.

(h) Any Executive member entitled to vote who satisfies the Returning Officer that he/she will be unable to vote personally on the day fixed for the ballot, shall be provided with a postal ballot and the provision and processing of such postal ballot shall be in accordance with the relevant provisions of Rule 24.

(i) If the number of nominations does not exceed the number of vacancies, the Returning Officer shall declare the nominees duly elected.

(j) If the number of nominations exceeds the number of vacancies, a secret ballot of the members of the Federal Executive entitled to vote shall be held during the course of the meeting of the Federal Executive on the afternoon of the day nominations close.

(k) The method of voting shall be first past the post. Each Executive member will be asked to indicate the person for whom he/she is voting by making a cross in the box alongside the name.

(l) The preference of positions for voting on ballot papers shall be:

- President
- Federal Secretary
- Vice President

(m) *In addition to the provisions of this Rule, the provisions of Rules 24(l), 24(m)(i), 24(m)(ii), 24(n), 24(o), 26A(i), 26A(iii) and 26A(iv) shall also apply to the election of the Offices of President, Vice President and Federal Secretary.”*

11. Insert the following new Rule 27(b) immediately following current Rule 27(a) as follows:

*“(b) Subject to Rule 27(a) above, the Officers of President, Vice President and Federal Secretary shall hold office until the declaration of the ballot of the next triennial election of the Executive members unless they are re-elected as an Executive member at that election in which case they shall hold the office of President, Vice President or Federal Secretary, as the case may be, until the subsequent election of these Offices by the newly elected Federal Executive.”*

12. Re-letter current Rule 27(b) as Rule 27(c).

13. Delete current Rule 34(b) and insert in lieu thereof the following:

*“34(b) If a vacancy occurs within the first year of the term the vacancy will be filled by a secret postal ballot of the financial membership of the Association or by a secret ballot of the Federal Executive, as the case may be, in accordance with the relevant provisions of Rules 24, 25 and 26 and 26B where appropriate.”*

**A full copy of the CMA Federal rules can be found on the CMA website [www.cmaa.asn.au](http://www.cmaa.asn.au)**

**- ALLAN PETER, ACCM, FEDERAL SECRETARY.**



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# NOTICE OF PROPOSED CHANGES TO NSW STATE RULES OF THE ASSOCIATION

## CMAA STATE RULES

1. Delete current Rule 21(a) and insert in lieu thereof the following:

*“(a) The Executive shall consist of five (5) Executive members who shall be the Officers of the Association and shall be elected triennially. On and from the triennial elections to be held in 2007, the President, Vice-President and Secretary shall be elected by and from the Executive in accordance with Rule 26B.”*

2. Delete current Rule 24 and insert in lieu thereof the following:

### **“24 – Election of Offices**

(a) Commencing in 2007 and thereafter triennially an election shall be held for the purpose of electing the five (5) Executive members.

(b) When an election is to be held, either for triennial elections or casual vacancies, the Executive shall appoint a Returning Officer, who shall not be the holder of an Office, or an employee of the Association or any of its Branches, Divisions or Committees. The Returning Officer shall call for nominations for the Offices on the third Wednesday in January of the year of the triennial election. Provided that if the election is to be held to fill a casual vacancy the Returning Officer shall call for nominations within fourteen (14) days after he/she has been appointed and nominations shall be received until 5.00pm on the day twenty-one (21) days after nominations have been called for.

(c) *All notices or advertisements for nominations called shall specify the dates, times, places and postal addresses for the receipt of nominations by the Returning Officer.*

(d) *Nominations shall close twenty-one (21) days after they are called.*

(e) If the Returning Officer receives a nomination which is defective he/she shall communicate the fact to the potential candidate, advise him/her of its defect and allow him/her no more than ten (10) days in which to cure, if possible, the defect; provided that, if after the closing date of nominations a candidate submits a nomination which is intended to cure a prior defect and is still defective whether on the original defect or some other the Returning Officer shall not include that candidate's name among the names of the candidates for office. The Returning Officer shall at the close of nominations advise candidates of the number of nominations received for each position and give them seven (7) days in which to withdraw their nominations.

(f) If more nominations are received than there are

vacancies for a position, the Returning Officer shall forthwith have printed ballot papers in sufficient quantities to enable he/she to supply a ballot paper for each member eligible to vote in the election and obtain a certificate from the printer as to the number of ballot papers printed.

(g) On the first Wednesday in March of the year of the triennial election, the Returning Officer shall cause voting papers to be sent to all members of the Association who are on the roll of members eligible to vote prepared in accordance with Rule 25(viii). The election shall be conducted by postal ballot. A postal ballot means a ballot for the purposes of which a ballot paper, declaration envelope and prepaid envelope are sent by pre-paid post to each person entitled to vote and facilities are to be provided for the return of the ballot paper by post by the voter without expense to him/her.

(h) The Returning Officer shall not count any voting paper received after 5.00pm on the day twenty-one (21) days after the opening of the ballot.

(i) Upon his/her receipt of each returned vote, the Returning Officer shall place the ballot papers in a sealed ballot box. The ballot box shall not be opened until after the close of the vote and then in the presence of the Returning Officer and scrutineers, if any, who choose to be present, and witnesses present with the approval of the Returning Officer.

(j) The Returning Officer shall inform the scrutineers, nominated by the candidates, when the ballot box is to be opened.

(k) Immediately upon the opening of ballot box, the Returning Officer shall in the presence of scrutineers, if any present, count the votes or cause the votes to be counted under his/her control and by persons nominated by him/her and in his/her presence.

(l) The Returning Officer shall give the scrutineers every facility to see the votes.

(m) In the event of equality of votes cast the Returning Officer may request the candidates to draw lots; if any or all decline the Returning Officer shall himself/herself draw for them.

(n) The Returning Officer shall at the end of the counting of votes declare that the candidate receiving the highest number of votes elected if the Office to be filled has only one (1) vacancy and in the case where more than one (1) vacancy exists for an Office he/she shall declare elected the candidates receiving the highest number of votes until all said offices have been filled.

**CONTINUED P13**

## FROM P12

(o) *After the close of counting the Returning Officer shall count all the votes cast and convey them to a recognised place of safekeeping where they shall then be kept by him/her for a period of twelve (12) months."*

3. Insert a new Rule 26B immediately after current Rule 26A as follows:

***"26B – Election of President, Vice President and Secretary***

(a) The Offices of President, Vice-President and Secretary shall be filled by collegiate election by the Executive and shall be conducted by the Returning Officer appointed for the purpose of Rule 24. The election shall be by way of a secret ballot of the members of the Executive.

(b) The Returning Officer shall call for nominations for the Offices of President, Vice-President and Secretary by notice in writing to all members of the Executive on the Wednesday following the expiration of seven (7) days after the declaration of the election for Executive members.

(c) Nominations shall close at 12.00 noon on the first day of the next monthly meeting of the Executive to be held fourteen (14) days or more after the opening of nominations called in accordance with Rule 26B(b).

(d) Only Executive members who are otherwise eligible in accordance with Rule 26(i) shall be eligible to be nominated for the Offices of President, Vice-President and Secretary.

(e) All nominations shall be in writing and shall be signed by at least one (1) Executive member.

(f) If the Returning Officer finds that a nomination is defective, he/she shall before rejecting the nomination, notify the Executive member concerned of the defect and where it is practicable to do so, give him/her the opportunity of remedying the defect within not less than two (2) days and not more than five (5) after he/she has been notified.

(g) Any Executive member nominating may withdraw his/her nomination by advising the Returning Officer in writing at any time up to the close of nominations.

(h) Any Executive member entitled to vote who satisfies the Returning Officer that he/she will be unable to vote personally on the day fixed for the ballot, shall be provided with a postal ballot and the provision and processing of such postal ballot shall be in accordance with the relevant provisions of Rule 24.

(i) If the number of nominations does not exceed the number of vacancies, the Returning Officer shall declare the nominees duly elected.

(j) If the number of nominations exceeds the number

of vacancies, a secret ballot of the members of the Executive entitled to vote shall be held during the course of the meeting of the Executive on the afternoon of the day nominations close.

(k) The method of voting shall be first past the post. Each Executive member will be asked to indicate the person for whom he/she is voting by making a cross in the box alongside the name.

(l) The preference of positions for voting on ballot papers shall be:

- President
- Secretary
- Vice-President

(m) *In addition to the provisions of this Rule, the provisions of Rules 24(l), 24(m)(i), 24(m)(ii), 24(n), 24(o), 26A(i), 26A(iii) and 26A(iv) shall also apply to the election of the Offices of President, Vice-President and Secretary."*

4. Add the following 2 sentences at the end of current Rule 25(viii) as follows:

*"The roll of voters shall close twenty eight (28) days prior to the opening of nominations. To be eligible to be included on the roll of members eligible to vote a member must be financial on the first Wednesday of December in the year preceding the year of the triennial election."*

5. Insert the following new Rule 27(b) immediately following current Rule 27(a) as follows:

*"(b) Subject to Rule 27(a) above, the Officers of President, Vice-President and Secretary shall hold office until the declaration of the ballot of the next triennial election of the Executive members unless they are re-elected as an Executive member at that election in which case they shall hold the office of President, Vice-President or Secretary, as the case may be, until the subsequent election of these Offices by the newly elected Executive."*

6. Re-letter current Rule 27(b) as Rule 27(c).

7. Delete current Rule 34(b) and insert in lieu thereof the following:

*"34(b) If a vacancy occurs within the first year of the term the vacancy will be filled by a secret postal ballot of the financial membership of the Association or by a secret ballot of the Executive, as the case may be, in accordance with the relevant provisions of Rules 24, 25 and 26 and 26B where appropriate."*

**A full copy of the CMA State rules can be found on the CMA website [www.cmaa.asn.au](http://www.cmaa.asn.au)**

**- ALLAN PETER, ACCM, STATE SECRETARY.**



# Building a Mentoring Program for Your Club

By **RALPH KOBER**,  
CMAA Education Manager

The Paul Lyons presentation, "Building a Mentoring Program" at the CMAA's Executive Leadership Conference at Conrad Jupiters in June was a knockout. Due to overwhelming requests and follow-up interest from conference delegates, the CMAA has collaborated with Paul to develop a dedicated Mentoring Program for clubs.

Paul has undertaken training in emotional intelligence in Australia and in the United States.

At the Executive Leadership Conference for club managers from around Australia, Paul's sessions on staff recruitment, selection and developing a coaching and mentoring program were not only the best attended at the conference, but were rated No.1 and No.2 for effectiveness.

His areas of expertise include design and delivery/facilitation of tailored workplace training solutions along with workshop facilitation and coaching.

Paul also is a registered psychologist in NSW, a member of the Australian Psychological Society and has been involved in workplace coaching and training for more than 14 years, concentrating on the development and delivery of programs for leadership, management and customer service.

Paul has had extensive experience in group process assessment and development, along with individual coaching.

He has been involved in developing coaching and counselling skills training courses where he covered topics such as competencies (knowledge, skills and behaviours), dealing with conflict and crisis, group dynamics, giving and receiving feedback as well as developing assessment strategies and methods.

He has been involved with leadership training and development where behavioural markers were established and

later used as the basis for assessment for evaluation.

## *The first step ... the Seminar*

The first step in the Mentoring Program is the Seminar where interested managers can explore emotional intelligence concepts and the mentoring and leadership challenges they face. Outcomes from Paul's seminar include ...

- » Introduces a conceptual overview of mentoring and the importance of emotional intelligence emotional quotient intelligence (EQ) to this process.
- » Builds the "business case" for mentoring and EQ - What's in it for my Club and for me?
- » Clarifies the relevance of mentoring to participants' specific job - How can I use mentoring and EQ to improve performance?
- » Establishes the relationship between mentoring, EQ and Leadership - How can I use mentoring and EQ to get more from the people I lead?



