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PAGES 18-20



The battle for political leadership of the nation is hotting up as Prime Minister JOHN HOWARD and Labor Leader KEVIN RUDD roll out their parties' range of policies to woo the hearts and minds of the Australian electorate. Labor Government hopefuls and a posse of union heavyweights have been firing the heavy artillery against WorkChoices, but what is their alternative for the Australian workplace. CMAA Senior Industrial Relations Advocate **PETER COOPER** takes a close look at Labor's "Forward With Fairness" policy and philosophy ...

PAGES 24-25

PROPOSED changes to Victoria's Community Benefit Statement (CBS), which plan to tighten the rules on what clubs can claim and impose higher gambling taxes, have been described as The Bracks Government's "biggest bungle". The Club Industry is up in arms over the radical reforms announced in May by the new Gaming Minister DANIEL ANDREWS, who has been in the "hot seat" for just six months. Mr Andrews said the CBS was introduced in 2002 to increase transparency about gaming revenue and the contribution clubs makes to the community in return for their tax exemption ...



PAGES 34-46



The CMAA's annual Mid Year Executive Leadership Conference in early July set new standards for the quality and diversity of workshops and presentations. More than 350 delegates – Club Managers, Board Members and industry representatives – convened at Conrad Jupiters on the Gold Coast for three days of education, networking and social events. Beaconsfield Mine disaster survivors Brant Webb and Todd Russell added a touch of "celebrity reality" to the Conference program while the "house full" sign went out for the General Meeting of members to kick off the Conference ...

PAGES 52-61

It's a busy time for Zones across the CMAA's membership network. Mid-Year and Annual General Meetings – along with the annual Mid Year Executive Leadership Conference – filled the CMAA Calendar in July. There were also farewells for high-profile and long-serving senior managers Allan Fitzgibbon, Les Clarke and Darcy Martin as they brought down the curtain on successful careers. Issues such as Smoking Legislation, AWAs and the next round of Gaming Tax Legislation are high on the Zone agenda ...



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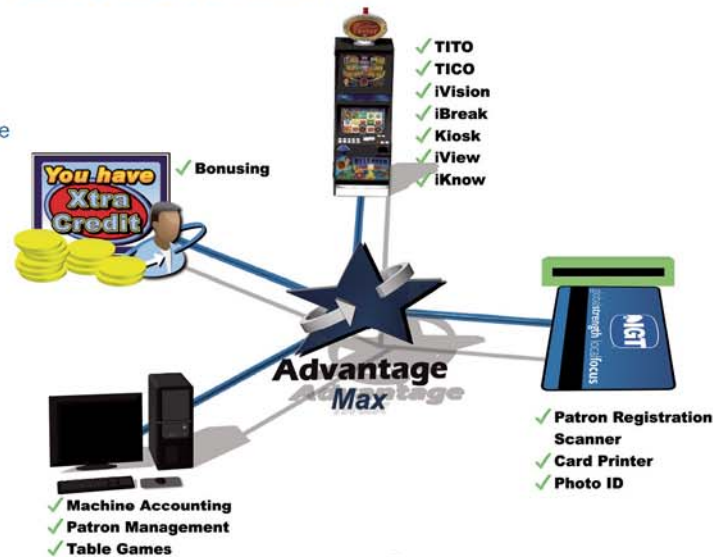
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Mid Year Conference delivers for delegates and members



I'm sure that everyone that attended the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast came away feeling like a winner, having "beaten the odds".

From an inspirational opening with Beaconsfield Mine disaster survivors Brant Webb and Todd Russell, to some tips on how to live longer, the conference theme – beat the odds – was relevant right across the busy three-day schedule.

On behalf of all, I express the Association's appreciation to Brant and Rachel Webb along with Todd and Carolyn Russell for the time they spent with us.

As Brant and Todd move on from their remarkable survival ordeal, our thoughts and best wishes are with them as we have come to know them as people apart from their national and international media profiles.

The Conference General Meeting – probably the best yet attended – heard the outcome of the Association's Strategic Planning Session dealing with the Association's short-term and long-term initiatives, current issues across the jurisdictions that members operate in and the CMDA's direction.

It was pleasing that there was also

comment and debate about articles in recent editions of *CMA Magazine* that criticised the Federal Government and Prime Minister John Howard over controversial WorkChoices legislation.

It is through comment and debate such as this that the Association will retain its relevance to the membership.

When might the Association again act similarly to this issue?

Simply, when any government of the day takes any decision that impacts on this Association's membership.

All members have the forum to express their personal opinions on issues of concern to other members and the Association, either by way of direct representation through their Zones and Federal Councillors, directly to any Executive and by using the *CMA Magazine*.

All members are encouraged provide their thoughts and opinions.

As reported at the General Meeting, the Association's Strategic Plan has been developed further to build on the restructure completed earlier this year.

The five broad columns that will be used to carry the CMAA into the future are:

- Member Development
- Strategy and Policy

- Zone Support
- Education / CMDA
- Sponsorship / Finance

Each of these areas will be developed into a portfolio of responsibilities that Executive members will carry.

Over the ensuing months, each of these key areas will be clearly defined and communicated to the membership explaining how all members can support the Association.

The CMDA Affiliate (CA) Program, launched at the Mid Year Conference, is an exciting initiative developed by the Board of Management Studies to create awareness of the educational role the Association plays among non-members of the CMAA.

The CMDA Affiliate program aims to offer eligible non-managerial industry personnel with the opportunity to become formally aligned to Club Management Development Australia (CMDA).

Benefits for the individual include:

- opportunity to subscribe to a professional Association for career path assistance
- access to professional development without having management filter, nor assume relevance to the individual
- incentive for operational staff to drive career and development paths
- receive all CMDA marketing material
- become a subscriber of the CMAA *Club Management in Australia Magazine*
- opportunity to attend a Potential Supervisors Conference
- ability to accumulate activity points for future use when Affiliates become managers and CMAA members

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July Conference gets the thumbs up from all quarters

Members who attended the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast from July 4 to 6 have voted it one of the best yet.

The opening business session where Paul Lyons interviewed the "Beaconsfield Miners" - Todd Russell and Brant Webb - will long remain in the memory of all those that were privileged to attend.

These two "down-to-earth" Aussie legends, together with their wives Carolyn Russell and Rachel Webb, made our Conference and social activities just that little bit special.

Many new friendships were formed along with a better understanding of how they survived the mine collapse and how they are coping with getting on with their lives, which have changed forever.

All of the Conference workshops rated highly and CMDA Board of Management Studies Chairman David O'Neil along with his Board members, Education Manager Ralph Kober and his team are already working hard on the program for 2008.

Well done to all concerned.

The Federal Executive and State Executive bodies held their annual Strategic Planning Meeting on the Tuesday before the Mid Year Conference.

Both executives have reviewed the strategies put in place in 2006 and have set further goals for 2007/2008 and beyond.

Hearty congratulations also are in order for the Brisbane Zone and Gold

Coast Zone under presidents Morgan Price (Brisbane) and Steve Condren (Gold Coast) who arranged the Charity Race Day held at the Gold Coast Turf Club on Saturday, July 7.

More than 500 supporters joined in the festivities and dug deep for Brisbane's Glenleighdon School for the speech impaired and the Gold Coast-based Queensland Teenage Adventure Camp.

Both are non-government funded organisations with more than \$35,000 raised on the day and shared between the charities.

A number of statutory reviews are currently being conducted by the NSW Government - the Gaming Machine Tax Act 2001 and the Gaming Machines Act 2001, which reviews the policy objectives of the Act each five-year period.

The review will not include actual gaming machine tax rates for clubs and hotels.

Current tax rates for clubs are subject



to a Memorandum of Understanding between the NSW Government and *ClubsNSW* dated March 27, 2006.

Also, the Independent Pricing and Review Tribunal (IPART) is conducting a review and will make recommendations to the Government on the role and performance of the NSW Registered Clubs Industry with the purpose of facilitating a sustainable Registered Clubs Industry in the future.

Management training and development will feature as a key element of the report.

A joint working party has been established between *ClubsNSW*, the CMAA and other industry bodies to lodge a joint submission on behalf of the industry.

Submissions were finalised by July 28, 2007.

The NSW Government's Club Industry Working Group has been reconvened and will meet on August 15 to review further changes to the Registered Clubs Amendment Regulation 2007, which will include new regulations on club amalgamations, dissolving of assets, definition of "top executive", reporting requirements, pecuniary interest declarations and voting by members.

These Regulation changes are expected to be tabled in the September sitting of State Parliament.

Smoking now is prohibited indoors in all clubs across Victoria, the Australian Capital Territory, New South Wales and Queensland.

Those clubs who have prepared for the indoor smoking bans are reporting that their gaming revenue is only marginally down with increases seen across the board in food and beverage.



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The annual Australasian Gaming Expo (AGE) in Sydney - from August 19 to 21 - showcases the region's largest gaming equipment trade exhibition with more than 200 exhibits demonstrating a full product range of the latest gaming equipment, technology and services.

Australasian Gaming Machine Manufacturers Association (AGMMA) Executive Officer Ross Ferrar said the exhibit area, which covers 15,000 square metres over three halls at the Sydney Convention and Exhibition

Centre at Darling Harbour is essentially sold out.

"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 added.

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

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Ross Ferrar

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PALtronics welcomes Graham Wood

PALtronics has appointed Graham Wood - with 20 years experience in the Gaming Industry - to head-up their GMACS Cashguard Division.

Graham said GMACS Cashguard would take venue security to the next level and offer tangible labour savings with each clearance.

"This is an excellent opportunity and I look forward to the successful introduction of the product into the market place," Graham added.

GMACS (Gaming Machine Access Control System), incorporating Cashguard, is biometric keyless (finger scan) access for the gaming floor.

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Biometrics is the generic name for technology that can prove the absolute identity of a person by some physical attribute or characteristic - in this case, via a finger scan unit.

"Apart from knowing who and when someone has accessed your secure cash areas, managers now will save time and be more efficient with clearances," Graham said.

This helps significantly with staff cost saving, allowing managers to access a single machine, a bank of machines or the entire gaming floor.

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Graham Wood

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Victoria CMAA chiefs meet with Minister

CMAA Victoria Zone President Barry West and Grant Duffy, the CMAA Federal Councilor for Division H - Victoria, ACT and Riverina Zones - met with Daniel Andrews, Victoria's Minister for Gaming, last month to discuss the issue of the validity of some expenditure claims under the state's Community Benefit Statement process.

The process compels clubs to have a statement of expenditure assessed by an independent registered auditor illustrating how much of each club's gaming expenditure is benefiting communities.

The Minister instigated a shake-up of the process after public perception that club gaming revenue was benefiting only clubs and not the greater community.

"The issue is really that the Victorian community does not have an understanding of the difference between a not-for-profit club generating a surplus, compared to a hotel making profits," Mr West said.

"The Minister acknowledged this and said that community concerns were not about club contributions to the greater community, but rather about poker machine contributions to the community.

"Mr Andrews also indicated that clubs will have to ensure that all of the things they do for the community are properly recorded to ensure that clubs claim their full entitlements."

The consensus at the meeting was that the Club Industry in Victoria had a long way to go in educating the community as to the benefits clubs deliver - simply by their very existence.

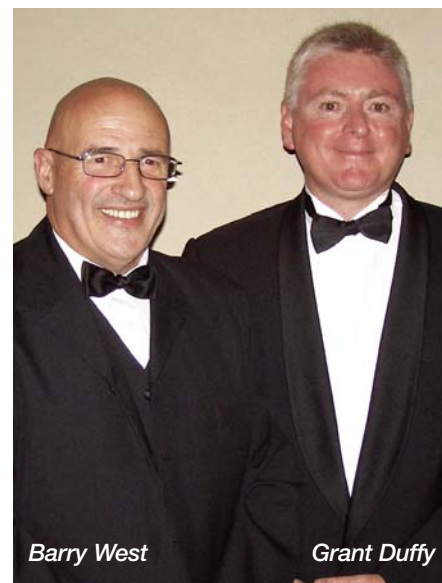
"On that note, Clubs Victoria has suggested a program of promoting the industry to the greater community moving forward," Barry West added.

Also at the meeting, a paper was tabled that illustrated the difference in operating models within the Gaming Industry from state to state.

It showed clearly that Victorian Clubs received the lowest share of gaming revenue generated in their venue.

Grant Duffy said the CMAA believes there is a place for Tattersall's, Tabcorp and even the hotels in the Victoria gaming market.

"Those companies and hoteliers have made significant investment in the



Barry West

Grant Duffy

industry and deserve their right to continue," he said.

"However, a sliding scale of taxation which is in operation in NSW, Queensland and the ACT is something this Government should absolutely consider.

"This would give smaller rural clubs an opportunity to provide sports and recreation opportunities to its members to a reasonable standard while making greater contributions to outside organizations.

"If the Minister is serious about clubs making appropriate contributions from gaming to its community, then the Government should allow it to keep a greater percentage of the revenue earned from the poker machines within that community.

"Taxing 33.33% of the first dollar earned is ludicrous when compared with northern states."

Another issue raised was that of funds from the Community Support Fund being expended more locally.

Minister Andrews said this was something that warranted consideration and stated the Community Support Fund could be better promoted to the Victorian community as it does provide some tangible benefits to Victorians including funds for programs from drug and alcohol abuse to problem gambling.

Both Barry West and Grant Duffy agreed that the Minister appeared to be open to discussion and indicated he intended to be a Minister who consults with industry stakeholders - including the CMAA - when assessing policy changes.



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Often, a Zone Meeting is the venue for the presentation of an ACCM Award.

However, for Colleen Inskip, Andrew Gardner and Deborah Balderstone, they received their ACCM Awards in front of more than 200 CMAA colleagues at the Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast last month.

CMAA Federal President Bill Clegg, ACCM, took time during the Members General Meeting to present the awards.



Colleen Inskip, Operations Manager at Wangi District Workers Club receives her ACCM from Bill Clegg.



Andrew Gardner, General Manager Wallacia, North Richmond Mekong and St Johns Park - Panthers Entertainment Group.



