

# Club Management IN AUSTRALIA

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## It's Time to Expo

➤ Pages 16 & 17

The CMAA's 2008  
Conference & Expo  
features high-profile  
commentators tackling  
the hottest issues ...



KEN CALLANDER



PETER FITZSIMONS



RICHARD CALLANDER

- CMDA initiatives boost learning options ... pages 18-20
- New I.R. Laws and what they mean for clubs ... pages 28 & 29
- What's happening around the Zones ... pages 36-47



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### PAGES 18-20



CMAA Education Manager **Ralph Kober's** CMDA team has stepped up its education program and initiatives for 2008 with exciting new training concepts for all club managers and line staff. The first is an **OH&S information session** on the legal requirements and purpose of the complex legislation and how clubs can get help to achieve legal compliance. The next is new dates for the popular **"Supervisor Bootcamp"** program and the CMDA this year will deliver **RSA** and **RCG** courses exclusively in seven club **Vocational Training Academies** in Sydney, the Illawarra and Tweed Heads ...

### PAGE 24&25

**Stephen Byfield** was born, raised and educated on the beautiful Central Coast of NSW ... he worked at the club straight out of The Entrance High School ... he even worked at the club before he finished school. These days, as CEO of diggers @ The Entrance, it's a long way - and 29 years - from starting as a day-shift cleaner, working his way through storeman to cellarman, purchasing manager, sporting control manager, maintenance manager, butcher shop manager, duty manager, operations manager and assistant CEO to Tom Cassilieri for 10 years ...



### PAGE 28&29



**Kevin Rudd's** Labor Government has hit the ground running with its legislative program, upholding the commitment to dramatic and immediate Industrial Relations reform that the then-*Opposition* made before the November 24 election. CMAA Senior Industrial Relations manager **Peter Cooper** looks at the framework of the Government's *Workplace Relations Amendment - Transition to "Forward with Fairness" - Bill* and the implications for Australia's workforce ...

### PAGE 34&35

**Danny Gladstone** spent 10 years as Company Director and Chief Operating Officer at Konami, bringing the company into a successful position in the Australian gaming industry. It was a short commute from his Maroubra home to the office and he enjoyed his work and relationships with the industry's senior executives and decision-makers. So, many eyebrows were raised when Ainsworth Game Technology Executive Chairman Len Ainsworth announced last year that Danny would become the new CEO at Ainsworth ...



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## Manager network our greatest resource in tough times

No doubt 2008 has begun with a bang for most of us. These pages often are filled with what's been happening, what is new in the industry or how the land is changing.

I want to take the opportunity this month to discuss the value of asking for - and giving - a hand.

I'm not talking about "charitable works", I want to address managers helping themselves and others at a time when many are wondering where the Club Industry is headed.

The start of 2008 has found many in the industry experiencing some of the worst revenue shifts for a long time.

This is not club specific nor small or large operator specific.

Even some of our more traditional positive socio-economic areas have seen negative growth.

There are stories of clubs doing well, many excellent examples of planning and good management.

Unfortunately, there are as many stories of properties that are well managed but experiencing a very different ride.

Now, more than ever, is the time as managers and CMAA members to talk to your fellow managers and say "how you are going?" to share your stories on what's working and what's not.

What are you doing at a time when expenditure control is critical and marketing needs to be putting the "rubber on the road"?

Panic is not the answer.

Talking, thinking and constructively acting is critical. The CMAA network and the CMDA "knowledgebank" will help you better understand and plan for solutions in training.

Check your variable costs, review your agreements, check labour structure costs, review your suppliers, review your infrastructure services and ask is the expenditure able to grow or protect your market share.

Your competitors, right now, are not clubs but everyone in the hospitality and entertainment industry.

This includes retailers.

If your client has just bought an \$8,000 home theatre system, how much spare cash do they have?

Now is the time to ask yourself and your team, "If we do the same thing will we get a different result?"

If you are not sure where to start, ask another manager.

Ask a manager that you feel is having an impact and discuss what works and what doesn't work.

Ask then where they are investing their time, what is critical to their business?

Don't be afraid to call anyone ... we are all in the same boat - large or small.

If you are not sure who to ring, contact members of your CMAA Executive and we will do our best to offer names and suggestions.