*Paul Lyons*

## *Where to from here?*

The workshop includes safe experiential exercises designed to build understanding and emotional acceptance based on participant pre-workshop surveys.

The first of a planned series of seminars for 2007 was presented at Auburn in October.

Following on from the seminar, clubs and managers can opt for a continued relationship with Paul and the CMAA in identifying individual needs and establishing a mentoring program involving a club's management team.

This program is exciting for the industry as it fills a void often mentioned and recognised as an essential ingredient in succession planning and sustaining business, however this topic has not been developed for a lack of expertise and structure.

The CMAA is pleased to work with Paul on this activity and encourages all club managers to find out more on building a mentoring program in their clubs.

Dates for the 2007 seminars will be broadcast towards the end of 2006.

# Gaming Analysis made easy

One the CMAA's premier training courses over many years has been the Gaming Analysis Program (GAP).

The course content provides Managers, Duty Managers and Supervisors with the requirements of legislative and Office of Gambling Regulation preferred procedures as well as:

- » Where to look for daily and weekly variances.
- » Report analysis and identifying abnormalities.
- » Identifying all possible problem areas in

venues when it comes to gaming and gaming float reconciliation.

- » Manual gaming float reconciliation and learning the audit trail for all figures on the GFR.

The strength of the course is its relevance and applicability to actual operations.

This has been influenced by recent version upgrades of the content by a dedicated working team of existing and former senior gaming managers who have collaborated to ensure the course content is authentic and it is those same managers who present the course to

fellow club managers.

The team of presenters include Club Marconi CEO Deborah Feening ACCM, Panthers Gaming Team Leader Amy Conroy, Bob Carabetta, and Geoff Meston CCM.

The course roll-out across NSW in 2006 has seen resulted in good participation rates and as a result plans to offer the course in multiple sites across the regions are being developed.

For more information and to register for the two-day course, contact Peter Schmidt at the CMDA (02 9643 2300) or [peters@cmaa.asn.au](mailto:peters@cmaa.asn.au)



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**ozjobfindit.com** is a great new, FREE service for job advertisers and job seekers alike.

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If you receive one of the **ozjobfindit.com** emails showing people changing employment ... then pass it on to your friends or work colleagues. Perhaps the most important aspect of this network dynamic is releasing it – and **ozjobfindit.com** – to your club's full membership database. This is how your local community – including potential jobseekers – will find out about **ozjobfindit.com** and benefit from the job opportunities. Let your members share in this free service, sponsored by CMAA.

If every club passes these ads on to every club member in their database, then that is literally hundreds of thousands of people looking at the jobs you place. Imagine being able to hand pick your staff from such a large pool of candidates.

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# Award no surprise to Kimberley's beloved Hawkesbury

*Kimberley Talbot*

By **PETER SHARP**  
*CMA Magazine Editor*

**R**ichmond Club Group Chief Executive Officer Kimberley Talbot has just received a prestigious international award for community service, but is more excited about the chance to help other people.

Kimberley, 42, recently joined an impressive group of people to hold a Paul Harris Fellowship – Rotary International's highest honour recognising outstanding service to the community. In Kimberley's case it was her work as Richmond Club CEO in rescuing and restructuring an aged care facility in the Hawkesbury region on the NSW Central Coast.

When the aged care management approached the Richmond Club to consider assuming administrative responsibility for the facility, there was \$27,000 in the bank – and every chance it would close sooner, rather than later.

There is more than \$1.2 million in the bank these days and, on September 20, Kimberley emerged from an aged care conference on the Gold Coast brimming with enthusiasm with news of a \$4 million development for the existing 'Hawkesbury Living' site.

"I am honoured to receive the fellowship and it allows me to become better informed and further involved in the field of aged care and I hope this

will further benefit the Hawkesbury community," Kimberley said.

"This \$4 million development is wonderful news for the aged population of our community and I am so proud of the Richmond Club's commitment to people who so need and appreciate our support. The Club Industry's hospitality skills are a good fit for the dynamics of running an aged care facility and the Richmond Club's commitment and results highlight the fact.

"A good example is the fact that more than 5,500 of our members are 65 or over and another 4,500 are 'baby boomers', so there is an obvious synergy and the results have been just wonderful for our community."

To further underline the Richmond Club's reputation in the aged care industry through Hawkesbury Living, another facility recently approached the club to assume control with the ambition of enjoying the same outstanding outcomes in facility standards and administration. "I can't tell you how happy I am about news of the development approval and being able to better take care of our community's senior generations."

If the Paul Harris Fellowship wasn't sufficient measure of Kimberley's role in the Hawkesbury Living Project, then she is also through three stages of judging in the Telstra Business Woman of the Year Award.

"I have no idea who nominated me, but I am honoured to have come this far in the judging process," she added.

With more than 26 years in the male-dominated Club Industry, Kimberley says she was bound to finish up in hospitality. "I was born and raised in a restaurant in Adelaide and have worked in hospitality all of my life ... it's in my blood and I love my work," she added.

Kimberley said she hoped her fellowship and Telstra nomination helped to focus attention on the broad range of talented and hard-working female executives in the Club Industry.

"We work in a male-dominated industry, but I hope these awards and nominations make board members and senior executives in big clubs stop and think about the quality work and commitment of their female management members," she added.

"I look at women like Debbie Feening [Club Marconi CEO] and how hard she has worked to lift that club and – male, or female – she has done a remarkable job. It would be great for other women building a career in the industry to be offered genuine opportunities to show their talent and dedication."

She has come a long way since her first job as a 17-year-old at the Musicians Club in Broken Hill, but Kimberley Talbot's already-impressive work in the club industry and aged care is a long way from complete.



# Mates mark a remarkable career

By **PETER SHARP**,  
CMAA Magazine Editor

**N**obody expected Jim Henry, CCM, to go quietly ... and he didn't let them down.

The man who headed up the CMAA Federal Executive for more than 16 years and was honoured for his services to the Club Industry with an Order of Australia "gong", gave a rousing call to arms at a testimonial luncheon on August 31.

As he has done during the course of his club industry career, Jim exhorted CMAA colleagues to maintain the challenge to provide high-standard professional education and training to the industry, foster the strong relationship with world-class industry associates and turned his sights on politicians without the appropriate background or understanding who continue to tinker with an industry that has grown and flourished despite their interference.

Jim Henry, OAM, CCM, gave 50 "mates" a testimonial speech to remember when they gathered at Le Sands Restaurant at Brighton Le Sands on the western shore of Botany Bay to acclaim his career in the Club Industry and with the CMAA.

But many of them took the opportunity to entertain the gathering with stories of Jim's adventures and misadventures since he arrived in Bondi as a 21-year-old global adventurer.

CMAA Executive Officer Terry Condon, CCM, was at the helm for the Farewell Luncheon and Jim's successor, CMAA Federal President



*Jim Henry is joined by gaming industry icons Brian Frost, George Anthony and Len Ainsworth at the CMAA's farewell luncheon.*

Bill Clegg, ACCM, paid tribute to Jim's leadership, foresight and energy when he welcomed guests.

"It has been a somewhat daunting task to take the Presidency of the

CMAA and step into the shoes of a man with more than 30 years of dedication and commitment to making our industry professional and educated,

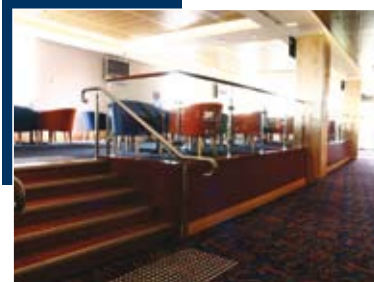
**CONTINUED P18**



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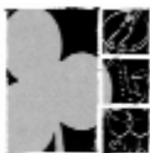
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## JIM HENRY FAREWELL LUNCHEON



### FROM P17

but I am assured that I have inherited an important and valuable responsibility when I look around the room today and see that Jim's friends are great friends of the Association," Bill said.

Ainsworth Gaming Executive Chairman Len Ainsworth led the "batting" and accidentally launched AGT's new corporate logo and branding when he presented Jim with a gift.

Len was followed by an enthusiastic line-up that included *ClubsNSW* CEO David Costello, CMAA Life Member Barry Stevenson, Jim's successor at Norths Leagues Club Hans Sarlemyn, former Epping Club General Manager Peter Strachan, advertising and marketing executive Judy Rayner, CMAA Senior Industrial Relations Advocate Peter Cooper, CMAA Brisbane Zone President and Logan Diggers General Manager Pam Shelton, gaming industry icon Brian Frost, AGT Corporate Relations Manager Mary O'Neill, Bill Clegg and CCM Travel Managing

Director Catherine Mancuso who made a presentation to Jim.

Jim paid tribute to the men who founded the CMAA more than 50 years ago and had the foresight to elevate club management to an educated professional career.

"We need the people who are managing and directing our industry to be united because that is where our strength and future can be assured," Jim told the gathering.

"One of our greatest challenges is that the politicians and regulators who make vital decisions about direction and control of our industry, yet these people have little or no knowledge or experience in our industry.

"Our industry and our managers have never been better educated and I am proud of the fact that we can stand side by side and argue our case and our cause with politicians and industry regulators."

Jim closed by paying tribute to the many people across his career in gaming, clubs and the CMAA who helped him "enjoy every minute".



## JIM HENRY FAREWELL LUNCHEON


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## Are your ACCM points up to date?

Audit forms have been distributed to all members who need to achieve 50 activity points in order to maintain their active status for 2007-2008.

You have until 31 December 2006 to submit your audit form.

REMEMBER, if you are not sure if your activity is eligible for points, include it anyway. There are a wide range of activities for which you will receive points- not all of them CMDA/ CMAA functions.

Each audit is assessed individually.

If you have any queries, or require an audit form, please contact Narell Harrison at CMDA.

Phone: (02) 9643 2300

Fax: (02) 9643 2400

Email: narell@cmaa.asn.au

## CMDA sponsors welcome aboard

The CMAA's CMDA sponsors are included and invited to participate in the **ozjobfindit.com** employment recruitment revolution – and it's free. Within the Clubs Section of the **ozjobfindit.com** domain, there will be provision to advertise positions available for "industry representatives". This means CMDA sponsor organisations and CMAA-affiliated companies can advertise positions vacant within specific industry groups - free. In fact, CMDA and CMAA sponsor and affiliated organisations can advertise



across a number of **ozjobfindit.com** domains - free.

An additional benefit for CMDA sponsors is they will receive 12 months of free logo advertising on the **clubs.ozjobfindit.com** website when a link to their website is provided.

As a job advertiser, sponsors and affiliated companies will be issued with a logon to the domain administration section which allows for positions available to be posted and to check the progress of previous postings. Graphics in **ozjobfindit.com** job advertisement are welcome and technically supported.



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## Log on, register and win with ozjobfindit.com

The number of people discovering and registering at **www.ozjobfindit.com** has been beyond expectations. There are plenty of jobs listed with the site, but we need people to fill the jobs. To help boost the number of registrations to the **ozjobfindit** network, CMA Magazine and **ozjobfindit.com** are offering a major incentive to log on and be part of this exciting new direction in job recruitment.

Every person who registers with **www.ozjobfindit.com** before December 11, 2006, goes in the draw to win a new mobile phone. But it's not just any mobile

phone ... it's a golden Dolce & Gabbana Motorola V3i Razr mobile phone worth \$869. The phone comes with D&G lanyard and is loaded with D&G ringtones and wallpapers. It also features 1.23 megapixel camera, bluetooth, speakerphone and quadband. To be in the running to win ... all you have to do is register with **www.ozjobfindit.com** before December 11.



