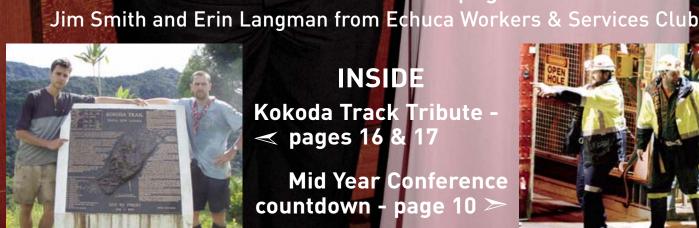
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Inside your June edition

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Club Managers and Directors will get a first-hand experience of an industrial dispute legal battle during the CMAA's Mid Year Conference at the Gold Coast next month. The packed three-day Executive Leadership event – from July 4 to 6 at Conrad Jupiters - is in countdown mode with less than a month to the Conference opening session. The Conference program includes some of Australia's foremost speakers and presenters, along with a full social schedule, and charity golf and race day events.

With the polls showing 86% of Australians remain opposed to his WorkChoices legislation, Prime Minister John Howard has introduced "safety net" provisions to protect the rights of workers earning under \$75,000 from being disadvantaged by his dream of reforming the Australian workforce. Too bad for those workers who had been forced into signing AWAs in the past 12 months who have had some - or all of their 11 "protected" rights taken away from them, because they will not receive any compensation. CMAA Senior Industrial Relations Advocate PETER COOPER examines the scenario ...



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In early April, Coffs Harbour Ex-Services Memorial & Sporting Club Gaming and Compliance Manager GREG ENGEL and young club employee MICHAEL KLAS joined 17 other people for the Kokoda Youth Challenge to tackle one of the world's toughest treks. The Coffs pair successfully completed the 10-day adventure across the Owen Stanley Ranges in Papua-New Guinea. Greg Engel decided to record and document the remarkable experience ...

Following the Federal and State (NSW) elections and the restructure of the CMAA Federal Council regions, Zone activity continues in full swing. CMA Magazine June edition features 10 pages of news, meeting reports and images from the Victoria Zone Awards Dinner, North West State Zone and Far North Coast Zone AGMs, the Manly Northern Suburbs Golf Day, the combined Brisbane - Gold Coast event at Sirromet Winery and Central Coast meeting.



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CMAA 'presents credentials' to Minister West

The CMAA Executive met with Graham West, the new Minister for Gaming

and Racing and Minister for Sport and Recreation last month.

This gave us the opportunity, not only meet Mr West, introduce the Association and reaffirm the role it plays in the Club Industry but also to offer the Association as a conduit for the Government when seeking alternative view points from the people charged with the day-to-day management of the industry.

Training in senior schools and compulsory training for Club Secretaries and those who aspire to that position, are two initiatives that we encourage the Minister to pursue once he works through his priorities.

The CMAA Executive advised Mr West that the Association looks forward to the impending IPART Inquiry and the genuine opportunity for the industry to address what is seen as key areas, including Board of Director reform and industry rationalisation to protect community assets.

In the past, key initiatives in this area, such as compulsory Director training, become watered down by the time they reach legislation. The CMAA looks forward to developing a strong Graham West relationship with Minister West and is confident that he can deliver the reforms required to drive the industry towards a prosperous future.

While mentioning Director training, most managers would be aware of the Club Directors Institute (CDI) Pathways and the inter-relation role described for club managers.

The CMAA not only supported this concept, because of the importance that is seen in getting the demarcation for the role of the manager and role of the Chairperson/Director clearly defined, but had significant input in getting it right.

All mangers are urged to actively promote the CDI Pathways Map with their Boards.

The CMAA sees this as the starting point for the cultural reform of the Industry.

With the CMAA elections complete. the Executive turns its attention to setting and achieving short-term and longer-term goals.

One goal already identified is the need for an awareness campaign to reinforce to anyone employed in managerial roles what the CMAA can do to assist with career development.

We are aware of managers who, while they may be members, do not encourage or promote the CMAA to subordinate managers.

Investing in the professional development of our young managers today is surely one way of giving back to an industry that has been so good to

With the Association's Mid Year Executive Leadership Conference



Brant Webb (left) and Todd Russell

scheduled for July 4 to 6, it's exciting to anticipate the opportunity of having Brant Webb and Todd Russell, the Beaconsfield miners, with us.

Their spirit of survival can only be an inspiration to all.

Our "Beat The Odds" Conference promises to be a major highlight of the CMAA's 2007 calendar.

I am saddened to advise of the passing of Kevin Scott, a Randwick Labor Club Director, ClubsNSW State Councillor for Eastern Metropolitan Regional and a delegate to the Federation of Community, Sporting and Workers Clubs - and friend of the CMAA.

Kevin was a "true believer" in the club movement and, since retiring, practised his commitment to the community almost every day through the fundraising efforts of the ClubsNSW Bear Cottage, charity committees and other organisations.

After retiring as Federal Secretary of the Finance Sector Union, Kevin, for many years, acknowledged the achievements of the Member of Lakemba - now NSW Premier Morris lemma - proudly declaring: "I gave Morris his first job". Vale Kevin Scott.



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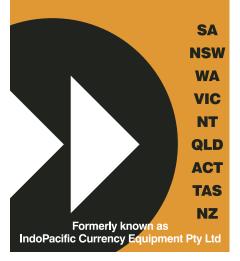
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If it quacks like a duck, it could be a goose ...

As suggested in the May edition of Club Management in Australia, we would only have a short time to wait for the Prime Minister, John Howard, to make changes to his "not negotiable" WorkChoices legislation.

With the polls showing that 86% of Australians remain opposed to his WorkChoices legislation, Prime Minister Howard has introduced "safety net" provisions to protect the rights of workers earning under \$75,000 from being disadvantaged by his dream of reforming the Australian workforce.

Too bad for those workers who had been forced into signing AWAs in the past 12 months who have had some or all - of their 11 "protected" rights taken away from them, because they will not receive any compensation.

Once again, I question if AWAs are the saviour of the Australian workforce.

Why is less than 3% of the Australian workforce on AWAs - many of them only signed under duress.

The Federal Coalition spent more than \$55 million of "our" money to try and convince everyone in Australia what a great thing the WorkChoices legislation was for us.

Now. Prime Minister Howard has embarked on yet another advertising campaign with "our" money to tell us that those workers signing AWAs in the future will have a "safety net" that was supposed to be available from day one.

The Prime Minister's "spin doctors" have advised him that the word "WorkChoices" is on the nose with the voters of Australia, so they have decided - after 12 months - that it



John Howard



Peter Costello

should be changed to "Workplace" to see if that will confuse, or change, the views of the electorate.

If it looks like a duck, quacks like a duck and waddles like a duck ... chances are it's a duck - except if you are the Prime Minister of Australia and you think you can treat Australians as fool ... it's a "goose".

Federal Treasurer Peter Costello handed down his "pork-barrelling" vote-catching Federal Budget on May 8, this time splurging \$15 billion of "our" money to try and convince Australia's voters that the Coalition should be re-elected for another term.

This money should have been spent on improving infrastructure in Australia on an ongoing basis and not horded to try and convince Australians what a great fiscal job he was doing.

The Federal Government is awash with money from the mining boom and GST, yet can only put policies in place to improve Australia when an election is loomina.

A vote for Howard is a vote for Costello.

The Daily Telegraph, on May 16 and 17, ran a series of articles on the introduction of Ticket In, Ticket Out (TITO) on gaming machines in NSW.

The article quoted an "unnamed gaming manager" of a Sydney Hotel Group who claimed that TITO would enhance the "bottom-line" of clubs' gaming revenue and would do little for problem gamblers, so every club in NSW would be rushing out to install this equipment.

From the Executive Officer's Desk

It's obvious why he is employed it the Hotel Industry, taking into account the return on investment to fit out those machines that can be changed - and many can't.

Together with the purchase of ancillary equipment, there won't be an instantaneous return on investment.

It is expected to take at least four. perhaps five, years.

Therefore, not a lot of clubs will be going overboard to embrace this updated technology, bearing in mind Ticket Out has been available since 1999. The majority of clubs will look at phasing in TITO in conjunction with their gaming machine update programs.

I don't believe many people would agree that they now spend more money on a daily basis because they have access to ATMs, and do not have to line up for half an hour in banks.

Like TITO, it's a convenient technology advance,

The CMAA Victoria Zone Awards returned to the club environment when the 2007 dinner event was staged at the Yarraville Club last month.

Along with more than 220 guests, including Mr Telmo Languiller, MP, Parliamentary Secretary for Community



Rick Scott receives his ACCM Award at the CMAA Victoria Zone Awards Dinner.



CMAA Victoria Zone President Barry West officially receives his 2007 Peter Cameron Award Certificate.

Services, who represented Victoria Premier Steve Bracks, I attended the event with CMAA Communication Services Manager Peter Sharp.

It was an impressive event and a showcase of the talented managers and CMAA Members doing remarkable work in a difficult environment.

It was my pleasure to present Rick Scott with his ACCM certificate before he made an impressive and memorable response.

Then, I presented - in front of his home state colleagues - CMAA Victoria Zone President Barry West, also the General Manager at Yarraville Club, with his Certificate for winning the Peter Cameron Award, announced at the CMAA's Gala Charity Awards Dinner as part of the CMAA Conference, AGM and two-day Expo at the Sydney Conference and Convention Centre at Darling Harbour in early April.

Barry also accepted a photograph recording the announcement of the Award and receiving congratulations from CMAA Federal President Bill Clegg, ACCM.

There was also a well-supported raffle on the night supporting the CMAA's preferred charity, the Ted Noffs Foundation, with its ongoing

commitment to providing essential services for young people and their families who are experiencing drug and alcohol problems.

The awards ceremony, food and entertainment was first class and there was a very good feeling in the room about the decision to bring the Awards Dinner back to "clubland".

Congratulations to everyone involved.

I am saddened to report the passing of two gentlemen of the club and entertainment industries.

Mike Carney passed away on March 28, aged 48, while actor and stand-up comic Slim de Grey died on May 20 in a Gold Coast hospital.

Slim, 88, leaves his wife Christina, sons Calvin and Darryl, grandchild Asher and step-grandson Tim.

A popular performer on the Australian club scene for decades, Slim had numerous film and TV credits, but most recently starred in "Crocodile Dundee" in Los Angeles and the ABC TV drama series, "Changi".

Mike was school captain at Tottenham Central and completed his schooling at Red Bend Catholic College in Forbes and South Dubbo High School.

He began his career in hospitality at the Tottenham Hotel and moved to Coonamble to become Secretary Manager of the golf club.

He met and married Tanya there before heading to Laurieton where he won a Club of the Year award and established a proud reputation in the Club Industry.

Mike spent 10 months in Royal North Shore Hospital following a serious car accident before his recuperation and a move to Bathurst Leagues Club as Secretary Manager, then to Pacific Palms Recreation Club in the same

We will miss them, both.



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CMAA Mid Year Executive Leadership Conference - 2007

Legal confrontation awaits **Conference delegates**



Beaconsfield Mine disaster survivors Todd Russell and Brant Webb will attend all days of the CMAA's Mid Year Conference to mix with delegates and offer a personal insight into their ordeal and rescue.

By PETER SHARP

Club Managers and Directors will get a first-hand experience of an industrial dispute legal battle during the CMAA's Mid Year Conference at the Gold Coast next month.

The packed three-day Executive Leadership event - from July 4 to 6 at Conrad Jupiters - is in countdown mode with less than a month to the Conference opening session.

The Conference program includes some of Australia's foremost speakers and presenters, along with a full social schedule, and charity golf and race day

"It is probably the busiest conference and social schedule that we have put together for a mid year conference and, if the 2006 Conference is a guide, we are anticipating more than 400 delegates and sponsors at Jupiters over the three days," CMAA Executive Officer Terry Condon said.

"Ralph Kober has done a superb job defining the topics and assembling the finest speakers to address the needs of managers, directors and clubs in staying ahead of the game in running clubs these days.

"The 2006 conferences at Darling Harbour and the Gold Coast were outstanding successes and we have been able to build on that foundation with bigger crowds for the Conference Program at the Darling Harbour event in April.

"There is an interesting new look to the Jupiters program this year with the

'Mock Court' enactment, which will expose delegates to the human reality of an Industrial Court hearing ... I'm looking forward to that."

The Conference theme is "Beat The Odds", to honour the Beaconsfield Mine disaster survivors Todd Russell and Brant Webb who will attend all days of the Conference to mix with delegates and offer a personal insight into their ordeal and rescue.

CMDA presenter Paul Lyons will interview Brant and Todd on Wednesday (July 4) morning, following the CMAA Members Meeting at 8.30am to formally open the Conference, which offers highly interactive "hands-on" workshops designed to build managers' leadership skills.

Barry Urguhart, Australia's best-known authority on driving business profitability, will deliver the Conference Keynote Presentation, "Transforming and Refining Club Culture - Driving Change and Development".

Barry looks at promoting a strong, positive culture as an efficient and effective way to recruit and retain good

After lunch, Barry will move into workshops "Marketing Magic" and "Service That Sells".

There are four sessions on Thursday (July 5) with the mock court simulated OHS prosecution training workshop, "Punish the Guilty and Keep the Innocent Nervous" repeated in the opening sessions.

The workshop, presented by The Work Group, is facilitated by former WorkCover lawyers who are experts in the law and OH&S.

Cases revolve around real-life prosecutions and highlight the typical practical and legal shortcomings experienced by most businesses.

Other high-profile presenters on Day 2 include ...

- ➤ "Big Dave" Staughton (nem): "Small to Medium Sized Clubs: How to 'Fire Up' your Function & Event Sales", "Understanding, managing and Leading Change" and "Managing Difficult Behaviour".
- ➤ Paul Lyons (Effective Training Solutions): "Mastering Behavioural Interviewing Techniques" and "Action Planning Coaching – What Do I Do Now?".
- ➤ Ganador Management Solutions: "The Brand: ME Inc" and "The Beauty and the Beast: Fun and Games with Stereotypes".
- ➤ Paul Weekes (Southern Cross University): "Hospitality Management in Action".
- ➤ The Australian Institute of Management workshop, "Project Management Fundamentals" also will be presented in Session 3 and repeated in Session 4.

On Friday (July 6) morning - before the charity golf event - while Paul Lyons presents "Understanding Empathy -The Basis of Influencing", there will be an exclusive General Manager/CEO/ Secretary Manager and CMAA Sponsor Forum, which is a new feature for the Mid Year Conference.

The Forum provides the Club Industry's most senior executives with the opportunity to enjoy a presentation by Gretchen Lumsden, "Peak Performance and Productivity" and discuss industry issues with fellow executives from the CMAA's sponsor organisations.

Social highlights will include ...

- > a "Footy Fever" party at Jupiters for Game 3 of the State of Origin rugby league series - July 4
- > Ted Noffs Charity Golf Day at Robina Woods - July 6
- > Combined Gold Coast and Brisbane zones Charity Race Day at Gold Coast Turf Club - July 7

CMAA members and Club Directors are invited to register online at www.cmaa.asn.au to confirm conference places, take advantage of the Conrad Jupiters Conference accommodation package from CCM Travel and book for the sports ands social events.