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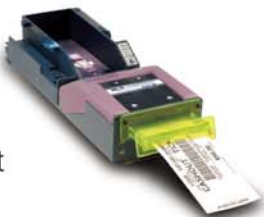
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Labor's 'safety net' for the workplace

The battle for political leadership of the nation is hotting up as Prime Minister JOHN HOWARD and Labor Leader KEVIN RUDD roll out their parties' range of policies to woo the hearts and minds of the Australian electorate. By any measure, industrial relations has become one of the greatest polarising influences on the Federal campaign as the Liberal Coalition continues to stand by and tinker with its controversial WorkChoices legislation. Kevin Rudd, his deputy JULIA GILLARD and a posse of union heavyweights have been firing the heavy artillery against WorkChoices, but what is their alternative for the Australian workplace. CMAA Senior Industrial Relations Advocate PETER COOPER has taken a close look at Labor's "Forward With Fairness" policy and philosophy and come up with this assessment and summary ...



Peter Cooper

A Uniform National Industrial Relations System

Labor's ambition is to create genuine uniform national industrial relations system for the private sector is a critical economic reform for our nation's future.

A Kevin Rudd-led Labor Government can work with the states to deliver a uniform national industrial relations system for Australia's economic future.

A Labor Government will rely upon all of the Constitutional powers available to it in Government to legislate national industrial relations laws.

Labor will work cooperatively with the States to achieve national industrial relations laws for the private sector.

This will be achieved either by State Governments referring powers for private sector industrial relations or other forms of cooperation and harmonisation.

A Labor Government will create a new industrial relations system for Australia – a fair system, a simple system, a flexible system.

"Forward with Fairness" will bring a new balance to Australian workplaces.

In Government, Labor will rely upon all of the Constitutional powers available to it to legislate national industrial relations laws to reduce complexity and duplication.

A Labor Government will ensure a decent and relevant safety net for Australian employees.

Labor's safety net will underpin collective enterprise bargaining and common law arrangements.

A Strong and Simple Safety Net

Labor's safety net will be in two parts.

A Labor Government will guarantee 10 legislated national employment standards which will apply to all Australian employees.

Labor's new national employment standards will contain entitlements for all employees regardless of their industry or occupation.

These new standards cannot be removed or replaced.

Awards will also play an important part in Labor's safety net.

A further 10 minimum employment standards will be included in awards which will be tailored to the needs of the industries, occupations or enterprises they cover.

Labor's safety net will underpin its collective bargaining system and common law arrangements which will allow employers and employees to create flexible and fair workplace arrangements which best suit their needs.

Labor's 10 National Employment Standards

A Labor Government will guarantee the following minimum standards in law for all Australian employees:

1. Hours of work - Under Labor, the standard working week for a full-time employee will be 38 hours. Employees may be required to work additional hours, but cannot be required to work unreasonable additional hours.

2. Parental leave - Labor recognises that many families want to have a parent provide all or most of the care for a child during the first two years of the child's life. A Labor Government will guarantee that both parents have the right to separate periods of up to 12 months of unpaid leave associated with the birth of a baby. Where families prefer one parent to take a longer period of leave, that parent will be entitled to request up to an additional 12 months of unpaid parental leave from their employer. The employer may only refuse the request for the additional 12 months leave on reasonable business grounds.

3. Flexible work for parents - A Labor Government will guarantee a right for parents to request flexible work arrangements until their child reaches school age. Employers will only be able to refuse any request on reasonable business grounds.

4. Annual leave - All full-time non-casual employees will be guaranteed four weeks paid annual leave each year. Part-time

employees will be entitled to four weeks annual leave paid pro-rata. Shift workers will be entitled to an additional paid week of annual leave.

5. Personal, Carers and Compassionate leave - All full-time non-casual employees will be entitled to 10 days of paid personal and carers leave each year. Part-time employees will be entitled to 10 days of personal leave paid pro rata. These employees will also be entitled to two days of paid compassionate leave on the death or serious illness of a family member or a person the employee lives with. All employees will be entitled to an additional two days of unpaid personal leave where required for genuine caring purposes and family emergencies.

6. Community Service Leave - Employees will be entitled to leave for prescribed community service activities - for example, paid leave for jury service and reasonable unpaid leave for emergency services duties.

7. Public holidays - Labor's industrial relations system will guarantee public holidays including Christmas Day, Boxing Day, New Year's Day, Australia Day, Anzac Day, Queen's Birthday, Good Friday and Easter Monday. Public holidays prescribed in State law such as Labour Day, Easter Saturday, Easter Tuesday, and local public holidays such as Melbourne Cup Day, will also be recognised in those states in which they are prescribed. Where an employee works on a public holiday, they will be entitled to an appropriate penalty rate of pay or other compensation. This will be set out in the applicable award.

8. Information in the workplace - Employers must provide all new employees with a Fair Work Information Statement which contains prescribed information about the employee's rights and entitlements at work, including the right of the employee to choose whether to be or not to be a member of a union and where to go for information and assistance.

9. Termination of Employment and

Redundancy - Employees who are made redundant and who are employed in workplaces with 15, or more, employees will also be entitled to redundancy pay as determined by the Australian Industrial Relations Commission in the 2004 Redundancy Test Case.

10. Long Service Leave - As part of its commitment to national industrial relations laws, Labor will work with the states to develop nationally consistent long service leave entitlements. In the transitional period, Labor's guaranteed entitlement to long service leave will reflect the long service leave arrangements currently contained in state laws or federal awards and federal agreements.

Modern, Simple Industry Awards

Labor believes that Awards are an important safety net and an effective floor for collective bargaining.

Collective agreements will be able to override award entitlements provided the agreement means employees are genuinely better off overall.

Under Labor, Awards may build on and provide industry detail on Labor's legislated minimum standards.

Labor's new awards may only contain a further 10 minimum employment standards.

A New Independent Umpire ... Fair Work Australia

Bringing fairness and balance to Australian workplaces requires a genuinely independent umpire.

A Labor Government will create a new independent umpire to oversee Labor's new industrial relations system.

Fair Work Australia will provide a "one-stop shop", to provide practical information, advice and assistance, to settle grievances and ensure compliance with Labor's workplace laws.

Fair Work Australia will be accessible to all Australian employers and employees.

There will no longer be a need to contact different "help lines" and deal with separate agencies about workplace matters.

Fair Work Australia will be responsible for a range of functions, including:

- assisting parties to resolve workplace grievances
- resolving unfair and unlawful dismissal claims
- facilitating collective bargaining and enforcing good faith bargaining
- reviewing and approving collective agreements
- adjusting minimum wages and award conditions
- monitoring compliance with and ensuring the application of workplace laws, awards and agreements
- regulating registered industrial organisations.

Fair Work Australia will also conduct inquiries and may recommend adjustment to Labor's national employment standards.

Labor does not believe in separate industrial rules and regulations for different industries.

Under Labor, all employers, employees and unions across all industries will be required to comply with the rules and will face penalties if they do not do so.

Fair Work Australia's inspectorate will have specialist divisions that can focus on persistent or pervasive unlawful behaviour in particular industries or sectors.

The first divisions established will be for the Building Industry and Hospitality Industry.

The inspectorate will be empowered to work with other relevant law enforcement agencies including states and territories health and safety authorities, Police, the Australian Tax Office, or the Australian Competition and Consumer Commission (ACCC).



Fair Work Australia will include a separate division with jurisdiction to hear and determine unlawful dismissal claims, matters relating to Labor's minimum entitlements and freedom of association. Whenever decisions involve the exercise of judicial power they will be the responsibility of a separate, independent, division of Fair Work Australia created to incorporate the independence and safeguards required by the Australian Constitution.

The division would be staffed by federal judicial officers appointed in accordance with the Constitution.

Fair Work Australia will also have a telephone information service, and will publish workplace information on its website.

Fair Work Australia will act informally and, in most cases, lawyers will not be necessary.

Fair Work Australia will also work closely with HREOC and other anti-discrimination bodies.

Awards will be reviewed every four years by Fair Work Australia to ensure they remain relevant to those covered.

Fair Work Australia with the resources to simplify and reduce the number of awards operating in Australia.

This will be done in a timely manner, free from political interference and with consideration of the views of those affected.

Minimum Wages

Decent minimum wages are central to Labor's safety net.

Fair Work Australia will review minimum wages in an open and transparent process conducted once each year.

In adjusting minimum wages Fair Work Australia will be required to consider a range of economic and social factors.

Submissions from all Australians will be invited and encouraged.

Fair Work Australia may also commission and publish research on the effect of minimum wage variations on matters such as equity, employment and inflation.

Fair Work Australia will consider all the evidence available to it and make a decision which is fair to Australian working families, promotes employment growth, productivity, low inflation and downward pressure on interest rates.

Fair Work Australia will be required to complete its determination to allow enough time for any updated minimum wage rates to take effect from the first pay period on or after July 1 each year.

To provide a simple and efficient reference point for employers and employees about the appropriate minimum wage, Fair Work Australia will be required, by legislation, to publish updated wage rates for all awards by July 1 each year.

Protection From Unfair Dismissals ... a Fresh Approach

Labor plans to restore the balance and a "fair go" to Australian workplaces is the reform of Australia's unfair dismissal laws.

A Labor Government will establish a simpler unfair dismissal system which balances the rights of employees to be protected from unfair dismissal, with the need for employers to manage their workforce, and to ensure a faster, less-costly and less-complex process for all.

Labor's system will also address the particular circumstances and concerns of small business.

A Labor Government will introduce a simple system for determining who can bring an unfair dismissal claim based on three circumstances:

- an employee who is employed by an employer who employs 15, or more, employees must have been employed for six months

Continued page 20

From page 19

- an employee who is employed by an employer who employs fewer than 15 employees must have been employed for 12 months
- if the employee is **not covered by an award**, the employee must be earning annual remuneration of less than \$98,200 (to be indexed)

Requiring employees to serve a minimum qualifying period balances the right of employees to protection from unfair dismissal with the need for employers to have an adequate opportunity to determine whether or not an employee is suited to their job and the employer's business.

Once an unfair dismissal claim has been made, Labor's system will ensure the merits of the application are determined swiftly.

Under Labor, a claim for unfair dismissal must be made usually within seven (7) days of the dismissal.

This is to ensure that, where reinstatement is appropriate, it remains a viable option.

Fair Work Australia will review the application and call the parties together for a conference to determine the matter.

Fair Work Australia will have local offices in regional and suburban areas and will be able to go to a workplace or another agreed venue to conduct the conference.

Fair Work Australia will ask the parties for their views about how and where the conference should proceed.

During the conference, Fair Work Australia will be required to reach a conclusion about whether the dismissal was unfair, considering all the circumstances of the dismissal, including the conduct of the parties.

During the conference, Fair Work Australia will be able to ask the parties questions and seek their views about the issues raised.

There will be no formal written submissions, no cross examination and no hearing.

The parties may have a representative or support person present, however the employer and employee will be required to respond directly to questions from Fair Work Australia.

Where an employee has been dismissed unfairly, Fair Work Australia will be required to determine an appropriate remedy, ensuring a "fair go" all round to both parties.

Labor will ensure that errors of a procedural or technical nature do not automatically result in the finding that a dismissal is unfair.

Where an employee has been dismissed unfairly, the remedy will be reinstatement, unless reinstatement is not in the interests of the employee or employer's business.

As a general overview the policy covers six basis principles ...

1. Restores unfair dismissal laws for the majority
2. No AWAs - Collective Agreements must leave workers better off overall
3. Independent industrial umpire (Fair Work Australia)
4. Fair System for setting and adjusting minimum wages
5. Strong safety net: 10 minimum conditions, awards protected
6. Workers can be represented at work and feel safe to bargain collectively in their common interest. Where majority want to bargain collectively this will occur

In those circumstances, compensation may be ordered.

There will be a cap on compensation to increase certainty and parity and to discourage speculative claims and demands for "go away money".

Assistance for Small Business

Labor recognises that small business owners may not have the time or expertise to comply with the uncertainty and legalism associated with the current unfair dismissal system.

To assist small businesses to manage their obligations under the law, Labor will develop, in consultation with small business, a Fair Dismissal Code.

The Code will be tailored to the needs of small business and will be reduced to a clear and concise reference to help these employers meet their obligations under Labor's simpler unfair dismissal system. Where a small business employer has genuinely complied with the Code, the dismissal will be considered a fair dismissal.

Fair Work Australia will be able to provide information and assist small business employers to comply with their obligations before taking action to dismiss an employee.

Unlawful Dismissal

Labor believes that employees should also be protected against unlawful dismissal.

Unlawful dismissal occurs when an employee is dismissed for reasons that offend community standards reflected in particular protections in the law.

For example, dismissal on grounds such as family responsibilities, pregnancy, disability, race or trade union activity.

A Labor Government will also ensure that, where an employee is terminated for the purpose or effect of an employer avoiding their obligations under the Act, then the

termination will also be deemed to be unlawful.

Fair Work Australia will include a separate division with jurisdiction to hear and determine unlawful dismissal claims.

This will save employers and employees the time and expense of pursuing unlawful dismissal matters in the Federal Court or Federal Magistrates' Court.

Fairness, Choice and Representation at Work

Labor's new system will be different.

It will be based on the rights and responsibilities of those at a workplace and democracy in the workplace.

Consequently, Labor will give effect to important workplace rights that are essential to a functioning democracy:

- collective bargaining
- freedom of association
- the right to representation, information and consultation in the workplace
- protection against unfair treatment
- access to an effective procedure to resolve grievances and disputes
- freedom from discrimination
- equal remuneration for work of equal value.

Employees will have the right to seek advice, assistance and representation from their union in the workplace and workplace delegates will be able to represent their colleagues in the workplace.

Summary ...

The ALP Industrial Relations Policy is well suited for the CMAA strategy of providing industrial coverage and industry conditions for a Club Managers Industry Award negotiated in good faith with our Employer Associations.

This enables the Association to cover core industry-specific matters, such as Trade Union Training provided by the CMDA, five weeks annual leave and loadings, and the right of a managers to seek CMA representation on disciplinary and redundancy dispute matters.

While the new award system is based on collective bargaining, it is not simply a matter of one size fits all.

All new awards will contain a facilitating provision which will enable a Manager and the employing club to enter into an addition agreement designed to cover circumstances and conditions in to the individual employment arrangements, other conditions not necessarily covered by the legislated 10 award matters or the 10 matters applying to the industry generally.

➤ *If you wish to comment on Liberal Coalition or Labor Party industrial relations policies and the implications for the nation and the Club Industry, please address all correspondence to: The Editor, CMA Magazine, P.O. Box 845 Auburn NSW 1835 or email to sharpee1@cmaa.asn.au*



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Community Benefit Statement changes ... Govt's biggest bungle

By KATIE CINCOTTA

PROPOSED changes to Victoria's Community Benefits Statements (CBS), which plan to tighten the rules on what clubs can claim and impose higher gambling taxes, have been described as The Bracks Government's "biggest bungle".