# Industry and CMDA global

**O**zjobfindit.com is off the launch pad. The CMAA is a major player on the site, along with the Australian Hotels Association (NSW) and the Australian Newsagency Federation.

Stage 2 of the site project plan will bring other industry bodies to the site as sponsors and partners in the project.

The spin-off for the CMAA, the CMDA and the Club Industry is the national and international exposure the industry receives once the ozjobfindit.com site is full of sponsored pages.

Consider a standard style of online or hard copy recruitment site and consider the different industries that will access and see what the Club Industry is offering.

Australia is just the exciting and initial stage for jobfindit.com

The CMDA is involved with associated domains around the world ... usjobfindit and ukjobfindit

Once Australia is established and growing, the site will move offshore offering the free job placement service to all areas of the Club Industry around the world.

Club Managers moving through the industry will be able to investigate the option of advancing their careers through international job markets.

Australian clubs will be able to advertise hard-to-fill positions in front of hospitality, gaming, food and beverage executives working in the industry in England, the United States or almost anywhere in the world via the world wide web.

The CMAA has partnered Smartek Solutions in developing an exciting new enterprise - ozjobfindit.com

Smartek Solutions, a service division of the Barrington Group, develops integrated online solutions tackle the challenges confronting Australian



business today.

ozjobfindit.com is a free-to-use web-based recruitment site for employers, employees and job seekers.

ozjobfindit.com has a series of second-level domains - clubs.ozjobfindit.com and casinos.ozjobfindit.com - which are partly owned, controlled and endorsed by the CMAA.

The CMAA is part of this global expansion plan - and it's all about members having the benefits.

To facilitate the venture, clubs will be linked to the clubs.ozjobfindit.com domain.

Clubs now can place job advertisements covering the employment opportunities spectrum - from casual bar staff to Chief Executive Officers.

This is not an introductory offer to entice prospective employers and/or job seekers.

This is the way standard ozjobfindit.com job advertisements will operate - free.

Applicants will apply directly to the

*Wests Ashfield General Manager Andy Timms with Barringtons representative Wendy Browne at the ozjobfindit stand at AGE2006.*

relevant advertisement - via email, or by complying with employer instructions in the advertisement.

ozjobfindit.com also offers job seekers the ability to pre-register.

If a club or company's advertised position fit the job criteria the applicant is seeking, ozjobfindit.com will notify the applicant.

By developing ozjobfindit.com, the CMAA has provided all clubs with a framework to assist with business efficiencies and cost savings.

Graphics in ozjobfindit.com job advertisement are welcome and technically supported.

The site is young and developing fast and being a part of this exciting employment recruitment revolution is as easy as logging on to [www.ozjobfindit.com](http://www.ozjobfindit.com)

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## Legends kick off Ashes fight for prostate cancer

A “who’s who” from corporate and sporting arenas gathered last month to support the Australian Cricket team ahead of the 2006 Ashes campaign and raise funds for prostate cancer research.

Hosted by Foster’s CEO Trevor O’Hoy, the inaugural Foster’s Australia “Bring Back the Ashes” Sportsman’s Lunch drew almost 800 guests to the Australian Technology Park at Eveleigh in Sydney.

Leg-spinner Stuart MacGill and pacemen Shaun Tait and Michael Kasprowicz joined commentator and former Test batsman Michael Slater to preview the forthcoming Ashes campaign.

Australian champions from yesteryear Neil Harvey, Bob Simpson and Ian Craig also attended.

Australian football, rugby league, rugby union and motor racing also were represented in a star-studded line-up featuring Ron Barassi, Bill Brownless, John Eales, Laurie Daley, Gorden Tallis, Matthew Johns, Bradley Clyde, Greg Murphy and Todd Kelly.

Comedian Vince Sorrenti entertained and Master of Ceremonies David Fordham tied the event together.

Foster’s partnered the Australian Hotels Association to promote the lunch.

Federal Health Minister Tony Abbott attended and formally announced an alliance between the AHA, E.J. Whitten Foundation and the Prostate Cancer Foundation of Australia before committing government funds of \$100,000 to the cause.

Final proceeds will go to the E.J. Whitten Foundation for prostate cancer research.

Prostate cancer is the most common cancer found in Australian men. Around 10,000 new cases are diagnosed annually and more than 2,700 die from the disease annually.

About one in 13 men will develop prostate cancer between the age of 65 to 75.



*Former Test opener Michael Slater (left) interviews Australian cricket squad members Stuart MacGill, Shaun Tait and Michael Kasprowicz.*



*There's only one David Boon ... Former rugby league Test and Brisbane Broncos forward Gorden Tallis explains the finer points of spin bowling to Foster's Australia CEO Trevor O'Hoy at the Ashes Luncheon.*



*Australian Football legend Ron Barassi (centre) and Wallabies legend John Eales show the courage they displayed at the highest level by braving the microphone to be interviewed by the inimitable Reg Reagan.*





# THE INNOVATORS, NOT THE FOLLOWERS!

Linking you to an  
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# Managers must be aware

It would give me the greatest pleasure to be able to report to the Association membership on some positive aspects of Australia's new Industrial Relations system.

However, there is nothing but seemingly endless reports and stories of the negative impacts of these laws are impacting on the workforce landscape.

And Club Managers, like many other fellow-Australians, are now feeling the consequence of the legislation ... being terminated without any form of procedural fairness or a right to be represented by their Associations.

Club Boards of Directors are slowly starting to realise that they can take full advantage of the WorkChoices changes.

Forget about performance-related issues.

If the balance of power is altered after annual Board elections and the Board members who are dissatisfied with the Club Manager – working at a club employing less than 100 employee – can simply move a motion to terminate that manager's employment.

And, it's happening on an all-too-frequent basis.

Under these circumstances, there is no recourse available for the manager under WorkChoices.

Despite warnings from Industrial Relations lawyers that there was likely to be an increase in unlawful termination claims in other jurisdictions, at this stage there is no evidence of this occurring.

Even the Federal Government, awash with cash, is anticipating these eventualities.

Federal Attorney-General Phillip Ruddock announced in September a \$2 million funding boost to the Human Rights and Equal Opportunity Commission to help with the expected increase in discrimination claims following the abolition of unfair dismissal claims for most workers.

The Federal President of the Australian Industrial Relations Commission (AIRC), Justice Geoff Giudice, put this all into perspective when simply reviewing the recent past.

Justice Giudice told an I.R. conference ... "During the period January 1997 to June 2005 the AIRC dealt with



*Peter Cooper*

63,439 unfair dismissal claims for harsh and unjust sackings. During this same period, 163 claims were received for unlawful terminations of employment".

For a further reality check, Justice Giudice went on to say ... "a worker can seek a certificate from the AIRC – regardless of the employee-size of the employer – and then go the Federal Court claiming discrimination based on gender, race disability age, religious belief, political association or union membership. The main deterrent is that such claims can cost \$30,000 and take more than a year to solve".



*Phillip Ruddock*

## *Australian Workplace Agreements ...*

This item illustrates the issues and problems for employees relating to Australian Workplace Agreements (AWA) ...

A senior Club Manager was presented with an AWA on a take it, or get nothing, basis.

Any "good-faith" bargaining principle was dispensed with by the Club Board's delegated committee, an Executive Remuneration Committee (ERC), and its industrial representative.

The document was a new AWA, complying with the Australian Fair Pay Commission and Conditions Standard, which is to be interpreted in two ways:

- » one size fits all;
- » the Government predetermines what's in and what's out ... their standards and their prohibited content matters.

With this approach in mind, the Club Manager was delighted with the fact that he was only required to work 38 hours a week, with reasonable additional hours provisions.

The legislated 38 hours for all employees can be averaged out of a 12-month period – e.g. an employee could work a 16-hour day, seven days a week for 18 weeks, then take the rest of the year off.

Concerns must be raised in respect to occupational health and safety implications.

The 38 hours work schedule and the "reasonable hours" concept under WorkChoices applies to all employees who are employed by an employer subject to the Act, including senior management employees.

## *Stronger powers for NSW Industrial Relations Commission ...*

There is more news from the NSW Industrial Relations Jurisdiction regarding action to find lawful alternatives to the Federal Government's take on State Industrial Relations laws.

NSW Industrial Relations Minister John Della Bosca announced on August 24, 2006, that new legislation would be introduced to State Parliament to strengthen the powers of the NSW Industrial Relations Commission (NSW IRC).

The Minister said the legislation would lead the way for the NSW IRC, along with other state and territory tribunals, to take over the roles and functions that WorkChoices stripped from the Australian Industrial Relations Commission (AIRC).

"Work Choices is denying workers and businesses the independent processes that have successfully resolved workplace disputes and wage-setting for decades," he said. "It is essential that state and territory industrial tribunals have an effective alternative avenue to achieve consistent wage increases and to consider new community standards through test cases."



# of WorkChoices 'Sting'

The new legislation will amend the NSW Industrial Relations Act to enable NSW Industrial Relations Commission members to jointly sit with other state and territory commissions to hear industrial cases of national importance.

Mr Della Bosca said that under the legislation, it would be possible for commissions to hear evidence and submissions at a single hearing, rather than requiring parties and witnesses to attend hearings in each state and territory.

"The Iemma Government will also authorise the NSW Industrial Relations Commission to provide alternative dispute resolution services under WorkChoices," the Minister added.

"NSW has the oldest industrial commission in the country and among the most experienced workplace conciliators and will be of tremendous assistance.

"The Iemma Government is committed to maintaining the NSW Industrial Relations Commission as a genuinely independent umpire that is easily accessible and has real powers to resolve disputes."

## ***Young workers protected from WorkChoices***

The NSW Government has announced that it will introduce legislation to protect the employment and conditions of people aged under 18 years old who are in formal employment in NSW.

In announcing the protections on August 30, Premier Morris Iemma said that, at present, WorkChoices allows employers to set their pay and conditions below minimum state and federal awards.

"I'm determined to protect the working conditions of young people to combat the unfairness of the Howard Government's industrial relations changes," Premier Iemma said.

Under the new laws, regardless of whether a young person is employed under a state or federal award ...

- » Wages and conditions will have to be at least at the level provided by NSW awards and legislation.
- » Young workers will not have to bargain



***John Della Bosca***

individually to maintain their existing penalties, allowances, training pay and training leave.

Young workers will also have access to services provided by the NSW Office of Industrial Relations to gather information about their employment rights and assistance to enforce their entitlements.

"WorkChoices gives unscrupulous employers the right to force pay down and strip conditions from young workers and compels good employers to follow suit if they want to remain competitive," Mr Iemma added.

"This legislation will stop that from happening."



***Morris Iemma***

## ***What forms of dismissal are against the law in NSW ...***

The Anti Discrimination Board fact sheet defines the guidelines of what makes it unlawful to dismiss a person in NSW on the following basis ...

- » Sex Discrimination ... because a person is male or female; e.g. because of unsupported assumptions about what a man or woman can or can't do.
- » Pregnancy Discrimination ... because a woman is pregnant.
- » Race Discrimination ... because

of a person's race, colour, ethnic background, ethno-religious background, descent or nationality.