Think about what you want to stop doing and what you going to start doing.

Topics to discuss with other managers should cover the basics ... it's time to review your business.

Very few traditional paradigms are holding in place - food and beverage is up, but gaming is down ... head counts are up, but revenue is down ... turnover is down, but retained percentage is down further ... popular games are not holding percentage carding ... purchasing gaming product is not showing direct results on the floor.

Boards of Directors are wanting to micro manage ... how do you get them to focus on their roles so you can focus on your role?

More than ever, we need to talk to each other. It's okay to say, "I need to talk this over with someone". It's okay to ask, "What's working, what's not?" It's okay to ask for help.

Talk to people who are business managers - not just accountants ... anyone can put out numbers, sometimes you need someone to give you a view on the numbers and some suggestions.

Be careful, on the other hand, not to be consulted into bankruptcy.

The economic climate is volatile - so is our industry.

Customer service has never been more critical.

Your organisational culture may be the only thing that gets you through.

Talk to your banker ... banks fear non-communication at times when their only source of information is the popular press.

A constructive culture - with a dash of tough love - may be just what the doctor ordered.

Let's not focus on what an individual from SA thinks, but focus on the reality around you.

Remember to create change ... often, you have to be the first to change.

Now, more than ever, it's time to pick up the phone and ask "how's your day going and what are you focusing on to change your business?"





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## With the power of office, comes responsibility

It's usually the people who have been around a while who take the time to pass on the most important piece of advice to the ambitious and determined "new kids on the block". It might be delivered directly, or subtly, with extensive examples of those who went wrong in the past, or with that look that tells you everything you need to know. The message is powerful and important ... **with power, comes responsibility.** In some cases, it's slightly increased power and comparably increased responsibility ... in others, it's a dramatic, career-changing moment that can determine the direction, welfare and happiness of people.

As Kevin Rudd's new Labor Government settles into life and the leather-covered seats on the opposite side of the House of Representatives and the Senate sets about its legislative agenda, it's hoped that many of our newly elected representatives in both domains receive that friendly pat on the back and wise counsel. With the first days of the new Parliament, the Club Industry's attention has quickly focused on at least two major issues. The first is Labor's introduction of its Industrial Relations reform legislation to deliver the "Forward With Fairness" platform that Deputy Prime Minister and Industrial Relations Minister Julia Gillard worked hard to outline before the November 24 election.

Australian Workplace Agreements (AWAs), while allowed to remain in place until they expire, are over-written by ITEAs, or lapse with the new legislation on January 1, 2010, will be outlawed once the transitional legislation passes through the Senate.

The Coalition may choose to throw a few spanners in the works during the passage of the legislation, but there appears to be enough acceptance among clearer-thinking Opposition Senators that WorkChoices was the rock the John Howard-led Government foundered upon and it's time the policy was consigned to mothballs.

The other is the issue of problem gambling that Independent Senators Nick Xenophon, Barnaby Joyce and Steven Fielding have zealously embraced since the Senate President invited his charges to take their seats. Mr Xenophon is a well-known "anti-pokies" campaigner who is famous for his stunts in Adelaide's Rundle Mall in the run-up to state and federal polls during recent memory. Mr Fielding, the Family First representative from Victoria, fired the first legislative shot in the campaign to have poker machines removed from clubs and confined to casinos and racetracks.

On the second day of Senate sitting, Mr Fielding introduced the Poker Machine Harm Reduction Tax (Administration) Bill 2008, which would be phased in over several years, allowing clubs and hotels to "wean themselves off pokie profits".

All revenue from the tax would be held in a

Trust Fund to assist community and sporting groups through the transition.

Although this is not Mr Joyce's first term in Canberra, like his independent colleagues, he is curious to understand how much clout he – and they – will have individually and collectively in the Senate as the Rudd Government manoeuvres to introduce and pass legislation. Once the Senate balance of power shifts to the Government – with support of the Independents – they will become powerful and influential. However ... **with power, comes responsibility.** The focus of Mr Xenophon's platform and Mr Fielding's legislation is to address the challenging issue of problem gambling and its associated consequences for families and the community.