The Club Industry is up in arms over the radical reforms announced in May by the new Gaming Minister Daniel Andrews, who has been in the "hot seat" for just six months.

Mr Andrews said the CBS was introduced in 2002 to increase transparency about gaming revenue and the contribution clubs makes to the community in return for their tax exemption.

With the system under fire for rorting, his department is seeking to root out the swindlers.

"The Bracks Government is aware of concerns that some of these statements are currently not meeting the desired objectives and



Steve Bracks

subsequently a review of the system has taken place," the Minister said.

New restrictions on what clubs can claim as a community benefit contribution include the cost of employing gaming, bar or restaurant staff, the cost of electricity, rent, subsidised meals and cars for personal use.

Clubs that don't deliver the required level of benefits will no longer be exempt from a tax bill.

The CMAA's Victoria Zone President Barry West says the proposed reforms could prove devastating for clubs – but what is more outrageous is the lack of industry consultation.

"We are more shocked and dismayed in the lack of communication to the clubs, than the decision itself," Barry said.

"But the decision is soul-destroying and will send many, many clubs to the wall if it stays in - in the manner it's suggested."

ClubsVic Executive Director Margaret Kearney also revealed the massive fall-out of the proposed reform by announcing that only 15 out of 110 clubs surveyed would meet the new Community Benefit Statement criteria.

She said narrowing the field of CBS claims shows the Government doesn't acknowledge the value community clubs have over private pubs that only profit individuals.

"It was shocking to the not-for-profit community sector to have the Government come out and say they are not providing a community benefit

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by investing in their own club," Ms Kearney said.

"Apart from being dumb, this is economic vandalism.

"If they did it to the for-profit sector, they would be bundled out of office."

Mr West says the Government didn't fully understand the impact of the changes, because it doesn't have the facts from the clubs.

"The lack of consultation from the Minister to the clubs is ridiculous ... the Government is being advised by ill-formed public servants," says Mr West, who is trying to rectify that by meeting personally with the Gaming Minister. (see page 14)

The Victorian CMAA chief says it was also ludicrous to give 14 days notice of reply before the Government applied the reforms this July.

But, even at short notice, he says CMA members lobbied hard against the new law that could close down hundreds of struggling clubs.

"This club – the Yarraville Club – alone



Daniel Andrews

put 200 letters to Steve Bracks' office saying don't send us to the wall," he added.

Mr West says a proposed 3% cap on claims of capital expenditure also penalises clubs who are trying to invest in facilities and services for their community.

"The Minister doesn't understand that if a club spends \$100,000 on refurbishment, it provides \$100,000 worth of extra services to its community ... when they sell that property, all monies must go to another not-for-profit organisation," Mr West said.

"If a publican went to the wall after spending \$10 million doing up his pub, he gets it all back in his pocket."

While the Club Industry acknowledges that some clubs may have taken advantage of the community benefits statement, CMA Victoria and ClubsVic are working closely together to fine tune those flaws.

"I think there are a number of clubs around that are quasi-clubs that pay exorbitant management fees ... those clubs certainly need to be looked at," Barry West said.

"But they're a different entity to a true community club."

Victorian club managers are especially aggrieved at the prospect of yet more gaming taxes with this overhaul.

"In NSW, the first million [dollars] of gaming revenue is non-taxable," Mr West added.

"But, in Victoria, if you're a battling club pulling in \$100,000, you still have to pay \$66,000 before they get their \$33,000 – that's where the anomaly lies."

The CMAA leader also believes the Victorian Government is showing that not all players are equal when it comes to gaming.

"The Government talks about



Barry West

responsible gaming, yet they allow the casino to continue to trade with smoking and have high roller rooms with \$500 bets," he added.

"It's rules for some ... and rules for others."


With consultation now taking place on a new order – and the Government holding over implementation until July 2008 – "clubbies" are being urged to be proactive through their industry groups.

With so much at stake, Mr West says marching isn't out of the question.

"If they think thousands of people marching through the streets of Sydney in relation to the 40% tax was ugly, then I daresay that it's about time that we got off our butts in Victoria and get our members motivated," he said.



"Let's make people realise that this State Government is ripping us all off."

➤ For further information about the proposed changes to the Community Benefit Statement visit www.justice.vic.gov.au



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Ode to surf lifesaving's unsung heroes

By HENRI LACH

The Federal Government has declared 2007 the "Year of the Surf Lifesaver", to commemorate the movement's centenary in Australia.

Officially, the purpose of this celebration is to "engage the Australian community in recognising the contribution of the surf lifesaver in the past, present and future and to maintain the relevance and sustainability of Surf Lifesaving".

For the Club Industry in Queensland, it's also an opportunity to pay tribute to the surf lifesaving movement's unsung heroes - the executives who control licensed Surf Lifesaving Supporters Clubs in the state, with particular reference to the Gold Coast.

The surf lifesaving movement has two parts: there are the salaried people employed by major councils, such as the Gold Coast City Council ... and there are the volunteers who give their time not only to save lives, but to warn swimmers or impending dangers such as sharks and dangerous rips.

It comes as something of a shock to learn that rivalry - sometimes strong rivalry - exists between the two groups.

Even the nomenclature is divisive: the professionals are called "lifeguards", the volunteers "lifesavers".

The "guards" tend to look down on the "savers" as rank amateurs.

The irony is that many of the professionals came from the ranks of the amateurs.

Gold Coast City Council employs Australia's largest professional Lifeguard Service - 37 permanent staff and 120 seasonal staff - who patrol 26 beaches year round and 42 beaches during school holidays.

Officially, the council somewhat

grudgingly admits that its service is supported and complimented by the Gold Coast's Volunteer Surf Lifesaving Clubs, who patrol 21 beaches during weekends from September to April.

Rivalry aside, the commitment and dedication of both groups is unquestionable and deserving of the highest accolades.

However, it's the club executives whose role is often forgotten.

They could never be accused of elitism, but the surf lifesaving supporters' clubs chiefs, particularly on the Gold Coast, believe they have a special role to play in their communities.

As one, they realise that tourism is the lifeblood of this popular destination of Queensland, and the surf beaches are a magnet for these tourists.

It's not good public relations for the Gold Coast if tourists are drowning en masse.

With this philosophy in mind, Tallebudgera Surf Club General Manager Peter Le Gros picked up the phone just over seven years ago and did a ring around the other 15 surf lifesaving clubs dotting the seaboard



Volunteer surf lifesavers at work.
(Photo courtesy Life Saving Queensland)

between Coolangatta and Southport.

He suggested they form a sort of consortium ... a group of like-minded executives who would meet on a regular basis to discuss common problems and new products and ideas.

The seed of the Surf Lifesaving Supporters Clubs Managers Group was sown and found fertile soil.

The group meets at regular periods of four to six weeks not only to discuss the business of the Club Industry, but



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also to engage in some light-hearted camaraderie.

A recent get-together provided an opportunity for the managers to sample Foster's new mid-strength VB, courtesy of Foster's Development Executive Chris McLean, and a selection of Yellow Tail label wines from the Casella Winery, supplied by Area Manager Ken Bennett.

But the serious side of their endeavours is never far from the managers' minds. "We support each other, and we also look after the clubs that are not able to be fully involved," Peter Le Gros said.

The Surf Club Kurrawa on Broadbeach, is a classic example of how the major players lend a helping hand.

Kurrawa "adopted" the Rainbow Beach Surf Life Saving Supporters Club in Central Queensland and kept it viable with an injection of administrative help and operational know-how.

"The club was on the brink of closing its doors four years ago when we stepped in to help ... it's now trading well and supporting its lifesavers," said Surf Club Kurrawa General Manager Rob Aldous.

While revenue from the clubs' operations goes a long way towards buying equipment and maintaining facilities, the clubs also play a significant role in surfing competitions - an activity that not only promotes public interest in the surf lifesaving movement, but also provides valuable fitness training for lifesavers.

As well, club executives often garner sponsorships to help make the events happen.

And, for many volunteer surf lifesavers, the clubs provide a ready source of employment, among the ranks of bar personnel and duty staff.

Queensland in good hands

Figures from the Australian Lifeguard Service office in Brisbane reveal that there were eight "beach-related" drowning fatalities in Queensland during the 12 month period to June 30 this year.

Significantly, four of them were on the Gold Coast.

This is not a reflection on the safety or otherwise of Gold Coast beaches.

Rather it is an indication of the popularity of the area, and the number of people attracted to the surf there.

Apart from one fatality that also may have involved a heart attack, all the



Managers Group instigator, Tallebudgera Surf Club General Manager Peter Le Gros (left), enjoys a drink with Southport Surf Club General Manager Dale Chapman.

That also means they are ready in an emergency.

Anecdotal stories of such emergencies abound ... one comes directly from a reliable source.

Palm Beach Surf Club General Manager Brad Smith recalls the day one of his employees leapt the bar and dashed into the surf to help a swimmer in obvious distress.

"The bloke could well have drowned if it hadn't been for our man," Brad said.

For the record, the CMAA members of the surf clubs group are Peter Le Gros (Tallebudgera Surf Club), Rob Aldous (Kurrawa), Brad Smith (Palm Beach), Bryan Jones (Coolangatta), Mark Perkins (Currumbin), Dermott McEnroe (Northcliffe), Matt Dagg (North Burleigh), Marty Damjanoski (Tugun) and Dale Chapman (Southport).

While they are reluctant to put a dollar value on their contribution, they'll all tell you that the surf lifesaving movement would have trouble surviving in its present form without support from the licensed clubs.

drowning deaths happened outside patrolled areas, or outside patrolled times.

On the other hand, in Queensland 3,153 people of all ages and both genders - mostly tourists, but locals as well - owe their lives to volunteer lifeguards.

That's the official number of rescues carried out by these volunteers.

Of that total, 1,359 rescues were within the Gold Coast region.

The records also show there were 6,191 incidents on Gold Coast beaches where first aid treatment was carried out by trained volunteers.

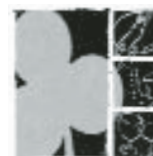


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CMAA Diary Dates - Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone	Lunch
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AUGUST 2007

Wednesday	1/8/2007	09:30	Sydney	Club Industry Advisory Council	
Monday	6/8/2007	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day	12:00
Tuesday	7/8/2007	09:30	Nambour RSL Club	Sunshine Coast Zone Meeting	13:00
Wednesday	7 & 8/8/2007	09:30	Inverell RSM Club	North West State Zone Meeting	13:00
Thursday	9/8/2007	09:30	Mittagong RSL Club	Far South Coast Zone Meeting	13:00
Sunday	19/8/2007 - 21/8/2007	09:30	Darling Harbour Sydney	Australasian Gaming Expo 2007 www.austgamingexpo.com	
Wednesday	29/8/2007	11:00	Central Charlestown Leagues Club	Hunter Zone Meeting	
Thursday	30/8/2007	09:30	Auburn	CMAA Executive Meeting	

SEPTEMBER 2007

Tuesday	4/9/2007	09:00	Tradies Sutherland	St George Cronulla Zone Meeting	13:00
Thursday	11/9/2007	12:00	Wests Ashfield	Inner West Zone Meeting	13:00
Thursday	13/9/2007	09:30	Redlands Sports Club	Brisbane/ Gold Coast Combined Meeting	13:00
Tuesday	18/9/2007	07:30	Kogarah Golf Club	St George Neville Worton Golf Day	
Tuesday	18/9/2007	09:30	Maroubra RSL Club	City Eastern Suburbs Zone Meeting	13:00
Wednesday	19/9/2007	10:00	Diggers at The Entrance	Central Coast Zone Meeting	13:00
Thursday	20/9/2007	09:30	Smithfield RSL Club	Nepean Zone Meeting	13:00
Wednesday	26/9/2007	09:30	Ballina RSL Club	Far North Coast Zone Meeting	13:00
Tues – Sat	25-29/9/2007		Gold Coast Conv Centre	ClubsNSW Annual Conference	
Thursday	27/9/2007	09:30	Auburn	CMAA Executive Meeting	





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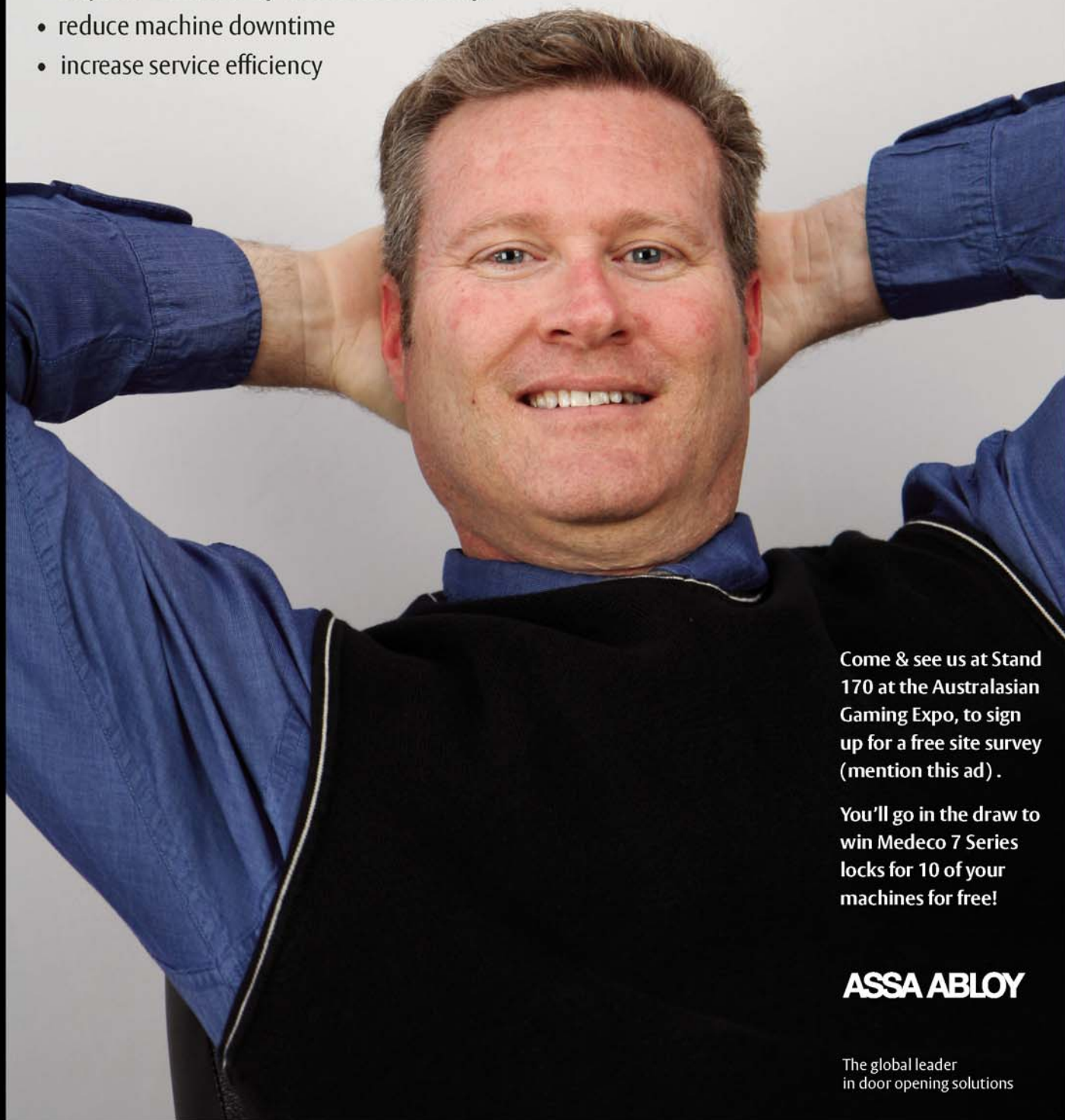
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Miners, meeting, innovation

It was a Mid Year Conference like none before, celebrity guests, innovative workshops, a diverse education program and first class social agenda.