- » Age Discrimination ... because of a person's age; e.g. because of unsupported assumptions about what an older or younger person can or can't do. It is also generally unlawful to force a person to retire at any particular age.
- » Marital Status Discrimination ... because a person is single, married, living in a de facto relationship, divorced or widowed.
- » Homosexual Discrimination ... because a person is lesbian or gay, or someone thinks they are lesbian or gay.
- » Disability Discrimination ... because a person has a disability, or someone thinks they have a disability, or they had a disability in the past, or you think they may have one in the future. Disability includes physical, intellectual and psychiatric disabilities, learning and emotional disorders, and any organism capable of causing disease; e.g. HIV.
- » Transgender (transsexual) Discrimination ... because a person is transgender, or someone thinks they are transgender; i.e. they live, or seek to live, as a member of the opposite gender (sex) to their birth gender.
- » Carer's Responsibility Discrimination ... because a person has responsibilities to care for or support certain children or adults, or someone thinks they have those responsibilities. This includes responsibility for their child, stepchild, foster child, an adult of whom they are the legal guardian, and immediate family members including their spouse or partner, parent, grandparent, grandchild and sibling.
- » Discrimination because of who they are related to, or who they associate with ... because of the sex, pregnancy, race, age, marital status, homosexuality, disability or transgender status of a person's relative, friend or work colleague.
- » Victimisation ... because a person has complained, either within their organization or externally, about discrimination or harassment on any of the grounds listed above, or about sexual harassment, or they have assisted another person with a complaint about any of these matters.





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## AUSTRALASIAN GAMING EXPO 2006

By ALISHA ALLEN

**T**he Australasian Gaming Expo – AGE2006 – delivered on its charter of showcasing Australian products to domestic and international markets.

Almost 3,000 industry representatives, clients, associates and guests attended each day of the three-day gaming industry trade show staged at the Sydney Convention and Exhibition Centre at Darling Harbour.

Covering more than 15,000 square metres, with 768 gaming machines on display, AGE2006 illustrated the increased professionalism and sophistication of the industry, with visitors taking strong interest in the vast array of new technology available.

Australasian Gaming Machine Manufacturers Association (GMMA) Chief Executive Officer Ross Ferrar said modern technology was a high priority with the gaming industry maturing in recent years.

“Five to 10 years ago, the focus was on increasing the number of machines ... now, the strategy is to deliver the best products and services to players,” he said.

“Players are becoming increasingly savvy when it comes to technology and they are demanding more sophisticated gaming options.”

Ross said multi-terminal gaming technology had been one of the product highlights of the 2006 expo.



## Expo exceeds expectations with latest technology

“Multi-terminal gaming machines offer an exciting interactive experience and the new products launched at the 2006 AGE display the latest advancements in gaming technology,” he said.

Newly developed equipment enables

traditional casino games to be produced and played electronically.

Ross also said many people may be unaware of the exhaustive process required to get new gaming products to the market.

“The evolution of the industry has put added pressure on gaming machine manufacturers, and the AGE this year is proof that they have more than exceeded the demands of today’s strict regulatory requirements and the needs of venues,” he said.

“Each component of every new piece of gaming equipment undergoes rigorous testing and research to meet stringent specifications.”

AGMMA is a not-for-profit industry association, established in 1990 to promote development of Australia’s manufacturing resources.

AGMMA’s members are Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Global Gaming Industries, IGT (Australia), Konami Australia, and Stargames Corporation.

AGMMA hosts and operates the Australasian Gaming Expo and the New Zealand Gaming Expo.

The 2007 AGE again will be presented at the Sydney Convention and Exhibition Centre from August 26 to 28. More information on the 2006 and 2007 AGE expos is available at [www.austgamingexpo.com](http://www.austgamingexpo.com)



## ROSS FERRAR ANALYSES THE CLUBS' PERSPECTIVE - PAGES 30 & 32



## AUSTRALASIAN GAMING EXPO 2006

## AGMMA





## MEMBERS

## AUSTRALASIAN GAMING EXPO 2006



## AUSTRALASIAN GAMING EXPO 2006

## Ainsworth riding high on strong corporate revamp

**L**en Ainsworth let the cat out of the bag 48 hours before Ainsworth Game Technology (AGT) launched its new logo, colours and tagline at the 2006 Australasian Gaming Expo.

The company's Executive Chairman showcased the new corporate logo and colours at a farewell luncheon for former CMAA Federal President Jim Henry two days before the AGE2006 international launch.

Len presented Jim with a gift that was inside one of the new-look Ainsworth sample bags that were handed out during the annual trade show.

Ainsworth captured the spotlight at AGE2006 with bold red and black branding, a slick modernised logo and "Are You Ready To Play" marketing tag, has reinvigorated its business and re-asserted its position as a world-leading gaming company.

Ainsworth's Marketing General Manager Ric Williams said that although the company has a new corporate look, Ainsworth prides itself on the same core values it always aspired to ... quality, innovation and excellence.

"This is an incredibly exciting time for us with our re-brand and where we are with new product development and extremely positive end-of-year financial result," Ric added.

Ainsworth also announced on August 23 that the company had an audited after tax profit of \$3.2 million - a \$14.5 million turnaround for the previous corresponding period.

Len Ainsworth said he was delighted with the company's successful turnaround and he anticipated a future focus on continued cost containment and increased gross profit margins would herald further profit growth in the new financial year. "I'm very pleased this positive result has been achieved internationally and that we have also achieved a stronger domestic position," he said.

Chief Executive Officer David Creary said international markets were providing solid opportunities for growth.

"Within Australia, AGT experienced increased revenue and market share within NSW, despite the ongoing challenging market conditions," David said. "We are mindful of maintaining



*AGT Executive Chairman  
Len Ainsworth.*

a sound domestic base and anticipate future growth in the new financial year."

AGT continues to expand their Ambassador XL range with strong domestic and international results.

The Ambassador game suite continues to grow with over 20 new releases across domestic markets displayed as well as the expansion of their successful link product Parrots Gold.

"We're now producing new cabinets and new games - that are more reliable - we're entertainment driven with a focus on bottom line returns. Hence our ever growing domestic market share." Domestic Sales Manager Cameron Louis commented on the Company's product range for Australia.

At the close of AGE2006, Ainsworth's future appears totally positive with the exciting new look, financial turnaround and customer satisfaction.





## AUSTRALASIAN GAMING EXPO 2006

AGMMA's Chief Executive Officer Ross Ferrar delivered the 16th Australasian Gaming Expo at the Sydney Exhibition and Convention Centre at Darling Harbour last month. Ross said the AGE2006 focus was on the latest in gaming machine technology and quality in associated services. The 49-year-old business executive with seemingly boundless energy, took time out from his dizzying schedule at the Expo to look at modern gaming trends and how clubs are embracing the evolution.



*AGMMA CEO Ross Ferrar chats with Aristocrat's legal adviser Ben Brooke-Cowden during day two of AGE2006 at the Sydney Exhibition and Convention Centre.*

## Modern gaming is about the latest technology, quality products and service

By **PETER SHARP**  
CMA Magazine Editor

Perfect spring days, record attendance and heightened international interest set an exciting background to the 2006 Australasian Gaming Expo at Sydney's Darling Harbour last month.

Despite major weekend sporting events, a Father's Day Sunday and weather that brought crowds to Sydney's beaches and parks, there was an exciting buzz around the trade halls.

The response on Monday and Tuesday was remarkable ... long lines of people queuing very early AGMMA's most successful Sydney trade show to date.

AGMMA CEO Ross Ferrar, surveying the conga lines that extended almost 100 metres around the reception area, mouthed the words almost every delegate was thinking ... "Pre-registration is the way to go for these big events."

There were 11,500 pre-registrations for AGE2006, which – even by Sydney Exhibition and Convention Centre standards – is big.

And people need time to get around and investigate what is on show – particularly the latest technology such as server-based gaming or the multi-terminal gaming machines.

To get a good grasp of what these companies are offering, then you need

to invest some time.

More than 170 exhibitors and 15,000 square metres of floor space ranks AGE2006 one of the biggest gaming trade shows in the world ... far and away the biggest gaming trade exhibitions in this region – and will stay that way for another few years.

Australasian Gaming Expos had been running since 1990 and many exhibitors – the AGMMA member companies – and a selected group have been at every one of the 16 events.

Ross Ferrar says the nature of the industry in Australia is about a slow process of innovation and evolution to

**CONTINUED P32**



## AUSTRALASIAN GAMING EXPO 2006

### FROM P31

ensure what is on offer to players is up to date with the latest technology.

"In the last few years around Australia, it has been a pretty tough environment with legislative and regulatory impediments but, in that time, the industry has matured a lot, there has been a lot more education – courtesy of a lot of the peak industry bodies," he said.

"What it is about now is getting hold of the latest technology and getting it on the floor ... where five to 10 years ago, it was about increasing the number of machines and increasing the number of casino licences and increasing the number of venues.

That's not the game any more.

"The game now is to ensure that you deliver the best possible gaming products and services to the players ... that's what this show is about.

Ross acknowledges an assessment that the industry might have reached saturation point regarding the number of gaming venues, machines and casino licences, but he doesn't see the industry that way.

"I see it more of a case of meeting the market ... it's a matter of supply and demand," he insists.

"There is a great demand for the hospitality industry for entertainment within the hospitality industry and for gaming within entertainment in the hospitality industry.

"People who play gaming machines, people who play casino games are not fools ... they expect the best products, they expect the latest and best technology and they expect the best services. So, it's up to the industry to deliver.

"The industry is becoming much more professional, particularly in the last five years, and we are getting to the stage where the venues expect suppliers

and manufacturers to deliver the latest technology ... that's what this show is about.

"AGE2006 is showing off the latest technology so the professionals in the gaming industry can deliver the best products and services to their customers."

Ross says the Club Industry was dragging the chain slightly when it comes to the standard of gaming machines in club gaming venues – but it's not a criticism, rather a statement of circumstance.

"To be frank, you see a lot of old machines out there [in clubs]," he added.

"In an ideal environment, you would see machines turned over between three

banning note acceptors to reducing the maximum bet to closing down for three and six hours in NSW – and all of that creates a climate of uncertainty.

"It's hard to make investment decisions under those circumstances. So, far from criticising the venues, on the contrary.

"I think we are coming out of that uncertainty and people who operate gaming venues in Australia, no matter where, are professionals who want to deliver the best to their customers – and they do, by and large."

Ross predicts there won't be much change to the number of gaming venues or locations, the issue will be ensuring those locations provide the best products and services to the player.

With a focus on gaming in the modern Club Industry the role of the Gaming Manager is gaining greater prominence and Ross says that gaming, essentially, drives the financial performance of a club in NSW, but not necessarily in the other states.

"It's not a universal truth," he says, "not every club has its financial performance driven



*The CMAA was one of 170 exhibitor stands at AGE2006 at Darling Harbour in Sydney last month.*

and five years ... there's quite a lot of machines, especially in NSW, that are more than five years old.

"The problem is that, if they are more than five years old, they don't have the technology that has been built into machines over the past five years and developed over the past 10 years.

"Things like on-screen clocks, the latest in chips, screens, signage and components that make modern machines entertaining and exciting for players ... that's what I mean when I say the latest in products and services.

"Really, when you are dealing with the public, you have to deliver the latest and best ... I think that's a responsibility of the venue."

"Nothing is simple ... the biggest issue that has faced the industry over the last five years has been uncertainty.

"We've had all sorts of things – from

by gaming but, by and large, that's the case.

"If the division or department that's providing the lion's share of the club's financial performance, then the Gaming Manager has become an important person for information and input to the board.

"In any business you will recognise your leading contributing department as the most significant source of information when you are developing strategy and objectives.

"It's right that the Gaming Manager is developing a stronger position or position in the decision-making processes that clubs have.

"It's not only desirable, but a very modern approach. If food and beverage or the gym is outperforming gaming, then put the F&B Manager in as helping to drive strategy and objectives."

## Mounties recognised in Western Sydney Industry Awards

One of Sydney's top clubs has been recognised for leadership skills and dedication to Occupational Health and Safety Processes as a finalist in the Western Sydney Industry Awards (WSIA).