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The Australian Industrial Relations debate rages unabated, which is a good thing.

Leaving aside the advertisements, the political spin from the new I.R. Minister and political polls, what is resonating within the community is the real stories and real impact of WorkChoices - and call it anything you like.

Individuals are losing their livelihood without cause and wholesale loss of wage and conditions.

To keep the debate relevant, the unique circumstances of the West Australian mining boom needs to be considered in isolation, even the ACTU Secretary conceded recently that AWAs in W.A. are delivering higher wages for workers - yet they make up less than 7% of all AWAs, with the majority in the retail and hospitality sectors.

Back to what we are paying for. With the 2006 launch of the taxpaverfunded information ads run by the Howard Government, the ad agency and media bill came in at \$55 million.

These ads were primarily run to assure Australians that the new I.R. laws were good for all and no-one would be disadvantaged.

In May, the Government - again with



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Howard's passion at Austr

their hands in our pockets - has embarked on a fresh national advertising campaign covering the additional changes to WorkChoices and building in a safety net compliance

These ads, which should be a public apology from the Government, essentially admit the Government misled the Australian public, because they know that AWAs are ripping off people forced or choosing to work under them.

To quote the Prime Minister - as reported in The Australian newspaper on May 5 ... "Under the watering down of the laws, workers on less than \$75,000 will be covered by a new fairness test. Those who have lost conditions under Work Choices over the past year will not be compensated."

Mr Howard said "it was not realistic for the Government to reopen agreements to allow employees to try to win back lost conditions".

The same article reported him saying he could not predict how long the advertisements would run, or how much it would cost taxpayers.

Is this current Government initiative a result of listening to the electorate and its own backbenchers - who are hearing first-hand from their constituents on the negatives of WorkChoices - or is it purely political? Kevin Rudd's running red hot in almost every poll conducted across the nation, so the Government had to do something to rein in their popularity

I'll let the cynics work that one out.

The additional Federal I.R. bodies created to make Mr Howard's dream of crushing organised labour and collective agreements - cost in \$198million in 2006-2007, with a total staff of 836.

With a philosophy of small government bureaucracy, this is not a bad effort- and Treasury has made provision of another \$400 million spent on WorkChoices over the next three years.

At the time of writing, the Federal Budget was due to be handed down and there was no indication whether the \$400 million would be reviewed.

The four Federal Government bodies where the money is being spent are:

> AIRC - The Australian Industrial Relations Commission. Possibly over staffed due to the reduction in their

- capacity to deal with industrial disputes as a consequence of WorkChoices.
- ➤ OEA Office of the Employment Advocate (to be know as the Workplace Authority under the May 2007 changes) will continue to oversee the lodgment process of AWAs.
- ➤ OWS Office of Workplace Services (to be know as the Workplace Ombudsman under the May 2007 changes). The Government's enforcement body to undertake compliance audits and prosecute employers who breach the law.
- ➤ AFPC The Australian Fair Pay Commission (minimum wage setting duties). This body received a Government-approved increase in their sitting fees before making their first General Wage movement decision in December 2006. Officially published rates arising from this decision are still yet to be produced.

'Fairness Test'

The Howard Government's new "Fairness Test" released details in national newspaper ads under the heading, "A Stronger Safety Net For Working Australians", and states: "a simple fairness test will be designed to protect all workers who would have been otherwise been entitled to the benefit of protected award conditions such as penalty rate, and are paid

First, anything this Government has designed regarding I.R. laws has been far from simple - generally more complex in nature to understand for both employers and employees, as shown above.

Second, how do you design an enduring fairness test against existing Federal and State Awards when the principal Act's intention is to totally displace Awards altogether.

So, does this mean that "fairness" has a limited life expectancy?

After the Award lapses the test collapses.

Employers are easily able to evade new 'Fairness Test'

The Howard Government's announcement on May 4 is a confession that it has gone too far with its extreme and unfair I.R. laws that have taken away unfair dismissal protections and given employers too much power in the workplace.

alia's expense

- ➤ It confirms that the Federal Government's I.R. laws, since they were introduced last year, are hurting working families and have led to an alarming loss of penalty rates, overtime pay, public holiday loadings and other formerly protected award conditions.
- Working families will see this move as tinkering at the edges and will not restore their rights at work.

The Howard Government's I.R. laws are still fundamentally unfair.

The laws cannot be repaired ... they need to be thrown out.

The Government has failed to address major problems with the laws that are hurting working families:

- ➤ There are no new protections from unfair dismissal
- > There are no guarantees of financial compensation for the loss of penalty rates, overtime pay, public holiday loadings and other cuts to workers' take-home pay
- ➤ There are no limits on the power of employers to control rosters
- Employers can still insist that workers sign an AWA individual contract and say "take it or leave it"
- ➤ Many ordinary union activities remain illegal and individual workers can be fined up to \$6,000 if the Government decides that a strike is "illegal".

Major loopholes in so-called 'Fairness Test'

The Howard Government's new "Fairness Test" for AWAs has major loopholes and is fundamentally flawed.

It is a significant watering down of the previous "no disadvantage test", which the Government axed when it introduced the WorkChoices Legislation in March 2006.

Employers will be able to evade the test and leave many workers worse off.

Major loopholes include:

- ➤ It does not apply to existing workers on AWA individual contracts. This means that 300,000 workers on AWA individual contracts registered under the new I.R. laws will not get back penalty rates, shift and overtime loadings, public holidays and public holiday pay, rest breaks, annual leave loadings, allowances, and incentives and bonuses that have been lost under the new laws.
- ➤ It does not ensure that workers receive fair pay rises. Pay rises are

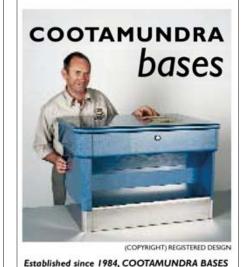
- not included in the "Fairness Test" only Award conditions. Government data shows that one in three (33.9%) AWAs provide no wage rise for the life of the contract some for up to five years and a further 42.1% of AWAs only offer a wage rise that is dependent on certain criteria being met. This leaves three-quarters of AWAs without any guaranteed pay rise a situation that will not change.
- > It does not ensure workers receive financial compensation for the loss of Award conditions. The "Fairness Test" will allow employers to trade-off penalty rates, overtime and other Award conditions for "non-monetary compensation". This will allow employers, as it has in the past under the previous so-called "no disadvantage test", to give workers free pizzas or videos or, potentially, tips in exchange for the loss of entitlements. Even the ability of working parents to work night shift could be regarded as an example of "flexibility" that would constitute "non-monetary compensation" for the loss of penalty rates.
- ➤ Young people, unemployed people, sole parents and disabled people wanting work are not protected.

 Employers are given a broad exemption from providing compensation for the loss of award conditions on the basis of "other factors", such as the "specific employment circumstances or opportunities of the employee".
- > Workers in a range of competitive industries are not protected.
 Employers are exempt from providing compensation for the loss of Award conditions if they can show that to remain competitive in their industry they need to cut the pay and conditions of their workers.
- > Any employer that is in "difficult economic circumstances" need not provide compensation. The new "Fairness Test" has a catch-all loophole that allows the new Workplace Authority to take into account the employer's "economic circumstances" when determining compensation for the loss of Award conditions.
- ➤ Workers in regional and country areas are not protected under the "Fairness Test". Employers can also seek an exemption from providing compensation for the loss of Award conditions based on "location". This will disadvantage workers in areas where job

Industrial Landscape

- opportunities are low.
- ➤ Workers on incomes of more than \$75,000 a year are not protected. The "Fairness Test" provides a blanket exemption for employees on wages of \$75,000 a year or more. ABS data shows this will exclude 1.2 million workers.
- ➤ Redundancy pay and other key conditions are not protected. The "Fairness Test" does not apply to redundancy pay; ceremonial leave; leave to seek alternative employment; and preserved award matters such as long service leave, additional annual leave, sick leave, paid parental leave and so forth.
- There is no obligation for employees to be contacted to verify employer's claims. The new Workplace Authority can contact the employer or the employee or both to ascertain further information, e.g. what are the employees' usual rostered hours. However, there is no obligation to confirm information provided by the employer with the employee(s).

Details of Federal Labor's alternative I.R. policy will appear in the CMA Magazine July edition.



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WorkChoices ... pass the ammunition

Virtually everywhere we turn, there are powerful

reminders that there's an election in the offing. Recent state elections in NSW, Queensland and Victoria have provided little, or no, excitement or, ultimately, the prospect of a change of Government.

Labor holds sway and there's little likelihood of that changing by the time the ballot boxes reopen in those precincts. The Federal scene has been comparable, with the Liberal Coalition maintaining a decisive advantage for the past four terms.

At the end of each Federal term, Labor appeared to have the ammunition and a chance to unseat John Howard and his band of "merry men". Peter Costello, Tony Abbott, Alexander Downer et al.

And each time, the incumbent PM has summoned the support of the national electorate through fair means - party loyalty and support; fiscal means economic prosperity and jobs growth; and foul means - propaganda and scare tactics (reference the "Tampa Affair").

Labor has aided and abetted their political adversaries with some disgraceful errors in judgement (reference the "Mark Latham Fiasco") and blind panic decision-making in the heat of battle.

If history points to a repeat in 2007, then Labor could well be condemned to the Opposition benches forever.

However, there is a very different feel about the political climate this time around ... the nation appears ready for change and the Government is handing the ammunition to its adversary.

Through his grand political legacy -WorkChoices - what he believed would be the crowning glory of his long political career in Opposition to Bob Hawke and Paul Keating and as Coalition Leader and PM, John Howard has handed Labor the ultimate weapon to assume power.

Australia has become restless and uncomfortable with the reality and consequences of WorkChoices, ACTU Federal Secretary Greg Combet has conducted an intelligent, measured

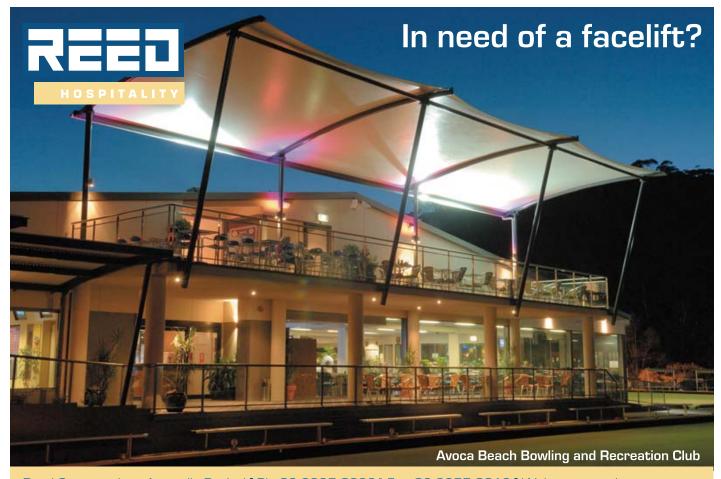
and informed campaign against the legislation and new Labor Leader Kevin Rudd has had the good sense to stay out of Combet's way.

Unless Labor manages to shoot itself in the foot with something resembling a rocket launcher, then the pieces are in place for this nation to send John Howard into retirement with his WorkChoices masterpiece as a millstone around his neck.

CMAA Senior Industrial Relations Advocate Peter Cooper takes an indepth look at the WorkChoices Legislation, its consequences and potential on Pages 12 and 13.

In signing off this month, a "well done" to Lorraine Pozza and Club Paceway at Penrith for their \$350 support for Ambre Hudson, who is a few days away from heading to Guyana to do some good work for those people half a world away and a lot less fortunate than most of us.

There's still time to help Ambre's good work - contact her mother, Carol, here at the CMAA - (02) 9643 2300.



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2007 Kokoda Youth Leadership Challenge

Track delivers new respect for Diggers and Angels

In early April, Coffs Harbour Ex-Services Memorial & Sporting Club Gaming and Compliance Manager GREG ENGEL and young club employee MICHAEL KLAS joined 17 other people for the Kokoda Youth Challenge to tackle one of the world's toughest treks. The Coffs pair successfully completed the 10-day adventure across the Owen Stanley Ranges in Papua-New Guinea. Greg decided to record and document the experience ...



Well, here we all were ... sitting as one on a grassy slope, our bellies full and listening to the achingly beautiful harmonies of the villagers of Naduri as their gospel songs rise into the still air on this cloudless, star-bright night high in the middle of the Owen Stanley Ranges of Papua-New Guinea.

It's hard to imagine a more beautiful and timeless moment and the magic of this place, its people and the swelling chorus was "fair dinkum" enough to bring a tear to a bloke's eye.

Our group had set off almost one week ago from the grass airstrip near the village of Kokoda through some of the most dramatic and harsh jungle terrain we could have possibly imagined.

There were 24 of us - although, by the time we arrived at Naduri we had lost one and were about to lose another two - brought together to follow the trail our fighting Diggers had traversed in

such different circumstances some 65 years earlier.

We were all taking part in the Kokoda Youth Leadership Program that had been running for a number of years under the auspices of the RSL & Service Clubs Association.

We were a motley bunch, a mix of young people from all walks of life and a few older buggers, such as me, who were tagging along for the adventure. We even had an ABC-TV crew of two who were faithfully recording our journey for a documentary that will be screened later in the year.

John Nalder, our trek leader, had so far guided us with a firm hand from our easy beginnings coming out of the village of Kokoda to our first night at the picturesque village of Hoi and up into the higher jungle leading to Isurava, Alola and, eventually, Naduri.

We still had some serious work ahead

of us but, here in Naduri on this magical night, we had left the hardships of this trek behind and were focussed on the here and now of these beautiful people in this beautiful place.

We all had imagined how tough it was going to be before we got here, but nothing quite prepares you for the ruggedness of the Track - which, in places, was barely visible in the jungle gloom - the steepness of the ascents, the precipitous danger of the descents and the precariousness of the creek crossings.

The climbs, in particular, are tortuous as you clamber from tree root to tree root that form mad zig-zag stairways, focussing on sucking oxygen from the fetid humidity, while planting your boots firmly into the mud and leaf detritus and hoisting your body and the weight of your pack ever higher to reach the next slightly flattened section to rest momentarily.

Humidity seemed close to 100% and clothing is quickly drenched with sweat after a short time.

When it rains, and the term "bucketing down" is apt, the track becomes a cascading river of yellowish muddy soup, where each step is tested for a sure footing before the other boot is lifted to find a hold higher up.

Those with trekking poles find the going only slightly surer than those without, however most of our crew had organised a trekking pole, of sorts, cut from the surrounding foliage by our attentive local carriers.

Most descents seem to end with a river crossing and most crossings are traversed with the aid of hastily constructed lashed log bridges, again felled by hand, using a machete, from the surrounding jungle timber.

It appears that whenever it rains, any previous crossings are usually and rapidly washed downstream in a raging brown torrent.

If it's deemed safe, or if there is no suitable trees in the vicinity, a rope will be flung - or swum - to the further shore and secured where possible and, where not, is held secure by a number of our carriers using a large tree branch jammed into the mud as a brace, with each of the party manoeuvring hand over hand along the line through a chest-high torrent to reach the other side.

