

Club Management IN AUSTRALIA

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Miners sign on

TODD RUSSELL & BRANT WEBB

Beaconsfield mine heroes join
CMAA Mid Year Conference - P9

➤ Clubs honour Kokoda Track spirit: P10&11

➤ **INSIDE - In the Zone - 10 pages of the latest CMAA news**



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Victoria's club managers aren't letting the looming July 1 smoking laws descend on them like a storm cloud. In Melbourne alone, at least 100 licensed venues have applied to councils in the past six months to create terraces, balconies, beer gardens and courtyards to accommodate smokers banned from lighting up anywhere inside venues. **KATIE CINCOTTA** looks at the legal minefield and paperwork mountain involved in this new challenge for the industry.

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The workings of the entertainment business may look chaotic to many in the Club Industry. The Entertainment Industry Act (NSW) 1989 regulates the relationship between managers, agents, performers and all persons acting as entertainment industry representatives. What does this Act effectively mean to the Club Industry? **NIGEL LAMPE** looks at the implications of this Act and launches a new column – **Spotlight** – and keeps pace with what's happening in the footlights
> **Spotlight: Page 43**



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February and March were big months for CMAA Zones with events and meetings ranging from cruises to AGMs and golf days to raise funds for local bursaries. From Brisbane to Armidale, Coffs Harbour, the Illawarra and Sydney metropolitan area, business is buzzing in the Zones. Catch up with the latest news and views in 10 pages **In the Zone**.

PAGES 36-41

The CMDA is presenting more than 350 courses during 2007 at regional centres across NSW and Queensland and the CMAA headquarters at Auburn. CMAA Education Manager **RALPH KOBER** says the schedule of courses and presenters is of the highest standard. High-profile presenters **GARRY W. HAWORTH, LORI LUHRMANN** and **GEOFF MESTON** outline the courses they will present and their philosophy about professional development for club managers.



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CMAA status strong in 'international family'

Last month, I had the honour and privilege to represent the CMAA at the World Conference on Club Management conducted by the Club Managers Association of America - their 80th Conference.

While, generally, there may be considered a vast difference in the types of clubs that represent the various industries - from community-oriented, to exclusive privately owned properties - the issues that confront club managers around the world were remarkably similar.

The International Symposium had input from managers from 14 countries and focused on issues of security in all its forms, from ...

- asset protection to I.T. and protection of electronic data;
- how to get good staff and then, how to keep them;
- and, an emerging issue in Australia, the use of foreign workers and the challenges that brings to clubs.

Topics covered at the almost 80 formal education sessions included ...

- personal and team development sessions highlighting the benefits of collaboration in team building;
- environmental issues that would have been of great benefit to any golf club or bowling club manager;
- successful financial planning for master planning and club renovations;
- environmental management and developing a business strategy;
- building a marketing matrix to drive member usage and retention.

These sessions highlighted the issues that club managers have to address around the world.

It is pleasing to report that the CMAA Australia compares more than favourably against the quality of the conference/educational sessions provided at the American experience.

The factor that also unites club managers internationally is the warmth of hospitality shared and experienced by all delegates.

The opportunity to network and share such an experience with not just those delegates from Australia that attended, but everyone from around the world, was memorable.

I commend the World Conference on Club Management to all club managers as an experience that should be considered and planned as an interesting and important aspect of career development.

It is appropriate to recognise the CMAA Australia's Bursary winners who attended the Conference - Michael O'Sullivan, Christine Shannon and Karen Jamieson - for the manner in which they represented the Association.

I'm proud to report that the CMAA Australia is held in the highest regard internationally.

I'm also proud to report that much of this international standing is directly attributed to the work of CMAA Executive Officer Terry Condon for his contribution globally to the advancement of the professional development of club managers.

My congratulations to everyone involved with the organisation and presentation of the CMAA's Annual Conference, Exposition and Gala Awards Charity Dinner.

British Institute membership grows

The British Institute of Club Management (BICM), which serves the entire Club Industry with professional services, has built its ranks to more than 380 member clubs. The BICM was founded from the January 1, 2007 business partnership between the former Recreation Managers' Association of Great Britain and Licensing Industry experts, the Route Organisation.

Traditional membership was from corporate sports and leisure clubs, but a substantial number of clubs from the Route portfolio have come on board including golf and country clubs, institute and welfare clubs, naval associations, liberal clubs and other sports, social and welfare clubs. In fact, these clubs cover the "club world", ranging from Scotland to the England south coast and over to Northern Ireland.

The Institute's objectives include focussing on high standards and value for money, education and training, communication of knowledge, information, news, know-how and expertise and, importantly, raising standards, spreading best practice and building confidence.

BICM Chairman Ian Campbell the Institute was working to change the way things are done in the world of clubs.

"As legislation, regulation and social change affects us all, our members need to be kept up-to-date in all areas to enable them to build success and meet the challenges ahead," Ian said.

To take a look at the British Institute of Club Management website, log on to www.bicm.co.uk



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Conference and Expo superb team effort

After 12 months of planning, the CMAA Conference Hospitality Expo and Charity Gala Awards dinner has finally arrived.

The planning for this much-anticipated event has been taking place since the end of our inaugural Darling Harbour Expo in March 2006.

I congratulate Administration Manager Gerry Sarlemyn and her team at head office who have left no stone unturned in making this Conference, Expo and Charity Awards Dinner our best yet.

The CMDA Board of Management Studies, under Chairman David O'Neil, has assisted Education Manager Ralph Kober and his team to put together a challenging Conference program for all levels of Managers.

Judy Rayner, CEO of Rayner Sales and Marketing, was able to sell out the Expo during difficult times that face the Club Industry.

This is a credit to her expertise and a vote of confidence by our valued

CMAA industry suppliers.

The Charity Awards Dinner will be a night of celebration for the CMAA, its members and industry supporters.

The CMAA 2007 Hall of Fame inductees, the Peter Cameron Award winner, and our 21 Year and 30 Year members will be honoured on the night.

All that is left is for our members to attend.

It's your Association and it's your night ... I look forward to seeing you.

Congratulations to Premier Morris lemma on the return to power of the NSW Labor Government - albeit with a 4% swing against it.

The voters of NSW have given Premier lemma an "Aussie fair go" by not holding him accountable for the mismanagement of the previous Bob Carr-Michael Egan Government.

Premier lemma will have four years to deliver on his election promises and rebuild NSW to its former "Premier

State" status - otherwise the voters won't be so forgiving in 2011.

Congratulations also to the former CEO of Tweed Heads Bowls Club, Geoff Provest, who was elected to the seat of Tweed for the National Party.

Geoff unseated Neville Newell, who had held the seat for Labor since 1999.

Geoff led the "Concerned Clubs of the Tweed" in the Gaming Machine Tax fight against the Carr-Egan Government.

Geoff has a working knowledge of clubs and the Club Industry, will be great support for Shadow Gaming Minister George Souris and will be a passionate voice for the Tweed electorate.

For the first time in living memory, the "Friday before the election polls" didn't have Health, Education, Police or Transport as the No.1 concern of NSW voters.

Prime Minister John Howard's WorkChoices Legislation captured the electorate's attention.

Before the result was announced, Mr Howard was quoted in a Melbourne newspaper ... "to me, the I.R. issue is largely irrelevant to what happens in NSW but, clearly, the Labor Party, for its

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own purposes, will argue otherwise".

With 86% of Australian workers still opposed to Mr Howard's WorkChoices Legislation, we still have an arrogant Prime Minister not listening to the people who put him in power.

Get ready for a change.

Club Management in Australia editor Peter Sharp has provided excellent coverage in the February and March issues of *CMA Magazine* on the thoughts and policies of Premier Iemma and the incumbent Gaming and Racing Minister Grant McBride along with Opposition Leader Peter Debnam and Shadow Gaming and Racing Minister George Souris. The Club Industry has a strong working relationship with the Government and



this year and, with a commonsense workable model on outdoor recreational areas, it's hoped these other states monitor the effect and come together with NSW with a common model so that our patrons have the same conditions in clubs across Australia.

ClubsNSW last month relaunched the CDI Pathways Map with a new component specifically for club managers, "CDI Manager Pathway". Thich completes the Pathways series of essential CDI reference tools.

the Coalition for the betterment of our clubs, our members and the communities of NSW.

Our clubs and club managers in Victoria, the ACT and Queensland are still feeling the effects of the draconian "no smoking" laws introduced into their states. NSW clubs go "smoke free" from July 2

Extensive consultation was held between the CMAA Executive, Board of Management Studies, Education Manager Ralph Kober and a number of club managers from all levels, before ClubsNSW launched the program. I look forward to feedback from managers about how you and your board view this new program.

Brett's life honoured at charity night

Brett Cashman would have smiled and been proud of his mates.

At the "Forever Young" fundraiser at Windang Bowls Club in late February, family, Club Industry colleagues and friends gathered to honour the life and generous ambitions of a talented young club manager who lost his brave battle with cancer in November last year.

Joanne Thiele, Windang Bowls Club General Manager John Cosgrove, City Diggers General Manager Phil Ryan, Brett's family and supporters of his favourite charity, CanTeen - the Australian organisation that assists

young people living with cancer and their families - joined forces to raise almost \$40,000 at the fundraiser. Brett passed away at age 40 after his brave battle with cancer and it was his dying wish to raise awareness and funds for CanTeen, which also benefits from the Illawarra Shoalhaven Zone's golf day fundraising events in the Wollongong and Nowra areas. Many club managers and suppliers in the Illawarra and Shoalhaven Zone helped to achieve this wonderful and generous result. City Diggers (Wollongong) General

Manager Phil Ryan said the organising group was overwhelmed by the response and funds raised at the event.

"We thought it would be a great night if we raised between \$5,000 and \$10,000, so to raise \$40,000 went way beyond our expectations ... it was a wonderful result and a tribute to Brett's courage and the way he lived," Phil added.

The money was raised through entertainment, raffles, karaoke (all the old favourites that Brett couldn't sing), trivia and silent auctions. Well done to everyone involved.



BRETT CASHMAN MEMORIAL FUNDRAISER FOR CanTeen

A huge **Thank You** to all the people who helped to make the night a fantastic success.

Due to your generosity we have raised nearly \$40,000 for



The TV raffle prize was won by Steven Wilcockson of Windang (prize has been claimed)

Heart felt thanks from Joanne Thiele, John Cosgrove, Phil Ryan, CanTeen & the Cashman family



Club Industry holds its head high

The Club Industry is a melting pot of interesting and resourceful professionals.

In the past few months I have had a first-hand introduction to the characters and generations when attending Zone events as the CMAA calendar clicks into gear for 2007.

Clubs – big and small – support communities across Australia, providing cultural, sporting and aged-care facilities and opportunities to people of all ages.

A three-year stint working in Local Government made an impression about the significance that the lower tier of Government – and the facilities and services provided at that level – plays in the day-to-day lives of those communities.

My brief encounter with the Club Industry takes that appreciation of grassroots service and facilities provision to yet another level.

With a State Election just decided – and a Federal Election down the road a few months – I wonder at how our

communities might function without the financial and in-kind support of the Club Industry.

Governments have historically and conveniently used the Club Industry as a scapegoat when it suits political needs, but also pay lip service to the remarkable commitment and generosity of clubs in backing sporting organisations across the age spectrum, educational and cultural projects and events and, perhaps the most important aspect, the social and recreational focus for the aged community.

In this edition, you will read about young people honouring the nation's Anzac heritage, proactively sponsoring a designated driver campaign, the daughter of a CMAA staff member giving up her studies and career to help underprivileged families half a world away.

Clubs understand and honour their role in our society and communities – and to the people who rely on and appreciate that support.

I invite CMAA members to join the Club Industry's communication network through the pages of the *CMA Magazine*.

Club Managers, like other corporate executives, are confronted by major challenges in running organisations across Australia.

Economics, politics, history and environment define and, perhaps, confine the circumstances that managers work in and, whether it's non-smoking legislation, gaming machine tax, industrial relations or OH&S issues, your views and strategies might solve the problem of a fellow-manager.

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Beaconsfield heroes sign on for Gold Coast

The Beaconsfield mine collapse on April 25, 2006, in Tasmania stirred the nation. Of the 17 people who were in the mine at the time, 14 escaped immediately after the collapse ... LARRY KNIGHT died, but the remaining two – BRANT WEBB and TODD RUSSELL - were found alive after five days, almost one kilometre below the surface. The trapped miners were freed two weeks later. The miners survived by drinking groundwater seeping through the rock overhead, which they had collected in their helmets. The CMAA is proud to announce that Todd and Brant will be special guests at the Mid Year Executive Leadership Conference at the Gold Coast from July 4 to 6 ...

The CMAA has named its mid-year conference to honour Todd Russell and Brant Webb, who will be special guests during the three-day event and charity race day.

"Success at the Coalface – Driving Change and Development" is the theme of the Association's annual Mid-Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast from July 4 to 6.

CMAA Federal President Bill Clegg said he was delighted that the gold mine tragedy survivors would be able to participate in the three-day event and mix with the members.

"These men captured the nation's imagination during their fight for survival and the story of the Beaconsfield community's vigil and struggle during that emotional period was remarkable," Bill said.

"I'm sure the delegates will be inspired

by their story and their presence at the conference ... it's will be an experience for everyone."

CMAA Executive Officer Terry Condon said he expected more than 450 delegates to attend the conference and that the high-profile miners would bring added attention to the event on the Gold Coast.

"I want to thank Pam Shelton, who has become a personal friend of the boys, for her efforts in making it possible for Todd and Brant to be at the conference," Terry added.

"Ralph Kober has organised a first class conference program with world class speakers and Aristocrat Technologies as our Conference Sponsor, so having Todd and Brant to add a touch of "coalface" reality to the topics will add something special.

"Todd and Brant will mix with the delegates, our conference sponsors



Tasmanian miner Todd Russell attends the funeral of colleague Larry Knight.

and trade representatives over the three days at Conrad Jupiters and our special social events."

"The boys will be our special guests at State of Origin Game 3 at Suncorp Stadium on the Wednesday night and at the Combined Brisbane-Gold Coast Zones Charity Race Day at the Gold Coast Turf Club on Saturday, July 7, to close the conference social schedule."

CMAA Education Manager Ralph Kober said Todd and Brant would have a showcase presentation session to open the Conference Program in the Pavilion Convention Centre at Conrad Jupiters on Wednesday, July 4.

"This is a very exciting addition to the conference program and because Todd and Brant will be available to the delegates over the course of the conference, we decided to theme the event in their honour," Ralph said.