The Western Sydney Industry Awards recognises businesses in the area for achievements across a number of categories – Leader in Business Practice, Excellence in Innovation and Global Excellence.

Mounties has been nominated in Leader in Business Practice and Occupational Health and Safety processes categories.

A large number of businesses entered the 2006 awards and organisers say many of the nominated businesses are performing at world class standards.

The awards are in their eighth year with Mounties one of 46 finalists.

Mounties Employment Relations Manager Jodi Dickson said the club was proud of its achievements and excellent people management record, especially the results the club is achieving in its safety management processes.

"Mounties prides itself in offering stable and interesting



employment and staff are encouraged to pursue individual as well as organisational goals," Jodi said.

"We are proud to have made the finalists list for the WSIA."

Mounties employs 401 staff with a turnover rate of just 6% and Jodi attributes this figure to the way the club treats its employees.

"Mounties puts its success down to rejecting that people are human resources, assets or capital, and focuses on

maximising the employment relationship to the benefit of the individual as well as the club," she said.

"Staff generally feel part of the whole Mounties community which encompasses their team mates and their local community and are proud of what the club stands for."

She said 96% of staff live within 5km of the club and the balance within 15km.

The aim of the employment relations team at Mounties is to equip people with the skills and knowledge that staff require to do their job today, but also with the drive and qualifications to succeed outside of Mounties, she said.

Internal promotion and succession along with best practice in employment relations keep staff happy and motivated.

# Rayner

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*Canterbury Hurlstone Park RSL Club distributed more than \$500,000 at a gathering of state and federal MPs, club dignitaries and community representatives.*

## Canterbury Hurlstone Park RSL digs deep

**C**anterbury Hurlstone Park RSL Club has shown its community support by returning more than \$500,000 to schools, charities and sporting groups in the area.

Most of the money was distributed at a gathering of state and federal MPs, club dignitaries and community representatives at the club in August.

Under the State Government's Community Development Support Expenditure (CDSE) legislation, all NSW clubs are required to return a percentage of their gaming revenue to the community.

Canterbury Hurlstone Park RSL Club elected to contribute \$573,830 – 21% more than their legal requirement.

Club General Manager Dean Thomas said despite experiencing the most profound era of change in the club industry's history, Canterbury Hurlstone Park RSL felt it was appropriate to honour their community commitment.

"Changes to smoking laws and the poker machine tax are among some of the factors that have forced us to re-think our spending and make some tough decisions," Dean said. "We have donated \$200,000 more than we are legally required to return because we really value the work you do."

Club President Neville Brown said this was further evidence that clubs are the backbone of Australian society.

"I have been associated with Canterbury Hurlstone Park RSL Club since I was 12 years old, so it gives

me great pleasure to be able to help so many people," he said "Clubs were born from returned soldiers wanting to help society. Today, they draw the community together. We feel strongly about putting money back into our community because it's really putting money back into our members."

Canterbury Hurlstone Park RSL is a member of a 10-club committee that meets regularly to discuss funding for charities in the Canterbury area.

In the past 12 months, this alliance of clubs has contributed \$2.2 million to charities and support groups, schools and community organisations.

Canterbury Hurlstone Park's allocation will assist 93 local groups including children, the disabled, and the aged.

Harcourt Public School Principal Roger Rieger was delighted to receive funding: "We come from a large school of 680 students. While we do well scholastically, the majority of our students don't place any importance on a healthy lifestyle. We'll use the money to buy equipment and implement a fitness program to encourage the children to lead active, healthy lives. We have already begun a daily fitness regime which means the kids exercise before class every morning."

The Australian Paralympic Committee also received a share of the funding.

"This money will go toward the development of current and future Paralympians," Committee spokesperson Angela Kerr said.

Paralympic sprinter Amy Winter says once she discovered athletics, it became her life. "The Paralympic movement is a fantastic thing," she said. "It gives kids with disabilities something to aspire to. They often struggle to find themselves, so to identify a pathway like this is really beneficial."

Don Bosco House, which operates under the umbrella of "Youth Off The Streets", can continue its work in providing accommodation for homeless youths, thanks to Canterbury Hurlstone Park RSL Club's generosity.

The refuge cares for up to 500 homeless teenagers every year, offering both food and accommodation.

And as a reflection of Canterbury's multiculturalism, the Ashabul Kahfi Language School will progress its understanding and racial tolerance program. "We aim to teach children and adults from all cultures how to behave as Australians," Training Director Nurdin Abdul Rahman said.

"We have children from Chinese, Indonesian, Malay and Lebanese cultures and we teach them how to live in this multicultural society, which in turn gives them a sense of tolerance and belonging. We also run courses for parents in legal issues and English, so if they have any problems, they know how to find support and the necessary resources. This money will help us expand our program to implement new courses in Australian business studies and environmental concerns."



# Tobacco laws stimulate creative strategy

In adapting to new tobacco laws in licensed venues many clubs, hotels and bars are undertaking refurbishments to ensure comfort for smoking patrons. Alma Sports Club, in Caulfield North, is taking their refurbishment a step further by integrating a creative scent marketing strategy to encourage smoking patrons to return.

Located in a Melbourne inner suburb, Alma Sports Club supports more than 320 members and has 26 gaming machines, three tennis courts, an eight-rink bowling green and two squash courts.

Stage One of a four-stage refurbishment will include outdoor deck areas, bar and reception area upgrade and improved kitchen and dining facilities.

The initial refurbishment includes installation of air diffusion systems in the gaming and reception areas.

Club Treasurer Diane Logan says creating the right atmosphere for members is important in providing exceptional service and creating long-term goodwill.

"Using different scents throughout the day helps us create a distinctive atmosphere that sets us apart from our competitors," Diane said. "It provides members with a lasting impression of our venue."



*Air Aroma Australia Business Development Manager Philip D'Huij (left) with Andrew Herron from Alma Sports Club.*

Discussing the impact of the new tobacco laws on licensed venues, Diane believes the changes won't adversely affect the revenue of clubs – as long as they have strategies in place to encourage smoking patrons to

continue visiting their venues.

"People don't visit clubs to smoke. They come to enjoy the entertainment and hospitality that the club atmosphere provides," she said. "The tobacco laws changes will only be detrimental to clubs if they have not taken the time to plan and implement strategies to promote the benefits of their venue. Along with the diffusion systems we have upgraded our gaming room and added the latest gaming machines and are notifying all of our members and households in the area about the club's upgraded facilities, activities and services."

The scents at Alma Sports Club also help to eliminate tobacco smells that infiltrate furniture and carpet, which Diane says will provide significant savings by not having to replace these items. For more information, contact Air Aroma Australia – (03) 9584 2900.

A close-up photograph of a metal tap handle on a glass door or window. The handle is shiny and has a curved, ergonomic design. The background is blurred, showing vertical lines of light.

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# Aristocrat tackles difficult market

**A**ristocrat Leisure Limited recently announced a decline in revenue and record after-tax profit in the company's results for the half-year to June 30, 2006.

Australia/New Zealand revenue declined marginally, with profits declining 9.4% to \$44.2 million, reflecting adverse mix in a difficult regulatory and market environment.

Aristocrat Leisure Limited's Managing Director and CEO Paul Oneile reported that, despite the difficult market and regulatory conditions across most jurisdictions, the company continued to gain market share and improve margins.

"While the current situation in the Japanese market is disappointing, I am pleased that the 27% segment profit growth in the remainder of the business has more than compensated for the Japanese profit shortfall," Paul said at the Aristocrat announcement at Star City in mid-August. "This is particularly satisfying given that there



**Paul Oneile**

has been no real market growth in most regions. The result demonstrates again the underlying robustness of our business. I am confident that the outlook for the full year remains positive, although contingent on a number of near term uncertainties. We have significantly increased our investment in research and development to ensure we are

well placed to capture a large share of the anticipated expansion of global gaming markets over the next few years and I expect further strong growth in our results over 2007 and 2008."

Key points of the half-year report ...

- » Revenue of \$495.9 million, a marginal decline on the prior corresponding period;
- » Record first-half profit after tax and minorities of \$104.7 million, a 2.9% improvement on \$101.7 million profit for the first half of 2005;
- » North American revenue improved 11.8% to \$274.2 million, while profit increased 30.0% to \$123.1 million;
- » Non-Japanese business segment revenue increased 17.5%, with profit up 26.8%;
- » Japanese segment revenue fell by \$82.2 million (89.5%) with segment profit declining \$31.2 million, due to the transition to new industry regulations which have caused short-term uncertainties in that market affecting all competitors;
- » Operating cash flow fell due to winding back prior period favourable timing differences. Underlying cash flow, after adjusting for these timing differences, remained strong at around \$125 million;
- » A 20% increase in the interim dividend to 12 cents per share (fully franked), representing a 54% payout ratio.
- » Operating sector key points include ...
- » Australia/New Zealand revenue declined marginally, with profits declining 9.4% to \$44.2 million, reflecting adverse mix in a difficult regulatory and market environment;
- » North American revenue improved 11.8%

to \$274.2 million, while profit increased 30.0% to \$123.1 million driven primarily by increased margins, a 14% increase in recurring revenue and leverage of the fixed cost base. Unit sales volumes declined 6.7% reflecting the low point in the replacement cycle and the lack of any new jurisdictions opening up in the half;

- » Japanese revenue fell by 89.5% to \$9.6 million with profit reversing by \$31.2 million to a net loss of \$9.6 million, reflecting market issues associated with the transition to new regulations meaning no new games were released in the half. These are expected to be resolved over the next 12 months, culminating in the new regulations coming into full effect in mid-2007. Reported revenue for the period related exclusively to residual sales of Kyojin-no-hoshi 3™, which was launched in 2005;
- » Strong growth was reported from virtually all other international businesses, with revenue and profits increasing 106% and 153% respectively reflecting the superior performance of the Company's products and improved share of the global market;
- » Research and development expenditure increased by \$14.1 million (48.1%) as the Company increased its new product delivery output and invested in new technologies.

Aristocrat declared a 20% increase in the interim dividend for the 2006 year to 12 cents per share, which was payable on September 19, 2006, was fully franked.

The company remains confident that momentum in the business is positive and it continues to be well placed to capture a significant share of the anticipated expansion of global gaming markets over the next few years.

While in the near term there continues to be uncertainty in some markets, the Company expects further strong growth from operations in North America, Asia and other emerging markets, with newly acquired businesses in overall terms providing a further contribution to earnings over the balance of the year.

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## ARISTOCRAT APPOINTS AMERICAS TOP BOSS

Aristocrat Leisure Limited has announced Timothy J. Parrott as President and CEO of its Americas (North and South) business, pending all necessary regulatory approvals. Tim is a well-respected gaming executive who has built strong relationships across the industry, most recently as Chairman and CEO of On Stage Entertainment, based in Las Vegas. Tim also serves on the Board of Pinnacle Entertainment, which owns and operates casinos in Nevada, Louisiana, Indiana, Argentina and the Bahamas, although he will relinquish this position before he starts with Aristocrat. Aristocrat's Chief Executive Officer and Managing Director in Australia Paul Oneile said he was pleased that Aristocrat was able to secure such a highly credentialed executive. "I'm confident that under Tim's leadership we will see increasing market share and profitability from our Americas business," Paul said. Tim said he felt fortunate to join the Aristocrat team. "The company has an excellent track record and enormous future potential," he added. Tim joined Aristocrat in mid-September.



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# How well do you

## How to find out through Risk Profiling

By **MIKE BLACKER**,  
Barrington Corporate Risk Senior Consultant

Our increasingly regulated and litigious society requires every enterprise to comply with a myriad of ever-changing and new regulations.

Many organisations are not able to, or don't have time to, keep up with these regulations that fall outside their core business.