Our carriers are quite simply amazingly courageous in ensuring our safety by using their own bodies as safety devices, holding us to the line as the crossing is made.

When they cross though, it is without

"The combination of the extreme physical exertion, mental exhaustion and the powerful personal stories of that war of 65 years ago have had a profound effect on all of us ...

2007 Kokoda Youth Leadership Challenge



rope assistance and means entry into the chest-high river at one point with our packs held above their head only to emerge some way down stream, securing the pack on dry land and running back up-stream to cross for the next pack.

Although some days are relatively less tough than others, the physical exertion of each day's toil and the mental exhaustion inevitably reached by late afternoon, means our camp site each night is met with almost delirious excitement irrespective of whether our single-man tents are pitched on the grassy slope of a picturesque village, or on muddy river flats in the pouring rain.

Each night our team of carriers - the AK47s as they liked proudly to be called (with the AK standing for Adventure Kokoda) - manage to prepare warming fires and a veritable feast from the rations they carry on their backs, augmented by local delicacies if we happen to be within "cooee" of a village.

And, while none of us would dare argue that the AK47-prepared powdered mash or rice, tinned soup and stew, are not fabulously delicious after a tough day, it is the locally grown sweet potato, yam, sweet corn, bush cucumber and bush tomatoes, the choko vine salad, and the pineapple, bananas, passionfruit and mandarins that turns a satisfyingly hearty meal into one the gods themselves would have envied.

On that note, you inevitably turn to compare our adventures with the brutality and sacrifice of the Kokoda Campaign in 1942.

Each step we are making on our journey was in remembrance of the steps taken by our Australian soldiers as they fought a desperate and bloody series of battles along the Kokoda Track against the might of a Japanese Army superior in number and experience in jungle warfare.

Again, John Nalder our trek leader. talked us through the significance of each site as we encountered them, told us stories of such courage, endurance, mateship and sacrifice that there was not one among us who was not moved to tears.

He talked of Kokoda, where 75 men of the 39th Militia Battalion with an average age of $18^{1/2}$ and with no combat experience and very little training fought in hand-to-hand combat with more than 400 battle-hardened Japanese troops of the South Seas regiment.

Of Isurava, where Private Kingsbury, in an act of selfless courage, stormed an incoming Japanese attack, Bren gun at the hip until, finally, killed by a single sniper's bullet.

At Isurava, where again the brave 39th militia held off superior Japanese numbers - a 5:1 ratio - through wave after wave of suicidal attacks, until in their last desperate hour they were reinforced by the AIF.

Mission Ridge, Brigade Hill, Eora Creek and Templeton's Crossing, are all places that bore witness to the horrors and brutality of jungle warfare and equally incredible tales of courage, sacrifice and mateship that should have the Kokoda campaign placed alongside Gallipoli as a defining conflict in our nation's history.

This campaign was the first time our soldiers had fought and eventually prevailed against an enemy on, what was at the time, an Australian territory.

The combination of the extreme physical exertion, mental exhaustion and the powerful personal stories of that war of 65 years ago have had a profound effect on all of us.

Today, in Naduri, we met one of the last remaining "fuzzy wuzzy angels" - 102year-old Mr Ovoru Idiki.

With the help of his son, Andy, he narrated his adventures assisting the wounded Australian soldiers and carrying their provisions.

Resplendent in his Papuan uniform, cap and proudly displaying various medals donated by trekkers and exservice personnel over the years, Mr Odiki met each of us personally.

The efforts of the "fuzzy wuzzy angels" has never been recognised officially with a medal by any Australian Government.

As we shook his frail hand, we each thanked him with a tear in our eye and a solemn reassurance that his efforts were not in vain.

And, while each of the trekkers has arrived at this place in different ways, some elite athletes or high-achieving students, others kids who have temporarily lost their way and even one who, in the heat of a mad, crowded moment, had made a terrible and public decision to burn our national flag ... at this moment, in this place meeting this gentle, proud old man, hearing the stories of those young men from so long ago, we all understand the meaning of sacrifice, of courage, of mateship and what it means to be Australian.

Lest We Forget.



Smoking Legislation

tips to tackle the smoking legislation challenge

RON 'Rowdy' McLEAN provided one of the best-attended sessions at the CMAA's Conference Program at the 2007 two-day event at Darling Harbour. "Have You Prepared Your Staff? - Dealing with Customer Dissatisfaction Around the Smoking Bans" struck a chord with a majority of club managers. The Creating Synergy Managing Director and motivational speaker listed 10 key points to coping with the change - and it all revolves around the level of service that clubs provide once smoking legislation is in place ...

1. Information

Take the time to present the information surrounding the introduction of nonsmoking in a positive light to both your customers and your staff. Do not make it too scary ... use the term "outdoor area" rather than "smoking area".

2. Staff Knowledge

Do all your staff know the exact rules relating the legislation, or do they just have a vague idea? Do all your staff know exactly what measures you are taking and what your policies and procedures are going to be? Supplying first-hand, accurate information to all staff members is the key.

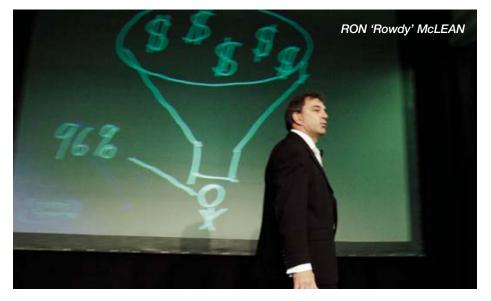
3. Area comfort

Some clubs have gone to a lot of trouble to make their smoking areas as uncomfortable as possible for their patrons, based on the idea that smokers will spend less time in the area. We are in the hospitality business, so it makes no sense to provide plastic chairs in a smoking area when the rest of the venue is luxurious. By doing this, you are choosing to treat your smoking customers as second-class citizens, and they will notice. In regards to comfort, also look at shade, wind and rain coverings - and will you supply heaters in the cooler months?

4. Top players

Do you know who your top players are and, just as important, do your staff know? These are the people you should be communicating with now, letting them know how you are going to look after them and what changes are imminent.

"Complaints are inevitable. However, by having a plan to deal with them and anticipating problems you will generally keep your customers happy ...



5. Catering and Beverage increase

Indicators are that the catering and beverage section in venues will increase. Are you ready for this? When was the last time your food and beverage menus were updated? Have you enough space and staff to cater for increases in these areas?

6. Smoking Concierge

Introduce a Smoking Concierge to the floor areas for the initial stages of the change. This person should be someone with a great attitude and personality and able to provide excellent customer service. The role of the Smoking Concierge would also be to inform patrons of the outdoor areas where smoking is permitted and immediately and effectively handle any complaints that arise.

7. 77% of Adults DO NOT smoke

Have you considered your nonsmoking customers? What a great opportunity to market your venue to the 77% of your customers that do not smoke. In regards to this, book your carpet and furnishings to be cleaned in time for the day that the changes to the legislation come into force. Clean all vents and install extra air-freshener so that the venue smells fresh. Monitor the bar and toilet areas for unpleasant odours as without the masking effect of cigarette smoke other smells may present themselves.

8. Dealing with complaints

Complaints are inevitable. However, by having a plan to deal with them and anticipating problems you will generally keep your customers happy. What are you and your staff going to say when complaints arise? Who do the staff escalate the problem to should they be unable to handle it? These are points that should be discussed before the changes occur.

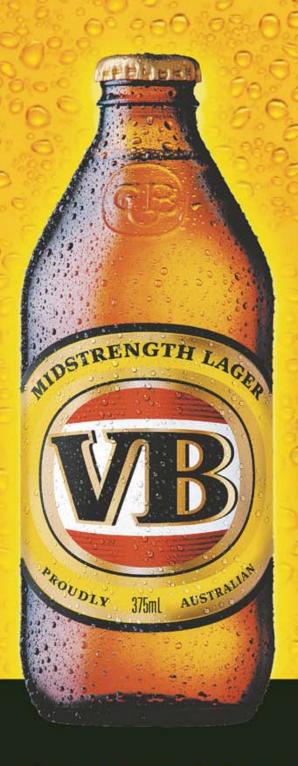
9. "WOW" factors

What are the "WOW" factors that you are going to implement? Some "WOW" factors seen across other states already smoke-free include putting chupa chups in the coin tray of every machine in the morning. Other clubs have lolly bags and mints available at the cashier points.

10. Smoking Police

At all costs ensure that none of your staff turns into the "Smoking Police". Embarrassing and belittling customers with "you can't smoke here" or "no smoking on the balcony" is a sure-fire way of seeing customers walk out of your club and straight into the club down the road.

100% TASTE 3.5% ALC.







Profile - Forward Focus Solutions

Success is a team game for Carolyn



Carolyn Pickering's coaching philosophy parallels almost all successful organisations and teams ... "the measure of a leader is in the strength of his followers."

As the Managing Director and Principal Coach at Forward Focus Solutions, Carolyn has a reputation as a trusted and patient professional. Carolyn steps clients through the process of developing leadership skills, a team or an organisation - all carried out with strong support and good humour.

She encourages and educates to create a clear vision of goals and break through barriers to success, helping clients to "think what's possible".

Forward Focus Solutions provides a confidential sounding board in one-toone and team coaching sessions, working across a range of industries and people at all levels in business, government, corporate and hospitality environments.

The Club Industry also fits comfortably into Carolyn's field of expertise with team coaching - "Teaming with Success®" - in particular for Duty Managers, who are an important component of a club's business.

"Duty Managers are the next line of management and the ones who 'are' the managers when the senior team are off premises," Carolyn said.

"A cohesive Duty Manager team can create a successful business flow. They are also the ones being trained and guided to achieve the next rung on the ladder - the up-and-coming



Forward Focus Solutions Managing Director and Principal Coach Carolyn Pickering.

succession stream. Team coaching assists them to create a common focus/purpose to work more efficiently as a team in their current form, communicate more effectively up and down the club personnel structure to get things done and provides skills they will require when they are in 'the leadership' position.

An internationally credentialed coach to business professionals, Carolyn draws on her experience in large corporates, medium companies and small business in a range of industries, including

forward focus

banking and finance, hospitality, I.T. and the Club Industry.

Carolyn's career also spans sales and marketing, customer care and culture, learning and development to business management, to assist individuals and organisations to deal more effectively with change, re-energise and create an inspiring work environment, affect culture change, grow business to ultimately increase the bottom line, at the same time flourishing on a personal level. Carolyn assists leaders to lead in a fresh way, to focus on the present and plan for the future. Carolyn is trained in executive, team, workplace, business, intuitive and personal coaching, having completed the Visionary Leadership Program and Landmark Education Leadership Program - also coaching on the program. Since 2001, Carolyn has accumulated more than 1,250 hours coaching experience with individuals and teams across a range of professions and organisations.

Carolyn holds the Professional Credentialed Coach (PCC) certification with International Coach Federation (ICF), is a Level 4 Results Coaching Systems coach, certified as a Master NLP Practitioner, holds a certificate in Organizational and Executive Coaching from NYU/RCS and a Certificate IV in Assessment and Workplace Training.

For more information about Forward Focus Solutions, contact Carolyn at m: 0412 207 717

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ozjobfindit.com new and improved

ozjobfindit.com began a few months ago and set out to be the answer to the needs of Human Resources and Industrial Relations managers around Australia in the job posting and recruitment aspect of their jobs.

Thanks to feedback from the various industries associated with ozjobfindit.com and concerted effort from the technical people, the new interface looks impressive and is user friendly.

Now, if you're a first time user, you can log on or register with ease, as there is a full set of registration details all on one page.

So, if you're just looking for jobs, you can register for that only.

But, if you're going to post "positions vacant" on the site, then you can simply register that way and complete the entire set of details in one process.

This is a major improvement on the website's previous model which had users logging in and out to complete registration.

Other great changes to the ozjobfindit.com site is that now you don't have to choose an industry before you log on, or register.

Previously, users went into a certain industry, "clubs" for example, but because of this, a user was locked in to the search for Club jobs only.

The reality is that a user might have started out looking for a job in the Club Industry only but, with the plethora of other industry choices available on the site, there should be the option top look at what's on offer in the broader market.

This openness to other industries offers the option of considering that "seachange" job option.

Another aspect of the ozjobfindit.com website that grabbed the attention of H.R. Managers was the fact that it's

It's free for the job seeker and the employer placing the ad.

And, there are no **oziobfindit.com** hats and key rings to subsidise the service.

Even if a club has a commitment to a recruitment service then, because it's free, it's an opportunity to double your exposure.

The new "ozjob Chuckles" area offers some laughs, most of which pertain to certain industries, so there's a punch line for the latest industry "in jokes".

Another new feature is the HR "soapbox" area, "ozjob Dumps", which can offer over-worked H.R. Managers and I.R. Managers a place to vent, or just make a few observations on the way things are.

The people at **ozjobfindit.com** are happy to post whatever you send, but no naughty bits, of course.

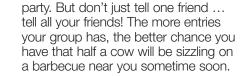
The new-look **ozjobfindit.com** website is easier to use, thanks to the input of many of you out there.

It's easier to use, more fun and makes sense to use the only free recruitment site going around.

The **ozjobfindit.com** team are still working at some areas of the site because this makeover has been a massive assignment.

It's time to take a fresh look at oziobfindit.com

It's the exciting and free way to find the best staff in the business www.ozjobfindit.com



This is just one of the fantastic competitions that will run on the CMAA's totally free ozjobfindit.com online recruitment website.

The response to the "Half a Cow" competition has exceeded all expectations and literally thousands of potential applicants are logging on to see what all the fuss is about.



Win half a cow!

Everyone loves a barbecue at just about any time of the year. Here's your chance to host the party of all parties. How would you like \$2000 to spend on food, drinks, catering services, and yes - half a cow? You choose the half! Curious? Well, all you have to do is go to www.ozjobfindit.com click on the cow, and register your details.

By nominating a friend, you are spreading the word and increasing your chances of attending this fantastic

ozjobfindit.com delivers its first CEO

The CMAA's free recruitment website **clubs.ozjobfindit.com** has played an integral role in the placement of its first Chief Executive Officer.

David Mantle, the new Chief Executive Officer of Dooleys Lidcombe Catholic Club used ozjobfindit.com to research the position and place his application.

"I was aware, through industry talk, that the role was coming up," David said.

"However, scanning **ozjobfindit.com**, I saw the advertisement for the role.

"There was sufficient detail on **ozjobfindit.com** for me to make my application via that site ... the rest is history."

ozjobfindit.com is starting to make inroads in to the club recruiting market and other markets across Australia.

The site is unique in that many of the domains are "owned" by associations such as the CMAA, with more associations coming on board in the

future.

The great thing about the site is that to place a job advertisement is free and will always be free.

"It's a fabulous initiative for the CMAA to be involved with," David said.

"Recruitment advertising costs can be significant, so any cost savings we, as Club Managers, can achieve go straight to the bottom line."

Allen Barry, Chief Executive Officer of Barringtons, the parent company of the site developers Smartek Solutions said: "It's fantastic news that **ozjobfindit.com** has made such a significant impact.