"I'm very happy with the range of topics and presenters for this conference and I expect that more than 450 delegates will sign up for the 2007 event."

The line-up of speakers includes Barry Urquhart, "Big Dave" Staughton, Paul Weekes, Paul Lyons from Effective Training Solutions, Ganador Management Solutions, Australian Institute of Management and The Brief Group who will stage a "Mock Court" series.

"The Mock Court series will offer delegates the opportunity to experience a simulated Occupational Health and Safety [OH&S] prosecution in a court room setting ... it should be an interesting experience for everyone," Ralph added.

CMAA members are invited to look at the Mid Year Executive Leadership Conference brochure on line at www.cmaa.asn.au



Brant Webb waves while his wife Rachel looks on as he arrives at Launceston Hospital.

"I'm sure the delegates will be inspired by their story and their presence at the conference ... it's will be an experience for everyone ...

Coffs duo will live Kokoda Track experience

The fourth Kokoda Youth Leadership Challenge leaves Australia this month with 19 people – including CMAA member Greg Engel – tackling one of the world's toughest treks.

The RSL and Services Clubs Association launched the Kokoda Youth Leadership Challenge in 2005 as a major community project designed to develop disadvantaged or wayward youth into the leaders of tomorrow.

It is also aimed at fostering young people with leadership ability and more than 20 young men and women already have made the trek.

The treks are led by ex-Army Major and NSW Upper House MP Charlie Lynn – a veteran of 40 Track crossings – and his team through his trek company, Adventure Kokoda.

Charlie has used the Kokoda Track as a lesson in leadership and team building for many leading Australian companies, demonstrating the true spirit of Kokoda – strength in adversity, courage and mateship.

This year, Fairfield RSL Club (1), Albury SS&A Club (2), Castle Hill RSL Club (3), Wagga RSL Club, (2), Coffs Harbour Ex-Services Club (2), Richmond Club (1), Adamstown RSL Club (1), Bentleigh (Victoria) RSL Club (1), ClubsNSW (1), Taree RSL Club (1),

Merrylands RSL Club (1), Canterbury Hurlstone Park RSL Club (2) and the Association (1) have sponsored participants on the trek which leaves on Monday, April 2, and returns on April 13.

Coffs Harbour Ex-Services Club CEO

John Rafferty has sponsored two of his staff on the 2007 expedition.

Gaming and Compliance Manager Greg Engel and young employee Michael Klas will represent the club on the arduous 10-day journey over the Owen Stanley Ranges in Papua-New Guinea.

John Rafferty views this experience as a great leadership and mentoring opportunity for his manager and young staff member, which also links the staff with the club's origin.

Coffs Harbour Ex-Services Club also had 11 managers undertake the CMDA's Visionary Leadership Program



Coffs Harbour Ex-Services Club CEO John Rafferty (right) with Gaming and Compliance Manager Greg Engel (centre) and young employee Michael Klas, who will represent the club on the Kokoda Youth Leadership Challenge.

Opportunity for leaders of tomorrow

RSL and Service Clubs Association CEO Graeme Carroll said the leadership program was aimed primarily at school-age young people and disadvantaged or unemployed young people in the community who were having difficulty in finding their way in society.

It is also used to further encourage young people with natural leadership skills and is used by some clubs as a leadership incentive program.

Association clubs see the project as providing a major contribution to the community by ...

➤ Encouraging these young leaders to help motivate their peers to take a positive role in their community and,



Graeme Carroll

among other things, reduce youth crime rates;

- Creating a source of young leaders coming back into their ranks;
- Encouraging participants to work with local community leaders on a range of projects.

Graeme said that for clubs, the program had the potential to build

stronger ties with the community and local business while increasing their relevance with young people who will be their future members and become the "custodians" of the Anzac and Kokoda traditions.

Ex-Army Major and NSW Upper House MP and Trek leader Charlie Lynn says that while the Anzac campaign "defined a nation", the

Kokoda campaign "saved a nation" when a vastly outnumbered force of virtual raw recruits withstood the might of a superior force of Japanese troops in one of the bloodiest campaigns of World War Two.

However, the sad fact is that very little is known of the campaign and even less taught about it in our schools.

"This leadership program will go towards creating a greater awareness of the sacrifices of our diggers in this campaign among our young people to ensure the traditions live on," Charlie said.

"At the same time, it will instill in participants a commitment to community service, enhance their personal development by providing an opportunity for them to experience the same conditions under which our diggers fought and hopefully transform them for future leadership roles back in the community.

in October and November last year, which has already proved beneficial to the organisation.

"Michael and I are honoured to have been selected to take part in this year's trek," Greg said of the upcoming adventure.

John Rafferty and his Board have made a commitment to send two people - a manager and a young employee - each year as part of the club's leadership development and mentoring program.

"The fact that Michael and I are the first to be chosen is a matter of some pride," Greg added.

John Rafferty said the Kokoda Track experience would help to develop his leadership team, allowing participants to better understand the importance of commitment, sacrifice, mateship and teamwork to achieve difficult and challenging goals.

"The Kokoda trek is an invaluable, unique personal experience and an

opportunity to gain a greater understanding of the importance of the Kokoda campaign during World War Two," John added.

"The symbolism of our Ex-Services Club sending two of its own people to an area of the world where so many service personnel made the ultimate sacrifice - and saved Australia from imminent invasion - is obvious and profound.

"Sometimes, the commercial imperatives of running a modern, profitable club make it easy to forget our heritage as an Ex-Services organisation."

John said the Kokoda experience was one way staff could reconnect with the nation and club's heritage to better understand the sacrifices that provided the life all Australians enjoy.

"The fact it's an arduous experience in harsh terrain also adds to the authenticity and impact of the experience," he added.

Greg Engel and Michael Klas have been in training during the past four months to improve fitness and stamina ready for their Kokoda Track experience.

A number of the Coffs Harbour Ex-Services Club management team, including CEO John Rafferty, have joined them, working out at lunch times to improve personal fitness levels.

"John, with his background as an elite-level athlete in the AFL, developed an exercise program for this group and after almost three months of training we are all a lot fitter and healthier," Greg added.

Coffs Ex-Services is gearing up for another massive ANZAC day, perhaps the most important days on the club's calendar.

A highlight is the ANZAC day luncheon will be Greg and Michael speaking about their Kokoda adventures, giving members an historical perspective of the Kokoda campaign's place in World War Two.

Greg also will talk with North Coast local schools about his adventure and the Kokoda Track's place in history.

"Sometimes, the commercial imperatives of running a modern, profitable club make it easy to forget our heritage as an Ex-Services organisation ..."

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VICTORIA'S club managers aren't letting the looming July 1 smoking laws descend on them like a storm cloud.

By KATIE CINCOTTA

In Melbourne alone, at least 100 licensed venues have applied to councils in the past six months to create terraces, balconies, beer gardens and courtyards to accommodate smokers banned from lighting up anywhere inside venues.

The process hasn't been quick or easy, with the legal process requiring an average of three months to obtain a planning permit, and further time - and paperwork - required for building permits, VCGR (Victorian Commission for Gambling Regulation) approval and liquor licensing.

Gaming operators Tabcorp and Tattersalls have provided advice, supplier contacts and ongoing communication in the lead-up to smoke-free indoor operation, helping clubs develop open-air facilities to ensure smokers aren't shunned.

Mainstream media, including *The Age* newspaper, has accused the gaming giants of subsidising those renovations to protect their gaming revenue.

But Tabcorp only admits to getting clubs a good deal on products - not funding entire outdoor renovations.

Tabcorp spokeswoman Elise Sullivan said Tabcorp does not subsidise venue development or the purchase of items for outdoor lounges.

"Tabcorp has worked with its business partners to assist them in the purchase of equipment for outdoor entertainment lounges by creating preferential purchase prices," Elise added.

Tatts Pokies Chief Executive Frank Makryllos says the only financial assistance Tattersalls has provided to clubs has been in moving gaming machines during building works.

"Where Tattersalls has spent a lot of money has been to redesign floor plans and move equipment that allows for building," he said.

"There's a lot of cost in that.

"But in a monetary sense, we don't contribute to creating the outside area." Instead, Tattersalls has tried to ease the burden with an education and awareness campaign that began 18 months ago, and supplier referrals.

But Tattersalls Divisional Manager, Network Development, Anthony Bahen admits it was difficult getting suppliers to discount their products and services.

New smoking rules

- From July 1, 2007, smoking will be prohibited in enclosed licensed premises
- From July 1, 2007, smoking will be prohibited in outdoor dining or drinking areas where there is a roof in place and walls that cover more than 75% of the total notional wall area
- Smokers and club owners can be fined if a patron is caught smoking in an enclosed area
- In March, the Victorian Government launched a \$1.5 million campaign aimed at educating the public about the new laws

"They've seen this as a once-in-a-lifetime opportunity," Anthony said.

Frank says that, while savings may not have been sizeable, at least smaller clubs were protected from shoddy operators.

"We've tried to make sure no club gets ripped off," the Tatts Pokies chief said. Of the 135 Tattersalls clubs in Victoria,

80% will be ready for the latest round of smoking laws, with external areas offering screening, umbrellas, heating and lighting.

Frank said Victoria had an advantage over other states, having weathered smoking laws in gaming areas since 2002.

"We've already been through smoking bans," he added.

"The other states are catching up.

"We experienced a significant impact in 2002.

"The whole market is on record for dropping by 10% to 12%.

"We were flat for about 12 months, but we started to grow back to where we were."

Tattersalls doesn't expect a huge impact with the July 1 smoking bans as consumers have had four years to adjust to smoke-free clubs.

"Our customers are accustomed to not smoking at a gaming machine," Frank said.

"Where it will impact our business will be sports bar, members bar and wagering.

"We're concerned for those areas, which will have some knock-on impact, but not a significant one."

In outlining the impact of its new tobacco laws, the Victorian Government has pointed to 21 studies that show no negative impact on

"You won't lose business if it's done right, and we're proof of the pudding ..."



Frankston RSL Club's recent \$3 million club overhaul included \$200,000 for al fresco areas, which have generated new business with its new smoking areas proving extremely popular.

hospitality trade as a result of smoke-free policies.

Of those 21 studies, four reported a positive effect on sales, with places such as New York and Ireland declaring smoking bans had not reduced business.

Margaret Kearney, Executive Director of ClubsVic, the state's not-for-profit club association, says that overseas studies that point to smoking bans having little negative effect on business paint a false picture of the reality.

"In the short-term, businesses suffer," Margaret said.

"The 'J-curves' that all these studies show are not actually J-curves.

"When you get down to the bottom, you have lost some of them.

"Some go out of business, and those who are left in business may pick up some trade."

She says Victorian clubs anticipate a 10% drop in trade after the July 1 smoking restrictions.

"I don't know why people keep telling us this is good for business ... business people don't want it," Margaret added.

"But it's inevitable and they're going to

have to live with it."

A Club Industry spokesperson (who wished not to be named) says the toughest part of dealing with this smoking legislation is having to spend money to protect an existing client base, instead of using funds to generate new customers.

But Frankston RSL Club Manager Rob Morrison says their recent \$3 million club overhaul, which included \$200,000 towards al fresco areas, has generated new business with its new smoking areas proving extremely popular.

"We've done an al fresco area in the bar and member area, which encompasses bi-fold doors and a fully connected umbrella system with infrared heating," Rob said.

"It's encouraged new clientele.

"People can still sit outside and be in the environment and hear everything that goes on.

"On Friday night, a lot of groups come down and take permanent tables in the smoking area."

Rob said his club was an example of how the external developments for smokers can have a positive effect on trade.

"Our business has been successful with it in place, so it can be done," he added.

"You won't lose business if it's done right, and we're proof of the pudding." But Margaret Kearney isn't so optimistic.

The ClubsVic chief says Government should be looking at the sale and supply of cigarettes, rather than punishing an industry that employs so many people.

"It's most unfortunate that one sector of the community has to bear the costs of implementing a health issue like this," she said.

"Woolworths can still sell cigarettes to people, but they can't smoke them in our clubs.

"They don't seem to be attacking the providers of the product, and that's the issue."

Tatts Pokies chief Frank Makrylos concedes smoke-free living is a global trend that meets the best interests of community health.

"Taking a long-term view, it will be a healthier, cleaner environment," he said.

"This is a transition that all industries around the world are going through.

"And for health reasons ... you'd have to say it's positive."

What's New

Cannon Signs expands again

More than 20 years designing and manufacturing signs has allowed Cannon Signs to become a major player in the Gaming Industry.

With ever-increasing opportunities domestically and internationally, Cannon Signs has expanded to new premises and employed more highly skilled personnel to keep pace with growing demand.

Many venues today purchase new gaming signs or incorporate lighting features which aren't touched - except for being turned on and off.

Maintenance can be an issue.

With jackpot signs and other equipment neglected in venues, lights, neon and LEDs may not operate properly, making them appear far less attractive to patrons which can have a flow-on effect to the bottom line.

The expansion of Cannon Signs has included forming a new Services Division, allowing service

for all licensed gaming equipment.

Cannon Signs also has a comprehensive new product range, including a new Link Controller (Cannon Media Player - CMP) and several new graphics packages, which the company expects will set the benchmark in animated graphics for the Gaming Industry.

As part of the Cannon Group, Cannon Signs can be a "one stop shop" to enhance a venue's overall appeal to patrons.

Many venues are looking for that "extra something" to help them stand out from what has become a very competitive marketplace and creating new and enjoyable environments.

Cannon Group offers a design and manufacture service for venues with an individual product or an entire refurbishment.

The Cannon Group's teams of designers can offer a tailored concept designed for a specific venue and the project management team can deliver the products and manage the job to completion.



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Look After Your Mate

The Queensland Government recently implemented their “Skipper” designated driver scheme in Gympie, following a trial on the Gold Coast. The Sunshine Coast doesn’t have a Government-driven designated driver scheme but Maroochy RSL Club last September took the first step by implementing “Look After Your Mate”. It has been running successfully for six months.

It's news to no-one in the Club Industry that drinking and driving do not mix.

Queensland Transport (2006) statistics show alcohol contributes to around 30% of road fatalities.

Maroochy RSL Club has made a major commitment to Responsible Service of Alcohol and patron safety is the club's priority.

General Manager Tom Casilieris said the club already has schemes - courtesy buses and promotion of taxis and co-drivers - in place to ensure the safe transit of members and guests.

“But we wanted to take the next step,” Tom said.