I hope these three Senators don't make the mistake of presuming that they are the only people who understand the problem gambling issue, or that they are the only ones with a solution. I hope they take the time, as Prime Minister Kevin Rudd has stated, to consult organisations and individuals with experience of problem gambling and potential solutions. I hope, for obvious reasons, that they sit down with the club and hotel groups to properly and better understand the philosophy of clubs and the role they play in communities around Australia. I hope they understand that clubs have pro-actively participated in problem gambling initiatives for decades and offered programs to state governments to achieve this mutual goal. I hope they don't presume that they can solve the problem gaming issue by moving machines out of clubs and into casinos and racetracks.

I was heartened to hear Mr Rudd say, when questioned on banning ATMs in gambling areas, that his personal view was that it's wrong that they (ATMs) are there, but he has learnt in public administration that you do not translate your personal prejudices immediately into public policy. Very sound thinking. I don't know of any club, anywhere in Australia, that has an ATM located in a gaming room – in fact, it's policy not to do that. I hope Mr Xenophon, Mr Fielding and Mr Joyce don't think that club associations and club managers don't dismiss or ignore the issues of problem gambling for members and guests. Club managers are trained and educated professionals, responsible for a raft of legislation and compliance in their roles. They are also caring, compassionate human beings who understand the most important aspect of any concept, program or legislation regarding problem gambling first demands the understanding and participation of the people at the heart of this issue, the problem gambler.

A well-researched and well-planned self-exclusion policy will always be the most effective solution and there are others, including exclusion from accessing ATMs.

I want to assure Mr Xenophon, Mr Fielding and Mr Joyce that the CMAA and the Club Industry is genuine in offering its expertise and experience – as it has done in the past with state and federal governments – to assist in their ambition to address problem gambling. I believe it's the responsibility that comes with our position as managers of major community assets. I trust our three Senators will accept the offer in the spirit in which it is offered and draw upon that vast resource because that's the responsibility that comes with the power of their office.

**During** January and February I had the pleasure of accompanying CMAA Federal President Bill Clegg, CMAA Federal Secretary Allan Peter, bursary recipients, other club managers and CMAA sponsors to the Club Managers Association of America Annual Conference, AGM and Trade Expo in Orlando, Florida. The group also attended the International Casino Expo (ICE), in London, visited the Mohegan Sun Casino in Connecticut and numerous casinos in Las Vegas. **Coca-Cola** Amatil national bursary winner Luke Simmons, the Operations Manager at **norths** Leagues Club in Sydney, also visited **Coca-Cola's** world headquarters in Atlanta, Georgia, with **Coca-Cola** Amatil's Group Business Manager - Licensed Clubs Division, Darren Pressley. The International Symposium held in Atlanta addressed the many issues confronting club managers globally with employment, environmental and boardroom policies at the forefront of concerns. PKF's Peter Hodge was able to arrange for Kevin Reilly, from PKF's American bureau, to hold a private – and very informative – briefing for the Australian club managers on issues affecting private clubs in America. Exposure at these annual CMA of America conferences have been invaluable in the development of Australia's young club managers.

**I don't** need to remind club managers that clubs are suffering with additional gaming machine taxation and the effects of indoor smoking bans, but spare a thought for others in our industry, in particular the entertainment industry. In line with this situation, the CMAA has provided a stand (209) free of charge, at our Hospitality Expo at Darling Harbour on March 18 and 19, for agents and artists to advertise, or to attend and network with club managers and industry associates. Please take the time to call and obtain information on what is being offered to the Club Industry.

**In closing,** I pass on the condolences of Association members to the Allen Family on the passing of Arthur Hilton Allen, CCM, a few weeks short of his 78th birthday. Arthur, who lived at Pottsville, was a respected member of the CMAA and served the Club Industry with distinction for many years. His son, Chris, is the Secretary Manager of the Shoalhaven Ex-Servicemen's Sports Club at Worrigea, near Nowra, and he will receive his 21-Year Service Award at the CMAA Gala Awards Dinner at Darling Harbour on March 18.



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# Senators flex their muscle

The issue of problem gambling has been in the headlines since before the Federal Election on November 24.

Then-Opposition Leader Kevin Rudd said he supported the widely-reported position of celebrities Russell Crowe and Peter Holmes a Court who said they wanted to remove poker machines from the South Sydney Leagues Club.