The Pavilion Convention Centre at Conrad Jupiters on the Gold Coast was packed for the CMAA's Members General Meeting to open the 2007 Mid Year Conference on July 4.

More than 200 members – Conference delegates – heard Federal President Bill Clegg's opening address and President's Report.

For the Federal Executive, their work started a day earlier with a fully-attended CMAA Federal Council Meeting - under the Association's new structure - and CMAA Strategic Planning Session.

In their General Meeting reports, each Executive member touched on aspects of the CMAA's Strategic Plan and the five top priorities:

- Increase the relevance of the CMAA
- Drive membership
- Develop CMAA core values
- Enhance sponsorship of the CMAA
- Strengthen the CMAA's RTO status

Conference Sponsor, John Gould from Aristocrat Gaming gave the Opening Address.

Todd Russell and Brant Webb added a touch of celebrity to the Conference.

Their lives changed forever when a small seismic event caused a shaft to collapse in a small gold mine at Beaconsfield in north-west Tasmania.

Long-serving CMAA Zone Executive and Federal Councillor Pam Shelton,



the General Manager at Logan Diggers Club, became an acquaintance, then close friend of the Russell and Webb families.

It was through that friendship that Todd and his wife Carolyn with Brant and his wife Rachel came to be special guests for the Conference.

The CMAA themed the Conference "*Beat The Odds*" to honour their appearance.

Highly respected CMDA presenter and psychologist Paul Lyons accepted the invitation to interview Todd and Brant in front of more than 300 people – delegates and corporate guests – in the Pavilion Convention Centre.

The standing ovation served as the perfect appreciation for Todd and Brant and an appropriate way to start three days of conference, workshops, networking and social events.

They attended all of the major events, mingled and met many of conference



n, workshops and activities raise bar

delegates and guests and added an interesting and new dimension to the event.

Making innovative changes to the Conference format was a challenge for CMAA Education manager Ralph Kober and his CMDA team.

Ralph's team worked closely with CMDA Board of Studies Chairman David O'Neil and his Board members to formulate a learning and workshop agenda that moved away slightly from traditional subjects and format.

Barry Urquhart, from Marketing Focus, stepped up to the mark with his Keynote Presentation, *"Transforming and Refining Club Culture – Driving Change and Development"*.

There was a positive buzz about the room when delegates broke for lunch, renewing acquaintances, discussing the opening sessions and getting as feel for the Conference and the next three days.

A Conference innovation was the *"Punish the Guilty and Keep the Innocent Nervous"* workshop in a "mock court" series on simulated OH&S prosecution training.

With Suncorp Stadium sold out for State of Origin III, the CMAA set up two big screens, turned on the footy food and decked out the Gold Coast Room in the Pavilion Convention Centre for the big game.

The CMAA ensured hard-working Federal Executive, Federal Councillors, CMDA corporate partners and bursary sponsors enjoyed a nautical experience to McLean's Landing at



South Stradbroke Island for dinner.

Bill Clegg said the dinner cruise was a great success on all levels, offering high profile executives the chance to relax.

Twenty groups teed up in the annual four-person Ambrose event, the Ted Noffs Charity Golf Day on the Friday of the Conference.

Foster's Australia teamed up with Conference sponsor Aristocrat to renew their sponsorship of the event that teed off following the final workshop of the three-day Conference program.

While the golfers did battle, the same number of club executives, board members and corporate supporters joined the CMAA's Club Study Tour visiting *seagulls*, Currumbin RSL Club and Southport Sharks.

To finish the social agenda, more than 500 guests and supporters packed "The Dome" at the Gold Coast Turf Club for the annual Brisbane and Gold Coast CMAA Zones Combined Charity

Race Day to complete to social schedule.

CMAA Brisbane Zone President Morgan Price and his Gold Coast counterpart Steve Condren and their teams combined for a remarkable and successful day that delivered more than \$35,000 to their preferred charities – Teenage Advantage Camps on the Gold Coast and the Glenleighden School for children with speech difficulties.

The race day was blessed with almost perfect Gold Coast sunshine, which was a dramatic contrast with the previous two years when the Coast was deluged with days of rain and horses never made it to the barriers.



At a challenging time, Members General Meeting draws full house



There was no "House Full" sign hanging outside the Pavilion Convention Centre, but the room was packed for the CMAA's Members General Meeting on July 4.

CMAA and Conrad Jupiters staff worked quickly to provide more chairs as more than 200 members – delegates to the Conference – packed the room to hear Federal President Bill Clegg's opening address and President's Report.

It is a time of great change and challenge with Non-Smoking Laws affecting all levels of hospitality and clubs in all states, changes to CDSE policy and the ongoing issues attached to WorkChoices and Australian Workplace Agreements for managers and their staff.

For the Federal Executive, their work started a full day earlier with a fully-attended CMAA Federal Council Meeting - under the Association's new structure - and CMAA Strategic Planning Session.

Bill Clegg, ACCM, opened the General Meeting with his President's Report (text follows), followed by Federal Vice President Danny Munk, ACCM; Federal Secretary Allan Peter, ACCM; CMDA Chairman David O'Neil, ACCM, (text follows) who also provided the Association's Financial Report; and fellow Federal Councillor Tim McAleer, ACCM.

In each of their reports, each Executive member touched on various aspects of the Strategic Plan and the five top priorities identified for the Association's development and direction:

- Increase the relevance of the CMAA
- Drive membership
- Develop CMAA core values
- Enhance sponsorship of the CMAA
- Strengthen the CMAA's RTO status

Each member of the Federal Executive has been assigned a portfolio of responsibility.

Regular updates on progress will be communicated to members at Zone Meetings and through the CMAA's *Club Management in Australia* magazine.

There was also healthy debate raised from the floor of the meeting with John Rafferty and Andrew Terry taking the opportunity to raise issues.

President's Address

CMAA Federal President Bill Clegg's address to the General Meeting of Members ...

Thank you, members.

I was able to report at the Annual General Meeting that the strategic plan that had been developed at this Conference last year had been completed.

Over the past few days, the CMAA Federal Executive has considered the strategies required to drive the Association forward using the structures that are now in place.

The five broad columns that will support the strategic plan will be:

- Member Development
- Strategy – Policy Development
- Zone Support
- Education / CMDA
- Sponsorship / Finance

I will ask Federal Vice President Danny Munk and Executive Member Tim McAleer later in the meeting to expand on the Strategic Plan.

At the Federal Council Meeting (yesterday), reports were received from all Federal Councillors on the issues impacting the membership in the regions.

I must say how impressive it is that the new Federal councillors have taken to their roles and been active throughout their regions.

Generally, there are ongoing issues with AWAs (Australian Workplace Agreements) with a great deal of uncertainty on how best to implement them - not only as individuals, but also for staff

In Queensland, the smoking issue continues to cause pain and now that all jurisdictions are close to smoke free, the issue of uniform smoking laws is to be reignited.

The increased occurrence of armed hold-ups also is a significant issue.

I take this opportunity to also congratulate CMAA Division G Federal Councillor and Gold Coast Zone President Steve Condren, Brisbane Zone President Morgan Price and their combined team on the Charity Race Day on Saturday ... with 495 guests already booked in, it's a credit to the Association and our work.

A 12-month moratorium has been announced on the proposed CDSE legislation in Victoria.

If anyone has any doubts about the impact that the proposals would have on the Club Industry down there in Victoria, then you should speak to Barry West, our CMAA Victoria Zone President.

I also advise Members that the Association recently sought an opinion on the inducements offered in relation to the purchase of poker machines and in particular regard to the recent G2E Asia Gaming Expo in Macau.

We are seeking a draft to provide clear guidelines to ensure there are no "grey" areas to protect members and clubs against any possible breach of the Registered Clubs Act.

We will keep you advised.

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CMDA Report - July 2007

Board of Studies Chairman DAVID O'NEIL's CMDA Report to the General Meeting ...

Members,

During the past 12 months, the CMDA has enjoyed solid growth in terms of training numbers, diversity of products and services to the members.

There have been a number of highlights during the year, including the hugely successful Annual Conference and Trade Expo at Darling Harbour in April.

Approximately 2,000 delegates attended this conference and, once again, the delegates enjoyed free registration.

The support of the trade and the quality of speakers was outstanding and the feedback from delegates rated the Conference as a resounding success.

The strong support and attendance at the Conferences has continued and is evident by the attendance at this event.

This Conference at Conrad Jupiters has more than 350 registered delegates, which is a pleasing result considering the recent pressures on the industry and our clubs.

This year, we have an impressive array of inspiring speakers and the collaboration with the Australian Institute of Management will provide us with a vibrant and confronting program.

Throughout the year, the CMDA has continued with its primary focus and, as a result, we have delivered training courses and seminars to approximately 3,000 club personnel - including more than 100 courses to regional and country centres.

The CMDA is continuously working in the development and presentation of new training courses ... such as *"Plan Systems and Procedures"*, *"Marketing Fundamentals"* and the revamped *"Recruitment and Selection Program"*.

All of these programs were launched with strong take-up from members.

Recent programs with Ken Burgin from Profitable Hospitality have resulted in a highly successful two-day *"Boot Camp for Function Supervisors"*.

Another highly successful program is the



CMDA's *"Duty Manager Program"* with more than 300 senior supervisors and line managers participating.

In 2007, 11 *"Duty Manager Development Programs"* have been scheduled, including Port Macquarie, Maroochydore, the Illawarra, Moama, Singleton, Cairns, Townsville and Sydney.

This program continues to attract great support from clubs and we hope that you as club managers see the value in placing more of your senior supervisors and line managers on to the courses.

The Board of Management Studies has developed some changes to the ACCM Award criteria with respect to points allocation to further enhance and reward members undertaking CMAA / CMDA activities.

Other changes include a weighting of extra Activity Points to those members who are challenged by distance and availability of educational opportunities.

The details of the changes have been published in the CMAA's *Club Management in Australia* Magazine and are posted on the CMAA's website.

I am delighted to announce, here today, a new initiative which the Federal Executive and the Board of Management Studies believe will strengthen the position of the Association in the Club Industry now and into the future.

As the CMAA continues to review and

analyse its role and responsibilities to its membership and the Club Industry, the Association has decided to look beyond its present constituency to embrace this new era in club management, career development and education opportunities.

I am pleased to launch the CMDA Affiliate Program which offers non-managers and line staff employees seeking to make a career in the Club Industry an important career development path to the top levels of the industry.

By subscribing as a CMDA Affiliate, an individual can tap into the Association and "kick start" his/her career and form a lasting relationship with the CMAA which will ideally result in that person becoming eligible to be a full CMAA member in the future.

The program details are provided in the CA brochure available to you at the conclusion of this session and throughout the conference at the registration desk.

In conclusion, the CMDA is a strong vibrant arm of your Association.

For it to survive and thrive, we ask that you continue to support it as it supports you.

Thanks to the CMDA staff and the Board of Management for their continue support and dedication in helping you our members in your professional development.

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Innovation strikes chord with delegates

In constructing a major industry conference, it's virtually impossible – no matter how impressive the list of speakers and topics – to assess the success, or otherwise, until delegates undertake the program and format.

The 2007 Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in early July tested the resources and skills of CMAA Education manager Ralph Kober and his CMDA team.

Ralph's team worked closely with CMDA Board of Studies Chairman David O'Neil and, ACCM, his Board members to formulate a learning and workshop agenda that moved away slightly from traditional subjects and format.

As Conference Sponsor, John Gould from Aristocrat Gaming set the minds of delegates on the immediate and challenging aspects of being a club manager in 2007.

Having the highly respected Paul Lyons facilitate a session – "30 Minutes with the Beaconsfield Miners" – delivered the perfect platform for delegates to

start off on the right note.

Brant Webb and Todd Russell responded directly and vividly to Paul's incisive questions about the experience of spending 321 hours underground existing, surviving and waiting to be rescued.

The standing ovation from more than 300 people energised the group and Barry Urquhart, from Marketing Focus, stepped up to the mark with his Keynote Presentation, *"Transforming and Refining Club Culture – Driving Change and Development"*.

There was a positive buzz about the room when delegates broke for lunch, renewing acquaintances, discussing the opening sessions and getting as feel for the Conference and the next three days.