“We want to actively promote patron groups appointing a non-drinking designated driver.”

These schemes originated in Europe and adopted globally by progressive and responsible councils and licensed establishments.

Belgium was the first country to start the “Bob” campaign.

“Bob” was the great bloke who would stay alcohol free to drive his friends and family home to ensure they didn't get behind the wheel having consumed alcohol.

The Bob campaign started in Belgium in 1995 and picked up by the Netherlands, Luxemburg, France and Greece.

In Belgium the scheme has triggered a change in mentality where 80% of the population consider drinking and driving unacceptable and almost 50% of population uses the scheme.

Bob was a large-scale national initiative between government, police and the alcohol industry.

Tom said Maroochy RSL Club was keen to lead the way and so the “Look After Your Mate” scheme was started.

Patrons at Maroochy RSL and its sister bowls club, The Swan, enjoy free soft drinks as a group's designated driver.

After registering at reception, designated drivers take a wristband that offers free soft drink at any bar during their visit.

Tom Casilieris said the scheme rewards and encourages appointing a “safe driver” and discourages people who have consumed alcohol from driving.

“Look After Your Mate” has been well received by club patrons.

Marketing Manager Carlee Driscoll has been tracking the scheme and said a



Tom Casilieris

mix of patrons has used the scheme with a gender split of 52% males and 48% females.

The age breakdown shows 51% are under 40 years old and almost 25% under 25.

“This is a key group to target with a strong anti-drink-driving message, given statistics show the higher likelihood of road incidents and fatalities,” Carlee said.

“Look After Your Mate” is used across the week with the strongest representation on Tuesday, Friday and Saturday nights, coinciding with poker night (Tuesday) and popular live entertainment acts (Friday and Saturday).

“Maroochy RSL Club would welcome a government-run scheme, such as Skipper, here on the Sunshine Coast, but we have shown that licensed premises do not have to simply wait for that to happen,” she added.



Maroochy RSL Club leads the way with its designated driver scheme.

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Gillard tackles Govt on WorkChoices

In the CMA Magazine March edition, there was comment on the on-going practices of Common Law employment agreements. The Association believes managers should have real choices as to whether their employment conditions should be underpinned by an industry-specific collective agreement, our State and Federal Awards or freely-negotiated individual Common Law Agreements. In March, Federal Labor Party Deputy Leader Julia Gillard - in her capacity as the Shadow Minister for Industrial Relations - addressed the Australian Workplace Relations Summit in Dockside, Sydney. Unfortunately, her speech at this forum was not reported on in the general media. I believe Ms Gillard's comments were significant, so I have taken this excerpt from the industrial relations journal, *WorkForce* ...

The Association believes it is important that its members know what alternatives may be available following the Federal Election later this year. It's fair to say that there is a general understating of the Government's WorkChoices laws. Federal Industrial Relations Minister Joe Hockey has restated that WorkChoices remains the Government's centrepiece approach to Industrial Relations, so, regardless of wider concerns with these laws, they will not be repealed by a future Coalition Federal Government.

WorkForce - March 14, 2007:

Labor will increase the five minimum conditions legislated by the Howard Government under Work Choices, including improving on its "spurious" 38-hour week guarantee, Shadow Minister for Employment and IR Julia Gillard said today. Labor will create an award system which "balances a safety net with flexibility" and can be adapted over time, she said.

"You should expect a limited number of additional minimum conditions," she told the Australian Workplace Relations Summit. "I'm not in a position today to announce the exact number", but it will pass the "head nodding test" that people see as fair and reasonable, she said. The minimum conditions would represent "basic entitlements", which would be built on by a simplified award system to take into account differences along industry lines.

Ms Gillard reiterated her previous comments that Labor would focus on the "big drivers of productivity", but balance that with making life easier for working families. "I don't pretend to you that finding these solutions is necessarily easy", she said. "But I want to assure you that no part of Labor's industrial system is about going back."

She stuck by Labor's commitment to abolish AWAs, focus on collective bargaining and introduce "balanced" unfair dismissal laws. The key to the



Julia Gillard

whole thing would be "collective enterprise bargaining", she added. However, reward for individual effort, flexible work practices, and work and family balance would also play a part.

Ms Gillard also stuck by Labor's support of Common Law Agreements as an alternative to AWAs, saying "Common Law Agreements already cover more than 31% of all employment arrangements in Australian workplaces".

On the subject of a national paid maternity leave scheme, Ms Gillard said Labor saw it as "being in the Government's basket", rather than that of employers. "It's obviously a question of affordability over time," she said.

Ms Gillard said Australians would be aware of the full Industrial Relations policy "well before the next election ... at a time of our choosing".

AGE2007 launches new conference Groups unite to cover club, casino and hotel gaming issues

The Australasian Gaming Expo (AGE) will showcase a conference program covering plenary presentations and focussed workshop sessions at the 2007 event.

The new conference agenda will complement the display exhibition at the Sydney Convention and Exhibition Centre from August 19 to 21.

Australasian Gaming Machine Manufacturers Association (AGMMA) Executive Officer Ross Ferrar said the initiative was an important milestone in

the Expo's 16-year history.

"It is pleasing to see industry representative associations in Australia and New Zealand uniting to present the AGE Conference," Ross added.

"We believe that the conference component will add colour, atmosphere, and undoubtedly an invaluable learning aspect to the event."

The AGE conference - on Sunday August 19 and Monday August 20 - is

a result of the co-operative efforts of the major Australasian trade bodies.

Ross said a quality conference, hosted and operated by AGMMA, would reinforce the AGE as a world-class gaming event.

"Exhibitors and industry representatives are looking forward to the conference to enhance the learning and networking value of the AGE for all participants, exhibitors and delegates," Ross added.

He said the trade exhibition was shaping up as the best yet, with AGMMA's seven members indicating intentions to feature their products and services across a record 4,000 square metres of exhibition space.

Aristocrat announces 2006 results

Aristocrat Leisure Limited's Board has approved a final dividend - 24 cents per share - for the year ended December 31, 2006.

The total dividend for the year is a record 36 cents per share.

The final dividend was payable on March 23, 2007, and was fully franked.

Aristocrat's Chief Executive Officer and Managing Director Paul Oneile said the company remains confident that momentum in the business is positive and its business fundamentals remain intact.

Strong earnings growth is expected as Aristocrat continues to capture market share and as global gaming markets expand over the next few years.

Key points of the Aristocrat report ...

- Net profit after tax and minorities of \$239 million, a 2.2% fall on the \$244.3 million profit for 2005, with strong underlying business performance offset by a significant decline in Japanese profits and substantial increase in research and development expenditure;
- Non-Japanese business profits increased by 26.7%, most notably in North America where profits increased 38.5% to \$252.4 million;
- Japanese revenue fell by \$323.3 million (86.5%) with profit declining from \$88 million to a loss of \$5.6 million, as the transitioning to new



regulations (Regulation 5) caused short-term uncertainties throughout the entire industry;

- Investment in research and development increased by almost \$30 million (44.7%) to \$95.2 million, spread across games, systems and server-based gaming initiatives;
- Solid operating cash flow of \$204.8 million. Underlying cash flow, adjusting for prior year timing differences, remained strong at 28.3% of revenue;
- A 20% increase in the final dividend to 24 cents per share (fully franked), bringing total dividends for the year to 36 cents per share (up 20.0%), representing a 71% payout ratio.

Paul Oneile said he was pleased that, despite the subdued market and regulatory conditions across most jurisdictions in which the company operates, Aristocrat continues to gain market share and improve margins.

"The underlying 27% segment profit growth in our non-Japanese businesses demonstrates the robustness of our business model and geographic spread," Paul said.

"While the Japanese market has been very disappointing, we successfully launched our first Regulation 5 game towards the end of the year.

"We have a strong pipeline of seven approved game titles going into 2007, with further games in development, positioning us well to capitalise on the significant opportunity now emerging with up to 1.6 million machines expected to be replaced during the year.

"We have increased our investment in research and development by almost \$30 million [up 44.7%] to ensure we are well placed to capture a large share of the anticipated expansion of global gaming markets over the next few

years. I expect strong growth in our results over 2007 and 2008."

Operating sector key points ...

- Australian revenue increased 1.9% following three years of period-on-period declines. Profits increased 2.7% to \$109.7 million and margin increased by \$2.9 million. These improvements reflect the early signs of a positive change in market sentiment and the continuing success of the Company's premium product portfolio in what continues to be a difficult market.
- North American revenue improved 13.3% to \$565.2 million, while profit increased 38.5% to \$252.4 million, driven primarily by improved pricing on flat cost structures. Unit sales volumes increased 1.2%, despite running 6.7% behind the prior corresponding period at the half year and technical issues preventing the full commercial launch of the business's stepper (mechanical reel) product.
- Japanese revenue fell by 86.5% with profit reversing by \$93.6 million, reflecting market issues associated with the transition to new regulations (Regulation 5). One new Regulation 5 game, Kaido-oh™ was launched late in the year and sold 10,100 units, a very credible result, placing it among one of the best-selling Regulation 5 games to date. The result also included a write-off of \$7.4 million of obsolete (Regulation 4) inventory.
- Strong growth was reported from all other international businesses, except New Zealand. Non-Japanese business segment revenue and segment profit increased by 14.3% and 26.7% respectively, reflecting the superior performance of the company's products and improved share of the global market.
- Research and development expenditure rose 44.7% to \$95.2 million, representing 8.6% of revenue for the year (compared with 5.1% for 2005), as the company increased its new product delivery output and invested in new technologies.



Paul Oneile

"Strong earnings growth is expected as Aristocrat continues to capture market share and as global gaming markets expand over the next few years ..."

BankWest – the fastest growing business bank at your service



BankWest is setting benchmarks in the Club Industry and challenging other banks by listening to their clients and responding with custom-made finance options to fit individual businesses. The bank has a national industry specialisation team dedicated to the Club Industry which is led by WARREN O'BRIEN and DARREN LONGMUIR.

It's no coincidence that Warren O'Brien and Darren Longmuir are heading up BankWest's Club Industry Group ... each has established a successful network, genuinely love what they do and are passionate about the industry. "It is a great industry ... it's fast-paced, adaptable to change, entrenched in history and mixed with genuine and down to earth people," Warren said. Darren added that the industry isn't without challenges and there is always plenty happening especially given all the legislative changes.

"Every club we deal with is so unique in terms of demographics, location and life cycle and that is what I like about the industry," he said.

"It is also nice to lend to an industry that is designed to benefit the community and their members."

A CMDA sponsor company, BankWest has shown that it is committed to the industry on a long-term basis and sees the importance of the CMAA as the industry's voice when tackling Government on important issues affecting clubs in Australia.

"We enjoy being involved with the CMDA," Darren said.

"We think the training provided to today's managers – and tomorrow's managers – is important and we want to add value to the industry over a long period of time."

Training and experience is something familiar to Warren and Darren as both have about 20 years experience in banking, formal qualifications and plenty of on-the-job practice.

Warren joined BankWest in 2001 because he was attracted to working for a bank that didn't have the bureaucratic issues that the larger banks experience.

A country man at heart, Warren was born in the NSW farming district of Inverell but calls Sydney's Sutherland Shire home.

In a previous life, Warren played rugby league for the Cronulla Sharks but has hung up his footy boots

BankWest Club Package

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and unwinds these days on the golf course.

"At BankWest, we do things differently by providing a seamless process with transparent communication from the very beginning so our clients can get on with running their club," Warren said.

Darren also, and coincidentally, is from the country and grew up in the NSW Riverina.

He joined BankWest in 2005 and since joining has established a solid reputation as one of the banks top performers.

When he isn't visiting his clients, Darren spends time with his wife and two young boys.

He also likes hitting the waves and longboard surfing at his local beach in Sydney's northern beaches.

BankWest has been around for more than 110 years in Western Australia and is part of the HBOS Australia group

which has assets of more than \$50 billion.

Their parent company HBOS plc, which was formed by the merger of Halifax and The Bank of Scotland in the United Kingdom, is one of the world's largest financial services groups.

They have been aggressively pushing into the eastern states in the past few years and is Australia's fastest-growing business bank.

"BankWest has the combined benefit of being dynamic and flexible at a local level, yet backed by HBOS which is one of the world's largest financial institutions," Darren said.

"We are becoming a significant force in the Australian financial services industry because we are trying to drive competition for the benefit of our clients."

Warren and Darren agree the most important thing for them is to take the time to get to know their clients' business and to find the best products and services to meet their individual needs.

"We offer a flexible range of products and competitive lending guidelines for the clubs industry," Warren added.

"We recognise the value of the going concern of a business, along with the value of its people and brand, not just its fixed assets or the alternative use value. This is unique as not many of the other banks do this."

The combined industry knowledge of Darren and Warren is a benefit to club managers as are their connections with other advocates to the industry, including accountants and lawyers.

"It is an important national network for us and also for our clients because we provide up-to-date industry information from these advocates that other banks may not be able to tap into," Darren said.

"It helps us keep our finger on the pulse and understand what the issues are in the industry, like the effects of the smoking changes and the ongoing uncertainty to the level of gaming tax."

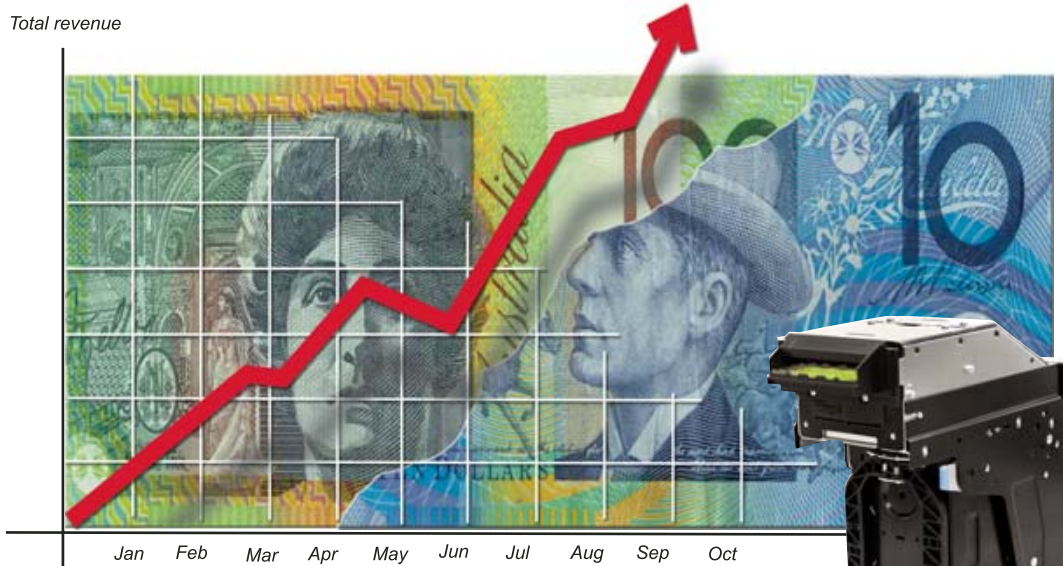


Warren O'Brien

Darren Longmuir

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Licences big ticket to great shows

By NIGEL LAMPE

The workings of the entertainment business may look chaotic to many in the Club Industry, but there is a definite legislative and regulation structure in place.