"We've started slowly, listened to some design concerns that the end users have encountered and responded accordingly.

"Our biggest challenge is convincing people that the site is free to advertise positions vacant.

"There might not be anything such as a 'free lunch', but this is truly a free recruitment website."

CMAA Executive Officer Terry Condon also agrees with the value that the **clubs.ozjobfindit.com** site offers.

"As an Association, we are always focused on delivering benefits to members and staying relevant," Terry said.

"ozjobfindit.com gives our members, future members and the Club Industry's extended community at large, not only a potential cost saving in recruitment but also a reason to test the employment market as often as they want, with innovative advertisements in an attempt to attract the best people, for free."

Support your association and log on to www.ozjobfindit.com













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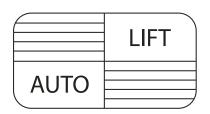
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CMAA Diary Dates - Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone	Lunch			
JUNE 2007								
Tuesday	5/6/2007	09:00	Engadine Bowling Club	St George Cronulla Sutherland Zone Meeting	13:00			
Wednesday	6/6/2007	09:30	Sydney	Club Industry Advisory Council				
Thursday	7/6/2007	09:30	Penrith RSL Club	Nepean Zone Meeting	13:00			
Tuesday	8/6/2007 to	16/6/2007	Hong Kong Macau	Asian Gaming Expo www.asiangamingexpo.com				
Wednesday	20/6/2007	09:30	Casino RSM Club	Far North Coast Zone Meeting	13:00			

JULY 2007

Wednesday	4/7/2007	14:00	Jupiters Gold Coast	CMAA Federal Council Meeting	15:30
Wednesday	4/7/2007	16:00	Jupiters Gold Coast	CMAA General Meeting	17:30
Wed - Friday	4-6/7/2007	9:00	Jupiters Gold Coast	CMAA Mid-Year Conference	
Saturday	7/7/2007	11:00	Gold Coast Turf Club	Gold Coast Zone Charity Race Day	14:00
Tuesday	10/7/2007	09:30	Paddington RSL Club	City Eastern Suburbs Zone Meeting	13:00
Monday	16/7/2007	09:30	Commercial Club	Riverina Murray Zone Meeting	13:00
Monday	16/7/2007- 18/7/2007	09:00	Twin Towns Services Club Coolangatta	RSL & Services Clubs Association National Conference	
Wednesday	18/7/2007	10:00	Gosford RSL Club	Central Coast Meeting	13:00
Wednesday	18/7/2007	11:00	Club Old Bar Club	Great Lakes Zone Meeting	13:00
Wednesday	18/7/2007	15:00	Dubbo Railway B/C	Mid State Zone Mid-Year Meeting	19:00
Tuesday	24/7/2007	09:30	Pittwater RSL Club	Manly Northern Suburbs Mid-Year	13:00
Thursday	26/7/2007	09:30	Auburn	CMAA Executive Meeting	
Friday	27/7/2007	11:00	Bomaderry Bowling Club	Illawarra/Shoalhaven Zone Meeting	13:00
Tuesday	31/7/2007	10:30	Park Beach Bowling Club	Mid North Coast AGM	13:00



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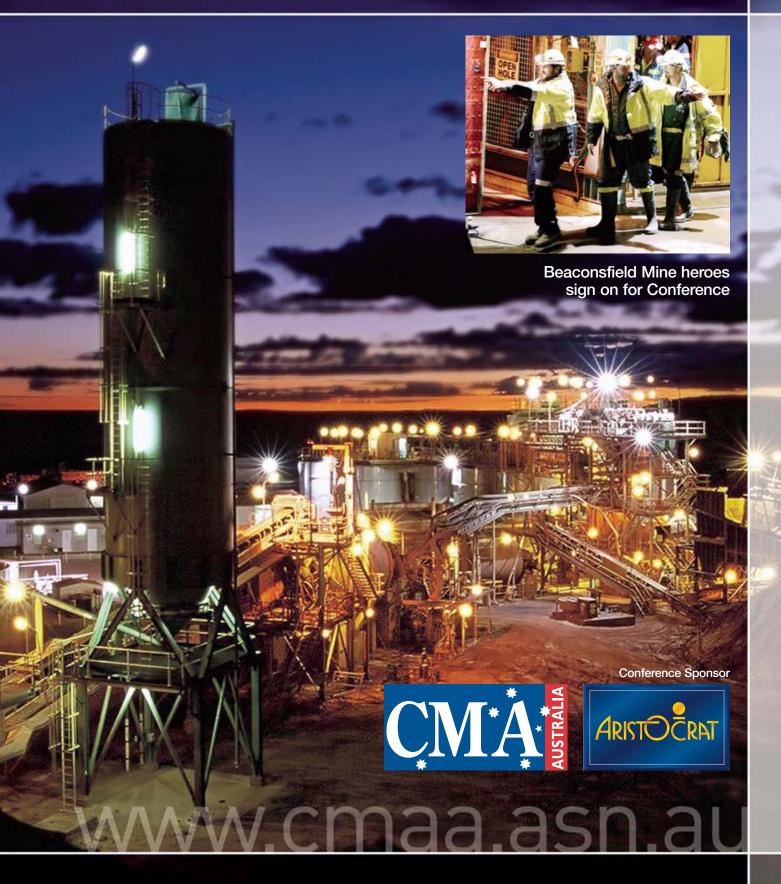
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Beat the Odds

Driving Change and Development

Mid Year Executive Leadership Conference & Members General Meeting July 4-6 2007 • Conrad Jupiters, Gold Coast, Queensland





Welcome

President's Message



The greatest ongoing challenge that faces Club Management Development Australia and the Board of Management Studies is to identify the skills that Club Managers will require in the future, and the development of the training to enhance those skills.

The current environment in which we operate demands that professional club managers not only get results, but also lead

their businesses and people into the future. This Conference is designed to equip you with some of the tools you'll need to achieve those goals.

On behalf of the Federal Executive and the Federal Councillors of the Club Managers' Association Australia, it gives me great pleasure to present the Conference Overview of the Mid Year Conference 2007.

I take this opportunity to thank our trade supplier sponsors, the Board of Management Studies and CMDA staff for their ongoing commitment to the professional development of members of the CMAA. The Executive look forward joining with you at the Mid Year Conference.

Bill Clegg ACCM CMAA Federal President

Conference Details

CONFERENCE OVERVIEW

The Conference offers highly interactive 'hands on' workshops designed especially to build on the leadership skills of managers, Members General Meeting, the CMAA Club Study Tour, and the Ted Noffs Charity Golf Day.

CONFERENCE FEES (workshops only) includes GST

1 Delegate \$850 2-4 Delegates \$750 each* 5 plus Delegates \$650 each*

*Discounts apply when multiple managers/directors from the same club register.

ACTIVITY POINTS

Delegates at the conference sessions will receive TWO (2) industry activity points per hour of conferencing towards achievement or maintenance of the Active Certified Club Manager Award. A further TEN (10) points will be awarded to those delegates who attend the CMAA General Meeting.

CMAA MEMBERS GENERAL MEETING

Wednesday 4 July (8:30am - 9:30am).

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

VENUES

All conference workshops will be held in the Pavilion Convention Centre, Ground Floor, Conrad Jupiters. The Ted Noffs Charity Golf Day will be held at the Robina Woods Golf Course. The Club Study Tour will take in the seagulls club at Tweed Heads, Currumbin RSL Club and Southport Sharks Club.

Smart casual attire is recommended for the conference.

Register Online at www.ccmtravel.com.au or www.cmaa.asn.au

Entertainment Activities

Wednesday 4 July (7:30pm - 10:30pm)

'Footy Fever' - Live telecast of State of Origin Game 3

The live telecast of the State of Origin Game 3 will be beamed to the Gold Coast Room - Ground Floor, Pavilion Convention Centre, Conrad Jupiters - from 7:30pm to 10:30pm for Conference Delegates. Select beverages will be available for purchase and complimentary 'Footy' finger food provided. Please indicate your interest in attending on the Conference Registration Form.

Friday 6 July (tee off 12:00pm)

Proceeds go the Ted Noffs Foundation

Ted Noffs Golf Charity Day ... \$100+GST pp

Robina Woods Golf Course. Includes lunch, green fees and cart. Proceeds go to the Ted Noffs Foundation.

Friday 6 July (11:30am - 3:30pm) Club Study Tour ... \$45+GST pp

If golf is not your preference then join your colleagues on a hosted study tour of the *seagulls* club at Tweed Heads, Currumbin RSL Club and Southport Sharks Club. Buses leave from Conrad Jupiters promptly at 11.30am and the registration cost of \$45 plus GST includes air conditioned bus transfers and light luncheon.

Saturday 7 July (11:30am – 6:00pm)

CMAA Gold Coast/Brisbane Zones Race Day ... \$95 pp

Gold Coast Turf Club. All proceeds to charity – it's a great day out. Contact Stephen Condren.

Phone: (07) 55329944 OR send a cheque to Stephen Condren PO BOX 1586 Southport Qld 4215. You can also register using the Conference Registration Form.

Timetable of Events

Tuesday 3 July 2007

4pm – 6pm Conference Registration

Wednesday 4 July 2007

7am – 8:30am Conference Registration

8:30am - 9:30am CMAA Members General Meeting -

CMAA Members only

9:40am - 10:10am 30 minutes with the Beaconsfield Miners 10:30am - 11:30am "Transforming & Refining Club Culture"

12:30pm – 2pm "Marketing Magic" 2:30pm – 4pm "Service That Sells"

Thursday 5 July 2007

 8:30am - 10am
 Workshops A B C

 10:30am - 12noon
 Workshops D E F

 1pm - 2:30pm
 Workshops G H I

 3pm - 4:30pm
 Workshops J K L

Friday 6 July 2007

8:30am – 11am Workshop M

8:30am - 11am Secretary Manager/CMAA Sponsor Forum.

New to the CMAA Conference Program, Secretary Managers/CEOs/General Managers and CMAA Sponsors ONLY are invited to attend this session for a presentation and networking

torum.

Friday 6 July 2007

11:30am – 6pm Ted Noffs Charity Golf Day

11:30am - 3:30pm Club Study Tour



The Conference Program

Note: Breakfast is NOT included in the Conference Program.







Brant Webb

Todd Russell

Barry Urguhart

Wednesday, July 4, 2007

8:30am - 9:30am

CMAA Members General Meeting - CMAA Members only

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

9:40am - 10:10am

30 minutes with the Beaconsfield Miners

Hear the heroic account of the remarkable survivial ordeal of Brant Webb and Todd Russell.

10:30am - 11:30am

Conference Keynote Presentation

Transforming & Refining Club Culture – Driving Change and Development

Barry Urquhart, Marketing Focus

There is widespread evidence that a definitive corporate culture addresses and redresses a common deficiency. That is, the reluctance of many middle managers to commit and to make decisions. These people transform from being channels of communication to initiators of action, reassured by the common and repeatedly used symbols, myths and language. Promotion of a strong positive culture is an effective and efficient manner in which to recruit and retain good people. What does it take to achieve service excellence, change, innovation, effectiveness and competitiveness? It is difficult to be conclusive. However, a good start up point is to review, refine, define and develop a strong corporate culture. Barry Urquhart is Australia's best known authority on driving business profitability.

11:30am - 12:30pm

Lunch

12:30pm – 2pm

Marketing Magic

Barry Urquhart, Marketing Focus

It's undeniable. Today club patrons demand colour, excitement, fun and difference. Success will be enjoyed by those clubs who respect the two foundation stones of effective marketing, being: two way communication and opportunism. Marketing is or should be a core value and the very essence of a club, its products, services and people. That is part of the MAGIC! In this session the various ingredients in creating the MAGIC! are addressed and explained and include: Communication Channels, Relationship Marketing, Marketing Leadership, Product, Service and Development and Market Planning.

2:30pm - 4pm

Service That Sells

Barry Urquhart, Marketing Focus

Barry Urquhart is the author of the two largest selling books on quality customer service in Australasia, being: "Serves You Right!" and "Service Please!" His ongoing schedule of original research into differing aspects of service excellence provides unique insights into the needs and expectations of internal and external customers. The true nature of relationship marketing, customer satisfaction, loyalty programmes and empowerment of staff is detailed in a captivating style.

Thursday, July 5, 2007 SESSION 1 WORKSHOPS

8:30am - 10am Select one only

Workshop A

Small to Medium Sized Clubs: How to 'fire up' your Function & Event Sales

"Big Dave" Staughton, nem

This presentation has been designed to meet the needs of small to medium sized clubs and will show you how you can significantly improve your function sales by using the TEAM approach: Telephone enquiries, Email, Attending events and Meeting face to face. Especially designed for small to medium sized clubs wanting to make big-ticket sales like weddings, conferences and functions. You'll learn the key factors in improving your sales conversion rate. The difference between surviving and prospering as a Club is all about converting more prospects to bookings.

Workshop B

Hospitality Management in Action

Paul Weekes, Southern Cross University

This workshop involves examining each of the historical models of hospitality management and their place within tourism and hospitality organisations.

It includes a short seminar session, by way of background, followed by a hands-on activity that will allow participants to identify the strengths and weaknesses within their own management 'roles'. The session concludes with an open discussion of the issues raised during the workshop and will assist managers to be reflective of their management attributes and to critically examine core management competencies and their place within their workplaces.

Workshop C

Punish the Guilty & Keep the Innocent Nervous The Brief Group

Mock Court™ Series - Simulated OHS prosecution training

Facilitated by former WorkCover lawyers, experts in the law and OHS, this prosecution simulation challenges people's thinking, and demonstrates OHS management responsibility in a fun and high impact way. Unlike traditional safety training, these presentations are interesting, provoke attendees to re-evaluate OHS as a business priority and motivate individuals at all levels to act proactively and take more personal responsibility. Cases revolve around real life prosecutions and highlight the typical practical and legal failings experienced by most businesses.

SESSION 2 WORKSHOPS

10:30am - 12 noon Select one only

Workshop D

Understanding, Managing and Leading Change

"Big Dave" Staughton, nem

Managers are daily challenged with the ever changing business environment in which they operate. Influences both internal and global are forces which are driving unprecedented workplace change. In this session you will learn about how you can meet the challenge by using strategies for coping and dealing with change and how to become a more effective leader as a result.

Workshop E

The Brand: ME Inc

Ganador Management Solutions

Are you proactive about building a career and are you aware of **how** you impact on other people? Do you know how to "sell" yourself? Your own brand is a critical determinant of your future success (or failure): learn how to build, manage and communicate your brand in this interactive session.



The Conference Program

Thursday, July 5, 2007 (Continued)

Workshop F

Punish the Guilty & Keep the Innocent Nervous Repeat The Brief Group

Mock Court™ Series - Simulated OHS prosecution training

Facilitated by former WorkCover lawyers, experts in the law and OHS, this prosecution simulation challenges people's thinking, and demonstrates OHS management responsibility in a fun and high impact way. Unlike traditional safety training, these presentations are interesting, provoke attendees to re-evaluate OHS as a business priority and motivate individuals at all levels to act proactively and take more personal responsibility. Cases revolve around real life prosecutions and highlight the typical practical and legal failings experienced by most businesses.