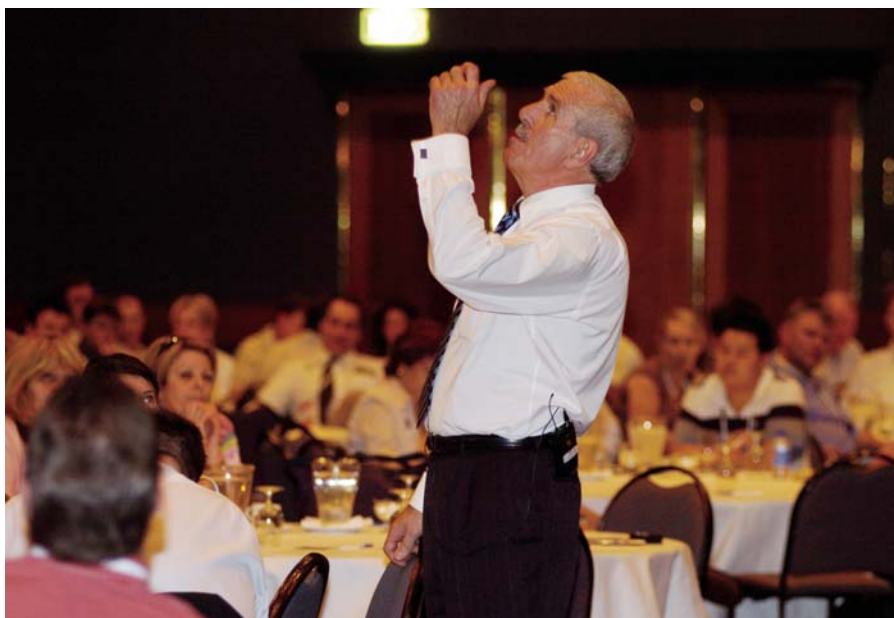
Barry followed up after lunch with two more sessions, *"Marketing Magic"* and *"Service That Sells"*.

One of the Conference's innovative sessions was a workshop, *"Punish the Guilty and Keep the Innocent Nervous"*.

Presented by The Brief Group, the workshop was one in a "mock court" series on simulated OH&S prosecution training.

Facilitated by former WorkCover lawyers – experts in OH&S law, the prosecution enactment challenges traditional thinking and demonstrates OH&S management responsibility in an informal and high-impact format.

Both workshops revolved around real-life prosecutions and highlight the typical practical and legal failings



Barry Urquhart, from Marketing Focus, delivers the Keynote Presentation.



The Brief Group presented "mock court" workshop of a simulated OH&S prosecution.



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2007 Mid Year Executive Leadership Conference

experienced by most businesses.

These Day 2 workshops evoked plenty of comment from club executives, board members and industry trade representatives.

Paul Lyons, from Effective Training Solutions, again enjoyed great support and outcomes from his Thursday and Friday workshops – “Mastering Behavioural Interviewing Techniques”, “Action Planning Coaching – What Do I Do Now?” and “Understanding Empathy – The Basis of Influencing Others”.

“Big Dave” Staughton, from nem, also presented three dynamic workshops, kicking off Day 2 with “Small to Medium Size Clubs : How to ‘Fire Up’ Your Function and Event Sales”, “Understanding, Managing and Leading Change” and “Managing Difficult Behaviour”.

Paul Weekes, from Southern Cross University, Ganador Management Solutions and the Australian Institute of Management (AIM) were other presenters during the Conference. Another innovation for the 2007



“Big Dave” Staughton.

Conference was the “Secretary Manager / CMAA Sponsor Networking Forum” on the Friday morning.

The session was open only to CEOs, General Managers, Secretary Managers and CMAA corporate partners, providing this group with the opportunity to enjoy Gretchen



Lumsden's presentation, “Peak Performance and Productivity”.

It also allowed both groups – club and corporate executives – to network and discuss industry issues and common challenges.



Paul Lyons.



Gretchen Lumsden's presentation, “Peak Performance and Productivity”, was a feature of the innovative “Secretary Manager / CMAA Sponsor Networking Forum”.



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Footy Fever stirs Origin rivalry



It wasn't exactly "mate against mate", but it certainly was "state against state" when the CMAA hosted "Footy Fever" at Conrad Jupiters for Game III of the annual State of Origin rugby league series.

With Suncorp Stadium sold out for the match, the CMAA set up two big screens, turned on the footy food – pies, sausage rolls and hotdogs – and decked out the Gold Coast Room in the Pavilion Convention Centre for the big game.

Queensland had already wrapped up the series by winning Origin II in Sydney, but there was excitement in the air and more than 200 sports fans in the room when the game kicked off.

Some of the more passionate supporters dressed in Queensland maroon or NSW blue, but everyone got caught up in the excitement of the close match and enjoyed the opportunity to watch the match with friends and industry colleagues.

For the record, NSW won the game, but Queensland again took home the Origin trophy.

And it will be on again next year when the CMAA stages the 2008 Mid Year Conference from Wednesday, July 2 to Friday, July 4.



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Miners win hearts of Conference guests

The lives and worlds of Todd Russell and Brant Webb changed forever when a small seismic event caused a shaft to collapse in a goldmine at Beaconsfield in north-west Tasmania.

It was Anzac Day 2006 and most of the miners working that shift got out relatively unscathed apart from the psychological and emotional consequences of a near miss in a dangerous job.

Todd, Brant and machine operator Larry Knight, who was the only person to die in the event, were working the wrong side of the fall and pinned beneath tonnes of rock.

The battle to establish contact, keep them alive and eventually rescue the pair became national, then international, headlines and almost hourly television and radio news bulletins.

The night they emerged from the mine in a blaze of television floodlight and camera flashes, grabbed their shift tags off the board, then embraced their wives and families was a moment that few people will forget.

It was real life-and-death drama played out in a previously obscure and relatively sleepy Tasmanian village where people made their living from the mine.

These two "ordinary blokes" had, with the help a dedicated rescue team, beaten the odds and survived an experience and ordeal that few people would comprehend or appreciate.

Long-serving CMAA Zone Executive and Federal Councillor Pam Shelton, the General Manager at Logan Diggers Club, became an acquaintance, then close friend of the Russell and Webb families.



John Newsom enjoys a moment with Todd and Brant during the Sponsors Dinner.

It was through that friendship that Todd and his wife Carolyn with Brant and his wife Rachel came to be special guests of the CMAA for the Mid Year Executive Leadership Conference.

The CMAA themed the Conference "Beat The Odds" to honour their appearance.

Highly respected CMDA presenter and psychologist Paul Lyons accepted the invitation to interview Todd and Brant in front of more than 300 people – delegates and corporate guests – in the Pavilion Convention Centre.

Both men candidly responded to Paul's questions ... there were several sombre, silent moments during the "30 Minutes with the Beaconsfield Miners", but it was a remarkable experience to hear the story in person.

Despite the serious

topic, there were many moments of laughter that reflected the knock-about Aussie character of both men.

The standing ovation served as the perfect appreciation for Todd and Brant and an appropriate way to start three days of conference, workshops, networking and social events.

They attended all of the major events, mingled and met many of conference delegates and guests and added an interesting and new dimension to the event.

Todd and Carolyn returned to Beaconsfield, their three children and construction of their new home on Friday, while Brant and Rachel stayed on for the Brisbane-Gold Coast Race Day before returning to Tasmania on Sunday morning.

"Todd and Brant brought a special touch to the Conference with their genuine and generous personalities and almost everyone I spoke to during and after the Conference commented positively on them being with us," CMAA Federal President Bill Clegg said.



Todd and Carolyn, Pam Shelton, Brant and Rachel with Terry Condon.



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Golfers enjoy perfect conditions at Robina Woods

It was every golfer's dream come true ... a perfect Gold Coast day, little or no breeze and the Robina Woods course in superb condition.

Twenty groups teed up in the annual four-person Ambrose event, the Ted Noffs Charity Golf Day on the Friday of the CMAA's Mid Year Executive Leadership Conference.

Conference sponsor Aristocrat joined forces with Foster's to renew their sponsorship of the event that teed off following the final workshop, *"The Basis of Influencing Others"*, presented by Paul Lyons at the three-day Conference program.

Many of the senior club managers and corporate executives had spent the morning with Gretchen Lumsden and her session, *"Peak Performance For Productivity"* that brought their focus to their health and lifestyle.

So the Robina Woods layout was the perfect forum to deliver the philosophy of both sessions.

While the golfers did battle, the same number of club executives, board

members and corporate supporters joined the CMAA's Club Study Tour visiting *seagulls*, Currumbin RSL Club and Southport Sharks.

CMDA Training Course Administrators Brad Jones, CCM, and Estelle McDonald hosted the two bus-loads of Club Study Tour guests.

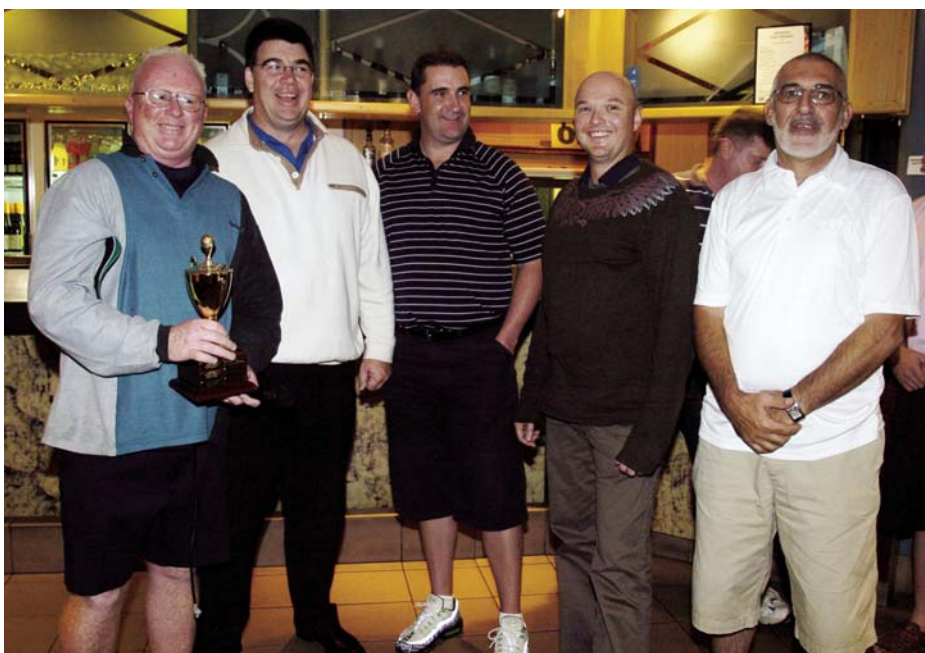
Back at the golf, and the scoring was as hot as the weather with Neil Pugsley, Joe Trad, Michael Savage and Andrew Laplain taking out the major trophy.

Aristocrat's John Gould did the presentations, thanking and congratulating the organiser and greens staff for a wonderful day of golf at Robina Woods.

Neil, Joe, Michael and Andrew returned a scratch score of 60 which arrived at a 515/8 net score.

In the women's division, Helen Walker won the Longest Drive, while Fran Graydon took the Nearest-the-Pin prize.

New CMAA sponsor REMONDIS was well represented and senior executive Kevin Wybron won the Longest Drive in the men's division, while Jonathan Docking won the Straightest Drive and Andrew Veldon was best in the Nearest-the-Pin challenge.



Top shots ... Ted Noffs Charity Golf Day co-sponsor John Gould of Aristocrat (second from left) congratulates the winning team of (from left) Neil Pugsley, Andrew Laplain, Michael Savage and Joe Trad.

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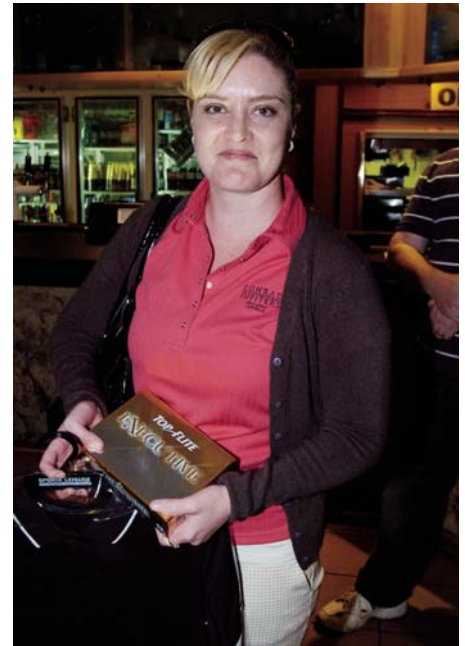
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2007 Mid Year Executive Leadership Conference



Twenty groups teed off in the CMAA's annual Ted Noffs Charity Golf Day as the conclusion to the Mid Year Executive Leadership Conference.



Helen Walker won the women's Longest Drive.



Fran Graydon won the women's Nearest-the-Pin.



Andrew Veldon was best in the men's Nearest-the-Pin challenge.



Jonathan Docking won the men's Str aightest Drive contest.



Kevin Wybron won the men's Long Drive prize.



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Race Day a winner all round

More than 500 guests and supporters packed "The Dome" at the Gold Coast Turf Club for the annual Brisbane and Gold Coast CMAA Zones Combined Charity Race Day to complete to social schedule at the CMAA's Mid Year Executive Leadership Conference.

CMAA Brisbane Zone President Morgan Price and his Gold Coast counterpart Steve Condren and their teams combined for a remarkable and successful day that delivered more than \$35,000 to their preferred charities – Teenage Advantage Camps on the Gold Coast and the Glenleighden School for children with speech difficulties.

Glenleighden School Principal Vikki Rose Graydon thanked clubs and corporate supporters for their generosity and told the gathering that the generous donation would go towards construction of a new playground at the school.

The race day was blessed with almost perfect Gold Coast sunshine, which was a dramatic contrast with the

previous two years when the Coast was deluged with days of rain and horses never made it to the barriers.

"We were beginning to think that we were cursed with the weather, but today makes up for everything and I am so proud of the work and energy of the CMAA organising committee ... the success of this event is tribute to their work and the generosity of our supporters," Steve Condren, the CMAA's Division G Federal Councillor, said as the dust settled on the eight-race program.

Foster's Australia and Ainsworth Gaming Technology renewed their long and generous sponsorship of the event with local clubs and supporters

booking out more than 50 tables.

Beaconsfield Mine tragedy survivor Brant Webb and his wife, Rachel, were special guests at the races and a miner's helmet that he wore when trapped underground in the mine collapse was the feature item in the auction and raffle.

Club Helensvale bid \$5,000 to secure the helmet and Brant personally presented the glass-encased trophy.

Another highlight of the afternoon was raffle prize winner Steve Lancaster's \$500 betting voucher punt on the last race of the day and backing the winner to donate his winnings to the charity fund.

Surf Club Kurrawa General Manager and CMAA Gold Coast Zone Committee member Rob Aldous conducted the massive raffle draw,



Brant Webb presents the Beaconsfield Miners helmet to auction winners from Club Helensvale.