The Entertainment Industry Act (NSW) 1989 regulates the relationship between managers, agents, performers and all persons acting as entertainment industry representatives.

Among other things, it provides a system of licensing, regulates commission rates, sets out obligations and provides for penalties when those obligations are not met.

What does this Act effectively mean to the Club Industry?

There are separate licences required to act as an entertainment agent, manager or venue consultant.

These licences are issued annually by the NSW Department of Commerce, Office of Industrial Relations.



Club management should check to see that the people that they are dealing with have the required licences.

There are still entertainment managers in NSW who do not know that they have to be licensed.

This can be an expensive oversight because unlicensed representatives face penalties of up to \$25,000 and

may not be able to enforce their management contracts.

Any interstate agent, manager or venue consultant carrying on business in NSW also must be licensed.

Clubs can arrange for performers without requiring a licence, but anyone arranging a performance on the club's behalf, in return for any payment, has to be licensed.

Since 1990, "theatrical" employers no longer need to be licensed.

This does not mean, however, that these employers are now completely free of regulation.

The Department has the power to issue "directions" to employers and operators of premises concerning any matter relating to the employment of performers and it has the power to enforce these directions.

There is a complaint mechanism that the Department handles.

All that is required is a written complaint to the Department for the matter to be investigated.

➤ **Catch up with the latest in club entertainment in 'Spotlight' ...**
Page 43

"Club management should check to see that the people that they are dealing with have the required licences ...

Language program brings students up to scratch

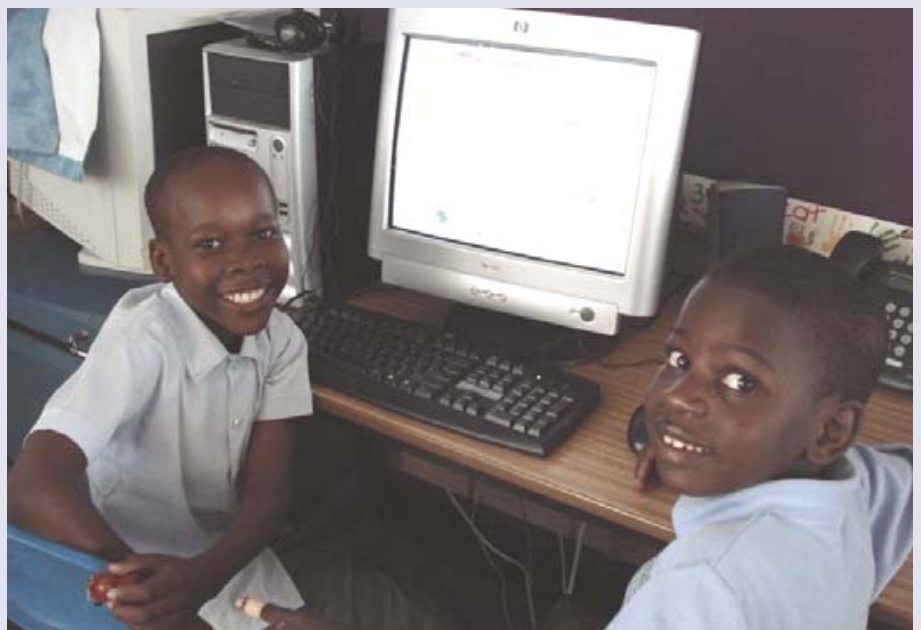
Liverpool Catholic Club's \$5,600 donation will assist All Saints Catholic Primary School through the "Words in Symbol" program.

A primary function of the program - through the use of illustrations or symbols that are paired with simple labels - is to assist students who have little, or no, English language skills.

Particularly useful in the acquisition of English by the school's Sudanese students, the program features a picture timetable of the daily events of students at school and home and ways in which to write simple stories using pictures and words.

Students can link basic language to pictures to help understanding and build vocabulary with games used to reinforce the concepts and pictures used as motivation.

To determine the students' educative capacity, they take the Standard Progressive Matrices (SPM) non-verbal test, developed by J. Raven and Co, which uses pictures and



puzzles and can be used for all children regardless of language ability.

Liverpool Catholic Club President Tony Atkins said the club was always happy to contribute to educational

programs which benefit children and their families.

"Improving speech and language skills for children will assist them in their education and communication with the whole community," Tony added.

New and familiar faces on committee

Gold Coast and Brisbane Zones will run joint venture functions during 2007.

Gold Coast Zone President Steve Condren, who was returned for another term at the helm, said that a meeting before the Zone AGM had resolved to stage at least two combined events during this year.

The Gold Coast committee sat down with outgoing Brisbane Zone President Pam Shelton to resolve events and dates to make the most of the occasions for members in both Zones.

"The Zones are geographically very close and combined meetings will take some pressure off the meeting schedules of our members, so we think it will work well for everyone involved," Steve added.

"We also plan to raise the status of the combined Zones events with top-class speakers and presenters that will make it more valuable for the trade partners to become involved."

The Gold Coast Zone Executive was returned unanimously and unopposed, with three new faces on the four-person committee.

The Executive and Committee for 2007 is ...

President – Steve Condren (Southport Workers Club)

Vice President – Ian Amos (Burleigh Heads RLF Club)

Secretary – Garry Leech (Palm Beach Currumbin Sports Club)

Treasurer – Fiona Cossill (Beenleigh RSL Club)

Education Officer – Bryan Jones (Coolangatta SLS Supporters Club)

Committee – Rob Aldous (Coolangatta SLS Supporters Club), Wendy Joseph (Mermaid Beach Bowls Club), Sharlene



The Gold Coast Zone Committee elected at the AGM at Palm Beach Currumbin Sports Club in February.

"The Zones are geographically very close and combined meetings will take some pressure off the meeting schedules of our members ..."

Hall (Currumbin Palm Beach RSL Club), Bryan Jones (Coolangatta SLS Supporters Club) and Matt Dagg (North Burleigh Surf Club).

Steve Condren paid tribute to the work and support of outgoing Federal Councillor Peter Constance.

The General Manager at City Golf Club in Toowoomba was officiating at one of his final CMAA events before stepping down to make way for the Federal Council restructure that also involves the Gold Coast, Ipswich, Darling Downs Zone that he has worked for.

Peter has held almost every executive position in the Gold Coast and Brisbane Zones during his CMAA membership and thanked the members and the CMAA for their support.

"It has been a labour of love, but a most rewarding experience at all times and I thank everyone that I have worked with for their support and interest in the CMAA," Peter said.

The Gold Coast Zone also welcomed a

new member, Caroline Barber from Currumbin RSL Club.

CMAA Communications Services Manager Peter Sharp delivered the Head Office Report.

The CMDA's 2007 Training Calendar for the gold Coast Zone includes *Building a Mentoring Program for Your Club* (July 17), *Recruitment and Selection Techniques* (July 18 and 19), *Marketing Fundamentals* (August 8 and 9 all at Currumbin RSL Club; *Deal With Conflict Situations* (September 10 and 11) and *Plan and Establish Systems and Procedures* (September 12) at Southport Workers Club.



LEFT: Gold Coast Zone President Steve Condren welcomes Jim Gaden of the Brisbane Airport Corporation, who did a presentation before the AGM Luncheon at Palm Beach Currumbin Sports Club.

RIGHT: The Gold Coast Zone AGM was the final official occasion as Division N Federal Councillor for Peter Constance, who accepted thanks and congratulations from Zone President Steve Condren.



Peter expands horizons in Macau

The CMAA City Eastern Suburbs Zone acknowledged and celebrated the achievement of one of its own, Peter Leondios, at its March Zone meeting.

Peter, Operations Manager at the Randwick Labor Club was named recipient of the CMAA 2007 National Bursary Program 'LPK Cleaning Asian Gaming and Expo Bursary'.

Peter was one of many members who applied for the bursary and said he felt "very fortunate" to be able to take advantage of the great opportunity the bursary provides in growing his professional development as a club manager.

The bursary consists of a study tour to the Macau Gaming Expo in June 2007.

The bursary includes travel (economy class), twin-share accommodation, registration costs, hospitality dinner and shows as well as \$US500 (\$A) in spending money.

The Asian Gaming Expo and Conference (G2E Asia) is the biggest and most important gaming exhibition and conference in Asia, and is held at one of the world's most exciting gaming venues, Macau.

The G2E Asia offers a rare opportunity to see the latest

gaming products from the largest selection of manufacturers and suppliers in Asia.

In educational sessions led by industry leaders, delegates will learn about the latest trends in Asian and global gaming and how to compete on a global scale.

There will be opportunities to expand networks and exchange ideas with colleagues on industry global issues.

Delegates also will have an up-close look at Wynn Macau and The Venetian Macau.

Food and Beverage operations will also be a highlight of the Expo with scores of exhibitors showcasing the latest in trends and technology.

There were two presentations delivered at the City Eastern Suburbs Zone meeting.

The first was by an Inspector of the Office of Charities within the Department of Gaming and Racing which updated members as to the rules around, Trade Promotional Lotteries, raffles and Club Bingo.

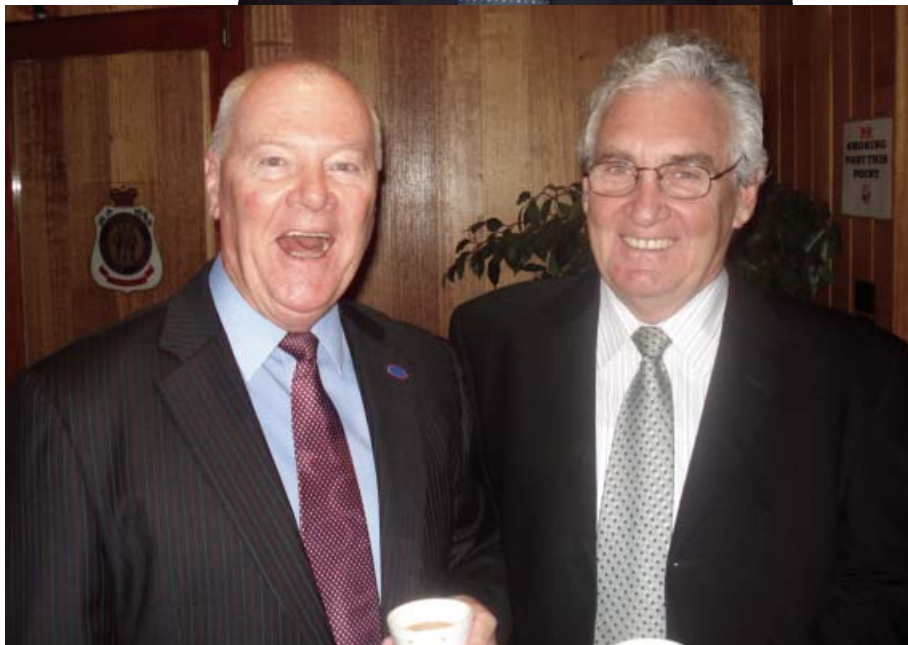
Victor Le Febvre, Business

CMAA 2007 National Bursary Program 'LPK Cleaning Asian Gaming and Expo Bursary' winner Peter Leondios.



Community First Credit Union Business Relationship Manager Victor Le Febvre spoke to Zone members about an alternative in banking and investing club funds.

Relationship Manager from CMAA Sponsor Community First Credit Union, gave the second presentation and offered managers and their clubs a real alternative in banking and investing club funds.



CMAA Federal Councillor Les Clarke, ACCM and CMAA City East Zone President Lary Dorman, ACCM share a laugh at the Zone meeting.



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Craig Fantom heads nine new members

Illawarra Shoalhaven Zone welcomed nine new members to the Zone Meeting at Warilla Bowls and Recreation Club.

The Zone Executive of President David Hiscox, Secretary Phil Boughton and Education Officer David Skinner welcomed the new members among a gathering of 40 members in late February.

David Hiscox, who has been elected Federal Councillor for the new Division F - Illawarra Shoalhaven Zone and Far South Coast Zone, told the meeting that the Zone had adjusted its fundraising focus to encompass a greater emphasis on the education and development of Zone members.

"While we will maintain our commitment to our favoured charities through our golf days and fundraising events, there will be a greater commitment to the education and development programs offered by the CMDA," David told the meeting.

David Skinner reminded members that the Zone projected to spend \$30,000 on educational development initiatives for Zone members, which would include two places at the CMAA's annual Mid-Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast from July 4 to 6.

CMAA Communications Services Manager Peter Sharp delivered the Head Office Report and concluded by congratulating Zone Secretary and Culburra Bowling and Recreation Club General Manager Phil Boughton on receiving an IGT-sponsored Peter Clarebrough Memorial Gaming Bursary to attend the G2E in Las Vegas and attend a week-long gaming course at the University of Nevada Las Vegas.

New members included past Federal Executive member Craig Fantom, who has taken the General Manager position at the Fraternity Club at Fairy Meadow, north of Wollongong.

"While we will maintain our commitment to our favoured charities through our golf days and fundraising events, there will be a greater commitment to the education and development programs offered by the CMDA ...



The Illawarra Shoalhaven Zone Executive - David Hiscox, Phil Boughton and David Skinner – join the Zone's new members at the February Zone Meeting.

Other new CMAA Zone members included Gale Burgess at Culburra Bowls and Recreation Club, Joel Mason at Port Kembla RSL Club, Sharyn Allen and Cheryl Durand at Bomaderry Bowling Club, Scott Hawkins at Illawarra Yacht Club, Peter Bott at Towradgi Park Bowling Club, Doug McCallum at Gerroa Fishermen's Club and Sandra Pegg at Dapto Citizens Bowling Club.

The CMDA's 2007 Training Calendar for the Illawarra Shoalhaven Zone includes *Marketing Fundamentals* (May 9 and 10), *OHS Risk Management for Supervisors and Managers* (June 5 and 6), *Plan and Establish Systems and Procedures* (August 13), *Business and Report Writing* (October 3). All courses will be conducted at Dapto Leagues Club.