12 noon - 1pm Lunch

SESSION 3 WORKSHOPS

1pm - 2:30pm

Workshop G

Mastering Behavioural Interviewing Techniques

Paul Lyons, Effective Training Solutions

Selecting staff is one of the most important activities conducted by a Club. Will they have the same values and behaviours that the Club espouses? How can I tell whether they are a good fit for our Club now and in the future? Behavioural Interviewing is based on the premise that past behaviours are the best predictors for future behaviours and that is something that is very hard to train and develop whereas it is relatively easy to train staff in the skills and knowledge. Find out how you can master this technique.

Workshop H

The Beauty and the Beast: Fun & Games with **Stereotypes**

Ganador Management Solutions

Should men and women be treated differently in the workplace? Is there still a 'battle of the sexes' and 'glass ceiling'? How do women survive in a man's world? This session is a provocative look at gender stereotypes and the impact on the workplace teams.

Workshop I

Project Management Fundamentals

Australian Institute of Management (AIM)

This session introduces the concepts and techniques of project management, a skill that many club managers 'learn on the job' and sometimes without any formal training or direction. Imagine having the Board give YOU the responsibility for a major building expansion project yet you have never undertaken anything like it before? Where do you start? What factors do you have to consider in planning for the project? The content covers the 4 phases of project management initiation, development, implementation and finalisation.

SESSION 4 WORKSHOPS

3pm - 4:30pm

Workshop J

Action Planning Coaching – What do I do now?

Paul Lyons, Effective Training Solutions

What happens after a commitment is made to coach and mentor people in the workplace? Once the process is in place how do we evaluate it's effectiveness and suitability for each individual? In this session Paul will demystify the seven stages of the Achieve Coaching Model, which are:

- Assess the current situation
- Creative brainstorming of alternatives Valid action program design
- Hone goals
- Initiate options
- Evaluate options
- Encourage momentum

Workshop K

Project Management Fundamentals Repeat

Australian Institute of Management (AIM)

This session introduces the concepts and techniques of project management, a skill that many club managers 'learn on the job' and sometimes without any formal training or direction. Imagine having the Board give YOU the responsibility for a major building expansion project yet you have never undertaken anything like it before? Where do vou start? What factors do vou have to consider in planning for the project? The content covers the 4 phases of project management initiation, development, implementation and finalisation.

Workshop L

Managing Difficult Behaviour

"Big Dave" Staughton, nem

This presentation covers the latest techniques and strategies for dealing with difficult people and managing difficult behaviour in the workplace. Enjoy Big Dave's inspiring message of a workplace filled with love, optimism and positivity. This high-energy, fun-filled session is packed full of tips, techniques and strategies for resolving conflicts in a positive way. Put on your 'Love Goggles', fill up your Love Bucket and learn how to better deal with the difficult people (Dippers) in your life. YOU WILL LEARN: The power of proper praise & appreciation to boost team morale, Strategies for handling the customer from hell, Big Dave's devices for diffusing Difficult People, Techniques to add to your Manager's Toolbox, and How and why people become 'difficult' and what you can do about it.

Friday, July 6, 2007

SESSION 5 WORKSHOPS

8:30am - 11am

Workshop M

Understanding Empathy - The Basis of Influencing **Others**

Paul Lyons, Effective Training Solutions

Empathy involves understanding others' perspectives, even if they are much different from your own. Usually, but not always, it involves letting the other person know that you have understood them. Empathy is non-judgmental. We can hear and care about what someone else thinks and feels without deciding if their feelings are good, right, bad, wrong. As managers we need to master the art of influencing others to ensure organisational and personal needs are met and with a minimum of misunderstanding. Find out how.

Secretary Manager/CMAA Sponsor Forum

Secretary Manager/CEO/General Manager and CMAA Sponsor **Networking Forum**

Open to Secretary Managers/CEOs/General Managers and CMAA Sponsors ONLY. This forum is a new addition to the CMAA Mid Year Conference and provides the most senior managers of registered clubs with the opportunity to enjoy a presentation by Gretchen Lumsden on 'Peak Performance and Productivity" and the opportunity to discuss industry issues with senior representatives of the CMAA's Sponsors. If you are eligible and want to attend this session indicate your intent on the Conference Registration Form.











CMDA Training Program

July-August 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	JULY	AUGUST
Provide Responsible Service of Alcohol (THHBFB09B) (LAB approved) ACCM Unit - 1 Day	W 18	M 13
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	Т3	T 14
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons		M 6
Business & Report Writing 1 Day	Т3	
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTRO1B) 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.	W 4	
Senior First Aid (Workcover Approved) – 1 Day Delivered in conjunction with Barringtons		Th 9
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.	(S1) M 9 – W 11 (S2) M 30 & T 31	(S2) W 1
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	M 16 & T 17	
Gaming Management Development Program - ACCM Unit - 3 x 2 Day Sessions (Develop & Manage Gaming Activities THHADGO2A) 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) M 13 – W 15 cont. September
Financial Management ACCM Units 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program.	(S1) M 16 & T 17	(S2) M 20 – W 22
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	M 23 & T 24	
Roster Staff THHGLE05B -ACCM Unit - 1 Day Assists Managers in creating cost efficient base rosters that utilise the flexibility the award provides. Ideal for all managers.	T 10	
Monitor Staff Performance THHGLE06B ACCM Unit <i>2 Days</i> Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	W 25 & Th 26	
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.		M 20 & T 21
OHS Risk Management for Supervisors and Managers 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.	Th 12 & F 13	
OHS Consultation –(Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001.		(S1)W 15 & Th 16 cont. September

Regional Training

COURSES	JULY	AUGUST
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons	North West M 2	
Coaching Skills for 'Buddy System' Line Trainers 1 Day (Coach Others in Job Skills THHGTRO1B) 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.		Sunshine Coast W 8
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Far South Coast W 11 & Th 12	Sunshine Coast M 6 & T 7 Townsville W 8 & Th 9
Plan & Establish Systems & Procedures THHGGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	Far North Coast M 9	Illawarra M 13 Townsville T 7
Duty Management Development Program 2 x 3 Day Sessions		Hunter (S1) M 6 – W 8
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit 2 Days		Riverina W 1 & T 2
Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)	Mid State M 23 & T 24	North West State T14 & W 15
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)		Gold Coast W8&Th9
Roster Staff THHGLE05B -ACCM Unit - 1 Day		Hunter T 7
Recruit and Select Staff THHGLE07B -ACCM Unit - 2 Days	Gold Coast W 18 & Th 19	
OHS Risk Management for Supervisors and Managers 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B)		Hunter W 22 & Th 23
OHS Consultation – (Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B)	Far South Coast (S1) M 9 & T 10 (S2) M 30 & T 31	

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-Birch at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400.

In The Zone - Victoria Awards 2007

CMAA Awards triumphant return to 'clubland'

By PETER SHARP

Victoria returned to 'clubland' to turn on the glitz and glamour for the 2007 CMAA Annual Gala Awards Dinner in late April.

The CMAA Victoria Zone Executive decided to bring the event back to its "roots" and Zone President Barry West and his team turned on a memorable awards ceremony, dinner and entertainment at the Yarraville Club.

"We knew there would be plenty of reaction to the decision to stage the awards dinner in club, but I think the outcome of the night has vindicated that decision ... it was a great success," Barry said.

"These awards recognise an individual's professional attitude, commitment to enhancing the Club Industry and delivery of excellent customer service."

Barry also paid tribute to Zone and Awards sponsors Foster's Australia, Angoves, Tatts and Cadbury Schweppes for their ongoing support.

As in previous years, seven independent industry representatives with extensive experience in the Club Industry made up the assessing panel.

Barry officially welcomed guests on behalf of the CMAA Victoria Zone before introducing Mr Telmo Languiller, MP, Parliamentary Secretary for Community Services, who represented Victoria Premier Steve Bracks, Telmo praised the works of clubs and club managers across the state before

reading out a letter from Mr Bracks endorsing the Club Industry's role in the Victorian economy, society and community.

CMAA Executive Officer Terry Condon travelled to Melbourne for the dinner and presented Rick Scott with his ACCM Award certificate, then - in front of his home state colleagues - Barry West with his certificate for winning the Peter Cameron Award, announced at the CMAA's Gala Charity Awards Dinner as part of the CMAA Conference, AGM and two-day Expo at the Sydney Conference and Convention Centre at Darling Harbour in early April.

A highlight was the announcement of the Des Kremkau Award, which recognises an individual's outstanding achievements and commitment to their club and to the Club Industry.

Numurkah Golf Club General Manager and CMAA Federal Councillor for Victoria Grant Duffy received the Award. "It's a prestigious award, dedicated to the memory of Des Kremkau who epitomised everything a Club Manager

should be," Grant said in accepting the award from CMAA Victoria Vice President Greg Rossborough and Mrs Joan Kremkau.

Echuca Workers and Services Club General Manager Jim Smith took out the night's major award - CMAA Victorian Club Manager of the Year and collected the \$500 bursary in the stream of Advanced Diploma of Hospitality (Management) Club















In The Zone – Victoria Awards 2007

Management to be undertaken at the William Angliss Institute of TAFE.

The Ted Noffs Foundation, the CMAA's preferred charity, benefited from the raffle to assist the Foundation's ongoing commitment to providing essential services for young people and their families who are experiencing drug and alcohol problems.



The Rock Goddess Tribute Show was another highlight of the evening with most of the guests hitting the dance

Barry West closed the Awards Dinner by acknowledging the contribution of Master of Ceremonies Gavin Wood, who has hosted the event over the years, but is moving to Los Angeles and will be unavailable next year.



Awards were presented in eight categories ...

- > RSL Club Manager of the Year 2006: Mark Wilkinson Noble Park
- > Bowling Club Manager of the Year 2006: Gregg Crane - Fitzroy Victoria Bowling Club
- > Community Club Manager of the Year: Joe Morello Veneto Club
- > CMAA Victoria Supervisor or Employee of the Year: Anne Marie Hain - Club Kilsyth
- > CMAA Victoria Assistant Manager or Duty Manager of the Year: Erin Langman - Echuca Workers & Services Club and Joan King - Yarraville Club
- > Tatts Pokies Club Manager of the Year: Robert Morrison Frankston RSL + Commendation: Charles D'Abico - Italia Sporting Club Inc
- > Tabaret Club Manager of the Year: John Harlock - Mildura Working Man's Club
- ➤ CMAA Victorian Club Manager of the Year: Jim Smith - Echuca Workers and Services Club





Hayley makes it all tick

There's an adage in business ... if you want something done, ask a busy person.

The CMAA's Victorian Zone needed a meticulous person to pull together the many pieces to make their annual Awards Dinner a success.

CMAA Federal Councillor and Numurkah Golf Club General Manager Grant Duffy approached Hayley Morris to take on the challenge.

That was a few years ago, now, but Hayley decided she'd give it a go. Grant knew it was a huge challenge and Hayley wasn't sure what she had let herself in for, but her energy and skills are on show each year at the Awards Dinner.

Zone President Barry West describes Hayley as an unsung hero of the event.

"Hayley took on the job a few years ago and has turned the awards dinner into a clockwork process, collating awards nomination forms, scheduling the presentations and working closely with our MC, Gavin Wood," Barry said.

"Grant and Kevin Moreland work with Hayely and she has become a very important part of the event."

Hayley's friendship with the Numurkah Golf Club team defines her involvement in the Club Industry, but she spends many hours coordinating the Awards Dinner each year.

Hayley runs her own business -Numurkah Travel Centre – while raising her children and fitting in a regular game of netball, so the Awards job is something of a labour of love.

"It's a big job from start to finish and each year I'm not sure if I'll take it



In The Zone - Victoria Zone Awards Dinner

Echuca's quiet achiever makes a noise with top award



CMAA Victoria Zone President Barry West (left) and CMAA Executive Officer Terry Condon (right) congratulate Echuca Workers and Services Club General Manager Jim Smith on his Manager of the Year Award at the CMAA Victoria Zone Awards night at the Yarraville Club.

By KATIE CINCOTTA

SUCCESS doesn't always have to be brash and loud. The CMAA's 2006 Victorian Club Manager of the Year Jim Smith is a quiet man.

But that hasn't stopped him from achieving great things.

CMAA Victorian Zone President Barry West, who hosted the mid-April awards night at his Yarraville Club, describes Jim as an unassuming manager who works tirelessly for clubs.

"He's a shy sort of fellow in a lot of ways, an all-round nice bloke who is always willing to go out of his way to help other managers," Barry said.

Jim said he was shocked by the award triumph, especially after his Assistant Manager Erin Langman picked up the first "gong" for Echuca Workers and Services Club.

"It was a real surprise to hear my name called out," Jim added. "After Erin won the Assistant Manager of the Year, I thought there's no way they'll give the main award to the same venue."

He was wrong.

Claiming the night's most coveted prize was a defining moment in Jim Smith's career, but he admits it wasn't easy to enjoy the spotlight.

"To get up there in front of all those people was quite nerve wracking," he laughed. "I don't like to be in the limelight ... I like to have a chat, but I don't like to be the centre of attention."

Barry West said the Victorian Awards were held for the first time in "clubland", which proved traumatic for him as the venue's chief, but an outstanding night for the 220 guests and nominees.

"As the club manager, you know all the trials and tribulation behind the scene," Barry said. "But, let's face it, we're a club organisation so we should have the awards in a club."

Barry's Functions Supervisor, Kylie Bagetto, found it equally difficult to walk away from work and assume the role of a guest. "She's standing there in her evening gown telling people what they had to do for the night," he added.

Holding the awards at the Yarraville Club wasn't without its element of controversy and detractors, with some clubs miffed about missing out on hosting the event. "Other clubs

had their nose out of joint and thought the \$125 ticket was overpriced, but we have to be realistic - that was for three courses, all your drink and fabulous entertainment ... next year we're inviting any club to run it," Barry

Barry said the two awards for Jim Smith's Echuca club certainly proved tough times are no barrier to success.

"The Echuca club had a busload of 10 down for the awards night and were delighted that their management team was recognised so highly ... they're up on the [Murray] river, battling with NSW clubs and the drought," Barry added.

Jim Smith attributes training, local community involvement and progressive development to the club's recent achievements, which include securing an extra 20 gaming machines and approval for a \$4 million overhaul of the club. He says his approachable management style offers an open-door policy to his staff and the board, which creates an atmosphere of mutual respect.

At the end of 2007, the club will begin its \$4 million overhaul, including a new function and conference centre to accommodate 400 people.

"We have to diversify from a total reliance on gaming," Jim said.

"Over the river, they have some 650 machines - we have 84, so we're trying to achieve a point of difference."

Jim also believes strongly in the benefits of training and education, which he sees lacking in Victorians clubs. "There's not enough focus in Victoria for the education and training aspect of the business," he said.

"The training arm of the CMA [CMDA] is second to none and one of the key aspects is that you can use it on a day-to-day basis."

Jim's Assistant Manager, Erin Langman, is studying alongside her boss to become the first female in Victoria to achieve ACCM accreditation.