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Winners are grinners ... Bill and Val Clegg, Brant and Rachel Webb and Terry Condon join the winning syndicate of the feature race, including Sydney radio celebrity Ray Hadley.

while Gold Coast Zone Secretary and Palm Beach Currumbin Sports Club General Manager Gary Leech was as good as hoarse by the time he had auctioned the final item.

High-profile Sydney radio celebrity Ray Hadley was on course as a part owner of Latin Doll, winner of the program's feature race – the Foster's Beaconsfield Miners Plate (Class 3) over 2200 metres.

CMAA Federal President Bill Clegg with his wife, Val, and CMAA Executive Officer Terry Condon joined Brant and Rachel Webb and the horse's owners for the presentation.

Brant joined Steve Condren on stage to thank the many people who had given time, support and products to make the day a major social and financial success.

"This has been a remarkable success and graphically illustrates the generosity and commitment that the Club Industry through these CMAA Zones has for the community and people who need help ... I'm very proud of our people and the work they are doing here," Bill Clegg said.

And the Brisbane and Gold Coast combined team is already planning the 2008 event!



Steve Lancaster's \$500 betting voucher – a raffle prize - punt on the last race of the day was a winner and he donated his winnings.



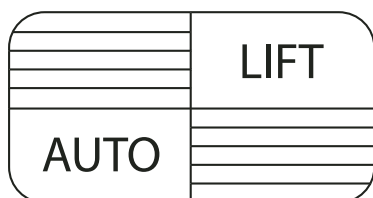
Steve Condren with Brant Webb.



Gary Leech, Steve Condren, Terry Condon, Rachel Webb and Brant Webb with Allan Peter.



Charity Race Day auctioneer Gary Leech.



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Dinner cruise an epic voyage

While there was important time for networking and serious business during the CMAA's Mid Year Executive Leadership Conference, there was also some time for relaxation and fun.

The CMAA wanted to ensure hard-working Federal Executive, Federal Councillors, CMDA corporate partners and bursary sponsors had the chance to let their hair down together during the Conference program.

So, Executive Officer Terry Condon and CMAA Administration Officer Gerry Sarlemyn organised a nautical experience of a catamaran trip to South Stradbroke Island for dinner.

McLaren's Landing was the port of call



for the barbecue dinner and drinks on a "fresh and breezy" winter evening.

There was some remarkable talent on show with male v female singing and hula dancing challenges ... officials are still awaiting the judge's verdict on the contest.

CMAA Federal President Bill Clegg, ACCM, who participated in the singing

challenge but escaped the hula event, welcomed colleagues and guests.

The CMAA's special guests for the Conference, Beaconsfield Mine disaster survivors Brant Webb and Todd Russell joined in the entertainment and Brant stealing the show in the hula challenge.

Todd later stepped into the spotlight for a singing solo and his version of the Kenny Rogers hit, "The Gambler".

Bill Clegg said the dinner cruise was a great success on all levels, offering high profile executives the chance to relax and socialise with the CMAA's Executive and Federal Councillors.

"It appears everyone had a great night and we unearthed some remarkable talent ... it fitted in nicely with all of the social activities at the Conference," Bill added.



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Bursary winners satisfy international



The club contingent with Ken Burgin in the world's gaming capital, Las Vegas! [Delegates from North Ryde RSL Community Club (NSW), The Mawson Club (ACT), Twin Towns (NSW), Tigers Balmain Leagues Club (NSW), Albury SS&A Club (NSW), Canley Heights RSL & Sporting Club (NSW) and Wests Ashfield Leagues (NSW).]

Italian, Mexican, Spanish, Irish, French or American? Food concepts, food courts, food trends, fast food, food to go, fine dining, famous clubs and bars?

Whatever their interest, it was there for the taking when 37 Australians joined industry expert and CMDA Bursary sponsor Ken Burgin on the recent 2007 Profitable Hospitality New Trends Study Tour to Chicago and Las Vegas.

Attracting Australian hospitality professionals at the leading edge, the experience brings together like-minded peers from across the industry.

In May, 12 dynamic personalities gave a face to the Club Industry, joining the group of restaurant owners, hoteliers, food and beverage / kitchen / purchasing managers, bar managers, marketers and suppliers who signed up for nine days of non-stop getting "behind the scenes" to see how modern restaurants, bars and venues in the U.S. really operate.

Visiting premier food precincts in Chicago and Las Vegas, at every corner and through every restaurant doorway there were ideas and inspiration motivating many to up the ante on their return home.

"Themed venues – the themes start from your view from the street – from the appearance of the venue, to the staff's attire, to the décor, to the menu, everything is designed and coordinated to enhance the experience [at times you felt like you were in another country altogether]," said Canley Heights RSL Club Marketing Manager Michelle Foster, who was joined by CEO Mark Baxter and Executive Chef Mark Gavinel.

"From a marketing perspective, 'bigger is better' in the U.S. and everything is very eye-catching. The use of plasmas and signage is outstanding and if there is something going on, you are sure to know about it," Michelle added.

As a provider of management and marketing resources for the hospitality industry, one expression of Profitable Hospitality's business vision is the New Trends Study Tour to the U.S.

Now in its fifth year, Ken Burgin conceived the trip as a way to benefit from the company of like-minded peers and maximise the value gained from a visit to Chicago for the National Restaurant Association (NRA) Show.

The annual four-day NRA Restaurant, Hotel-Motel Show 2007 is the largest hospitality show in the Western world.

Attended by an estimated 75,000 Hospitality Industry professionals and boasting a record 2,140 exhibitors, the NRA Show gave the group an opportunity to discover cutting-edge equipment, innovations in technology and the hottest menu trends. The jam-packed tour program includes a three-day extension to Las Vegas, numerous back-of-house tours meeting with chefs, managers and marketers to determine just how they operate so effectively.

Twin Towns Services Club Head Chef Craig Robertson identified a revealing visit to Ben Pao's Asian concept restaurant and behind the scenes look at the McCormick Place Convention Centre as stand outs and convinced him that Twin Towns is right on track.

Since "Robbo's" return, Orient, the club's own new Asian concept has opened its doors and, operating along very similar lines to Ben Pao, is catering for a full house every night.

The tour also identified the difference in our workplace environment, regulation compliance and duty of care.

"The Australian Club Industry has to comply with many government restrictions, particularly compared to Las Vegas, which to me seemed like a lawless state" Michelle Foster said.

"The laws in the gambling establishments are very different to ours, from dress code to providing patrons with free alcoholic beverages if they play maximum credits on a machine, to the advertising on outdoor signage such as 'Cash your paycheck and you could win a cruise to ... Cabo San Lucas, Mexico'."

While meeting on the other side of the world, without doubt, the unique blend of varying hospitality backgrounds, wealth of experience and different perspectives of fellow Australians on the tour, and the ensuing camaraderie was an invaluable outcome. In what can at times be an isolating profession, the chance to share experiences and ideas, and to be inspired by the initiatives and successes of others, was a highlight for all.

"The people were simply the greatest group of people that instantly blended together," said Wayne Abrahams, the Food and Beverage Manager at North Ryde RSL Community Club. It really does show what our industry is all about when you can put together a group of people from many different sectors of the industry that are able to work together from day one, and after a few days be a group of great mates that relate and support as if they were old friends."

Hot trends ...

The NRA Show's top trends included innovations in technology, decrease in carbonated drinks and bottled water on the rise, green products, trans-fat free cooking oil and international goods and services.

The sale of bottled water in restaurants has increased by a significant 57% over the past 12 months and iced tea was another beverage readily available.

"Iced tea is a real hit in America," Michelle Foster observed. "Served fresh, it's an item that I feel would really take off here [especially in our multicultural society],

al taste for what's new in the kitchen

and obviously is a profitable item to include on the menu."

Club restaurant managers are becoming more interested in business intelligence, as is the Hospitality Industry across the board, and there were more technology exhibitors at the 2007 show.

"People want great products, great service and great value," Ken Burgin said. "And, for us in the Hospitality Industry, excellent technology and systems are essential if we are to achieve that."

"Today's advancements in technology offers a great opportunity to assist us to offer a high level of customer service."

"Clubs often have to deal with large crowds and long lines, and there were many smart solutions identified for taking orders and getting food to the plate more quickly."

Simon Skelton, the Head Chef at Wests Ashfield in Sydney, has already committed to revolutionary technology, prompted by innovation discovered at the show. Speeding up and streamlining our processes, from point of order to table service is always a priority," he said. "The potential capabilities of a system, such as 'Micros', are immense."

The Micros Kitchen Display Systems utilise colour touch screens to display orders for the kitchen, identify the status of each table and issue warnings if time standards are not being met.

All data is captured for real-time reports on kitchen performance and other service parameters.

For Troy McCooke, the Food and Beverage Manager at Albury's SSA Club, one of the seminars brought to his attention the possibilities of an integrated computerised kitchen management system. "Allowing lights, equipment, coolrooms and programs to be managed independently – activated and de-activated at predetermined times through an integrated computer program – I would expect the potential energy savings would make the investment well worthwhile," Troy said.

A back-of-house visit to Metro Pizza in Las Vegas, and generous sharing of information by the restaurant manager was also an eye-opener. The integrated till system and its comprehensive clock in-clock out functionality is impressive," Troy said. "Information is programmed in according to management's specification, staff clock in - through the till, it gives you up-to-minute data on wages/sales ratios ... manager's can track what is selling, who is selling it and how much of it are they selling. While it may sound a bit like 'Big Brother', it's actually just a very efficient way of being able to access an instant snapshot of what is happening with your business on a right here right now basis."

"In food service, the more quickly you can identify problems the less fall out there is,



tomorrow is too late to try to rectify the challenges you are facing today!"

'Green' ...

Green was obviously on the map much more this year with biodegradable packaging, compost equipment and environmentally safe sanitation products very visible. A Green Pavilion was also an interesting addition – somewhat undersubscribed but definitely an indication of things to come.

This was one of the areas where Australian visitors noticed that we were well ahead of our U.S. counterparts. In daily eating and drinking, tour travelers were alarmed at the amount of throw-away packaging used – even finding a real cup for your morning coffee was a challenge.

Trans fats ...

A special invitation-only international forum was convened for Profitable Hospitality delegates, where the 2007 NRA Industry Forecast (which surveyed more than 1,000 chefs) was presented for discussion. Bite-size desserts, flatbread, Mediterranean cuisine, local sustainable (organic) produce and bottled water topped the list of "what's hot", while the topic of obesity and "trans fats" was hotly debated.

New cooking oil products were in abundance at the show, as the industry moves toward trans fat-free foods.

"It's not hard to go to zero trans fat, but it's not easy to go to quality zero trans fat," said Kevin Mitchell, Marketing Manager for Cordova, an ACH company. According to NRA industry veterans, supplier companies are focussing on healthier alternatives — products using high oleic sunflower or cottonseed oils.

National restaurant chains and states have banned trans fats from the majority of their items.

Baked goods – a high sale item – are the exception, and for which an alternative is being sought.

Bakeries in New York must be trans fat-free by the summer of 2008.

International products ...

U.S. and international suppliers flock to the NRA show.

Hospitality operators are increasingly becoming time poor and the industry recognises the importance of such opportunities for suppliers to get one-on-one time with operators/restaurateurs.

Australia was prominent again this year with its AusTrade stand representing more than 20 Australian products.

"Savour Australia", an Australian Tourism/Restaurant & Catering Australia/Qantas brand was a new exhibitor, promoting a culinary tour to Australia in conjunction with Profitable Hospitality in 2008. The "Savour Australia" Tour is designed to offer U.S. hospitality professionals a unique taste and behind-the-scenes experience of Australian culinary expertise.

Also on display was the Australian/New Zealand B2P kitchen-bacteria testing system, which can test for E. coli and other kitchen bacteria in up to nine hours. Results can be linked to an automated alarm system or web-based database for time analysis and reporting. The B2P made its U.S. premiere at the show.

Education ...

"On the Menu: What's Hot, What's Not and What's Next" was one of the most popular educational sessions during the show. Presenter Nancy Kruse highlighted seven menu trends during her session: flavorful foods; ethnic adventures; healthy perceptions; contemporary comfort; convenient options; affordable indulgence; and culinary fingerprints. She also said there is a whole new culinary demographic and travel is playing more of an important role in the consumers' culinary journey – Profitable Hospitality has long said it pays to get out of the kitchen and out of your own country.

It seems the Profitable Hospitality New Trends Study Tour is at the forefront!

FOOTNOTE:

In 2008, a CMAA Bursary Winner will join this outstanding 11-day tour, sponsored by Profitable Hospitality.

This is the opportunity for a club chef, food and beverage or catering manager to see the latest trends and network with smart Australian operators.

Here's your chance to see for yourself, as a customer and behind-the-scenes.

Visit www.profitablehospitality.com

REMONDIS delivers solutions on waste management and recycling

REMONDIS – a specialist in the field of waste management and recycling - has recently come on board as a sponsor with the CMAA.

The REMONDIS team joined delegates and CMAA corporate sponsors at the recent CMAA Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.

CMAA Federal President Bill Clegg, ACCM, said he was delighted to welcome REMONDIS to the “CMAA family” of sponsors and CMDA Bursary sponsors.

“The CMAA is proud of its relationship with our corporate partners and REMONDIS is a welcome addition to our impressive list of sponsors and supporters,” Bill said.

With a long-standing tradition of service excellence, REMONDIS has committed to being a supportive and encouraging partner to the CMAA and other corporate colleagues of the Association.

CMAA Executive Officer Terry Condon, CCM, also welcomed the REMONDIS alliance, saying the company is an industry leader.

“The CMAA sponsors are some of Australia’s most impressive and influential companies, so REMONDIS fits comfortably into that group of high-profile organizations who have chosen to support the Association at all levels,” Terry added.

REMONDIS provides advice on Environmental, Recycling and Waste Management Plans.

The company’s credentials come from being the world’s largest privately owned waste management company and a belief in long-standing family values with 25 years of operations in Australia.

Headquartered in St Marys, western Sydney, and with depots along Australia’s eastern seaboard, REMONDIS is flexible enough to accommodate the wide range of its customer requirements, and has a wealth of expertise and knowledge available through its international network and long tradition.

World-wide, REMONDIS currently has more than 18,500 employees who provide professional services for municipalities, councils as well as for several thousand business customers.

REMONDIS collects, processes and markets almost 25 million tones of recyclable materials each year.

Customers value the partnership with REMONDIS and the company’s innovative approach to waste management.