At the March 30 Zone Meeting at

Greenwell Point Bowling Club, two more members were drawn to participate in the *Plan and Establish Systems and Procedures* on August 13, joining Phil Ryan (City Diggers) and Leigh Wagstaff (Warilla Bowls and Recreation Club).

The Zone will host fundraising golf days in the Shoalhaven on May 14 and in the Illawarra on August 6 with the Shoalhaven Children's Hospital, Interchange, Camp Quality, Warrigal Care, Cancer Carers and CanTeen – in the memory of Brett Cashman (see *Terry Condon's column on Page 7*) – the charities to be supported.

The Zone's meeting agenda for 2007 includes ...

April 27 at Berkeley Sports Club; Quarterly Meeting on May 25 at Shoalhaven Ex-Services Club; June 29 at Shellharbour Workers Club; Quarterly Meeting on July 27 at Bomaderry Bowling Club; August 31 at Oak Flats Bowling Club; September 21 at Sussex Inlet Bowling Club; AGM on October 26 at Dapto Leagues Club; Christmas Luncheon on December 7 at Collegians.

New faces enjoy golf and meeting

It was a mix of CMAA business and golfing relaxation when the Hunter Zone combined a mid-March meeting with a nine-hole golf challenge at Muree Golf Club.

Club Manager Richard Jones, the Zone Secretary, turned on the weather and the hospitality at the Raymond Terrace club.

Division F (Hunter Zone and Central Coast Zone) Federal Councillor Stephen Byfield, General Manager at Tuggerah Lakes Memorial Club attended the morning meeting, but wasn't able to stay for the golf.

A feature of the meeting was the welcome for three new members and a former Hunter Zone member who has moved back to the area.

Zone President Tony Mulroy welcomed Leigh Hilliar (Cessnock Leagues Club), Matt Peel (Hawks Nest Golf Club), Jason Russell (Nelson Bay Golf Club) and David Workman (Edgeworth Bowling Club) who was renewing his Hunter membership after working on the Central Coast.

Thirty members attended the meeting where CMAA Communications Services Manager Peter Sharp presented the Head Office Report.

The CMDA will present several courses at Singleton RSL Club and Wallsend RSL Club from early June through to late September, including two ACCM Unit courses – *Recruitment and Selection Techniques* (June 13 and 14) and *Roster Staff* (August 7).

More than 50 players teed off in the four-person Ambrose event that was also a Zone bursary fundraiser.

For the record ... Stan Tantos's IGT team won the event, Jason Russell won the nearest-the-pin, while Gary Hudson won the men's long drive and Diane Taylor from Swansea RSL Club won the ladies' long drive.

A major traffic accident on the F3 delayed the arrival of a few trade representatives, who showed remarkable tenacity and arrived in time for the final few holes of the golf challenge.



Hunter Zone President Tony Mulroy (second from left) welcomes new members (from left) Leigh Hilliar, Jason Russell and David Workman at the March 15 meeting.



The ladies (from left) Colleen Inskip, Cathy Hancock, Melissa Day, Diane Taylor and Carol Emery were part of the golfing action at the Hunter Zone Meeting and Golf Challenge at Muree Golf Club at Raymond Terrace.



The Hunter Zone Executive (from left) Ben Hamilton, Paul Murray, Richard Jones, Tony Mulroy, Steve Duggan and Andrew Walker.

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Jamil's bursary prayers answered



Inner West Zone President Jamil Chalhoub and Education Officer Michelle Dennington were at the helm of the drinks cart for the day.

It was a perfect Friday morning in Sydney's Western Suburbs ... Jamil Chalhoub's prayers were answered.

It had rained steadily for the week leading up to the Inner west Zone Golf Day at Carnarvon Golf Club on march 2.

More than 80 players – Zone members and trade representatives - combined for a day of golf, networking and good cheer, including a smorgasbord luncheon and presentation ceremony.

In his welcome and thanks speech, Jamil paid tribute to the sponsors for their support of the event and to the people – particularly Zone Treasurer and Carnarvon Golf Club General Manager Trevor Porter and his staff – for making the day a reality and huge success.

"I have watched the rain fall for a week and can't believe that we have been blessed with such a perfect day," he said with a broad smile.

"This is the main fundraiser for our bursaries and education funds, so it was good that we got the weather to make a success of the event."

The GoldCrest Security team took first place in the four-person ambrose event – by 1/8th of a shot from the Independent Gaming quartet.

The Ainsworth Gaming team won the scratch event with an impressive 65 – seven under par or the beautifully presented and testing Carnarvon layout.



The Club Five Dock Team (from left) Director John Critchley, Duty Manager Sharon Dooley, H.R. Manager David Conway and CEO Ken Diaz.



DeBortoli Wines representative Lisa Russell serves wines and cheeses for Ian Wilson, Zone Treasurer and Carnarvon Golf Club General Manager Trevor Porter and IGT Sales Executive Neil Pugsley at the end of their round.



The Inner West Zone Committee (from left) Treasurer Trevor Porter, Education Officer Michelle Dennington, Secretary Colin Eisenhuth and President Jamil Chalhoub during the Golf Day Luncheon at Carnarvon Golf Club.

Price right for committee changes

Brisbane Zone has a new President following the Annual General Meeting at Redcliffe Leagues Club in mid-March.

Morgan Price, who was Zone Vice President for the past two years accepted to take the reins after long-serving Brisbane Zone Executive members Pam Shelton elected to stand down from the Zone Presidency.

Pam made the decision to concentrate on her candidacy as Federal Councillor for the newly constituted Division G - Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone and the Central and Northern Queensland Zone - in the CMAA's new Federal Constitution.

Pam served in every position on the Zone Executive since 1992, including the past three as President as well as representing the old Division I - Brisbane as the Federal Councillor.

The new Brisbane Zone Executive is ... President - Morgan Price (Geebung - Zillmere RSL Club)

Secretary Treasurer - Jan Walters (Logan Diggers Club)

Education Officer - Jason Lynch (Arana Leagues Club)

COMMITTEE - Matthew Smith (Aspley

Australian Football Club), Karen Gabolinscy (Redlands RSL Club), David Avery (Toowong Bowls Club), Scott Steele (Redcliffe Leagues Club).

Morgan paid tribute to Pam's work for the Zone and as Federal Councillor and said he was encouraged in the new role to be working with a talented and hard working executive and committee.

"It's a big challenge to follow someone of Pam's standing in the Association, but I am looking forward to the experience and working with the committee," Morgan said.

A CMAA member for more than 12 years, Morgan has three years on the Zone Committee - the past two as Vice President. More than 60 members attended the AGM with trade representatives swelling that to more than 110 for the luncheon.

Danielle Petersen, from Total HR Solutions, Nathan Spencer from Wilson HTM Investment Group and Geoff Wolstone, from Dixon and Wolstone Strategies gave presentations before the AGM and during lunch.

CMAA Executive Officer Terry Condon had returned from the tour to the 80th World Conference on Club

Management in Anaheim with CMAA Federal President Bill Clegg in time to present the Head Office Report to the AGM. Terry also presided over the presentation of an ACCM award to Southside Sports and Community Club WHSO and Duty Manager Tony Stronge.

Brisbane and Gold Coast Zones will share joint venture functions during 2007. Outgoing Brisbane Zone President Pam Shelton had met previously with Gold Coast Zone President Steve Condren before the southern Zone's AGM in late February.

That meeting had resolved to stage at least two combined events during this year to limit the number of meetings that Zone members were required to attend and to make the most of the combined events.

The first of the Brisbane Gold Coast Combined Meetings will be staged at Siromet Winery on May 9 with their major fundraiser - the Combined Race Day - will be staged at the Gold Coast Turf Club on Saturday, July 7, as the final social event of the CMAA's Mid-Year Executive Leadership Conference at Conrad Jupiters from July 4 to 6.

Win the War for Talent

Current changes in legislation and the unsuccessful "manage on the run" practice has exposed the increased need for HR reform.

Total HR Solutions specialises in providing HR software and outsourced HR services for Clubs looking to improve their workplace culture.

At the Brisbane Zone AGM in March and the Gold Coast Zone AGM in February, Danielle Petersen (pictured), from Total HR Solutions conducted a workshop focused on interviewing techniques to help "get the right staff".

This workshop demonstrated unique ways for club managers to attract and retain the right staff, by improving workplace culture.

Danielle said 99% of the issues we face with staff are a result of not clarifying expectations.

"You can put clear expectations in



place by conducting a good interview, preparing a proper letter of offer, having clear position descriptions and a detailed orientation process for all new staff," she added. "Having solid processes in place to ensure that you are clarifying expectations is a crucial step needed to keep your key people happy.

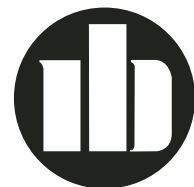
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Ray leads return of full Executive

Manly Northern Suburbs Zone strongly showed its confidence in the incumbent group by returning the entire committee for another term.

Zone members gathered for its Annual General Meeting at Asquith Leagues Club on February 21.

Zone President Ray Agostino, who hosted the morning AGM at his northern Sydney club at Asquith, reported on the events of the past year, including the success of the Zone's major fundraising and networking events.

CMAA Communications Services Manager Peter Sharp presented the Association Report before the election of officers.

Ray's report also covered his tanks to clubs that hosted meetings and premium sponsors of all of the events held during the year.

Ray also specifically referred to the success of the CMDA's "Taking it to the Suburbs" workshops that were so successful in the Zone.

Manly Northern Suburbs will award three Annual Educational Bursaries to attend the CMAA's Mid-Year Executive Leadership Conference at Conrad Jupiters from July 4 to 6.

Ray concluded his remarks by thanking his Zone and Asquith leagues Club Board for their support when he was awarded the Peter Cameron Memorial Educational Bursary to the US in 2006.

The Zone Executive for 2007...

President – Ray Agostino

Vice President - Mario Machado

Vice President – Doug McCosker

Treasurer – Kim Blackburn

Education Officer– Luke Simmons

Secretary – Jason Read

Publicity Officer – Cindy Bunyan

Luke Simmons advised that the Zone's Annual Fundraising Golf Day would be staged at Bayview Golf Club on Friday,

April 20, with sponsorship from Independent Gaming (platinum), GoldCrest Security (gold), Castle Hill RSL Club (silver) and Network Interiors & Refurbishments (bronze).

The Mid-Year Meeting will be at Pittwater RSL Club on Tuesday, July 24.

The Christmas Meeting and function will be staged on Wednesday, November 28, at a venue to be decided.



Members of the Manly Northern Suburbs executive elected at the Zone AGM (from left) Doug McCosker, Luke Simmons, President Ray Agostino, Jason Read and Kim Blackburn.



Tony Snowsill of Chatswood RSL Club (left) and John Wiley of Mosman Services Club at the Manly Northern Suburbs Zone AGM.



Doug McCosker (Roseville RSL Club), Denise Johnston (North Sydney Club), Harry Wilkinson (Roseville RSL Club) and Chris McCarthy (Ryde Eastwood Leagues Club) at the Zone AGM at Asquith Leagues Club.

Armidale City 'Bowlo' produces great show



Peter Jefferies from Barringtons promotes the Armed Robbery Survival Skills Course at the North West Zone Meeting.

The Armidale City Bowling Club hosted a well-patronised Trade Show and CMAA Zone Meeting in March, attracting more than 100 managers and directors.

The Trade Show featured trade suppliers such as IGT, CUB, Grub Signs, Universal Fire Services, the Barrington Group, Maxgaming, Konami and others on the Tuesday night before the CMAA Zone Meeting.

The food and beverage service provided by the club was, as always, first class - as were the cool country and western tunes being belted out by the band.

CMAA North West State Zone meetings are always well patronised, with the March meeting drawing 34 out of the zone's 45 members.

Apart from the Head Office Report, delivered by Education Manager Ralph Kober, the meeting resolved to purchase and subsidise the CMAA's



North West Zone President and Armidale City Bowling Club General Manager Phil Wheaton with his President Richie Clutterbuck.

Visionary Leadership Program - to be held at Narrabri RSL Club in May and June this year.

Peter Jefferies, from the Barrington Group, showcased the industry's premier on-line Armed Robbery Survival Training Program to members and highlighted the need for clubs to take a proactive position in minimising the harm associated with armed robbery for their staff and patrons.

Congratulations to Zone President Phil Wheaton and the committee for a great two days.



Sharon Goodhew from Narrabri RSL Club, Ian "Woodie" Woodcock from Lightning Ridge Bowling Club and Paul "Crusty" Gordon from Narrabri RSL Club enjoy the North West State Zone Trade Show.

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Education on top of busy agenda

Mid North Coast Zone members braved local flooding to attend the Zone Meeting at Myleston last month.

In fact, Zone President Bill Larkey arrived right on the 10am meeting start time due to flooding at his Nambucca Heads RSL Club.

Bill, with his Zone Executive of Secretary Daphne Parker and Education Officer Glen Buckley conducted a meeting of 22 members at the North Beach Bowling Club at Myleston on March 6.

With the CMAA's Annual Conference and Expo less than a month away, Glen reported that 18 Zone members had registered to attend the two-day event at Sydney' Darling Harbour.

The Zone tour includes inspection tours of the Bankstown Sports Club and the Cabana Bar, which was formerly the North Sydney Rugby Club.

Glen also spoke – with Bill Larkey's strong support - about the Zone's education philosophy and won unanimous support for a motion that clubs receive a \$100 rebate for members who attend CMDA-promoted courses.

"We are fortunate to have relevant courses presented by quality presenters and we need to support these programs, otherwise we will find ourselves having to organise them," Glen said.



Zofia White of Stuarts Point Workers Recreation and Bowling Club and Dawn Grebert of Sawtell Bowling and Recreation Club with Jan Bruce of Woolgoolga RSL Club managed to find a moment of sunshine at the Zone Meeting.

CMAA Communications Services Manager Peter Sharp delivered the Head Office Report

Department of Liquor Gaming and Racing Field Inspector Steve Blackburn conducted an information session and forum covering the compliance issues attached to clubs staging trade promotions, bingo and lotteries, which draw plenty of comment and questions from the floor.

North Beach Bowling Club Secretary Manager Wayne Bunn's catering team provided a delicious luncheon for members and trade representatives following the meeting and presentation.