Club Managers have an inherent requirement to identify and control their exposure to liability, including their duty of care within their clubs to staff and patrons.

They also have a duty to follow closely the requirements of their Board of Directors to preserve property and profits.

Occasionally, these can be difficult to achieve.

Club Managers have to be fully conversant with a raft of legislation and standards, including:

- » Occupational Health & Safety Acts (All Australian jurisdictions).
- » Workers' Compensation Legislation (States and Territories).
- » Emergency procedures (AS 37/45).
- » Australian Standard in Risk Management (AS/NZS 4360:2004).
- » Insurance and Liability requirements.
- » Local Government Legislation and Ordinances.
- » Civil and Tort Law.
- » Disaster Recovery and Contingency Planning.

These Acts and standards are only a sample, so how can you keep up with the latest developments and maintain your own club's standards?

Through experience in working with Club Managers and understanding the pressures, Barrington Corporate Risk has developed strategies and policies to assist in the process of understanding all of the above – and more.

This is achieved through a process known as Risk Profiling, which is the methodology of review, investigation, identification, measurement and transferring risk, in all facets of the club's activities – from property protection and conservation, hazard identification, safety and management planning aligned to the points above.

The process is as follows:

- » Barringtons will review and adopt the general principles

of risk management, as defined in the Australian Standard for Risk Management, AS/NZS 4360:2004.

- » Utilising a primarily qualitative approach, risks are identified, analysed and evaluated to determine a level of risk.
- » Once the levels of risk are identified, Barringtons will action plans that are commensurate with the risk.

Barringtons utilise the following categories of risk:

- » Extreme risk: Immediate action required by senior management to address identified risk.
- » High risk: Management must develop action plan as a priority.
- » Moderate risk: Manage by specific monitoring or response procedures.
- » Low risk: Manage by routine procedures.

When a risk is categorised as “extreme” or “high”, safety and security must be paramount for all concerned and serious consideration is required to treat (reduce) or avoid the risk.

The Club has a Common Law duty of care to the safety and wellbeing of its staff and members of the public.

Barringtons is mindful of clubs' obligations under the Occupational Health & Safety Acts and Regulations, which legislates employers to control a risk to health or safety – in any case in which the elimination of the risk

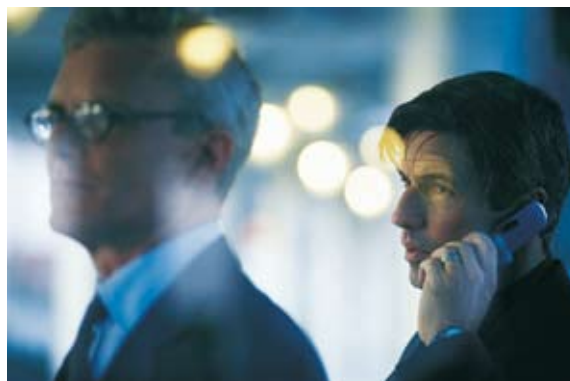
is not reasonably practicable – through a hierarchy of controls. The five steps to consider, in order, are:

1. Substitute the hazard giving rise to the risk with a hazard that gives rise to a lesser risk.
2. Isolate the hazard from the person put at risk.
3. Minimise the risk by engineering means.
4. Minimise the risk by administrative means (e.g. adopting safe work practices or providing appropriate training, instruction or information).
5. Use personal protective equipment.

“A combination of the above measures is required to be taken to minimise the risk to the lowest level reasonably practicable if no single measure is sufficient for that purpose.” (Occupational Health and Safety Regulation 2001, Chapter 1, 5 Meaning of “control” of risks).

A Barringtons assessment is based on assisting the club in fulfilling these obligations and, where applicable, will defer to the hierarchy of controls in making recommendations.

In addition to AS/NZS 4360:2004 Risk



*Club Managers have to be fully conversant with a raft of legislation and standards.*

# BARRINGTONS



# know your club?



*Clubs have a Common Law duty of care to the safety and wellbeing of its staff and members of the public.*

Management and the Occupational Health & Safety Acts and Regulations, Barringtons adopts, where applicable, other acts and legislation, Australian Standards, codes of practice and workplace guides (NSW WorkCover and other) to bring the club a broad consultative approach to the method of our risk assessment.

Where applicable, Barringtons will refer to any recommendations based on this material.

Benefits in undertaking a risk profile/assessment are

- » The Club will be actively addressing compliance with Occupational Health & Safety legislation in providing a safe working environment and safe systems of work.
- » Increased awareness of the risks.
- » Assist protection of the club's assets.
- » Identify other possible weaknesses during the process.
- » Develop strategies to implement Contingency and Disaster Planning.

Findings have shown clubs that conduct a Risk Profile to identify and minimise their exposures will benefit by insurers reducing insurance premiums when rating the risk – and impact on bottom-line costs.

Barringtons Risk Profiles are recognised by leading insurers and insurance brokers and clubs are encouraged to discuss this aspect with your own insurance broker or insurer.

Qualified and licensed Barrington consultants conduct all assessments.

Enlisting Barrington Corporate Risk in initiating and conducting a risk profile for your club means Barringtons will provide customised solutions for integration within your club business, treat threats and improve business objectives which cause potential failure and initiate action plans for most severe risks.

Barringtons will improve a club's risk awareness, improve capital objectives and implement a risk management culture within the organisation.

Once the profile is completed and processes in place, Barringtons can assist in developing business contingency, recovery planning and crisis management.

Barrington Corporate Risk core services offered to the registered club industry:

- » Security risk assessments and evaluations (for a range of threats).
- » OH&S risk surveys.
- » Emergency and evacuation procedures, training and drills.
- » Fire appliance training.
- » Risk management policy development and implementation.
- » Risk management training.
- » Corporate security consultancy.
- » Security design and implementation.
- » Policy review, design and implementation (cash holding/handling areas, point of sale).
- » Crisis management planning.
- » Management support programs that work to reduce an organisation's exposure to risk and ensure industry legislation compliance.
- » Loss prevention policy and audit.
- » Internal theft and fraud investigations (point of sale, cash room, stock, gaming, administration, cheque fraud, contractor fraud, advertising/promotional fraud etc).
- » Investigate other civil claims such as workplace assaults, sexual harassment, and pre-liability investigations.
- » Criminal investigations.
- » Supply and installation of covert video surveillance and investigations under the Workplace Video Surveillance Act.
- » Industrial Relations Support.
- » Due diligence/probity checks.
- » Workers compensation and public liability factual and surveillance investigations.
- » Undercover operations.
- » Technical surveillance reviews (TSCM – debugging).
- » Personnel security vetting.
- » Forensic document examination.
- » Forensic asset discovery.
- » Forensic data recovery.
- » Customer surveys.

# Racing in the bubbly stakes for 2006

October generally evokes one thought for most of us ... the Spring Racing carnivals around Australia.

It's a special time of the year, and a great occasion also for clubs to capitalise on the party mode of all those members and guests who like whoop it up around the Melbourne Cup Carnival.

There's nothing like the sound of corks popping to create a sense of celebration.

So now is the time to take stock of your range of sparkling wines ... and some Australian producers of sparkling wines have good reason to kick up their heels - particularly those in Tasmania.

The island state has established international recognition for the quality of its "fizz", with interstate sparkling makers keen to take as much Tasmanian sparkling wine base as they can get. Now, it might be okay for a limited number of your patrons to be happy with the likes of Stock Gala Spumante, Riccadonna and Minchinbury White Seal ... but believe me when I tell you that if you offer them a bottle of Jansz,

## BATE'S VINTAGE



Clover Hill or Pirie, all made on the Apple Isle, and you'll have them smiling and coming back for more.

Take Jansz, for example ... the Jansz Tasmania vineyard lies in the Tamar Valley, on the Northern Tasmanian Wine Route, in the heart of the Pipers River region - it is located in the small corner of north-eastern Tasmania that is becoming known as "Sparkling Tasmania".

The name "Jansz" pays homage to the Dutch explorer Abel Jansz Tasman who was the first European to sight the island in 1642. The vineyards are blessed with a maritime climate, moderated by its close proximity to the ocean.

This provides ideal conditions for the slow ripening of fruit and lingering acidity so essential to the production of premium Sparkling Wine.

Given the influence of the maritime climate, it seems fitting that the name of this remarkable seafarer - Abel Jansz Tasman - should be taken for Tasmania's first world class Sparkling Wine.

With a climate close to Champagne and Burgundy, the area has captured the imaginations of many world-renowned champagne houses. In 1986 the esteemed champagne producers - Louis Roederer of Reims, France, joined the owners of the then Heemskerk Wines, Graham Wiltshire and Bill Fesq.

Together they embarked on the production of a premium vintage Sparkling Wine. The head of Louis Roederer, Jean-Claude Rouzard, was personally involved in establishing the vineyard, planting it with the classic varieties of chardonnay and pinot noir.

The ultracool growing conditions saw these grapes ripen slowly, developing intense, delicate and refined flavours - the very essence of top quality sparkling wine. The outcome would redefine the Australian sparkling wine genre.

This wine would come to be known as Jansz. So, if you're looking for a range of sparklings to suggest this festive time of the year, there are any number of premium quality Australian alternatives that will certainly satisfy.

Be confident in any of the wines mentioned above, or even Salinger, Croser, Chandon Vinatge or Yellowglen Cuvee as premium quality offerings.

> For more information ... BRENDAN BATE WINE AGENCIES (wine consultation, marketing and education) 0408 683 750 (m)  
e: [bateb@bigpond.com.au](mailto:bateb@bigpond.com.au)



### Jansz Premium Non Vintage Cuvée - A

super-fine aperitif style ... it has this beautifully lifted fruit characters and shows complexity on the palate with a fine bead and persistent rich mousse. It is a chardonnay-dominant style of finesse and balance. This would not be out of place on any wine list as a quality well-priced alternative to French champagne.

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**LION**  
SECURITY

By the time we go to print on this issue, much will have been written about the life in wine of the late, great Len Evans, AO, OBE, who passed away in August this year.



The legacy of Len Evans will long live in the annals of the Australian Wine Industry.

Accepting many unofficial titles, Len would have been happy to simply be remembered as a bon vivant who loved a damned good drink over an equally enjoyable meal.

His "lets not make a fuss about all this wine stuff" attitude was infectious in a world where everyone expected something profound to escape his lips every time he spoke about wine.

He was more at home watching guests struggle to hit golf balls across the northern gully of his property, and quickly showing us that it was "bloody possible to reach the other side, we were just terrible golfers".

Vale Len Evans, and thanks for your lot.



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## Easts have recipe for membership boost

Club: Easts Rugby Leagues Club  
 Established: 1974  
 Address: Coorparoo, Queensland. 4151  
 Postal: P.O. Box 1160  
 Phone: 07 - 33978885  
 Fax: 07 - 3847 2158  
 email: reception@eastsleagues.com.au  
 General Manager: Sharna McLean  
 Membership: 25,000  
 Gaming: Keno, TAB, 203 machines.

By **HENRI LACH**

**H**ow do you double your club's membership in just a few months? The recipe is very simple, according to Sharna McLean, General Manager of the Easts Rugby League Club in Brisbane: you convince your board to drop the annual membership fee to \$2.

It's certainly worked for Sharna, whose club had a membership of about 11,500 in November of last year, when the fee was dropped from \$11 to the lower level. By May of this year membership was more than 25,000, and Sharna was expecting it to pass the 30,000 mark very soon. "It was evident that

**CONTINUED P43**



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## FROM P42

many of the patrons coming here were members of other clubs in the district and were using the reciprocal arrangement," she said. "The \$11 put off many people from becoming members here. It took me a while, but I finally convinced the board we should drop the fee to \$2."