But they'll have to wait until next month to celebrate as Jim is taking a six-week sojourn to his homeland, Scotland, which he hasn't visited since he left for Australia at the age of 10. "I turn 50 on the day I fly out, so it's a birthday present to myself – something I've wanted to do for a long time," he

"The training arm of the CMA [CMDA] is second to none and one of the key aspects is that you can use it on a day-to-day basis ...

In The Zone - Victoria Zone Awards Dinner

















In The Zone - North West State AGM



A little old-fashioned country hospitality and fun

By PETER SHARP

When it comes to running and organisation, there's no substitute for enthusiasm - and the North West State Zone is overflowing with the precious commodity.

It starts with the Zone Committee, led by President Phil Wheaton, and extends right through the membership and their support for meetings, activities and events across the Zone. North West State is the CMAA's biggest geographical Zone and smallest numerical membership, but it leads the way for enthusiasm and participation.

For its Annual General Meeting in early May, the Committee organised with CMAA Executive Officer Terry Condon. CCM, and Education Manager Ralph Kober for high-profile presenter Paul Lyons to conduct a workshop.

Zone Vice President Paul Gordon hosted the two-day event, including a spectacular dinner with entertainment

and bursary fund-raiser auction, at his Narrabri RSL Club.

Paul Lyons travelled to Narrabri with Terry and CMAA Communication Service Manager Peter Sharp and found an audience of more than 60 guests - club managers and board members for his two-session "Leadership" presentation.

Zone President Phil Wheaton offered a warm welcome ad introduction before Paul's three-hour workshop focused on leadership styles and the all-important balance of management within the framework of a team.

Paul, one of the CMDA's most popular presenters, identified and defined the six styles of leadership - Visionary, Coaching, Affiliative, Democratic, Coercive / Commanding and Pacesetter.

"Relationships are the most important thing managers have with their staff," was Paul's summary of his analysis.

He went on to examine the behaviours that allow teams to achieve highperformance outcomes and summarised his remarks ... "great staff do simple things extraordinarily well".

The event moved into social mode on Tuesday evening with almost 90 guests enjoying pre-dinner drinks and spectacular three-course meal at Paul Gordon's showpiece, the Outback Shack restaurant.

It was worth the trip to experience the Outback Shack - don't miss the July edition for the full story - and the









In The Zone – North West State AGM

entertainment, that included a Jamie Gallon auction to support the Zone Bursary Program.

The Zone's Annual General Meeting, also at Narrabri RSL Club - attended by 38 members - wrapped up the twoday program.

The Zone Committee was returned for 2007 with Tim Palmer filling the previously vacant Publicity Officer role.

The Zone Committee for 2007 is: President: Phil Wheaton - Armidale Bowling Club

Vice President: Paul Gordon - Narrabri **RSL Club**

Secretary/Treasurer: Margaret McGrath - Quirindi RSL Club

Education Officer: Sharon Goodhew, ACCM - Narrabri RSL Club

Publicity Officer: Tim Palmer - Inverell Returned Servicemen's Club

CMAA Executive Officer Terry Condon, CCM, presented a Head Office Report and touched on several important

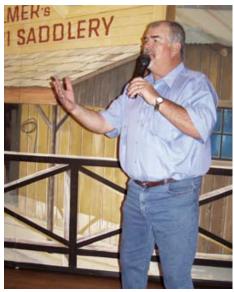
issues, including ...

- > WorkChoices Legislation and the consequences to AWAs and the Association's preferred option of Common Law Agreements. Terry recommended members in all Zones refer any employment contractual matters to the CMAA's Senior Industrial Relations Advocate Peter Cooper for advice.
- ➤ The result of the CMAA's Federal and State (NSW) Elections. Terry formally advised the members that Gordon Rhodes, ACCM, from South Tweed Sports Club, had been elected as their Federal Councillor for E Division, which encompasses Far North Coast Zone, Mid North Coast Zone, North West Zone and Mid State Zone.
- ➤ The CMAA's 2007 Conference, Expo and Gala Charity Awards Dinner at Darling Harbour where Paul Gordon received his 21 Years Service Award and the upcoming

- Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.
- ➤ The Registered Clubs Amendment Bill, IPART Review and NSW Government's Ticket In Ticket Out study.
- > Revised guidelines from the Department of Gaming and Racing covering Poker Tournaments in hotels and clubs.
- > CDSE expenditure, which is still under review.
- > Smoking Legislation, due to come into effect in NSW on July 2.
- > Armed Hold-up strategy, including the CMAA's endorsed Barrington's online courses.
- ➤ Club Management in Australia magazine.
- > Support for CMDA training courses in regional areas, including the Gaming Analysis Course late last month.









Manly Northern Suburbs Golf Day

Bayview a big hit for Zone fundraiser

Zone President Ray Agostino and his team didn't have much luck staging their fund raising golf day last year.

It was postponed twice, then cancelled because of rain.

However, the weather was as good as the field and the golf for the Manly Northern Suburbs Zone at Bayview Golf Club at Mona Vale on Sydney's Northern Beaches.

More than 90 players teed up for the four-person Ambrose challenge event with 18 hole sponsors and CMAA partners Foster's, Coca-Cola and Tyrrell's Wines ensuring the golfers were kept well hydrated during the round.

The winning group was Grant Heanes, Brad Halton, Sloan Richardson and Peter Loizan from Goldcrest Security.

Event organiser at Zone Education Officer Luke Simmons said the fundraising aspect of the event would help provide education and professional development bursaries for Zone members.

"I want to thank the Club Industry's trade suppliers for their greatly appreciated ongoing support of our Zone functions ... the golf day was a huge success thanks to their generosity," he added.



















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In The Zone - Central Coast

Gaming legend on agenda for July meeting



Ainsworth Game Technology Chairman Len Ainsworth will speak at the Central Coast Zone Meeting in July.

The Central Coast Zone's next meeting - at Gosford RSL on July 18 - will feature the remarkable Len Ainsworth as our quest speaker.

This will certainly be a great day and a very memorable one for those that haven't previously heard the Chairman of Ainsworth Game Technology, speak.

Len will discuss issues facing the industry and compare these to the issues that have been progressively overcome by the club movement.

Len is recognised across the global gaming machine industry as having pioneered many of the major design and technical innovations incorporated in gaming machines for more than 50

He is also respected for his contribution to the Australian gaming industry, particularly for the role of poker machines in the financial success and standing of licensed clubs.

He founded the company which has become the highly successful Aristocrat and, despite heavy international competition, this company became the

world's second-largest producer of casino-style gaming machines and gaming machine systems.

In 1994, Len was admitted to the Gaming Industry's Australian Hall of Fame and, in 1995, was inducted into the American Hall of Fame - one of only two non-Americans honoured.

Among Len's list of awards are life membership of AGMMA, presented at his 80th birthday party, CMAA Hall of Fame Industry Associate and his 2002 acknowledgment as an "Official Export Hero".

Len pioneered many of the major design and technical innovations in the past 50 years, including he was solely responsible for the worldwide "five-reel" revolution.

Len is Executive Chairman of Ainsworth Game Technology, which employs around 300 people and exports to 38 countries with export offices worldwide.

Ainsworth continues to supply his world-class gaming machines to around the globe under the Ambassador and Celebrity brands.

The April Zone meeting was held at Wallarah Bay Recreation Club and was a very informative experience for those Association members who attended.

The day's first guest speaker was Frank Crews, from Clubs Consulting, who spoke about the importance of correctly marketing your club in this competitive world.

The second speaker was Greg McCullough, from AETS, who informed managers and directors of the financial benefits to clubs that are involved in government incentives for training.

CMAA Education Manager Ralph Kober presented the report from Head Office, covering many of the topics confronting the Association and the Club Industry.

A concern raised last from Central Coast managers was the appropriate day for Zone meetings with the traditional Tuesdays clashing with a lot of club board meetings.

The Zone Committee listened to the issue and has changed Zone meeting days to Wednesdays, so members are asked to show your support and bring someone new along to our next

For those managers that would like themselves, or a supplier, to be placed on the guest email list, please forward your details to Dave Brace at Gosford RSL on gm@rrsl.com.au

Zone Diary ...

- > Wednesday, July 18: Gosford RSL Club - 10am Meeting, 1pm Lunch
- > Wednesday, September 19: Diggers @ The Entrance - 10am Meeting, 1pm Lunch
- ➤ Tuesday, December 7: Davistown RSL Club - Christmas Lunch



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Executive returned for new term

The CMMA Far North Coast Zone welcomed two new members and the Zone Committee was returned for another term at the Annual General Meeting.

The Executive for 2007 is:

President: Jon McGregor, ACCM, Yamba Bowling and Recreation Club Vice President: Darren Schipp, Casino Returned Servicemen's Club Secretary: Gordon Rhodes, ACCM, South Tweed Sports Club Treasurer: Mark Bannerman, Maclean Lower Clarence Services Club Publicity Officer: Nathan Whiteside, Yamba Bowling and Recreation Club.

Twenty-two members attended the AGM with 55 guests, including trade representatives, enjoying the high-quality luncheon prepared by Kingscliff TAFE College hospitality students.

The AGM, conducted at Kingscliff TAFE in mid-March, welcomed new members Tim McAlister from Cudgen Leagues Club and Janene Neal from Cabarita Sports Club.

The Zone's 2008 Bursary Program endorsed five bursaries valued at \$1,500 for the CMAA Annual Conference, the CMAA Mid Year Conference, AGE or CMAA-approved training (with various criteria relating to CMAA activities, meetings, training etc).

A Member Subsidy - \$150 per member - also was approved to

support attendance at the CMAA's 2007 Conference (members having attended a minimum of three meetings in 2006).

Members approved annual donations to North Coast Institute of TAFE - \$500 to the best-performed Hospitality Student in the Diploma of Hospitality Management program; and Southern Cross University - \$250 for best result in the "Club Management" unit in the Bachelor of Business Tourism course.

A highlight of the AGM was the Zone Award of \$500 Tahlia Ward, who achieved the highest aggregate graded mark for the Diploma of Hospitality Management in 2006.

Zone President Jon McGregor presented Tahlia with her award before the AGM gathering. Tahlia, who received no

recognition, and attended all modules in the course, achieved an average mark of 82.61 across 23 modules which were graded.

A Cudgen
Leagues Club
employee,
Tahlia is
studying
Bookkeeping at
Kingscliff TAFE
with the

ambition of travelling overseas on a working holiday later in the year.

Bob Windshuttle, from the Office of Liquor Gaming and Racing, along with Michael Alexander form ClubData Online and Ben Smith from Ballina Mobile IT provided interesting presentations to the gathering.

The Far North Coast Zone's next meeting is at Casino RSM Club on Wednesday, June 20, to include a premeeting workshop/presentation.

Below: MAA Far North Coast Zone President Jon McGregor with Cudgen Leagues Club staff member Tahlia Ward after she achieved the highest aggregate



Creative space a winner with members

Cabramatta Bowling Club's turnover jumped by 65% since January 2006 following a \$1.3 million facelift.

Members and guests have backed the work by Paynter Dixon - from master planning, design and construction - in the Bowler's Lounge, TAB, General Lounge and Gaming Area.

Paynter Dixon Marketing Manager Maria Passafaro said project planning and construction was completed in less than 12 months with works, including expanding and refurbishing existing lounge and gaming areas, a major upgrade of electricity infrastructure, a new smoking terrace and amenities. "One of the major challenges with this project was to ensure minimum disruption to members and their day-to-day

comfort", Maria said. "To overcome this, we scheduled our construction teams to work after hours and we worked closely with club management to make other areas of the club available during high-workload times."

The new-look space is divided into three adjoining, but separate, areas creating optimum use of space for the relatively small floor plan.

Sofas and armchairs feature along a wall of floor-to-ceiling windows overlooking the bowling green. The TAB area features bar tables with matching club stools with a glass wall and doorway providing soundproofing from machine noises in the main games room. The new outdoor smoking terrace is acoustically treated, allowing the club to successfully apply

for extended trading hours from Fairfield City Council.

Club General Manager Barry Watkins said the member's response couldn't have been more positive. "The Paynter Dixon project team were excellent with the project finished on time and on budget," Barry said.

The club is planning the final two stages of the Paynter Dixon master plan.

"We are delighted with this first stage of renovations which has given the club a much more open and modern look," Barry said.

"We have had nothing but positive feedback from our members and the increase in turnover is proof in itself of their appreciation."

In The Zone - Brisbane & Gold Coast Combined Meeting

Combined effort bears fruit at Sirromet Winery

The CMAA Brisbane and Gold Coast Zones recently got together at the Sirromet Winery outside of Brisbane for a combined workshop, CMAA meeting and luncheon. The day was praised as a success by many of the managers who attended.



CMAA Federal Councillor and Gold Coast Zone President Stephen Condren (second from left) with the team from Southport Workers Community Club.

By RALPH KOBER

CMAA Education Manager

The opportunity to network and share in the camaraderie of the Club Managers' Association was taken up by close to 80 members and further supported by the local trade suppliers over the luncheon.

The day was basked in splendid Queensland sunshine with a workshop presented by Mark Anderson, of CMP Lawler Consultants, on the impact of the smoking bans and marketing a non-smoking venue.

Following on from the workshop, the CMAA meeting got underway with the acknowledgement of the recent election of Stephen Condren, CEO of Southport Workers Community Club, to the CMAA Federal Council.

Stephen encouraged all members to approach him with any issues that members wanted relayed to the CMAA Executive

Both committees - Brisbane and Gold Coast - reported on their local Zone affairs with advice to the meeting that the upcoming CMAA Queensland State Bursary and Scholarship Awards



CMAA Brisbane President Morgan Price (left) with former Federal Councillor Peter Constance.



More than 80 managers attended Education Workshop - 'Marketing a Non-Smoking Venue' - which was presented at the combined Brisbane and Gold Coast Zone Meeting.

program was in the process of being resolved and would be released for applications to all Queensland members in the coming months.

CMAA Education Manager Ralph Kober made the trip from Sydney to deliver the Head Office Report and spoke on some of the developments with the smoking bans in NSW.

After the meeting, members and the trade joined in a fine meal with great service in the Sirromet restaurant and were entertained by an interesting and inspirational address by Terry Morris, who is Chairman of the Board for Sirromet Wines.

Terry explained how Sirromet Wines has achieved national and international recognition and is proud to be part of the rapidly emerging Queensland wine industry.

Sirromet Wines' focus is uniquely Australian: modern Australian architecture set in magnificent bushland with an abundance of Australian wildlife, and most importantly serving great Australian food and wine.

Sirromet Wines has won 287 medals and awards since opening in 2000.

Congratulations to the organising committee of the Zones for a valuable and informative day.



Sirromet Winery at Yatalla was the venue for the combined Zone Meeting for the Brisbane and Gold Coast zones.

CMAA Zone Education Officers

ACT

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NSW

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ROCKHAMPTON/GLADSTONE

Will Schroeder ACCM Yaralla Sports Club Phone: (07) 4972 2244 Fax: (07) 4972 6355

AGE on track for sell-out 2007 Expo

The annual Australasian Gaming Expo (AGE) is shaping up to be another huge event judging by registrations for the trade show and conference, and bookings for exhibit space.