Mid North Coast Zone's Training Schedule includes *Deal With Conflict Situations* (March 12 and 13) and *Coaching Skills for 'Buddy System' Line Trainers* (March 14) and *Marketing*

Fundamentals (October 15 and 16) at Nambucca Heads RSL Club and *Armed Robbery Survival Skills* (April 12) and *Monitor Staff Performance* (September 11 and 12) at Coffs Harbour Ex-Services Club.

North Beach Bowling Club Secretary Manager Wayne Bunn who hosted the Mid North Coast Zone Meeting in February.



Urunga Golf Club Duty Manager Damon Hunter, Woolgoolga Bowling Club Duty Manager Lance Pike, Coff Harbour RSL Club CEO John Rafferty with his Group Gaming and Compliance Manager Greg Engel and Duty Manager John Doyle.



Mid North Coast Zone President Bill Larkey with Department of Liquor Gaming and Racing Inspector Stephen Blackburn and Zone Education Officer Glen Buckley.

Smooth sailing follows successful meeting

The CMAA Central Coast Zone members mixed business and pleasure at the Annual General Meeting and Social Cruise in early February.

The AGM, which attracted more than 60 members from all areas of the Zone, was conducted at the Central Coast Leagues Club.

There was good representation from clubs across the Coast with strong support for the 2007 committee.

The office bearers for 2007 ...

President - Graham Calbert (Mingara Recreation Club)

Vice President - Dave Brace (Gosford RSL Club)

Vice President - Ken Pearson (Terrigal Memorial Country Club)

Vice President - Christine Haynes (Diggers at The Entrance)

Treasurer - Brad Kennedy (Doyalson-Wyee RSL Club)

Secretary - Angela Lanser (Mingara Recreation Club)

Education Officer - Dena Hynes (Mingara Recreation Club)

Publicity Officer - Ben Bradley (Davistown RSL Club)

Federal Councilor Stephen Byfield, General Manager from Diggers at The

Entrance also attended the meeting.

Zone members are reminded that meeting dates have been changed to Wednesdays in 2007 ...

Wednesday, April 18 - Wallarah Bay Recreation Club (10am meeting, 1pm lunch)

Wednesday, July 18 - Gosford RSL Club (10am meeting, 1pm lunch)

Wednesday, September 19 - Diggers at The Entrance (10am meeting, 1pm lunch)

Tuesday, December 7 (Christmas Luncheon) - Davistown RSL (TBA).

The Social Cruise was held on the magnificent Brisbane Waters with all Zone members and industry representatives enjoying the first class atmosphere and hospitality.

Zone President Graham Calbert thanked the industry trade suppliers for their support and assistance to present such a superb event.

"The day is high on the social calendar for the Zone's club managers as it is an opportunity to network and relax away from the pressures of work," Graham added.

"The cruise offers a good opportunity to network with our suppliers and other club managers and their boards."



Wyong Rugby Leagues Club Group Gaming Manager Cheryl Hosking and Group Service Manager Brad Besant enjoy the Central Coast Zone cruise on Brisbane Waters.

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Ambre will bowl 'em over in Guyana

By PETER SHARP

Ambre Hudson might only be 25 years old, but she has always known that she would walk away from her comfortable life to help people.

It was never a case of "if", rather "when", Ambre would take her mother Maria's hand and tell her it was time to begin her "adventures".

"I knew when I was at school that when I was ready, I would walk away from my family, my home, job and studies to work with people who need my help," Ambre says with understated confidence and absolute focus.

Ambre called at the CMAA head office to visit her mother, Maria, who is the Training and Venue Coordinator at Auburn.

She was on the way to her dentist for some final work before she boards a flight in early June to work with poor communities in Guyana.

That's Guyana – not Ghana, in Africa – and, if the name is somewhat familiar, then Super 8 rounds of the ICC World Cup cricket tournament will be played at the Providence Stadium in Georgetown, Guyana.

In fact cricket is the biggest sport in Guyana, which is the only mainland nation that makes up the West Indies, and has a mainly agriculture-dominated economy with sugar the dominant crop.

Guyana chose Ambre as much as she chose it because she was one of hundreds of young Australians offering their services to assist underdeveloped destinations around the world.

Youth Challenge Australia grabbed Ambre's attention with their work for poor nations and the opportunity to "get her feet wet" in an eight-week block of travel and work.

Her first choice was Costa Rica, but Youth Challenge coordinators decided on a range of alternatives and a community in Guyana will benefit from Ambre's energy and determination – along with nine other young Aussies – to make a difference in their lives.

"The trip and work experience in Guyana will give me a feel for what it will be like when I decide on a bigger, long-term project at a later stage," Ambre said.

"I know this is what I want to do with my life ... what I will finish up doing and where I do it, I'm not yet sure ... but I'm looking forward to the challenges and adventures along the way."

Ambre will leave Sydney on June 9 and spend eight weeks working on the ground in a Guyanese community helping with to organise youth summits, travel for HIV education and women's conferences ... "I really won't know what I'm working on until I get there."

She's taking leave from her job and leaving behind her two university degrees to roll up her sleeves and get stuck into some old-fashion hard work.

Raised and educated in the Rooty Hill area in Sydney's west, Ambre studied at the University of Western Sydney (Hawkesbury Nepean) for her Arts degree in Social Ecology and did a post graduate Master of International Social Development at the

University of NSW over four years.

"While I was growing up, particularly in high school, I leaned that I wanted something more out of life and discovered that social ecology was about looking at the world as an agent of change – exploring and changing the world," Ambre said.

Then I studied "Issues in Third World Development" as part of my Social Ecology course and discovered my passion.

"It's going to be very different from my life so far, but I'm ready and looking forward to the people I meet along the way."

Ambre lost her father in 1999 and knows it will be hard to be away from mum [Maria] ... "but mum knows how important this opportunity it is to me," Ambre says assuredly.

When she returns from Guyana, Ambre already has her sights on a 12-week stint in Central Australia – again with Youth Challenge – working with indigenous communities.

"Youth Challenge sends people to Vanuatu and New Guinea ... people in countries that need our help are a lot closer to home than we might think ... indigenous communities here in Australia," she added.

Ambre has a month to raise the \$9,000 she needs to cover the cost of this adventure.

There's no wages or income in this for her – the \$9,000 covers airfares, accommodation, living expenses and financial support for the project.

If her fundraising efforts fail to reach the target, Ambre is determined make up the difference from her personal savings.

"I know that I'm never going to make much money doing this, but I've made my peace with that ... my life never has been and never will be about money," she said. "I can't see a time in my life when I won't be doing this kind of work ... I have a strong sense of it's what I'm here for."

It's hard to imagine the generosity of the Club Industry won't ensure this young woman from Rooty Hill won't have the support she deserves.



Ambre Hudson with her mother, Maria, who is the Training and Venue Coordinator at the CMAA's head office at Auburn.

"I knew when I was at school that when I was ready, I would walk away from my family, my home, job and studies to work with people who need my help ..."

Zone Education Officers

ACT

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Woden Tradesmen's Union
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Fax: (02) 6285 2592

NSW

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Paddington-Woolollahra RSL
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MANLY/NORTHERN SUBURBS:

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ST GEORGE/CRONULLA:

Shawn Morris
Caringbah Business & Sports
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NEPEAN:

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CENTRAL COAST

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HUNTER:

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THE GREAT LAKES:

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Forster Bowling Club
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Fax: (02) 6555 6526

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Cabarita Beach Sports Club
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Fax: (02) 6676 1245

ILLAWARRA ZONE:

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Oak Flats Bowling & Rec Club
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Fax: (02) 4257 1050

FAR SOUTH COAST

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Milton Ulladulla Bowling Club
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RIVERINA/MURRAY:

Paul Barnes, ACCM
Moama Bowling Club
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Fax: (03) 5480 9888

Southern Riverina:

Craig Muir
Coomealla Memorial Club
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Fax: (03) 5027 4350

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IPSWICH/DARLING DOWNS:

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RSL (Qld.Branch) Maryborough
Sub-Branch Inc
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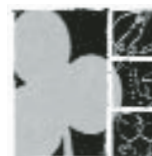


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ozjobfindit.com will automatically rank applicants on whether they meet this criteria on behalf of the employer – taking a lot of the hassle deciding which applicants are suitable to interview.

All of this is provided for free to employers wanting to recruit staff.

Courses overview ...

Garry W. Haworth delivers management and marketing programs on behalf of the CMDA - *Marketing Fundamentals, Develop and Manage Marketing Strategies, Monitor Staff Performance, Dealing with Conflict, Customer Service Essentials, Monitor Work Operations, Lead and Manage People, On The Job Training (Buddy System), Plan and Establish Systems and Procedures, Business Writing and the LAB-Approved RSA.*

Marketing Fundamentals is a two-day program that acts as a prerequisite to *Develop and Manage Marketing Strategies (THHGLE12B – ACCM unit)*.

Marketing Fundamentals is designed to introduce team leaders, supervisors and managers to marketing issues in an operational context and focuses on what is marketing, marketing's main fields of practice and study, the roles of various staff positions in a club's marketing effort and the extended services marketing mix (7Ps).

A concluding pragmatic session designed to stimulate idea generation and discussion assists club supervisors and managers to draft objectives and

activities to take back to their club.

The final session acts to achieve outcomes for participants and is supported by the trainer, but is non assessable.

Develop and Manage Marketing Strategies (THHGLE12B – ACCM unit) consists of two sessions – each two days.

The market environment has altered considerably, with regulatory change and increased competition altering club manager's challenges, the requirement to read and interpret the competitive market environment and develop marketing strategies is a necessary skill set for club managers and club's executive boards.

Environmental and market situational analysis is designed to make managers aware of some methods to gather and analyse market intelligence that may assist in the decision making process for operational and strategic manipulation of the market mix.

Market planning to use scarce financial, physical and human resources efficiently and effectively is centred on

identifying segments of a club's members and potential members and visitors for targeting.

Strategic marketing is discussed as a subject with an aim to assist participants in their personal and professional development through workshops and a Club Industry forum atmosphere, where managers can identify, reflect and discuss with other club managers their specific and at times peculiar market dynamics.

This open industry forum helps managers in seeking industry benchmark ideas and raises awareness of the need for innovation in the Club Industry.

Communication of product benefit attributes through advertising and promotional activities is discussed and showcased, with active involvement sought from participants and the club industry.

Advertising is important in marketing, but needs to be an outcome of a marketing effort designed to make good use of the club's advertising budget.

Develop and Manage Marketing Strategies is a nationally accredited module that can give participants



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articulation credit in some tertiary programs, and requires a written assessment to be submitted.

Participants are given scope to research and develop an assessment for their own or their club's particular needs, from a promotional activity for a section of the club through to a full marketing plan for a group of clubs.

The premise is to apply knowledge to enhance the learning experience.

Marketing is a subject that requires a career-long journey of learning and this program seeks to assist people in taking steps along their marketing journey.

Other programs delivered by Garry are targeted toward managing the human side of clubs.

Staff and customers make clubs.

Where service-based clubs utilise their people resources well, staff like to come to work, members and visitors enjoy their club experience.

Managers who are running each day, reacting to problems and putting out fires behind them are never really planning positively by looking forward.

Programs such as *Monitor Staff Performance*, *Dealing with Conflict*,

GARRY W. HAWORTH

Garry W. Haworth has more than 25 years of hospitality experience in operations, management, training and consulting.

Garry has qualifications, including Master of Commerce (Management) achieved through a research thesis, "How does the consulting intervention process adapt to the client context?"

The thesis focused on decision-making and managing change as contexts of organisations.

The concept for the research developed from Garry's 15 years of consulting experience to clubs.

A Bachelor of Business (Marketing) combined with a Diploma Workplace Training Systems and an Associate Diploma Hospitality Management and Garry's 25 years of experience give him theoretical depth with a practical focus to aid clubs and other clients in training and consulting.

Garry is proprietor of Professional



Hospitality, established in 1992 with a mission to seek continual improvement in Australia's hospitality industry.

Garry has delivered programs for the CMAA for 10 years and lectured and tutored for the University of Newcastle for eight years in the Faculty of Business and Law.

Customer Service Essentials, *Lead and Manage People*, *Business Writing* are targeted to benefit and assist managers in their day-to-day challenge of

managing people and interactions with staff, members and visitors and engaging positively in their business and social environments.

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CMDA Training Program



May – June 2007

For full content details of each of the programs contact the CMDA or refer to the 2007 calendar on our website.

Phone: (02) 9643 2300 www.cmaa.asn.au Email: training@cmaa.asn.au

| COURSES | MAY | JUNE |
|---|----------------------------|------------------|
| Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day | Th 17 | T 12 |
| Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day | M 7 | Th 7 |
| Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons | M 14 | |
| Deal with Conflict Situations THHGS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers. | | T 5 & W 6 |
| Plan & Establish Systems & Procedures THHGA08B- 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club. | | W 13 |
| Gaming Management Development Program - ACCM Unit - 3 x 2 Day Sessions (Develop & Manage Gaming Activities THHADG02A) Ideal for Gaming Supervisors and Managers. Covers; EGM install and floor layouts, LAB, Gaming, HR issues, gaming promotions, advanced analysis, poker machine fraud and minor gaming activities. | (S1) M14 – W16 | (S2) T12 – Th 14 |
| Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B) | | M 18 & T 19 |
| Develop and Implement a Business Plan THHGLE19B -ACCM Unit - 3Days. Assists Managers to understand the process of strategic management and shape their Club's business plan. | (S1) M 14 & T 15 (S2) M 28 | |

Regional Training

| COURSES | MAY | JUNE |
|---|---|--|
| Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons | | Central Coast W 6 |
| Business & Report Writing 1 Day | | Hunter M 4 |
| 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. | ACT W 16 | |
| Deal with Conflict Situations THHGS03B- 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers. | Brisbane M 21 & T 22 | |
| Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors. | Mid State (S1) M 7 – W 9 (S2) M 28 – W 30 Far South Coast (S1) M 28 – W 30 | Far South Coast (S2) M 25 – W 27 |
| Analyse & Report on Gaming Machine Data THHADG01BACCM Unit 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) | North West State M 28 & T 29 | Great Lakes M 18 & T 19 |
| Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B) | Far North Coast T 1 & W 2 | Cairns W 27 & Th 28 |
| Financial Management ACCM Units 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program. | Far South Coast CANCELLED | |
| Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B) | Illawarra W 9 & Th 10 | |
| Roster Staff THHGLE05B-ACCM Unit - 1 Day | Mid State T 8 Far South Coast T 29 | |
| 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. | Brisbane W 23 & Th 24 | ACT W 20 & Th 21 |
| Recruit and Select Staff THHGLE07B-ACCM Unit - 2 Days This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans. | | Hunter W 13 & Th 14 |
| OHS Risk Management for Supervisors and Managers (Implement Workplace Health, Safety & Security Procedures THHGLE02B) | Riverina M 21 & T 22 | Illawarra T 5 & W 6 |
| OHS Consultation – (Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B) | | Far North Coast (S1) M 4 & T 5 (S2) M 25 & T 26 |

Courses featuring a code prefixed by either BSB 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 Estelle McDonald at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400.