The effect of the lower fee even surprised Sharna. "I thought it would appeal to the older club goers who like to watch their money," she added.

"But we've found a big increase in the number of 18 to 35-year-olds ... they've now become the second biggest group of our members. The younger members are not gamblers, but they're attracted by the cheap food. Many are at uni, or living away from home."

The club's in-house bistro is also a magnet for the older sector, with \$6.90 pensioner specials for substantial meals.

Increased membership is not her only achievement since Sharna took over the GM job in May 2003.

"Our operating profit for that [financial] year was just over \$21,000,



and we had the bank knocking on our door," she said.

"We had to trade out of that situation."

The 2003-2004 financial year saw net operating profit leap to \$1,229,582, according to the club's Annual Report.

The following year, operating profit jumped again, to an official figure of \$2,664,094, and the club was on track to hit the \$3 million mark for 2005-2006. From a mere pittance, the contribution to the football club (in the Queensland State League) for junior development and other expenses is now \$600,000 a year. The road out of the financial doldrums was not easy.

When Sharna took over, as well as a poor cash flow, the club was still suffering the effects of a protracted legal battle with its insurers over a flood that hit the club in 2000 when a king tide backed up the Norman Creek at the club's perimeter and sent half a metre of mud and slush through the building.

It was a battle that the club finally lost on a technicality - and suffered huge legal expenses as a consequence.

"To get on top we had to make some hard decisions ... some short-term pain, like taking away some of the members' concessions," Sharna said.

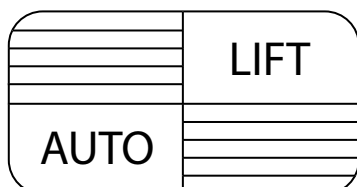
"But it's all about the members, and we've given a lot back, like a \$5000 members' draw every Sunday.

"It's taken us about 18 months to establish a nice balance."

She's justifiably proud of the industry recognition of her achievements since she stepped into the Easts top job.

Her club won the 2006 Best Club Brisbane and Regions award for the second year running. Last year, it was named Best Football Club Queensland.

> **Women's touch working for clubs - P44**



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# Feminine touch pays off

By HENRI LACH

Sharna McLean says the days of people working their way up into club management positions from the bottom, wiping down tables and picking up ashtrays, are over.

Higher education is now the key to the top and she's a prime example of that proposition.

After some time in the workforce, when she managed the Ken Rosewall Tennis Centre at Noosa Heads for three years and the Sportscare Medical Centre in Brisbane for a further four years, Sharna went back to school.

In 1991, she enrolled at the Queensland University of Technology in Brisbane and emerged in 1994 as a Batchelor of Business – with distinction – in accountancy.

She is now a member of the Australian Society of Certified Practising Accountants (ASCPA).

Her first job out of university was a two-year stint with a firm of chartered

accountants in Brisbane where she honed her accounting skills.

The hospitality industry call proved irresistible and, in 1996, she joined the Crushers Leagues Club in Brisbane as the club's Financial Controller.

She moved on to her present club in 1999 as Financial Controller and later became Assistant General Manager.

"There came a time when I decided that I was ready to take on the General Manager's job, and that was when it was offered in 2003," she said.

She dismisses suggestions of gender bias in the industry and believes there are opportunities there for both sexes to achieve managerial positions.

"Anyone has to make the most of their opportunity," she said.

Her advice ... "Get involved. Don't sit back and wait for someone else to make it happen for you. Get into every aspect of the club's business."

Sharna is committed to Easts: "I have a great supportive board and I'm very happy here," she said.

She is working on making her club a destination venue and sees the leasehold land on which the club is sited becoming part of an entertainment and sporting precinct.

She has been overseeing a \$360,000 project to provide an outdoor area for smokers and is hoping to successfully apply to add to the club's current stable of 203 gaming machines.

While Sharna is obviously a hard-nosed, efficient administrator, there is a side to her that she doesn't try to hide.

"The flowers are my idea," she said, referring to the floral arrangements at the club's reception desk and throughout the dining area," she said. "It's the feminine touch."



*Easts Rugby League Club General Manager Sharna McLean.*

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# Poll prompts political promises on pokies

By KATIE CINCOTTA

**Y**OU can tell there's an election is looming in Victoria. The politicians are making promises ... big promises - save the old-growth forest, decriminalise abortion, let gays marry and cut the number of pokies.

For the Club Industry, the gaming agenda is the one to watch with all parties proposing solutions for problem gambling, which affects an estimated 56,000 people in Victoria.

And Victoria's gaming licences are under review, with a post-2012 structure to be announced in 2007 after the state election.

Victorian Gaming Minister John Pandazopoulos says the Labor Party won't be cutting any of the 30,000 poker machines that exist in Victoria.

Not surprising considering that this year Labor is budgeting to collect more than \$1 billion in revenue from gaming machines.

The state Liberal Party, with new Opposition Leader Ted Baillieu at the helm, has vowed to reduce poker machine numbers by 5,500 - if elected at November's poll.

The Liberals also intend to double the funding for Gamblers Help Line and problem gambling counselling, accusing The Bracks Government of spending less than \$20 million a year on problem gambling.

The Greens are intent on radically reducing pokies' numbers to 10,000 - cutting them by two-thirds.

Greens candidate Greg Barber described Victoria's pokies as "among the most aggressive, voracious gambling machines in the world".

But CMAA Executive Officer Terry Condon believes the real gaming issue at hand is Victoria's "duopoly", with Tattersalls and Tabcorp in control of the state's \$2.5 billion-a-year poker machine industry.

The CMAA's submission to the recent Government Inquiry put forward a

policy to give clubs a choice to cut Tattersalls and Tabcorp out of the picture - and put pokies directly into the hands of club owners.

"Clubs should be given the option to choose whether they wish to stay with the duopoly or whether they wish to purchase gaming machines outright," Terry said.

The private gaming machine ownership system has worked successfully in NSW for 40 years, he says, and cuts out the middleman to keep profits within the club for the benefit of its members.

"If you purchase the machines outright, the Government still gets its taxation, but the club and the community benefit," he added.

Since former Labor Premier Joan Kirner

introduced gaming machines to Victoria in 1991, Tattersalls and Tabcorp have shared the world's only gaming duopoly.

In August, the rivals formed an alliance to protect their two-horse race, announcing to the State Government Gaming Licence Review panel that the existing system is serving Victorians well, raising enough taxes to fund the equivalent of 12 Royal Children's Hospitals.

Tatts and Tabcorp are pushing for fresh 20-year licences, and continued power to monitor expenditure across Victoria's 521 gaming venues.

The number crunching by the gaming landlords has seen many clubs lose their machines after failing to meet financial targets.

Terry Condon argues private gaming machine ownership would prevent clubs from losing their poker machines if they could not

meet benchmarks imposed by the third-party operators.

"Clubs would not have to drive their machines harder for the duopoly and would be more responsible to members playing gaming machines, looking after

problem gambling," he said.

"If it's your business, you have to make sure you're not hurting your members.

"It's about clubs being the masters of their destiny.

"With community-owned gaming, the profits of the gaming machine go back to the local community."

Terry believes many Victorian clubs would be in a better financial position without having to pay 33% of their machine takings to Tatts or Tabcorp.

"You buy your machine over a five-year period, and without the 33% you pay to [Tabcorp and Tatts], you'd soon be able to buy your machine and you'd have more money to run your business."

For Victorian club managers who may be reticent to take on the new responsibility of owning their own gaming machines, Terry says technology will let them work smarter, not harder.

"With the technology available, they can handle it," he said.

"The rewards are a lot better than

having the 'head in the sand' attitude."

Breaking the duopoly won't be a cheap exercise.

Compensation clauses, conceived by the Kennett Government, will hand over more than \$600 million to both Tatts and Tabcorp if their licences are not renewed.

And Terry Condon believes making such a dramatic change is always a difficult exercise in business.

"Some clubs think they're alright, but when you take a holistic view, naturally you'd be better off without a third party," he said.

"But it's very hard to change things ... nobody wants to rock the boat."

After recently completing its public consultations, The Victorian State Government plans to announce the results of its Gambling Licences Review during October.

Voting polls continue to favour the re-election of the ALP in November, with The Morgan Poll in August showing the Bracks Government was "still well ahead" with support for Labor at 55%, compared with the Liberals at 45% - almost the same numbers as the last state election, which resulted in Labor's biggest win in Victoria.



John Pandazopoulos



Terry Condon



Ted Baillieu



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# CMDA Training Program November - December 2006

For full content details of each of the programs contact the CMDA on (02) 9643 2300 or refer to the 2006 calendar on our website; [www.cmaa.asn.au](http://www.cmaa.asn.au)



COURSES	NOVEMBER	DECEMBER
Provide Responsible Service of Alcohol (THHBFB09B) (LAB approved) ACCM Unit - 1 Day	W 22	W 13
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	Th 23	Th 14
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a Participants receive a number of text books including Club Management in Australia and the guru of modern management Ken Blanchard's Leadership and the One Minute Manager situational leadership text and his revolutionary customer service book Raving Fans. This program targets Duty Managers and Senior Supervisors.	(S1) M 13, Tu 14 & W 15	(S2) M 4, Tu 5 & W 6
Analyse & Report on Gaming Machine Data THHADGO1B - ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	M 27 & Tu 28	
Interpret the NSW Club Employees State Award - 1 Day (Prerequisite for Payroll and Roster programs) Covers the provisions of the award. For those who are responsible for controlling shifts and adhering to labour/roster targets.		POSTPONED
Manage Payroll BSBADM505A 1 Day Deals with managing payroll services, the calculation, processing of salary payments, group taxation and related payments.	Th 16	
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		W 6 & Th 7
Monitor Staff Performance THHGLE06B - ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	W 17 Tu 2	
Financial Management - ACCM Units - 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) Provides Managers with the skills and knowledge to develop budgets and manage a Club's financial operations. ★ Financial Fundamentals is the pre requisite for this program.	(S1) W 8 & Th 9 (S2) M 20, Tu 21 & W 22	
Develop & Manage Marketing Strategies THHGLE12B - ACCM Unit 2 x 2 Day Sessions For Managers who are responsible for the strategic marketing and promotion of functions within their department or club.		(S1) W 6 & Th 7 (S2) W 13 & Th 14
OHS Risk Management for Supervisors and Managers (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001	M 13 & Tu 14	
Manage Physical Assets THHGLE16B ACCM Unit 2 x 2 Day Sessions Deals with the systematic maintenance, repair, purchase, monitoring and coordination of financing for physical assets.		(S1) M 4 & Tu 5 (S2) M 11 & Tu 12
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Th 23	W 11
<b>REGIONAL TRAINING...</b>		
Duty Management Development Program 3 x 2 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a Participants receive a number of text books including Club Management in Australia and the guru of modern management Ken Blanchard's Leadership and the One Minute Manager situational leadership text and his revolutionary customer service book Raving Fans. This program targets Duty Managers and Senior Supervisors.	Illawarra (S2) M 13 & Tu 14  Central Coast (S2) M 13, Tu 14 & W 15	Illawarra (S3) M 11 & Tu 12
Analyse & Report on Gaming Machine Data THHADGO1B ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	Albury Tu 14 & W 15 M 4 & Tu 5	Coffs Harbour
Monitor Staff Performance THHGLE06B - ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	Laurieton M 20 & Tu 21	
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Laurieton W 22	Newcastle Tu 5

Courses featuring a code prefixed by either BSB, BSZ or THH are nationally recognised & accredited training units. Upon successful completion of assessment requirements, participants will be issued with a Statement of Attainment and/or a Qualification. For further information contact Narell Harrison or Peter Schmidt at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400