Australasian Gaming Machine Manufacturers Association (AGMMA) Executive Officer Ross Ferrar said more than 90% of the exhibit area, which covers 15,000 square metres, already has been sold.

AGMMA hosts AGE 2007 from August 19 to 21 in three halls at the Sydney Convention and Exhibition Centre at Darling Harbour.

"Judging by pre-registrations for the trade show which is open the Sunday, Monday and Tuesday from 10am over each of the three days, we expect to welcome thousands of key industry executives, senior management and other trade visitors from the Gaming Industry," Ross said.

In addition to the trade display, a number of key industry representatives will present at the conference on the first day of the show.

This initiative also brings together the major industry Associations in Australia and New Zealand – AGMMA, the Australian Hotels Association, Australian Casino Association, Clubs

Australia and the Gaming Machine Association of New Zealand.

Australian Productivity Commission's Chairman Gary Banks will deliver the Keynote Address, highlighting the opportunities and challenges facing clubs, hotels, casinos, betting outlets and other gaming operations as a result of the landmark gambling study that was conducted under his guidance in 1999.

This will be followed by a lively and informative "hot topics" discussion from six key industry organisations, ranging from facial recognition technology and money-laundering to problem gambler identification and gambling expenditure precommitment.

The final sessions, outlined at www.AustGamingExpo.com will provide expert research and views on solutions that achieve a sustainable Gaming Industry, and new technology such as downloadable server-based games.

"The level of awareness of the entire event has been heightened with the support of a multi-faceted advertising campaign focussed on the

general gaming community, as well as targeting the club, hotel, and casino sectors of the industry," Ross added.

More information on AGE2007 at www.austgamingexpo.com or contact Ross Ferrar on +61 2 9960 0125 or email info@agmma.com



Club Profile



Councillor Daphne McDonald and Garry Leech ... "a great working relationship".

Palm Beach Sports Club set for bright future

By HENRI LACH

A small club with a big future: it's a phrase often heard in this industry. In the case of the Palm Beach Currumbin Sports Club, on the Gold Coast, that phrase has meaning. With its 40 gaming machines and 3,000 members, the club is about to become the centrepiece and lynch pin of a community redevelopment project that will transform its immediate area into a sporting and recreation precinct set to rival anything in South-East Queensland.

Sports Club General Manager Garry Leech, believes he and his club are involved in a unique situation, where the club, the Gold Coast City Council, sporting organisations and the local community are of one accord.

"It's an exciting concept that will provide facilities for a broad range of family and sporting activities," Garry said.

Local Councillor Daphne McDonald is driving the project, after she was approached by a number of sporting and community organisations - and the Sports Club, which is on council leasehold land - keen to see the area developed to its full potential.

"The area is under utilised at the moment," Clr McDonald said.

"We're looking at a rebirth of this part of the Gold Coast."

A master plan is before Council and Clr McDonald believes it will be approved without amendment.

The plan was drawn up after lengthy consultation with stakeholders and its final draft has received universal approval.

The extent of the consensus surprised even Clr McDonald, a long-time Councillor accustomed to dissent on community issues.

"There were some concerns from certain groups, but these were



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Club Profile



Palm Beach Currumbin Sports Club and its antiquated spectator seating ... changes are coming.

quickly overcome," she said.

The area in question covers about 20 hectares of sports grounds and bushland on the northern bank of Currumbin Creek. It includes the Sports Club and its AFL ground/cricket pitch and associated amenities, such as dressing rooms and spectator stands.

Under the master plan, most of the buildings - except the club, itself - will be demolished and new facilities built.

There will be provision for a range of sporting and recreational activities, as diverse as football, cricket and the Currumbin Outrigger Canoe Club.

Clr McDonald and Garry Leech are emphatic that youth sport will be the big benefactor, with sophisticated facilities that will be a magnet for young people. There is also emphasis on

family activities. Bicycle and walking tracks, and barbecue areas will be permanently open to the public.

It's an ambitious and futuristic project that will be put in place over about five years, at a cost of around \$6 million. Clr McDonald explained that funding would come from four sources - her divisional funds, the whole of Council, from the Sports Club and from State Government and Federal Government

The Sports Club has committed to provide the lion's share of the cost.

grants to the various sporting bodies.

"We'll be putting in a couple of million," Garry Leech said.

It's a recognition that the spin-off for the club will to be enormous, with increased patronage and membership. According to Cr

bureaucratic will on the community.

"This is a partnership," she said. "It's not about handouts, it's about all the partners contributing, and it's about growing with the community."

when the project reaches fruition.

The next Gold Coast City Council election is scheduled for March next year. Garry Leech's comment on Cr McDonald's re-election changes: "We have a great working relationship, and we don't want to

McDonald, the next step in the project after final approval from Council - will be to draw up a list of priorities.

Improved facilities for spectators and players for its two major sports are high on the Sports Club's wish list.

Australian Football is enjoying a boom on the Gold Coast, with the likelihood of a second AFL team for Queensland the Kangaroos - making the Coast their new home in the near future.

Garry wants to see his football oval/cricket pitch brought up to a high standard, with demolition of the antiquated spectator seating and replacement by a new grandstand and dressing rooms. "That alone could run into a couple of million," he said.

There is something else to look forward to. The planned eventual extension of the Brisbane-Gold Coast rail link includes provision of a station at Palm Beach-Currumbin.

Clr McDonald says that will be a boost to local tourism. "The station will be the nearer to a surf beach than any other stations on the Gold Coast line, so there'll be many surfers disembarking here," she said.

Again, there'll be a spin-off for the Sports Club.

Garry and Pam digging in for the community

Garry Leech's involvement in the \$6 million redevelopment project for Palm Beach Currumbin Sports Club is a highlight of his 10 years at the helm. During his tenure, he's gained recognition for his charity work, including a CMAA bursary for a US study tour. Garry also is an active member of the CMAA and the Gold Coast Zone Secretary.

His perspective of the redevelopment plan is simple: "The club will be doing what clubs are supposed to do - provide the best possible amenities for its community," he said.

Garry is determined he'll be there for the long term when it all comes together, and his club can hold up

its head as a leading venue in the Palm Beach area. Popular local Councillor Daphne McDonald also sees the project as a highlight of her three terms in Local Government.

She says that the project is not a case of Council imposing its

Clr McDonald also wants to be there

loose her," he said with a smile.





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SPOTLIGHT with NIGEL LAMPE

The show started at 'Poverty Point'

How did club entertainment first begin?

Although background information is hazy, it seems the origins were in the 1930s Depression years when entertainers and agents frequented the surrounding area of Pitt Street and Park Street known as "Poverty Point".

Social and sports clubs looking to "buy" artists, booked them at Poverty Point.

There are stories of clubs buying 5 shillings and 10 shillings worth of "mixed acts".

In the late 1940s and early 1950s, after World War II, Returned Servicemen's Clubs looked to entertainment to augment their drinking get-togethers on Sunday mornings.

These were usually men-only functions, but women later sought their own separate ladies' nights.

Clubs such as Leichhardt RSL were prominent with six to eight artists appearing every Sunday morning.

Gradually, poker machines passed through the small prize and token stages to licensing in 1956 and begin what was to become a large industry.

Before entertainment in clubs became significant in the 1950s, it was provided by the lavish shows at the Tivoli and other theatres; two or three late licence night clubs and the touring tent shows.

Bill Sadler, who was the stage doorman at the Tivoli, first initiated the appearances of major entertainment stars in clubs.

He organised some of the Tivoli performers to work at clubs such as Illawarra Leagues Club in Wollongong and Leichhardt RSL Club.

Although the first stars appeared without payment, or for a minimal fee only, this was the actual start of an era.

Artists in the late 1950s and early 1960s regarded a club engagement as

1960s regarded a club engagement as very much a low-prestige job.

The facilities for artists and patrons at this time were not much better than that of local municipal halls.

Gradually, clubs through their everincreasing cash flow became stronger and began to attract the best performers, stars such as **Winifred Atwell** and other Tivoli headliners.

During this period, the Tivoli entered a phase of only using imported artists and the clubs became great supporters of Australian performers.

The more-comfortable facilities

provided by clubs hastened the closure of the Tivoli theatre and touring tent shows.

Club patrons became accustomed to the plusher surroundings and the ready availability of food and beverages at reasonable prices.

Early pioneers in club entertainment were people such as **Bill Sadler**, **Jack Neary**, **Bobby Limb**, **Richard Gray** and **Jim McDonald**.

Bill Sadler's early work was carried on by the Sadlier Vidette entertainment agency, managed by his son **Hugh**.

Jack Neary and **Bobby Limb** were responsible for Tivoli-style revues at Kogarah RSL Club in the 1960s.

Bobby was well known for his TV shows of that time and brought many of the day's leading television entertainers from and into the clubs.

Richard Gray specialised in bringing black artists, such as **Leslie Uggams** and **Lovelace Watkins**, to our clubs.

Jim McDonald was the first club entertainment agent to introduce the large-scale production shows.

In the 1970s, he produced shows such as "The Sound Of Music", "Jesus Christ Superstar" and "Hair" at St George Leagues Club.

Jim moved on to producing shows at Jupiters Casino, on the Gold Coast.

Club-goers over the years have been able to see some of the very best in entertainment at very reasonable ticket prices – or free.

Club entertainment has been a unique part of show business in Australia, but things have changed considerably since the early days.

"Australia's Got Talent", the latest television quest for entertainers revealed the good, the bad and the ugly of what our country has to offer.



The Four Trax - now Human Nature - after winning the Campbelltown Catholic Club Star (talent) Quest and photographed with Steve Muter, the club's General Manager.

Before "Australian Idol", only a handful of talent show "discoveries" turned their 15 minutes of fame into a career.

One of the most notable exceptions was the emergence of **Paul Hogan**, who appeared on "New Faces" as a tap-dancing knife thrower. He went on to international stardom.

"Australian Idol" has helped establish Shannon Noll, Guy Sebastian and Anthony Callea as marketable entertainers appearing in clubs. Prior to these new television shows, many clubs continued to be great supporters and promoters of Australian talent.

The encouragement of new artists through talent quests has always been a notable contribution to the development of up-and-coming performers.

A well-run talent quest can be a real highlight and provide variety to a club's entertainment program.

Human Nature, now at the forefront of Australian entertainment, were a prolific winner of club talent quests when they performed under the name of **The Four Trax**.



Independent film distributor Palace Films is finalising details of its marketing program for "Clubland" to be screened in more than 100 clubs in NSW before the film's official release.

It's an innovative, not to mention obvious, way to promote a lighthearted Aussie film that was shot mainly in the clubs of western Sydney.

Some well-known club entertainers such as ACE Award winner for Best Variety Production Show, **Brendan Montanna** and his "Magic To The Max" make cameo appearances in the film.

The film's \$6 million budget has already been recovered by the sale of the U.S. and U.K. rights.

"Clubland" stars British actress **Brenda**Blethyn as a comedy entertainer.

What's New

Tresillian and IGT take Baby Business to clubs



Tresillian Family Care Centres has announced a partnership with IGT Australia to take parent

education to employees of selected NSW Clubs. Tresillian nurses launched "The Business of Babies" program last month at North Sydney Leagues Club.New parents can learn more about parenting at their place of employment in a series of one-hour lunchtime seminars which offer practical suggestions on managing a young family and work commitments.

"For the first time we are taking parent education into business," Tresillian General Manager David Hannaford said. "The program was developed in response to a need we've seen within our own Centres and externally showing a significant increase in women returning to work much earlier after the birth of their baby, than previously. Dads can also benefit from the program which includes a session on developing a father/child relationship and the role of expectant fathers in pregnancy.

"Our program has been especially designed to help parents deal with the

complex and often stressful role of juggling work and parenting. The sessions include helpful tips on issues such as breastfeeding and returning to work; relationships; and coping with babies and toddlers who wake several times a night. They give both mums and dads an opportunity to ask questions and discuss their own experiences".

In an industry first, IGT Australia is sponsoring the series of sessions in selected NSW clubs.

IGT Managing Director Andrew Mr Hely said Tresillian has a wonderful history of providing highly valuable advice, time and services for new parents.

"Sponsoring this initiative is a natural progression for us as Tresillian's values of excellence, compassion, respect, loyalty and integrity are a good fit with IGT's values" Andrew said.

IGT has expectations that the seminar will be a great success and hopes that many other industries will follow suit in supporting "The Business of Babies".

Tresillian's "The Business of Babies" Seminar program covers:

1. Juggling Work and Home

- > Childcare considerations, ie grandparents, childcare centres and nannies
- > Coping with a crying baby and lack of sleep
- ➤ Breastfeeding and working

2. The First Year

- ➤ Making the most of the time you spend with baby
- >> Sleeping and feeding patterns what's normal?
- ➤ Separation anxiety issues

3. Understanding Toddlers

- ➤ Positive parenting strategies
- ➤ Managing tantrums, setting limits and discipline
- > Feeding without fights

4. You're a Dad now!

- ➤ The unique role of expectant fathers during pregnancy
- ➤ Developing a healthy father/child relationship
- > Post-partum blues and depression can happen to fathers too.



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eBet's BreakAway product approved

The NSW Office of Liquor, Gaming and Racing has approved *eBet's BreakAway* product to be installed in NSW registered clubs.

- ➤ BreakAway is designed to assist venues combat the potential negative impact from smoking bans to start in NSW on July 2.
- BreakAway allows players to securely reserve a gaming machine for a period of time.
- BreakAway provides a controlled mechanism to secure a players money while the player takes a break.

BreakAway's flexible set-up allows clubs to specify the machines and machine groups that will operate with BreakAway.

Options such as maximum percentage

of floor using *BreakAway*, credit limit settings and the ability to manually unlock machines in break away mode ensure full control of gaming

operations.



eBet has promoted the BreakAway product over the past six to eight months and coupled with other system functionality has generated strong sales commitments

pending this regulatory approval with more than 5,000 units ordered to date.

Managing Director and CEO Tony Toohey said market response to *BreakAway* has exceeded expectation.

"We demonstrated *BreakAway* again at the CMA Hospitality Expo at Darling Harbour and, based on the interest shown at this Expo, we expect strong demand for $BreakAway^{\text{TM}}$ to continue," Tony added.

Many larger NSW clubs have already embraced *BreakAway* ...

- Mount Pritchard District Community Club
- > Harbord Diggers Memorial Club
- ➤ Eastern Suburbs Leagues Club
- ➤ Epping RSL Club
- ➤ Dee Why RSL Club
- > Club Burwood
- ➤ Mingara Recreation Club
- > Liverpool Catholic Club
- Mosman Returned Serviceman's Club

"As smoking bans are progressively introduced around the world, operators will be looking for an effective solution to managing the gaming application floor," Tony said.

"We believe that our *BreakAway* product has significant worldwide appeal."



TCP kicks \$1.5million audio goal at AAMI Stadium

Total Concept Projects was selected to provide a \$1.5 million audio fit-out for the front and back of house areas of the AAMI Stadium in Adelaide.

The upgrade includes the latest stateof-the-art audio control and speaker systems to ensure all parts of the stadium receive a premium sound experience.