Rubbish may not be at the top of company priority lists, but it is fast becoming an increasingly important part of business – financially and environmentally.

With customised solutions ranging from a single bin pick-up to more complex recycling and waste reduction solutions, REMONDIS can be the vital partner for finding the right solution for club need.

The REMONDIS range of services include general waste, paper and cardboard, glass, plastics and grease trap collection for kitchen waste ... REMONDIS is a one-stop-shop when it comes to waste solutions.

That means synergies of cost and service for the Club Industry and all levels of waste management services across Australia.

Clubs, like all businesses and industry around Australia are tuning in to being more effective or reducing cost and, on the environmental front, commitment to community comes first.

REMONDIS has a priority focus for a sustainable future, which means taking care of our environment for future generations.

Through combined planning of resources and services, REMONDIS is



making a difference by reducing waste to landfill and creating a living environment for all Australian communities.

A major issue for communities is recycling and the environment with recent surveys indicating 96% of people believe more should be done in this area.

REMONDIS already is doing much in this area of recycling and the environment, but in the future will provide more complete solutions - a complete package of services from one company ... a full service with clearly defined costs.

Life and business moves at a faster pace today than ever before.

Developments are moving at a startling pace, our world is more complex than ever and competition is becoming tougher.

Accordingly, standards we must live up to are high, making the REMONDIS knowledge, expertise and many years of experience all the more valuable.

REMONDIS provides the best quality in all facets of its operation, which has allowed it to maintain its market position.

If you are in the market for waste management solutions, contact REMONDIS Australia-wide 13 73 73, online at info@remondis.com.au or visit the REMONDIS website - www.rethmann.com.au - for an overview of their systems and services.



Pernod Ricard new toast of the CMAA

Pernod Ricard - ranked the world's No.2 company for wines and spirits - has taken a major step into the Club Industry with its decision to become a CMAA sponsor.

Pernod Ricard Australia has joined REMONDIS in becoming the CMAA's newest corporate partners.

Since the company's inception in 1975, Pernod Ricard has undergone sustained development, founded on both organic growth and successive acquisitions.



The purchase of Allied Domecq in July 2005 is the most recent sign of the Group's worldwide ambitions.

Building on its portfolio of premium brands, its presence on every continent and decentralised management structure, Pernod Ricard intends to continue to develop internationally.

Pernod Ricard has 17,600 employees in more than 70 countries worldwide with 56% of Group sales generated outside Europe and more than 89% outside France.

Pernod Ricard was formed by the merger of the Pernod and Ricard companies in 1975.

Pernod Ricard owns some of the world's most prestigious brands in wines and spirits ...

- > whiskies - Ballantine's, Chivas Regal, Jameson, The Glenlivet
- > white spirits and rums - Beefeater, Stolichnaya, Havana Club
- > anis-based spirits - Ricard, Pernod
- > liqueurs - Malibu, Kahlúa
- > cognacs and brandies - Martell
- > bitters - Suze, Amaro Ramazzotti

The Group has built this impressive brand portfolio by choosing to refocus on its activity and divesting its non-alcoholic activities.

This has allowed the Group to return to its core business and make several acquisitions, including:

- > 1988: Irish Distillers (Jameson)
- > 1989: Orlando Wyndham (Jacob's Creek)
- > 1993: creation of Havana Club International (Havana Club)
- > 2001: a share of Seagram's wines and spirits business (Chivas Regal, Martell, The Glenlivet, etc.)
- > 2005: Allied Domecq (Ballantine's, Malibu, Kahlúa, Beefeater, Stolichnaya, Mumm, Perrier-Jouët, Montana).

From a family pastis business to a major international company, Pernod Ricard's history can be broken down into several key periods.

This history begins in December 1974 when Pernod and Ricard were still long-standing competitors in the French anise-based spirits market.

Nevertheless, they decided to join forces to win foreign markets and, from 1975 to 1984, the Group began its international development.

From 1985 to 1993, Pernod Ricard built a global network in Italy, Ireland, Cuba, Australia, Asia.

Then, from 1997 to 1999, the Group reorganised before the 2000-2005 era of major acquisitions

and reorientation around its core business - wines and spirits.

Pernod Ricard acquired Orlando Wyndham (wines) in 1989 and has developed a drop-by-drop solution for the irrigation of its vineyards.

The technique provides the vine with just the amount of water necessary for optimal grape growth, thereby controlling water consumption.



Jacob's Creek a success story

Pernod Ricard is a leading player in the premium wines market.

As the world's No.4 in wines, the Group has focused its activities in five strategic origins - Australia, New Zealand, Spain, Argentina and France.

In each of these countries, Pernod Ricard has acquired a flagship brand - Jacob's Creek, Montana, Campo Viejo, Graffigna and Mumm.

A high-quality yet affordable brand, Jacob's Creek is enjoyed in more than 65 countries, making it Australia's most popular wine. The range has been honoured with more than 3,500 show awards worldwide.

In 1847, a young Bavarian immigrant, Johann Gramp, planted the Barossa Valley's first commercial vineyard on the banks of Jacob's Creek in South Australia.

This small vineyard went on to become part of Orlando Wyndham, one of Australia's most successful wine exporters. The winery released the modern Jacob's Creek label onto the Australian market in 1976, with a Shiraz Cabernet Malbec blend from the 1973 vintage.

As a result of its success, this was followed over the next few years by other varietals, including Riesling and Chardonnay.

In 1994, Jacob's Creek won the coveted Maurice O'Shea Trophy for outstanding contribution to the Australian wine industry - the first time a brand has won this prestigious award, rather than an individual.

The introduction of the Reserve range in 2000 heralded a new era for Jacobs Creek by introducing wines of higher quality at a more premium price.

Jacob's Creek winemaking philosophy is simple - to produce fresh, fruit-driven, wines that can be enjoyed today, or in years to come

The fruit for Jacob's Creek is sourced from different regions within south-eastern Australia, enabling the winemakers to overcome seasonal variation in any particular region, improve the quality of the wine and select fruit that will best suit the wine style.

The focus is to produce and preserve the maximum amount of varietal flavours with an appropriate balance of natural sugars and acidity that best suit the styles of Jacob's Creek - resulting in elegant, soft and fruity wines that are renowned for quality and value.

The Jacobs Creek range features:

- > Traditional - the core range of fresh, fruit-driven wines that do not require cellaring
- > Sparkling - a range of sparkling wines offering very good value and consistency
- > Heritage - five benchmark Australian wines, sourced from the finest vineyards with important historical roots that pay tribute to the rich history of Jacob's Creek
- > Reserve - premium wines with increased intensity of varietal flavour, structure and ageing potential.

Clubs on a winner at annual Hawkesbury event

Friends of the CMAA were on a winner all day at the Ted Noffs Charity Race Day at Hawkesbury Race Club.

Club Industry supporters turned on the party atmosphere for the eight-race program that brought together winning bidders from the Ted Noffs Foundation Silent Auction at the CMAA's Gala Charity Awards Dinner and CMAA Supporters Package patrons on May 31.

Hawkesbury Race Club's Sponsorship and Marketing Manager Vivienne Leggett and her hospitality team made the CMAA guests welcome and provided first class dining and drinks for the Thursday meeting.

CMAA Federal Secretary Allan Peter, ACCM, and Executive Officer Terry Condon, CCM, went to Hawkesbury

for the event and said it was a wonderful social success for the Association and everyone involved.

"The Ted Noffs Foundation is the CMAA's preferred charity and the race day has always been a wonderful social occasion for everyone involved," Terry added.

"On behalf of the CMAA, I thank all of the clubs and organisations that supported the silent auction at the Gala Dinner and the organisations that financially backed the event through Supporter Packages."

Clubs and organisations that sponsored races included:

- RSL and Service Clubs Association
- Hills District Bowls Club
- Tea Gardens Country Club

- Ingleburn RSL Club
- Aristocrat Technologies
- PALtronics

Clubs and organisations that purchased Supporter packages included:

- Hornsby RSL Club
- RSL and Service Clubs Association
- Club Five Dock

The Silent Auction was conducted as part of the fundraising activities at the CMAA's Gala Charity Awards Dinner presented at the Sydney Conference and Convention Centre at Darling Harbour in early April.

The Dinner is the social highlight of the CMAA's two-day Annual General Meeting, Conference and Hospitality Expo.

CMAA Federal President Bill Clegg, ACCM, presented Ted Noffs Foundation CEO Wesley Noffs with a cheque for \$191,000 at the dinner as the CMAA's donation for 2007 to the Foundation's work.





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Riverina Murray turns on the hospitality

It was a celebration of the spirit and camaraderie of the Club Industry when the Riverina Murray Zone conducted a two-day event at Moama in mid-July.

All meetings, workshops and social activities were centred at the Moama Bowling Club with General Manager Paul Barnes - the Riverina Murray Zone Education Officer - and his management team hosting CMAA Members, clubs board members, ClubsNSW officers and trade representatives over the two days.

For the CMAA, Zone President Gus Lico, from Griffith Ex-Servicemens Club, Vice President Michael Alexander from Murray Downs Golf and Country Club, Secretary / Treasurer Paul Lappin from Albury Soldiers Sailors and Airmen Club, Paul Barnes and Craig Muir from Coomealla memorial Club, it was pleasing to have 28 members attend the meeting.

In his President's Report, Gus Lico spoke of the recent Smoking Legislation coming into force in NSW and the outcome of outdoor recreation areas to accommodate NSW Health Department requirements, Industrial Relations and Human Resources issues for the Club Industry and the challenge of finding suitable time and location in such a vast Zone for meetings and social events to maintain contact with members.

CMAA Communication Services Manager Peter Sharp provided the Head Office Report to the meeting and later conducted a workshop briefing, *"Making the Local Media Work for You"*.



Peter's Report touched on major Club Industry issues such as the Federal Government's WorkChoices Legislation, the CMAA's new CMDA Affiliate (CA) initiative; dates for the CMAA's major industry events in 2008 - the annual Conference, Expo and Gala Charity Awards Dinner at Darling Harbour on March 18 and 19 along with the Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast from July 2 to 4.

Peter also congratulated Numurkah Golf and Bowls Club General Manager Grant Duffy, ACCM, on his election as new Federal Councillor for Division H – Victoria Zone, ACT Zone and the host Riverina Murray Zone.

Grant made the relatively short "hop" of 45 minutes from Numurkah to Echuca for the meeting and gave a brief report, including the unanimously attended first meeting of the new CMAA Federal Executive and Federal Council on July 3 before the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters last month.

Field Inspector Steve Blackburn from the Office of Liquor Gaming and Racing also spoke the audience covering the new TPL Numbers and the Office's new website.

The day opened with a Murray River paddle steamer, "The Pride of the Murray" conveying more than 60 guests to the Morrison's Winery wharf for a superb lunch and sampling of the Morrison's product.



The CMAA Zone Meeting and workshops followed the return voyage to Moama Bowling Club and more than 140 people enjoyed pre-dinner drinks in the River Traders before sitting down to a spectacular dinner in the Jubilee Room.

The next day's activities included a CDI Workshop and ClubsNSW Meeting.

Recently-appointed Marketing Coordinator Kate Greer did Moama Bowling Club proud with her organisation and presentation of all events and meetings.





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Connaughton rejoins Zone Committee in Education role

It can't be said that they don't make an effort out west.

At the Mid State Zone Meeting, held at Dubbo Railway Bowling Club in mid-July, Dominic Connaughton and Ann Rogers demonstrated the "can do" spirit famous in the Australian "bush".

Dubbo's not quite the "bush", but Ann took the long way round to be at the meeting to collect her hard-earned ACCM Award.

Ann, the Assistant Manager at Broken Hill Barrier Social Democratic Club, made the round trip - from "the Hill" to Sydney and on to Dubbo to receive her Award from CMAA Executive Officer Terry Condon.

"It was a tribute to Ann's hard word and dedication that she has achieved her ACCM at this stage of her career and the trip she made to receive the award typifies the spirit of our members in country and regional centres," Terry added.

Ann, who has been in the Club Industry for more than 18 years, returned to her home town at Broken Hill almost three years ago after working at Kingswood Bowling Club.

Broken Hill born and bred, Ann also worked as the Manager at Cobar Ex-Services Club.

Also at the meeting, former CMAA Federal Councillor Dominic Connaughton agreed to take on the vacant role of Zone Education Officer when Andrew Spice decided to move on from Forbes Services Memorial Club to a new position.

A Federal Councillor for more than nine years, Dominic was recovering from back surgery earlier this year when the CMAA Federal Council restructure was conducted.

In the restructure, South Tweed Sports Club General Manager Gordon Rhodes was elected Federal Councillor for Division E, taking in the Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone.

Dominic joins the Committee of President Chris Chapman from Gilgandra Services Club, Vice President Helen Garlick from Molong RSL Club and Secretary / Treasurer David Veness from Bathurst RSL Club.

Terry Condon presented the CMAA

Head Office Report, touching on major Club Industry issues such as the Federal Government's WorkChoices Legislation, the CMAA's new CMDA Affiliate (CA) initiative; dates for the CMAA's major industry events in 2008 - the annual Conference, Expo and Gala Charity Awards Dinner at Darling Harbour on March 18 and 19 along with the Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast from July 2 to 4.

There were also presentations by the Office of Liquor Gaming and Racing covering the new TPL Numbers and the Office's new website, along with KENO's new area representative Murray Dawson.



CMAA Executive Officer Terry Condon presents Broken Hill Barrier Social Democratic Club Assistant Manager Ann Rogers with her ACCM Award at the Mid State Zone Meeting at Dubbo last month.

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Strong attendance as new faces join Committee



Great Lakes Zone had their strongest attendance and filled two Committee roles at the Annual General Meeting conducted at Club Old Bar last month.

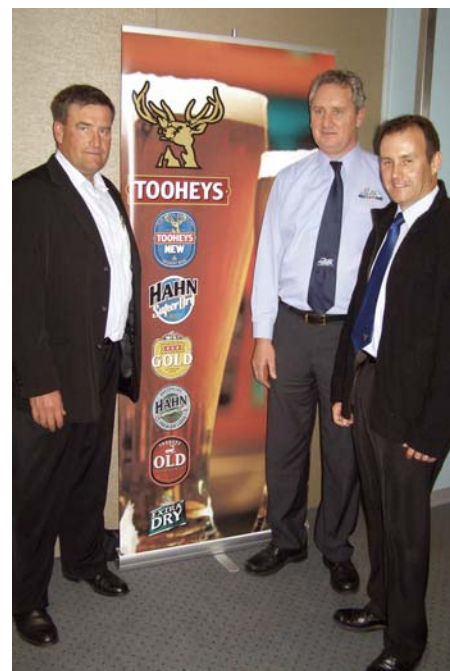
Zone President Robert Dwyer, from Laurieton United Services Club was re-elected for another term, along with Vice-President Thomas Paynter from Port Macquarie Panthers and Treasurer Allan Hudson, also from Laurieton United Services Club.