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# CMAA DIARY DATES

## ZONE MEETINGS & INDUSTRY FUNCTIONS

Day	Date	Meeting	Venue	Zone	Lunch
<b>NOVEMBER</b>					
Sunday	5/11/2006	N/A	New York / Reno / Las Vegas	Global Gaming USA Tour	N/A
	to 19/11/2006			www.ccmtravel.com.au	
Tuesday	7/11/2006	N/A	Gold Coast Convention Centre	Leagues Club Association	N/A
	to 10/11/2006			National Conference	
Tuesday	14/11/2006	16:00	Park Beach Bowling *	Mid North Coast	19:00
Wednesday	15/11/2006	15:00	Gilgandra Services	Mid State	13:00
Tuesday	21/11/2006	09:30	Gosford RSL	Central Coast	13:00
Wednesday	22/11/2006	09:30	Broncos Leagues Club	Brisbane Bursaries Presentations	13:00
Friday	24/11/2006	09:00	Brighton Le Sands	CMAA Executive Meeting	N/A
Friday	24/11/2006	10:30	Brighton Le Sands	CMAA Federal Council Meeting	13:00
Friday	24/11/2006	N/A	Brighton Le Sands	CMAA Sponsors Luncheon	13:00
Tuesday	28/11/2006	09:30	Bondi Waverley RSL	City Eastern Suburbs	13:00
Wednesday	29/11/2006	09:30	Cardiff RSL Club	Hunter	13:00
Wednesday	29/11/2006	09:30	TBA	Manly Northern Suburbs Christmas	13:00
<b>DECEMBER</b>					
Friday	1/12/2006	09:30	Revesby Workers Club	Inner West	13:00
Monday	4/12/2006	N/A	Taree Race Club	Great Lakes	13:00
Tuesday	5/12/2006	09:00	Cronulla Leagues Club	St George Cronulla Sutherland	13:00
Wednesday	6/12/2006	09:30	Sydney	Club Industry Advisory Council	N/A
Wednesday	6/12/2006	09:30	Tamworth	North West State	13:00
Thursday	7/12/2006	09:30	Liverpool Catholic	Nepean	13:00
Friday	8/12/2006	09:30	Maroochy Surf Club	Sunshine Coast	13:00
Monday	11/12/2006	18:00	Burleigh Bears	Gold Coast	13:00
Thursday	14/12/2006	09:30	TBA	Far North Coast	13:00
Thursday	14/12/2006	09:30	Cooma RSL Club	Far South Coast	13:00
Thursday	21/12/2006	09:30	Auburn	CMAA Executive Meeting	N/A

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**R**evolutionary technology has helped the Catalina Country Club at Bateman's Bay transform its food and beverage service from a loss into a \$1 million profit – in just one year. The 6,250-member club increased food sales at its 190-seat “Cafe Catalina” bistro by 64% and beverages by 75% without adding to its wages bill.

In fact, wages have dropped as a proportion of gross sales from 43% to 30%. The turnaround came when the club introduced the PocketPOS system from the Generate Group and contracted South Coast Catering to run its restaurant.

“The restaurant has better food, enhanced service, more customers, no queues, greater productivity ... and there's been a massive improvement in F&B profit,” Assistant Manager Owen Quinn said. “It's a win, win, win, win situation ... customers are happy, staff are happy, club management are happy and the caterers are happy.”

South Coast Catering partners Diana Darcy and Bernie Kreet masterminded the changes, improved the menu, changed the decor and lighting. They added a few waiters to the roster and armed two of them with PocketPOS – a portable data assistant powered by the Generate Group's hospitality software. The small hand-held device allows waiters to record meal orders – the system automatically updates and collates the bill.

“We assign two waiters – each with a PocketPOS – to look after a group of 90-to-100 people, around 18-20 tables,” Diana explained. “These are waiting staff we specifically selected because of their outgoing personalities and ability to make the dining experience special. Their job is to be attentive to each patron's every need. Because they don't move far from their designated tables, they can respond quickly when they see a customer's

drink is getting low or they notice something is needed.”

Bernie said the improved productivity from PocketPOS meant two staff could handle the traditional workload of “four or five staff”.

PocketPOS uses radio frequency to relay food orders to the kitchen where they are automatically printed out. When the food is ready at Catalina, a “helper/runner” in waiter's attire takes the meals to the diner's table.

“The PocketPOS system is excellent,” Diana said. “It is far quicker than handwriting the orders and more accurate. The chef doesn't have to decipher illegible handwriting and there's no wasted time taking the order to the kitchen. The system allows us to put as many dishes on the menu as we like and handle complicated orders such as pizza with half-and-half toppings.”

Before PocketPOS, early hand-held ordering devices had mixed success because they weren't powerful enough to process sophisticated software and lost data if their batteries failed. PocketPOS is like having the full resources of a computer in your hand. John Rafferty introduced the PocketPOS system at Catalina when he was Chief Executive Officer, before moving to The Coffs Ex-Services Club in a similar role.

“The system is so fantastic we are going to replicate it here,”

John said. “It virtually

eliminates queues as patrons can be shown to their table promptly, given menus and their waiter takes a drinks order by PocketPOS. At Catalina, PocketPOS improved the service to such an extent that members now treat the dinner as a special occasion rather than just another meal at the club.

“As a result, patrons started requesting

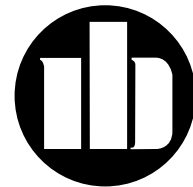


better quality wines, so the club upgraded its beverage capabilities and sold more of it because people were lingering longer at the table. PocketPOS is simple to use and the waiting staff mastered it quickly.”

The Generate Group's Paul Godfrey said the system elevates the importance of the waiter and enhances the dining experience for customers, who appreciate the extra attention. “It allows waiters more time to explain the dishes, discuss the wine list, detail the specials, be attentive, share a joke, set the mood for a relaxed evening and up-sell,” Paul said. “The old system has waiters serving and clearing the meals, which is a somewhat menial task. PocketPOS allows waiters to fill more of a public relations, ambassadorial and liaison role.”



*Justine Morris*



**Mitchell Brandtman**

Quantity Surveyors & Construction Cost Managers

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## TCP tunes in to Chatswood RSL Club's \$5million project

Chatswood RSL Club members and patrons are celebrating the new entertainment and hospitality facilities following the completion in April of a stunning new \$5 million extension to the Victoria Avenue section of the club.

A centerpiece of the new project is 3metre x 3metre plasma display panel installed by Sydney audiovisual production company Total Concept Projects (TCP).

This is supported by five other 42-inch plasmas located throughout the same lounge. The extension was designed by Curtin Bathgate and Somers Pty Ltd.

Operations Manager Andrew Hoschke said the new multi-purpose extension was designed to cater for the club's rapidly expanding membership and to create a modern



outlook for food, beverage, entertainment and relaxation.

"Shades was designed to appeal to all demographics ... the business crowd, the old and younger members are all part of the mix that now feel at home in 'Shades'," Andrew said.

"Our patrons are particularly enjoying the non-stop sports action on the giant plasma display which has been placed in an area of

the bar where it is clearly visible from the street and has proven to be a great attraction to those passing by."

Project Director Thurid Bouzaid said TCP had put in place for Chatswood RSL Club a cutting edge and fully integrated audio visual solution that gives a high-impact, fully automated screen experience in all areas.



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iDRINX has released its new Latino collection of alcoholic beverages - Sangria and Beer, Bitters & Lime. Available in 275ml bottles, both drinks are made using quality local and imported ingredients. iDRINX Sangria in a bottle is an Australian first - without the fuss and mess of making authentic Sangria yourself. It's ideal when dining out, at a bar or lying by the pool. iBRANDS Director Tom Holland said Beer, Bitters & Lime is brewed using an exclusive bitters blend combined with fresh lime extract making, making it a refreshing alternative to regular beer. "I am pleased that we are finally able to offer refreshing and innovative alternatives to the current mainstream alcoholic beverages," he said. The iDRINX

packaging complements the flavours with archaic Aztec style eagle along with cheeky pick-up lines translated into Spanish which are printed inside its three packs. iDRINX will be launched with a strong PR and creative advertising campaign that will be rolled out throughout Australia targeting restaurants, bars and clubs. For more information, contact iDRINX (02) 9339 9600.



Foster's expect more than 200,000 entries for its biggest consumer promotion - Cold Card Cash with a guaranteed \$1 million first prize. Based on the daily rate of entries, Cold Card Cash was expected to top the original 200,000 by the time the promotion ended on September 30. Customer Marketing Director Trevor Croker said he was pleased with the level of interest generated by Cold Card Cash. "Cold Card Cash reflects our commitment to the Foster's Group multi-beverage model," he said. "How we market more than one beverage to consumers will continue to evolve but Cold Card Cash and future multi-beverage campaigns are integral to our strategy of building loyalty across the portfolio and delivering value to our retail partners." Hundreds of \$500 instant cash prizes were part of the Cold Card Cash total prize pool of \$1.36 million. More than half of the entries arrived by SMS, while more than 33% arrived on the [www.coldcardcash.com.au](http://www.coldcardcash.com.au) website. Personalities Scott Cam and Brooke Hanson starred in the first series of TV ads, while sports stars Brodie Holland and Matt Johns joined the second series. Cold Card Cash involved 14 of Foster's Australia's best-selling brands including VB, Pure Blonde, Cascade, Stella, Lindemans, Wolf Blass, Seaview, Skyy and Cougar brands.



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# REED

HOSPITALITY

Allura is an extraordinarily featured new design vinyl tile flooring range created by flooring experts Forbo. It is being launched globally with wide acclaim from the design and hospitality industries. Allura will be unveiled for the first time in Australia at ShopFit Display and Design Expo and Hotel Australia Expo, both held in Melbourne in September. Comprising four distinct ranges, Allura is expected to strike a chord with anyone seeking commercial flooring to meet the rigours of high traffic hospitality installations whilst providing staggering diversity of design, performance and realistic looks. "Allura has an immense variety of truly realistic looks in stone, wood, metallic and other styles," said Angus Fotheringham, Forbo's Managing Director in Australia. Branding and distinctive styling is often a priority of hospitality interiors, and Allura gives the opportunity to create high impact, visually challenging shapes and to meet those brand challenges. Additionally, with a 2.5mm gauge thickness, Allura complements many surface finished



including the anti-bacterial and designer-friendly Marmoleum, further extending design possibilities. Allura comprises more than 100 colours and designs, in a variety of matte, satin or gloss finishes. Styles include hewn wood, glazed ceramic, sparkling glass or muted metallic.



J.Boag & Son has re-released - for a limited time - its Boag's Honey Porter. The mysterious brew with its dark, mahogany colour, rich sweet maltiness and roasted notes offers beer drinkers a classic style porter with a unique twist. Boag's Honey Porter, at 5.5%, is a full flavoured, well-rounded dark beer most suited to rich hearty foods such as winter stews, strong cheeses including sharp cheddar or blue, and chocolate mud cake. Boag's Honey Porter

showcases Tasmania's reputation for unique, quality produce and the 2006 brew contains 1.5 tonnes of special Tasmanian Golden Nectar leatherwood honey - available nowhere else in the world. The brewers also have used the Tasmanian Hallertau hop - formerly known as the Van Diemen Hop. Mystery and intrigue have formed an integral part of the success of J.Boag & Son's flagship brand, James Boag's Premium Lager. Sales and Marketing Manager Lyndon Adams said Boag's Honey Porter highlights the diversity of beers brewed at J.Boag & Son. The release comes as J.Boag & Son tastes the most successful period in its history, recently winning gold medals for all core beer brands at the prestigious Monde Selections in Belgium. Boag's Honey Porter hit the shelves in August.



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