The brief arose from AAMI Stadium's previous audio the limitations.

AAMI's biggest complaint from football visitors was the low quality sound with some parts of the stadium unable to hear, and other parts unable to understand the live broadcast.

With their extensive international and local experience as audio engineers for stadiums and outdoor spectaculars, TCP were called in to

provide a sound system solution.

TCP did the sound engineering for the Commonwealth Games Stadium in Kuala Lumpur, many Sydney Olympic venues and numerous national outdoor facilities.

TCP National Sales Manager Peter Guest said the audio upgrade was a landmark result for AAMI Stadium and stadiums across Australia.

"Extensive computer modeling was conducted in collaboration with Bryan Davidson from APAC Audio in the design bid, along with exact modeling by TCP's in-house audio engineer Garry Rutter," Peter said.

The system includes over 490 new speakers specially rigged to strategic positions around the grandstand to ensure an integrated "soundscape"

and easy maintenance.

Audio also is provided to all amenity rooms, general areas, offices and corporate boxes.

The audio upgrade was completed in November with critical emergency announcement systems in place for the U2 and Robbie Williams concerts.

One of the biggest challenges was the installation should not disrupt the existing facility operating during that period.

Peter said the end result was a staggering improvement over the existing system.

"The design allows for high-end performance and easy maintenance," he added. "We have no doubt this is a reference site for many other venues."

Leagues Clubs Association Gaming Conference 2007

Getting the formula right

The Leagues Clubs Association's Gaming Conference in Wollongong last month got the formula right with its agenda, range of speakers and workshops.

Presented at the Novotel Northbeach, "Getting The Formula Right" was the theme of the annual conference, which opened socially in tradition style with the Crown Lager 18-hole Ambrose Challenge at The Grange Golf Club on Tuesday, May 15.

The golfers headed back to the Novotel Northbeach for the "Welcome Cocktail Party" followed by a poker tournament and entertainment in the Lobby Bar. The Conference Banquet on Wednesday night also was a highlight for delegates and their partners.

The CMAA recognised the 2007 Gaming Conference and granted one (1) education point per conference hour towards maintenance of the ACCM.

John Blackman, a visible part of Australian radio and television for more than 35 years and famous for his "Hey Hey It's Saturday" roles was Master of Ceremonies for the three days in Wollongong.

Leagues Clubs' Association of NSW Chairman Peter Hardgrove's official welcome opened the formal aspect of the conference on Wednesday morning before Conference Sponsor IGT Australia's Managing Director Andrew Hely delivered his Opening Comments.

Jonar Nader, co-founder of the Leadership Foundation and Information Technology Society and now Chairman of consulting firm, Logictivity, delivered the Keynote Address explaining the secrets behind the power of marketing, advertising, and branding, and how they impact on a club's success. Nader insists that clubs have every opportunity to remain vibrant, despite the extensive competitive distractions that are luring clients away.

Other Guest Speakers included NSW Office of Liquor, Gaming and Racing Commissioner Michael Foggo before AGMMA CEO Ross Ferrar chaired a panel discussion - "The Future of Gaming" - with IGT's John Duffy and Guy Wood from Aristocrat.

The Gaming Workshop was open forum discussion with Michael Foggo and gaming machine manufacturers looking at gaming issues.

The HR Workshops looked at the controversial WorkChoices issues with Brett Boon and Andrew Nolan from Thomson Playford, while Office of Liquor, Gaming and Racing Director -

Compliance Albert Gardner joined Panthers Group Internal Audit Manager Peter Sheridan and Mike Burgess from Scott & Broad in the Compliance Workshop.

In the Finance Workshop, Peter Hodge and Jim Hollington from PKF looked at "EBITDA - The Ultimate Business Tool" and Greg Russell from Russell Corporate Advisory investigated "Alternate Revenue Streams - A Lesser Reliance On Gaming".

Bond University Associate Professor of Marketing Sudhir Kale, also founder of GamePlan Consultants, opened the Thursday program with a look at "Customer Relationship Management -Player Loyalty and Rewards".

CMAA Federal Vice-President Danny Munk, also Panthers Operating Officer, and South Sydney Juniors Assistant General Manager Paul Muir looked at "TITO and Cash Redemption Terminals" before John Anthony from IGT, Michael Alexander from Club Data Online and maxgaming's John Newson tackled "Smoking Bans - Queensland and ACT – Analysis Of Data".

Peter Sheehan's "Generation Y" Presentation and Workshop closed the Conference on Thursday, providing plenty of food for thought as delegates headed home to their clubs.

In his summary, LCA Executive Officer Peter Turnbull described all aspects of the conference as a major triumph.



(from left) John Blackman, Matthew Webster of Fosters, Andrew Hely of IGT and LCA Executive Officer Peter Turnbull enjoy the weather and the golf.



LCA Chairman Peter Hardgrove (right) with Norris Goudy of IGT.



The Winners of the Crown Lager 18-hole Ambrose Challenge at The Grange Golf Club as part of the LCA Gaming Conference in Wollongong.



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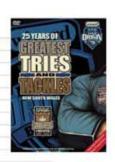


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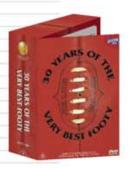


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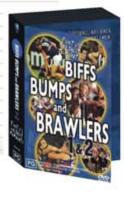


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Big drop in wine grape harvest confirmed

Australia, this year, is faced with the smallest finished crop in almost 10 years.

Overall, grape harvesting is down by around 30% on the previous year, and the end result will certainly be that the wine glut we have known during the past few years will begin to dry up.

In the coming months we will see this reflected in prices, as some of the major companies use the opportunity to claw back a little more profit and return to more-realistic pricing.

The Australian Wine and Brandy Corporation Survey has found drought, frost, bushfire taint and summer rain have caused a 39% drop in red grape production and a 17% drop in whites.

West Australian growers have escaped the worst of the weather conditions.

US Environmental Protection Agency honours Yalumba

A decade of environmental leadership saw Yalumba, Australia's oldest family owned wine company, honoured by the US Environmental Protection Agency with a "2007 Climate Protection Award" at a ceremony in Washington DC last month.

This annual award recognises companies worldwide who have demonstrated "exceptional leadership, outstanding innovation, personal dedication, and technical achievements in protecting the environment".

Yalumba is the first wine company, globally, to receive this Award.

At the awards ceremony, the director Kathleen Hogan, noted: "Thanks to the Yalumba Wine Company, wine

lovers everywhere can enjoy the fruit of the earth and help protect the earth at the same time.

"That's because Yalumba minimises greenhouse gas emissions during every step of the wine-making process - from the vineyard to the consumer's table."

In Australia, fifth generation Yalumba proprietor Robert Hill Smith thanked his team: "After 158 years of family winemaking, our family not only wishes to leave a legacy of great wine, but also to pass on our natural assets to future generations in better condition than when we inherited them "

This is a great achievement for the Australian wine industry.

with evidence indicating good quality grapes and a drop in production of just 15% to 20%.

Finally, and most importantly, this will mean a win for the small growers in regional centres whose fruit now will be in greater demand from big winemakers based in the eastern

Most small grape growers are reporting sell prices for primary fruit back to levels they enjoyed five years ago.

Finally, the farmers have a win!

Foster's has been recognised for the quality of its staff wine education program, collecting the Australian Institute of Training and Development Award for "Excellence in Learning" Resources".

Presented in Melbourne recently, the

Foster's Learning and Development team collected the "Excellence in Learning Resources" award for its three wine education training programs: "Wine Edge", "World of Wine" and "WAFT (Wine Aroma Flavour Training)".

They won the title ahead of other finalists including the Australian Federal Police, Commonwealth Bank and Queensland Rail.

Foster's Learning and Development Manager Marg McRobbie said the judging panel - Learning and Development professionals from the public and private sector - commented that the Foster's entry stood out as outstanding in its user friendliness, level of interaction and technical excellence.

"This Award is wonderful recognition for our team who have been creating the resources over the past six months", she said.

It's looking good in 'Land of the Long White Cloud'

Marlborough's 2007 vintage could go down as the one that produced some of the most intense flavours ever and could be accompanied by lower alcohol levels, making for easy drinking, full flavoured wines. Winemakers are excited by the

flavours coming through in all wine varieties, especially in the Sauvignon Blanc and Pinot Noir.

This is great news for Australian drinkers, as we continue to see any number of NZ producers flood our wine shops and restaurant lists.

Many are putting the quality down to the drawn out summer, which provided winemakers with the enviable position of choosing just when they wanted to pick fruit.

Dave Edmonds, of Drylands in Malborough, says that hasn't been the case in other years, when weather often has been the dictator.

"We don't often get bad years in Marlborough," he says, "but every so often, for one reason or another, the year is better than you expected. 2007 is one of those years."

He describes the flavours as being lifted and characteristic of Marlborough's unique style.

Dave says he can't rave enough about the fruit quality.

"I could go on all day about the Sauvignon Blanc," he added.

"It's the best I have seen in the five years I have been in Marlborough."

New look and feel for your magazine

There's a new team bringing you the new-look version of the CMAA's official industry publication, Club Management In Australia Magazine.



The CMAA put the magazine out to tender in the December 2006 edition, all aspects of the production process – graphic art, design, printing and distribution.

Several companies tendered submissions with Daily Press winning the tender in time to publish the March edition this year.

Daily Press Managing Director Wayne Knight said he had worked hard on his tender bid as he saw the production of the CMA Magazine as a major opportunity for his company.

"I publish magazines for clubs and organisations across the hospitality industry, but having the chance to produce the Club Industry's premier publication was a huge motivation for me," Wayne said.

"I'm proud of my work and relationship with clubs and look forward to working with Terry and his team at the CMAA to deliver a quality magazine for members."

Terry Condon

Wayne has enlisted the creative talents of graphic artist Su Formica to give the magazine

a new look, with a redesign of the layout, type and paper.

"I believe the members and advertisers already will have noticed a major change in the magazine and we will keep working to improve technical aspects of the design, production and delivery process," Wayne added.

Judy Rayner's Rayner Sales and Marketing company continues in the Advertising Manager position.

Daily Press prints the magazine and it is delivered via Australia Post through CMA Direct.

Former CMAA Federal President Jim Henry, OAM, CCM, who stood down from the position at the 2006 AGM, had held the role of publisher for more than 15 years with the magazine published at

Phantom
Graphic Design.
It was an aspect
of the CMAA's
Strategic Plan
that the
magazine be
brought "in
house" and the
Association
assume the role
of publisher.
Executive Officer

Executive Officer Terry Condon said the magazine coming back under the Association's wing was an integral aspect of the CMAA's planning initiative.

"We are indebted to Jim [Henry] for his dedication and contribution to the development of the magazine over the years," Terry said.

"Having appointed Peter Sharp on a full-time basis as Communication Services Manager as part of the Strategic Plan, it was then important for the Association to resume publication control."

Peter Sharp took over from CMAA Hall of Fame member Andrew Dettre as Editor of CMA Magazine in September 2005 and joined the CMAA on a full-time basis in October last year.





Market Forces

Boag's Premium flexes its muscles in Brussells

In an Australian brewing first, J. Boag & Son's flagship beer, James Boag's Premium, has been awarded a Crystal Prestige award at the 2007 Monde Selection, in Brussels - the world's most renowned beer awards.

The Crystal Prestige award goes to brands that have won gold medals during 10 consecutive years at the Monde Selection.

"James Boag's Premium is the first Australian beer to win this award," Sales and Marketing Director Lyndon Adams said.

"It's a significant achievement and one that reflects the company's commitment to brewing top quality beers.'

James Boag's Premium Light, Boag's Draught, Boag's Draught Light and Boag's Strongarm also received a gold medal, with Boag's St George receiving a silver medal, which illustrated the extraordinary quality of J. Boag & Son's beer portfolio.

Established more than 40 years ago, the Monde Selection is a truly international competition with brewers from all continents represented and recognises quality of the ingredients, brewing processes and techniques, awarding gold medals to brands that meet the highest standards.



"In an extremely competitive market, J. Boag & Son continues to win over customers with beers that are brewed from the freshest Tasmanian ingredients by a highly experienced brewing team," Lyndon said.

"It is gratifying for us that all our beers are now being recognised on the world stage as some of the very best.

"These awards are a testament to the Boag's brewers led by Richard Benwell, who strive every day to make the world's best beers, reinforcing J. Boag & Son's position as Australia's Premium Brewer," Lyndon added.

In addition, at the 2007 awards, James Boag's Premium Light won the International High Quality Trophy after receiving gold medals for three consecutive years.

Aristocrat will appeal summary judgment decision

In mid-2005, Aristocrat Leisure Limited commenced proceedings against IGT for infringement of its U.S. Patent No.6,093,102 relating to its 243 Ways/Reel Power technology.

The infringing IGT games include IGT's "Multiway" Aztec Temple and Carnival of Mystery.

On April 20, 2007, Aristocrat received a determination from a U.S. District Court in Reno, Nevada, that its U.S. Patent No.6,093,102 relating to its 243 Ways/Reel Power technology, was invalid.

Aristocrat has responded to the finding by stating that it believes that its patent is valid and will promptly pursue all appropriate appellate remedies.

Aristocrat said it was disappointed with the District Court decision and looks forward to having this matter promptly heard and resolved in the US patent appeal court, the Federal Circuit.

"Aristocrat's 243 Ways/Reel Power patents, which are issued and pending in several countries world-wide protect valuable intellectual property which IGT have and continue to infringe,' Aristocrat said in a statement following the U.S. District Court finding.

"Aristocrat will continue to protect its intellectual property rights in all of its world-wide markets."

Maroochy RSL big winner at awards

MAROOCHY RSL Club has been crowned the Best Club on the Sunshine Coast at the Annual Club Achievement Awards.

The prestigious Best Club - Sunshine Coast award recognises the local club that provides the greatest quality of service, food and beverages, facilities for members, appearance and ambience and involvement in the community.

Clubs Queensland CEO Penny Wilson said competition for the crown was intense.

"With five bars, a bistro and coffee shop, three function rooms, a gaming room, TAB and Keno terminals, Maroochy RSL is a great entertainment facility for the Sunshine Coast community," Penny said.

Other Sunshine Coast winners included:

- ➤ Best Surf Life Saving Supporters Club - Alex Supporters Association.
- ➤ Best Small Surf Life Saving Supporters Club - Dicky Beach Surf Club.
- > Best General Sports Club -Caboolture Sports Club.
- > Best Small General Sports Club -Noosa Yacht & Rowing Club.
- ➤ Best Gaming Venue Maroochy RSL Club.
- > Special Achievement Responsible Service of Alcohol - Caboolture Sports Club.

More than 1,400 representatives from clubs across Queensland, hospitality industry suppliers and Queensland



Government officials attended the awards ceremony at the Brisbane Convention Centre.

Penny said Maroochy RSL was an example of what clubs were all about providing excellent facilities and services to the community and providing community support in any way they can.

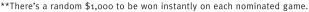
"The club industry has much to offer patrons and local communities," she said. "Gone are the days when visiting a club meant buying a \$5 meal of bangers and mash.'

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