Courses overview ...

The CMDA's *Duty Managers Program* gives a thorough overview of skills required to run an organisation successfully.

You don't have to be the accountant to leave with an understanding of the language, what gross profit looks like and how to read a balance sheet.

From a leadership perspective, it's a fantastic program - with a practical accent.

Twenty years ago, leadership was dry and theoretical, sometimes hard to get the concepts across.

Today, with the knowledge growth in this area and the support of some wonderful tools, such as the suite of products from Human Synergistics, we can measure and demonstrate leadership effectiveness plus the link and impact on culture.

Participants are required to commit to an action plan on at least one item that will assist them to become more effective in their role as a leader.

The *Strategic Leadership Program* runs over three days and builds on the concepts initiated in the *Duty Manager Program*, engaging a new level of detail, commencing with a 360-degree feedback tool completed one month before.

The *Strategic Leadership Program* is designed to help participants take the lead in:

- Demystifying the Strategic/Business Planning process for departmental and line managers
- Identifying a rigorous Problem Solving Model
- Creating a timely and sustainable Performance Management System

- Understanding Culture - what impacts it and how it links to "bottom line" results
- Leading motivated and high-performing teams
- Resolving conflict effectively
- Implementing an objective Feedback Model

Leaders play a critical role in activities that are intrinsically linked to a club's future success and the success of the industry.

For this reason, leadership is at the core of this program.

Components and activities in the course are built around key areas of Customer Service, Corporate Governance, People, Teams and Culture and Integrity of Systems and Plant.

At EDN, we aim to provide different experiences by combining theory with experiential activities to "make a difference" and provide powerful learning for leaders to try new techniques and enhance current business performance.

** Lori Luhrmann is a Senior Consultant with EDN.*

"You don't have to be the accountant to leave with an understanding of the language, what gross profit looks like and how to read a balance sheet ..."

LORI LUHRMANN

"Where do you want to be in five years?"

I could never answer that question.

There have always been so many choices?

Well, change is as certain as tax and, ironically, Lori Luhrmann assists others to answer that question today.

As a child in the town of Taree, Lori hadn't conceived the opportunities life would present.

Encouraging parents, instilling the belief that you can achieve anything you set your mind to probably is a good start.

Aged 11, when Lori announced that she had a job at the local racetrack, she had no idea she'd become the first licensed female jockey between Newcastle and Brisbane.

That was the beginning of a long ride, with many turns and still no sight of the finishing post.

After university, Lori worked in the catering and hospitality arm of TAFE NSW before joining her first club as Human Resource Manager.

Twenty-five years later, she has accumulated an impressive bank of experience in hospitality, leisure and entertainment industry and, more recently, oil and gas.

Lori was always drawn to challenging change management projects, and openings including the AHA in South Australia, pre-opening and opening of Star City and then Fox Studios Australia in roles encompassing Human Resources, Training and Development, Customer Service/Quality Assurance and Corporate HR.

A passion for Leadership Development, Human Resource Management, Quality Improvement, issues and solutions, pushed Lori to pursue this full-time with EDN.

Since 2003 she has been heading up *Leadership Development* component of the *Duty Manager Development Program* and is a key personality in the *Strategic Leadership Program*.

Today's client list is broad and varied in nature, in the past 12 months she has visited numerous destinations from Perth to Sydney, Brisbane to Melbourne, the US, Vietnam and West Africa.

"I can be in Dapto one day and Tobago the next," she laughs.

"Still, working with clubs is like coming home and putting on your favourite slippers ... it's comfortable, familiar and always fun."



Courses overview ...

In 2007, Geoff Meston will deliver the following courses for the CMDA ...

Gaming Analysis Program (2 days):

The GAP course is packed with "gaming goodies" to suit the entire club family. We start with a review of the relevant statutory bodies and legal compliance issues that dictate all aspects of our gaming operations. These matters have both state and federal legal ramifications, and should be known by the General Manager, the club's auditors, through to the poker machine attendants. The bulk of the course looks at the basics of cash flow analysis; the importance of accurate collection of data; the cash flow calculation; time saving easy steps to analyse variances using simple tools, without having to leave your desk. We then review the link reconciliation process and how to understand revenue and popularity reports. This is an outstanding course that anyone who wants to make a career in the Club Industry should complete.

Financial Fundamentals (2 days):

This course is not an accounting course. Clubs already have all the

accounting work done to meet legal financial reporting compliance obligations. This course is for the people that run the business - General Managers, Department Managers, Duty Managers and Area Supervisors. Financial Fundamentals explains how to use all of that accounting data to run a club more effectively and profitably. Plan and review your sphere of operations in a dynamic and forward-thinking manner. We look at critical financial and operational measurement tools; budgeting concepts which target individual departments and various resource allocation techniques; and simple analysis of the operational results.

Financial Management (2+3 days):

This course is designed for non-accountants looking at legal compliance obligations and the construction of quantifiable budgets in our critical areas of operation. We review budgeting for cash flow, capital expenditure, departmental operations and the tools we should use to calculate realistic forecasts to attain predictions. We also examine pricing

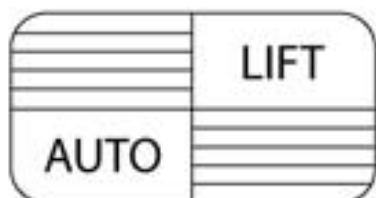
structures and controllable cost calculations to maximise forecast revenues and profits. To consolidate the course material, students then calculate ratio analysis to measure their own club's health using the most recent annual financial report.

Deal With Conflict Situations (2 days):

Club business is a "people business" and everybody has different wants, needs and ideas about how things should be. This is what makes management interesting, but also leads to conflict when someone feels their needs have not been met. The course looks at many reasons for differences of opinion, including behaviour and club culture. We investigate how conflict can escalate and the "hidden" costs if left unresolved. How the situation is approached or handled can dictate whether we attain a positive or effective outcome. Students learn the techniques, words and body language to best deal with a variety of circumstances.

Plan Processes & Procedures (1 day):

Most successful businesses share one enduring attribute - they maintain a consistency of service and quality standards that their competitors find difficult to match. This is a prime driver



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of customer loyalty. This course will provide valuable tools to analyse club operation and develop a framework of interdependent systems, processes and procedures that comprise business mechanics. We then dissect these systems into the step-by-step tasks that can be repeated to maintain consistent standards. These then can be used for most training requirements, performance evaluation and to regularly review and quantitatively measure overall quality standards. I recommend this for all management personnel.

Buddy Coaching (1 day):

This course is a perfect complement to the Plan Procedures and Processes course. We look at coaching for what it is - specific face-to-face development of an employee by another to teach new skills, remedy poor standards, change existing practices, and as an avenue to absorb the methods of a club's specific "culture". The term "buddy" indicates the development of a helpful personal relationship. It is designed to help "tailor" current procedures to target the individual needs of an employee to avoid rehashing information they may not need. If you are a manager, you need to be a coach.

GEOFF MESTON

Geoff Meston likes to ensure the courses he delivers are as practical as possible thanks to his ability to draw upon 22 years of experience in the hospitality industry.

Geoff's first management positions were with McDonalds Restaurants for six years, where he had charge over the two busiest sites in Australia at the time.

He also enjoyed a short stint working in Singapore and Hong Kong outlets along the way.

Once the "burger fever" had run its course, Geoff spent the next 16 years working in the Club Industry, learning a range of new skills on the path to senior management.

At the same time, he completed a Bachelor of Business degree at the University of Technology Sydney and Master of Commerce degree at the University of NSW.

Geoff describes his background with the CMAA as "very rewarding for me".

"Particularly the time I spent on the CMDA Board of Management Studies where I first became involved in



industry training," Geoff added.

As a result, he also added the Certified Club Manager (CCM) award and Certificate IV in Workplace Training and Assessment to his resume.

Geoff currently operates his own business in many different disciplines, including management training.

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CMAA Diary Dates - Zone Meetings and Industry Functions

| Day | Date | Meeting | Venue | Zone | Lunch |
|-----|------|---------|-------|------|-------|
|-----|------|---------|-------|------|-------|

APRIL 2007

| | | | | | |
|---------------------------------|-----------|-------|------------------------------|---|-------|
| Monday | 2/4/2007 | 17:30 | Darling Harbour | Federal Council Meeting | |
| Tuesday | 3/4/2007 | 09:00 | Darling Harbour | CMAA Annual General Meeting | |
| Tuesday | 3/4/2007 | 18:00 | Darling Harbour | CMAA Annual Awards Presentation Gala Dinner | |
| Wednesday | 4/4/2007 | 09:00 | Darling Harbour | CMAA Annual Conf. & Trade Show | |
| Wednesday | 4/4/2007 | 09:30 | Sydney | Club Industry Advisory Council | |
| EASTER – 06/4/2007 TO 09/4/2007 | | | | | |
| Tuesday | 17/4/2007 | 11:00 | Camden Haven Golf | Great Lakes Zone Meeting | 13:00 |
| Wednesday | 18/4/2007 | 10:00 | Wollarah Bay Recreation Club | Central Coast | 13:00 |
| Thursday | 26/4/2007 | 09:30 | Auburn | CMAA Executive Meeting | |
| Friday | 20/4/2007 | 07:00 | Bayview Golf Club | Manly Northern Suburbs Golf Day | 13:00 |

MAY 2007

| | | | | | |
|-----------|--------------|-------|-------------------------------|--|-------|
| Monday | 15-17/5/2007 | | Novotel Wollongong | Leagues Club Association Gaming Conference | |
| Tuesday | 8/5/2007 | 10:30 | Woolgoolga RSL | Mid North Coast Zone Meeting | 13:00 |
| Wednesday | 9/5/2007 | 09:30 | Moree Services Club | North West State Zone Meeting | 13:00 |
| Wednesday | 9/5/2007 | 09:30 | Sirromet Winery | Combined Brisbane / Gold Coast Meeting | 13:00 |
| Thursday | 10/5/2007 | 07:30 | Fox Hills Golf Club | Nepean Annual Golf Day | |
| Thursday | 10/5/2007 | 09:30 | Goulburn Workers | Far South Coast Zone Meeting | 13:00 |
| Tuesday | 15-17/5/2007 | 09:00 | Novotel Northbeach Wollongong | Leagues Club Association Gaming Conference | |
| Sunday | 20/5/2007 | 14:00 | Wellington Soldiers | Mid State Study Tour | N/A |
| Tuesday | 15/5/2007 | 09:30 | Tewantin Noosa RSL | Sunshine Coast Zone Meeting | 13:00 |
| Tuesday | 22/5/2007 | 07:30 | Dooleys Lidcombe | Inner West Zone Meeting | |
| Wednesday | 23/5/2007 | 11:00 | South Newcastle Leagues Club | Hunter Zone Meeting | 13:00 |
| Thursday | 31/5/2007 | 09:30 | Auburn | CMAA Executive Meeting | |
| Tuesday | 29/5/2007 | 07:00 | Coast Golf Club | City East Peter Cameron Golf Day | |

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The more things change, the more they stay the same

English '60s' music never dies and the lawsuits keep going! **Herman's Hermits** are due back in Australia in August to perform another run of club dates. They sold out most of their shows last year so many clubs immediately rebooked for 2007. You'll remember their hits, *I'm Into Something Good*, *Mrs Brown You've Got a Lovely Daughter*, *I'm Henry VIII*, *I Am, No Milk Today*, *Sentimental Friend* and *There's A Kind Of Hush (All Over The World)*. The original lead singer, **Peter Noone** left the band in 1971. Drummer **Barry Whitwam** joined the group early in the 1960's. **Noone** recently reformed Herman's Hermits, while the band touring Australian clubs is "**Herman's Hermits Starring Barry Whitwam**". A number of bitter law suits over the name has resulted in **Noone** having the rights in the US (where he has lived for a number of years) and **Whitwam** having the rights elsewhere.

David Campbell with "*The Swing Sessions*" show will perform 10 club shows in April and May this year. Son of the legendary rocker **Jimmy Barnes**, the 33-year-old **David** has starred in musical productions such as "*Shout*". Think songs from **Bobby Darin**, **Frank Sinatra**, **Sammy Davis Jr**, **Tony Bennett** but all sung in his own distinctive style. It's a blast back to the great crooners of the past.

The ever-popular 60's English group **The Bachelors** will be back for club shows in October and November this year. Brothers **Con** and **Dec Cluskey** with **John Stokes** were the original members.

Their most successful hit songs were *Diane*, *Marie*, *I Wouldn't Trade You For The World* and *Charmaine*. In 1984, **John Stokes** left but the legal battles are still going on to this day. It will be **John** and his **Bachelors** touring Australia.

Two version of **The Searchers** have toured in Australia and the group with the original member, **John McNally** will be back in early 2008 following their successful shows in January 2007. The present front man, **Frank Allen** joined in 1964. *Sweets For My Sweet*, *Sugar And Spice*, *Needles And Pins* and *Don't Throw Your Love Away* were their No.1 hits. An original member, **Mike Pender** left amid great acrimony in 1981 and still tours regularly as **Mike Pender's Searchers**.

Remember *Do Wah Diddy Diddy*, *Pretty Flamingo* and *If You Gotta Go, Go Now*? **Manfred Mann** - without the original **Manfred Mann**, himself - will be here in August for a series of club shows. There will be just two of the original members in the group, **Mike Hugg** and **Paul Jones**, although both have left and rejoined the band a number of times. Sometimes they use the name "**The Manfreds**" just to further confuse the issue.

One if the few to save himself considerable legal costs is **Gerry Marsden** of **Gerry and The Pacemakers**. He will be back in November this year and, no doubt his shows will be as successful as always. In 1962 **Gerry and The Pacemakers** were

signed by manager **Brian Epstein** as his



second group after **The Beatles** and made their name with ballads like *Ferry Cross The Mersey* and *Don't Let The Sun Catch You Crying*. But it was a **Rogers and Hammerstein** song *You'll Never Walk Alone*, which had enthralled Gerry since he saw the film "*Carousel*" in his youth, that was their biggest hit. For four decades it has remained the anthem of the crowds at **Liverpool Football Club**, played before kick-off at every home game, inscribed on the club gates and always his most popular song request. **Gerry** always tours with a different group of **Pacemakers**.