Christine Shannon, from Forster Bowling Club, who held the Secretary and Education Officer portfolios was able to concentrate on Education Officer duties when Kim White, from Club Old Bar, accepted the nomination for Zone Secretary and Trevor Ryan took on the Publicity Officer role.

Thirty-five members, the biggest attendance at a Zone AGM in many years, endorsed the incoming Committee with Sue Chick from Grand United Bulledehlah Bowling Club attending her first Zone meeting.

In his President's report, Robert Dwyer spoke of the recent Smoking Legislation coming into force in NSW, Industrial Relations and Human Resources issues for the Club Industry and the next round of the NSW Government's Gaming Machine Tax Legislation.

Robert also spoke about the Zone being able to boost its bursary schedule from two to six bursaries this year with Christine Shannon attending the Global Gaming Tour to the United States earlier this year and Allan



Hudson attending the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast last month.

Christine and Allan provided brief reports of their bursary experiences and Christine added a published version with pictures of her tour.

The Zone also will award two bursaries to attend the Australasian Gaming Expo – AGE 2007 – at the Sydney Conference and Convention Centre at Darling Harbour from August 9 to 21. (see story on Page 10)

CMAA Communication Services Manager Peter Sharp provided the Head Office Report to the meeting and later conducted a workshop, "Making the Local Media Work for You".

Brian Churchill, from Enterprise Development Network kicked off the day with a free workshop, "Developing



a Customer Service Orientated Team” at 9.30am that put his guests in the mood for a good day.

Tim Koch, from Bergs Financial Services at Forster, also spoke to members about corporate loan services and options for the Club Industry.

Before adjourning to the Club Old Bar greens for a few hours of social bowls, more than 50 people, including club board members and trade representatives sat down to lunch and fund-raising auction to support the Zone Bursary program.

Some of the CMAA's best supporters – Foster's Tooheys, Coca-Cola and DeBortoli wines provided the beverages to compliment the first class luncheon fare.

Host club General Manager Tony Jones joined in the spirit of the auction – which raised more than \$10,500 - snapping up Aristocrat and Aruze gaming machine conversions along with a NSW Waratahs rugby union supporters pack.

Then, it was onto the green for some social bowls that at no stage troubled the selectors or threatened the positions of the Australian representative squad.



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Fitzy clocks off after 30 years at Dapto Leagues Club

Occasionally, we get a close up look at how an individual's life, work and ethic affects the people and community he or she lives in.

When Dapto Leagues Club General Manager Allan Fitzgibbon announced that he would retire at the end of June this year, it took a lot of people by surprise.

It seemed that "Fitzy" would be there – at Dapto Leagues Club – forever, patiently and methodically passing on the years of knowledge and experience in the Club Industry to more generations of young people coming into the club and the industry.

But, after more than 30 years patrolling and supervising events and developments at Dapto, Allan did retire and has walked away after more than three decades of commitment and dedication to the club and the community that made him so welcome when he arrived with his wife Michelle in 1971.

It's rugby league folklore that Allan played in the centres for the "fairytale" that was the Balmain Tigers win over the seemingly unbeatable South Sydney Rabbitohs in the 1967 grand final at the Sydney Cricket Ground.

That he arrived in Dapto a few years later to work at Port Kembla and captain-coach the Dapto Canaries club in the Illawarra premiership was a twist of fate that was to be a remarkable relationship for both.

Allan eventually came to work at Dapto Leagues Club, won a premiership for the Canaries, played representative football for Illawarra and NSW Country and made Dapto his home,

His laid-back style belied his passion for the game and his passion for coaching and developing talented young footballers who went on to play for Australia, NSW and NSW Country.

Dapto is a genuine and generous working-class community and the people of the area quickly identified Allan's honesty and uncompromising commitment and dedication to his family, his work at the club and his football teams.

He was appointed to coach the Illawarra Steelers when they came into the Sydney Rugby League Premiership and went on to coach the Cronulla Sutherland Sharks.

He also jumped back into the breach when the Steelers sacked current NSW State of Origin coach Graham Murray



during the tumultuous days of the "Super League" ambush.

This year, Allan was awarded his CMAA 30-Year Service Pin, which CMAA Executive Officer Terry Condon presented to him.

His farewell, at Dapto Leagues Club, of course, on Wednesday, June 27, was a remarkable gathering and outpouring of respect and emotion for a man who has given so much to his family, his club, his community and his sport.

Wollongong Lord Mayor Alex Darling headed the list of dignitaries and sporting colleagues who spoke of Allan's profile, reputation and character.

ClubsNSW Chairman Peter Newell, OAM, a Steelers and St George Illawarra Dragons Board member, compared Allan's role in the Dapto community to the Anzac spirit and tradition.

Terry Condon congratulated Allan on his years of service and commitment to Dapto Leagues Club, the Club Industry and his membership of the CMAA.

Other speakers included Allan's predecessor and close friend Allan Robertson who was able to entertain the more than 200 people with previously "secure" stories, Dapto Leagues Club Chairman Gary Tozer, legendary Illawarra sportsman and administrator Ted Tobin, OAM, and the Steelers first club captain, former Manly and Australia fullback John Dorahy, now a senior executive with CashCode and Director at Wests Illawarra.

In his response, Allan paid tribute to his wife Michelle for her support and understanding of his role across all levels of the sporting and club communities, his children and the people who had offered him time, advice and support during his years in sport and work.

"It has been a marvelous journey and I have so many people to thank for making all of this possible – especially Michelle and my children ... it has been an amazing experience and I look forward to the next chapter in the story," Allan said.

Wollongong Lord Mayor Alex Darling headed the list of dignitaries and sporting colleagues who spoke of Allan's profile, reputation and character.





Swordfish at South Sydney Junior Leagues Club was the venue for more than 50 of his closest friends, industry colleagues and trade representatives to farewell Les Clarke.

The cheerful and generous Les retired after more than 10 years at Botany RSL Club and marked the occasion with a luncheon at the Kingsford club on Friday, July 13.

It was a "who's who" of the club and hospitality industry along with the biggest names in the Club Industry trade.

2007 has been a big year for Les as he

Friends farewell club legend

also was inducted into the CMAA Hall of Fame in the Club Manager category. CMAA Federal President and Randwick Labor Club General Manager Bill Clegg, ACCM, presented Les with his award at the CMAA's annual Conference and Expo at the Sydney Conference and Convention Centre in early April.

Les, who has been a long-serving member of CMAA Zone committees over many years, said he was humbled and honoured by the status of the people who gathered for his send-off.

"This is a wonderful way to end my

time at Botany RSL Club and I thank everyone who has come to

the luncheon and to all the people who contacted me to wish me well," Les added.

"I am blessed to have had such a wonderful time in the Club Industry and it was my privilege to work with so many wonderful club professionals who helped me enjoy every day at work."

CMA Executive Officer Terry Condon, CCM, joined Bill Clegg and City Eastern Suburbs Zone President Larry Dorman in representing the Association at the farewell.



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New Rosé arrives at Annie's Lane

Rosé continues to attract Australian wine consumers, so the latest Annie's Lane Rosé has hit the shelves at the right time.

The aromas of berries and fresh fruit make this wine the perfect summer afternoon drink, or an evening aperitif with the fruit quality and depth of flavour also complementing good food.

Winemaker Mark Robertson says the 2006 Rosé is a fresh, easy-drinking style that makes it ideal for many occasions.

"It has a luscious mouth-feel of strawberry and cherry characters that are balanced by a crisp acidity, giving freshness and vibrancy to the finish," Mark said.

"As with all of the Annie's Lane wines, we work hard to ensure our Rosé meets the high standards that wine lovers have come to expect from Annie's Lane, while ensuring the wine retains that laid-back feel that suits the Australian lifestyle."

Australian wine drinkers continue to enjoy Rosé wine with popularity growing almost 30% annually.

Annie's Lane Rosé is one of the leaders in the popular \$14 to \$19 price segment, with more than one in every six bottles of Rosé sold in Australia coming from Annie's Lane.

Best enjoyed in its youth and a great accompaniment to all food, especially crisp salads and seafood dishes, the 2006 Rosé is an ideal wine for the summer months and is now widely available across Australia for around \$16.99.

At the same RRP, other wines on offer in the Clare Valley range include Annie's Lane Cabernet Merlot, Annie's Lane Shiraz, Annie's Lane Riesling, Annie's Lane Chardonnay and the newly-released Annie's Lane Semillon Sauvignon Blanc.

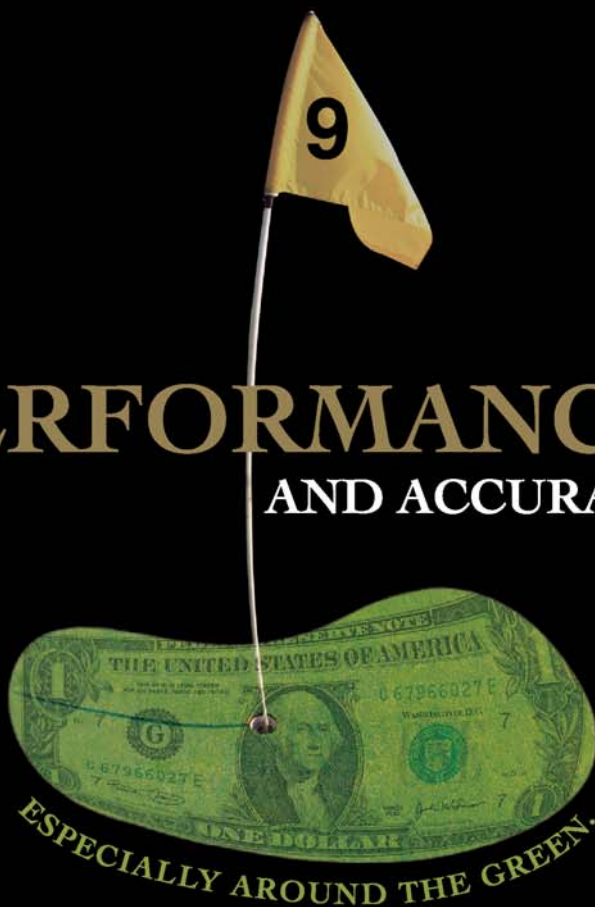
Annie's Lane is named after Annie Wayman, a legend in South Australia's Clare Valley, which is the home of the winery.

She could always be relied upon to bring sustenance to harvesters and pruners at the turn of the century.

One evening Annie's horse and cart became bogged in a lane adjacent to one of the valley's best vineyards.

And so, Annie's Lane was named.

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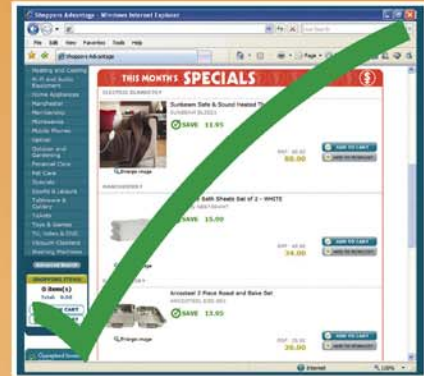
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COURSES	SEPTEMBER	OCTOBER
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	W 19	T 2 & M 29
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	M 10	M 8
Coaching Skills for 'Buddy System' 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 3
Deal with Conflict Situations THHGC03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		W 3 & Th 4
Manage Workplace Diversity THHGLE09B 1 Day	W 5	
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		T 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 29 – W 31 Cont. November
Food & Beverage Management Development Program - 2 x 3 Day Sessions For Supervisors & Managers who want to learn about F&B Mgt, Cost & Stock Control, Menu Design, Preparing Tenders, F&B Reporting, Managing Food Safety, Managing Wine & Espresso Coffee Service, Combating F&B Fraud, Managing Poor Customer Service and more.		(S1) M 22 – W 24 Cont. November
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 10 & T 11	
Develop & Manage Marketing Strategies THHGLE12B ACCM Unit 2 x 2 Day Sessions * Marketing Fundamentals is the prerequisite for this program.	(S1) M 17 – T 18 (S2) M 24 & T 25	
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 30
Develop and Implement a Business Plan THHGLE19B - ACCM Unit - 3 Days Assists Managers to understand the process of strategic management and shape their Club's business plan.		(S1) W 17 & Th 18 (S2) W 24
Legal Knowledge Required for Business Compliance THHGLE20B ACCM Unit - 5 Days Covers the range of legislative compliance issues including; Trade Practices, OH&S, Privacy, RSA, RCG and more.	(S1) M 10 & T 11	(S2) M 15 – W 17

Regional Training

COURSES	SEPTEMBER	OCTOBER
Armed Robbery Survival Skills 1/2 Day Delivered in conjunction with Barringtons	Far North Coast W 5	ACT M 8
Business & Report Writing 1 Day		Illawarra W 3
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.	North West State W 19	
Deal with Conflict Situations THHGC03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Gold Coast M 10 & T 11	
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	Gold Coast W 12	Mid State W 31
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.	Riverina (S1) M 3 – W 5 (S2) M 24 – W 26	Cairns (S1) M 8 – W 10 Cont. November
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit 2 Days		Mid State T 9 & W 10
Financial Fundamentals (THHGA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)	Sunshine Coast M 24 & T 25	
Financial Management ACCM Units 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program.	North West State (S1) M 17 & T 18	North West State (S2) M 15 – W 17
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)		Mid North Coast M 15 & T 16
Roster Staff THHGLE05B - ACCM Unit - 1 Day	Riverina T 4	Cairns T 7
Monitor Staff Performance THHGLE06B ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	Mid North Coast T 11 & W 12	
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		North West State M 22 & T 23
OHS Risk Management for Supervisors and Managers 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B)	Far North Coast W 19 & Th 20	Far South Coast T 2 & W 3
OHS Consultation –(Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B)	Hunter (S1) M 17 & T 18 (S2) M 24 & T 25	Great Lakes (S1) W 3 & Th 4 (S2) M 22 & T 23

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.

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