Does it really matter who is in the group as long as it is a great show? It does matter, though when a legal injunction arrives threatening action over the use of the name.



D.I.Y. the way to go at Tweed Heads

By HENRI LACH

The “do-it-yourself” bug has bitten hard in far northern NSW, at the Tweed Heads Bowls Club.

A renovation project worth \$4 million is being undertaken in-house - no external project managers, foremen or workmen.

General Manager Ross Bailey believes the club will save about \$2 million with this approach.

And when Ross is quoting figures, he does so with some authority.

He's a chartered accountant who was the club's finance manager for 13 years before he took over the GM's job in January last year.

The plans for the project were drawn up by an architect at the direction of club executives, and apart from some specialised technical aspects, club staffers are doing all the work, beginning with the demolition of areas that will be converted to other functions.

Ross Bailey says it all makes good sense.

“Who else knows the club better than the staff?” he asked rhetorically.

It won't be a case of an amateur D.I.Y. job.

“We have people on staff who are certified in various trades.

“We've got the skilled people, so we'll use them.

“It will all be done professionally.”

The revamp is not being done on a whim, or just to spend surplus funds.

“We've done some enormous market research, one through the Southern Cross University where we have strong affiliation, and another through a professional research organisation.

“The results were almost identical and we're taking that advice.

“It's all about maximising space and making it work.”

The project will virtually transform the club's first level.

The old auditorium will be gone, and a new gaming room to house the club's 285 machines will take its place.

A general entertainment area will replace the auditorium.

As well, of course, a smoking area will comply with the total ban on indoor smoking in NSW that comes into effect from July 2.

A new bistro and coffee shop were already in place just before the Christmas break, and Ross hopes that the rest of the work will be finished before May this year.

Ross and his club have a special reason for wanting the whole job done by May.

They want the place to be looking good by then, because the club has scored a major coup, and added another string to its already impressive bow.

It was officially announced in February that the Tweed Heads Bowls Club has won the right to host Bowls Australia's new event - the World Team Cup - for the next three years, with an option for a further three years.

The inaugural cup will be staged from May 17 to 25.

Bowlers, representing what Bowls Australia describes as “the powerhouse of international bowls” will compete.

They'll come from England, Scotland, Wales, Ireland, New Zealand, South Africa and Malaysia to pitch their skills against the Aussies.

This means a huge influx of people into

An old-fashioned bloke

Tweed Heads Bowls Club General manager Ross Bailey is an executive who wears his heart on his sleeve, with a total commitment to his club, and dedication to the Club Industry.

Ross is proud of the contribution his club has made to the local community.

There was the \$85,000 contribution to the Tweed Heads PCYC which was in danger of closing down due to lack of fund.

And it's the financial support during the past 15 years to the Wommin Bay Village Nursing Hostel near Kingscliff -



Tweed Heads Bowls Club's financial support saved the Tweed Heads PCYC from closure.

one of the few non-profit aged care facilities in Australia.

Ross isn't the sort of bloke who blows his own trumpet and it takes some prodding to get him to talk about himself.

What emerges, however, is that he's a hard worker and an achiever.

He hails from the industrial town of Newcastle, where he began his working life as a steel industry trainee, but he set his sights higher, and took on part-time studies at the University of Newcastle.

He gained his Commerce Degree in the 1970s and joined a local accounting firm where he put academic learning into practice for several years before opting for a change of pace.

His new wife Kathy and he began a business conducting outback tours, and a chance meeting with a KPMG executive on one of these excursions opened the door for a position with that prestigious organisation.

Ross spent nearly a decade with the firm “filling the gap”, as he put it, in the company's

numerous offices around the country.

“I guess I was a sort of locum accountant,” he said.

In 1992 an advertisement calling for a finance manager at the Tweed Bowls Club caught his eye, and Ross answered the call.

He sums up his reason for joining the Club Industry: “Clubs exist for all the right reasons,” he said.

“They are not there to make a profit. They are community based ...

based on good ethics and values.”



Tweed Heads Bowls Club General Manager Ross Bailey ... a strong advocate of D.I.Y.



Tweed Heads Bowls Club's indoor rinks feature prominently in the events calendar

the area, including players and their entourage, and spectators.

The importance of such an event to the economy of the Tweed, and indeed the Gold Coast, has not escaped the notice of civic leaders and tourism executives, who strongly endorsed the Tweed Bowls Club's bid to host the event.

Ross Bailey says his club already attracts about 16,000 international visitors a year, as well as more than 100,000 people from interstate, with its current calendar of events.

The Coca-Cola Golden Nugget, described as the most prestigious international events staged in Australia, is in its 20th year.

The Tweed Open Prestige Single tournament was added to the list recently. As well, high-profile events such as the Australian Sides Championships, three-day test



Tweed Heads Bowls Club Executive Chef Brad Whittaker and General Manager Ross Bailey with plans of the renovation project.

matches against England, Scotland, Ireland and South Africa, the Australian Ladies' and Men's Single Championships also attract national TV coverage by the ABC.

Ross Bailey is justifiably proud of his club's status and achievements in the world of bowls, and he's quick to pay tribute to his staff and the club's board for the success.

"It's not about me ... it's about all these people," he said.

"We're like an extended family."

He's effuse in praise of his Facilities Manager Ken Howell and his team, and Executive Chef Brad Whittaker.

Both, he said, were making important contributions to the club's refurbishing project.

Brad Whittaker also came in for mention for his individual achievement.

He's among the winners of a CMAA Bursary to attend the International Food and Gaming Expo in Hong Kong later this year.

"It's most rewarding to have such excellent staff," Ross said.

"It makes it a pleasure to come to work."



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Club Management in Australia Magazine

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Before creating your pdf, if possible please outline all fonts
Create your pdf to Acrobat v4 compatibility (pdf 1.3)

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....Continues Page 2

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Chris Sartori of Kedron Wavell Services Club discusses water saving measures with Paynter Dixon Water's Georg Djordjewitsch.

Paynter Dixon helps clubs to keep out of hot water

As South-East Queensland experiences its worst drought on record and dam levels reach historic lows, the region's clubs are being asked to reduce water consumption.

Leading club design and construction company, Paynter Dixon Queensland, is helping clubs to meet this challenge by opening a new Water Efficiency division.

Managed by former Brisbane Water Account Manager and approved Water Efficiency Assessor Georg Djordjewitsch, Paynter Dixon Water is working with clubs to comply with Level 4 water restrictions for business water users.

South-East Queensland clubs using more than 20 megalitres of town water per year must submit a Water Efficiency Management Plan (WEMP) to their local council by April 30, 2007.

Clubs using between 10 megalitres and 20 megalitres per year have until July 31, 2007 to submit WEMPs.

Clubs using more than 1 megalitre per year must ensure all taps, showerheads and trigger sprays are water efficient by June 30, 2007.

A WEMP demonstrates that water

usage has been assessed and best practices for water efficiency practices have been identified for implementation.

A WEMP aims to help clubs better manage water use, save on water costs, improve efficiency and reduce business water consumption by a minimum of 25%.

Georg warned clubs that fail to act now could soon face severe penalties for non-compliance.

"Any South-East Queensland club that fails to submit a WEMP before the deadline faces prosecution up to \$37,500," he said.

"And if a WEMP has been approved by councils and is not implemented by business, they could be fined \$125,000.

"Our advice to clubs is don't risk it.

Paynter Dixon has the necessary experience and expertise to protect clubs against heavy fines while identifying global best water efficiency practices that will reduce water costs."

For more information on how you club can develop and implement a WEMP, call Paynter Dixon Water on (07) 3368 3422.

School environments the winners with Rentokil Initial grants

Improving the natural environment in and around school grounds and some practical vegetable gardens are successful projects in the second round of Australian Schools Grants from Rentokil Initial.

Successful schools are: Narellan Primary School in south west Sydney; St. Peters School in Clayton, Victoria; Glenburnie Primary School in Mount Gambier, South Australia; and Torrensview Preschool Centre in Adelaide.

The grants are made possible through the Social Responsibility Program of Rentokil Initial, an Australia-wide company providing interior plantscaping, pest control and washroom hygiene services.

"This round of grants focuses on schools which want to improve their own environments and at the same time involve students in exercises such as tree and native vegetation planting, vegetable gardens and plant propagation," National Marketing Manager for Rentokil Initial Anne Briggs said.

"They are all making a real contribution to the environment which meets with our core values to improve areas of environment, health and hygiene in our community."

Successful projects are:

Narellan Public School, Narellan, south-west Sydney, NSW - Tree planting within the school

Students, teachers and community volunteers will be planting native Australian plants in the garden where they have already installed a water tank, pump and sprinkler system. Students will design the garden and select the native plants, using local expertise.

St Peter's School, Clayton, Victoria - Garden projects within school

St Peter's school project "Growing Food for Growing Minds" includes the development of unused garden areas into productive garden beds for growing flowers, vegetables and fruit, as well as an outdoor learning centre for teaching horticulture skills, seed propagation & cooking skills and to extend the school's paper recycling program into composting with food scraps.

Continued page 52

Community First helps save water and money

It's possible to help beat the drought by installing a rain water tank in your home with the help of a 12-month interest-free loan.

Community First Credit Union – a CMDA sponsor organisation – understands the community is doing it tough with tough water restrictions in place.

But Community First has come up with a solution that offers residents a brighter future when it comes to water.

For a limited time, Community First offer members the chance to take up a 12-month interest-free personal loan to buy and install a rain water tank.

These interest free loans are up to a maximum of \$3,000, which



covers the average cost of installing a medium-size 5,000 litre tank.

High-profile national media commentator Allan Jones recently publicised and supported the Community First initiative on his national radio program.

Successful applicants will be offered a 12-month interest-free personal loan of \$3,000 with members required to repay the loan in 12 interest-free instalments over 12 months.

A one-off application fee of \$100

applies to the loan.

Once a loan – subject to Community First lending guidelines – is approved, the member is free to order a water tank from any supplier.

Once official receipts for the tank and installation are received, Community First will issue a cheque to pay the water tank supplier.

To apply, members should contact Community First:

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Management staff

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- > automatically carry out scheduled asset depreciation



- > carry out scheduled and systematic asset audits

Maintenance staff

- > receive, view and carry out general, works and maintenance requests
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MontroCAM provides a powerful, versatile and user-friendly solution to the ever-increasing that club managers and staff face in managing facilities, personnel and associated risks.

Montro is a wholly owned and operated Australian company located on Queensland's Sunshine Coast, specialising in asset and works management software and associated consultancy services.

For more information, contact **Info@Montro.com.au** or (07) 5445 3196.



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Penfolds Bin range hits the shelves

March brought the long-awaited release of the Penfolds Bin wines featuring reds from a superb 2004 vintage.

Named after the company's long tradition of maturing unlabelled wines in underground numbered compartments - "bins" - this year's release of seven Bin wines includes six reds and one white wine.

The old favourites - Bins 128, 28, 407 and 389 - are there, along with a newcomer, Bin 138 - a more classic Rhone blend of Shiraz Grenache and Mourvèdre.

As well, the early release for the 2005 Bin 28 represents a reduced maturation time, highlighting more-refined/lifted/spicy cool-climate aromatics and flavours.

"I am delighted to be releasing the Penfolds Bin Wines from the stellar 2004 vintage ... a vintage that produced fruit with definition, clarity and profound structure and grip," Penfolds Chief Winemaker Peter Gago said of the selection.

So, to the wines ... and they didn't disappoint.

Some are hailing the 2004 vintage the best in 10 years.

So, while everyone has an opinion, I can attest the quality of this release as some of the finest reds under this label in a long time.

It seems the winemaking team is finally letting the fruit from an outstanding vintage stand up to be counted, particularly in the Bin 128 and Bin 28.

Finally, in the wash-up of this mega merger between Southcorp and Foster's, we have a flagship release of great Aussie reds.

Get them while you can, I don't expect they'll be around for a long time.

The 2007 grape harvest is expected to be the smallest in seven years.

The 2007 Australian wine grape harvest is expected to come in at 1.35 million tonnes, making it the smallest harvest since 2000.

It's also 33% smaller than total production in 2006, according to an assessment by the Australian Wine and

Brandy Corporation (AWBC).

Australian winemakers will have 400 million litres less wine than last year.

"The 2007 harvest stands out as one in which seasonal conditions were conspiring to reduce yields (tonnes per hectare) to levels of a 30-year low," the AWBC reports.

"Nationally, and without prejudice, vineyards across the nation this season were subjected to frost, drought, early-harvest rain episodes and every prospect of a hot/dry finish.

"Reds were more affected than whites by the seasonal conditions with yields thought to be 40% down compared to a 29% decline in whites.

"The higher proportion of reds in the cooler-climate regions would have contributed to the greater effects on reds than whites."

As a result, yields in 2007 are expected to be around 35% down on the average of the last three years.

Several factors point to good, but not exceptional, prospects for quality, though - most importantly, it has been a relatively disease-free season.

In addition, smaller berry sizes

and lower bunch weights this season are expected to increase colour and flavour intensity.

The smaller 2007 harvest is a "compensator" for the supply load from previous seasons.

We have spoken for the past 18 months, or so, about a glut of wine ... well, the 2007 vintage can go a small way to correcting the glut, and we can start to see a levelling of pricing and, hopefully, an end to the intense discounting of the past two years.

It's notable that the harsh 2007 conditions are likely to have carryover effects into the 2008 harvest due to poor development of the buds that sit behind flowerings this year - and will produce fruit next year.

According to the AWBC, the smaller 2007 harvest has firmed up the corporation's assessment, released in November '06, that a return to the supply-demand balance is likely by 2008, or 2009.



Penfolds Chief Winemaker Peter Gago

From page 48

Glenburnie Primary School, Mt.Gambier, SA - native vegetation projects

The grant to Glenburnie is being used to help fund a greenhouse for plant propagation, gardening equipment and potting mixes.

Torrensville Preschool Centre, Adelaide, SA - garden projects within school

Over 120 families use the kindergarten and care programs at the centre which is using some of its grant to plant shade trees in its grounds.

Each school will receive up to \$2,000 towards their project through the program. More grants will be made in 2007 - if interested log onto the Rentokil Initial website at www.rentokilinitial.com.au



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