The National Rugby League Sydney club co-owners also got the support of Reverend Tim Costello and controversial South Australian Independent Senator Nick Xenophon.

Fellow Federal Independent Senators Steven Fielding (Victoria) and Barnaby Joyce (Queensland), who will carry the balance of power in the Senate after July, have joined forces in the debate and will continue to bring pressure on the Rudd Labor Government to deliver gaming reform to address the problem gambling issue.

Prime Minister Rudd, in a *Channel 9* interview with political reporter Laurie Oakes, was asked whether he would accommodate Senator Xenophon, who wants to meet with the PM to obtain a



commitment from the Government to reduce gambling. Mr Rudd responded: "I look forward to catching up with Senator Xenophon ... but also other people I've been having private conversations with him on this, including Tim Costello.

"I do not want to promise the world here, but I know we have a problem and I know that, in partnership with states and territories, we can work through an agreed analysis on the social impact and what to do about it."

When Laurie Oakes asked about "the easy step of banning automatic teller machines in gambling areas?", Mr

Rudd replied: "Frankly, I think it's wrong that they are there ... that's my personal view. But what I've also learnt in public administration is don't just translate your personal prejudices immediately into public policy. You need to test it against some analysis."

Mr Rudd went on to say this analysis would be based on agreed terms of reference, including human impact, social tragedy, impact on families, the employment consequences for those "77,000 people out there employed in the industry" and the impact on the states and territories.

Senator Fielding's Family First Party "declared war" on poker machines with the introduction of the *Poker Machine Harm Reduction Tax (Administration) Bill 2008* on the second sitting day of the new Parliament and Senate.

The basis of the Bill is to phase poker machines out of hotels and clubs and restrict the machines to racetracks and casinos. The proposed federal tax on poker machines would be phased in over a number of years to allow hotels and clubs to "wean themselves off pokie profits".

All revenue from the tax would be held in a trust fund to help community and sporting groups through the transition.

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# Anti Money Laundering and Counter-Terrorism Financing Act

There was a lot of media coverage towards the end of 2007 regarding money laundering and Federal Government measures to counter the practice. The *Anti Money Laundering and Counter-Terrorism Financing Act (AML / CTF) 2006* came into effect on December 12, 2007.

This Act has a significant impact upon the Club Industry, as the "gambling sector" - casinos, internet and electronic gaming service providers, bookmakers - has been nominated as reporting entities under the Act, when they provide "designated services".

These "designated services" are classified as services that carry a risk of exposure to money laundering or terrorism financing.

In the gambling sector, this includes:

- > Receiving or accepting a bet
- > Placing or making a bet
- > Allowing a person to play a game on an electronic gaming machine
- > Paying out betting winnings
- > Exchanging money for gaming chips or tokens

CMAA Executive Officer Terry Condon said that as a "reporting entity", clubs must comply with the *AML / CTF* reforms that require clubs to develop "risk-based" systems and controls to mitigate the opportunities for money laundering and counter-terrorism financing.

These reforms started on December 12, 2007, by which time "reporting entities" should have started implementing the processes.

"The CMAA is working closely with Barrington Corporate Risk in developing a program to ensure compliance with the new *AML / CTF* Legislation," Terry added.

The program will include facilitating:

- > Determining which services that clubs provide are interpreted as "designated services"
- > Identifying risks associated with providing these "designated services"
- > Assessing risk levels associated with providing "designated services"
- > Developing procedures to collect and verify the identity of patrons receiving "designated services"
- > Developing procedures to collect and report information regarding "suspicious activities"
- > Developing procedures to collection and report information regarding "threshold transactions"
- > Develop procedures to maintenance records collected to comply with the *AML CTF* Act ensuring compliance with privacy, secrecy, recording and storage requirements
- > Training staff in procedures developed to mitigate the risk associated with providing "designated services"
- > Developing a management plan, including nominating a "compliance officer"
- > Assistance in preparing a Compliance Report to be submitted to AUSTRAC by March 2008

Terry Condon said that, while executing any new legislation may seem onerous, the CMAA anticipates complying with the provisions of this legislation should have minimal effect on club business continuity.

If any club manager requires assistance to develop and / or implement a compliance program, or want to discuss club obligations, contact Blayne Webb or Vince Valente at Barrington Corporate Risk - (02) 9899 9391.



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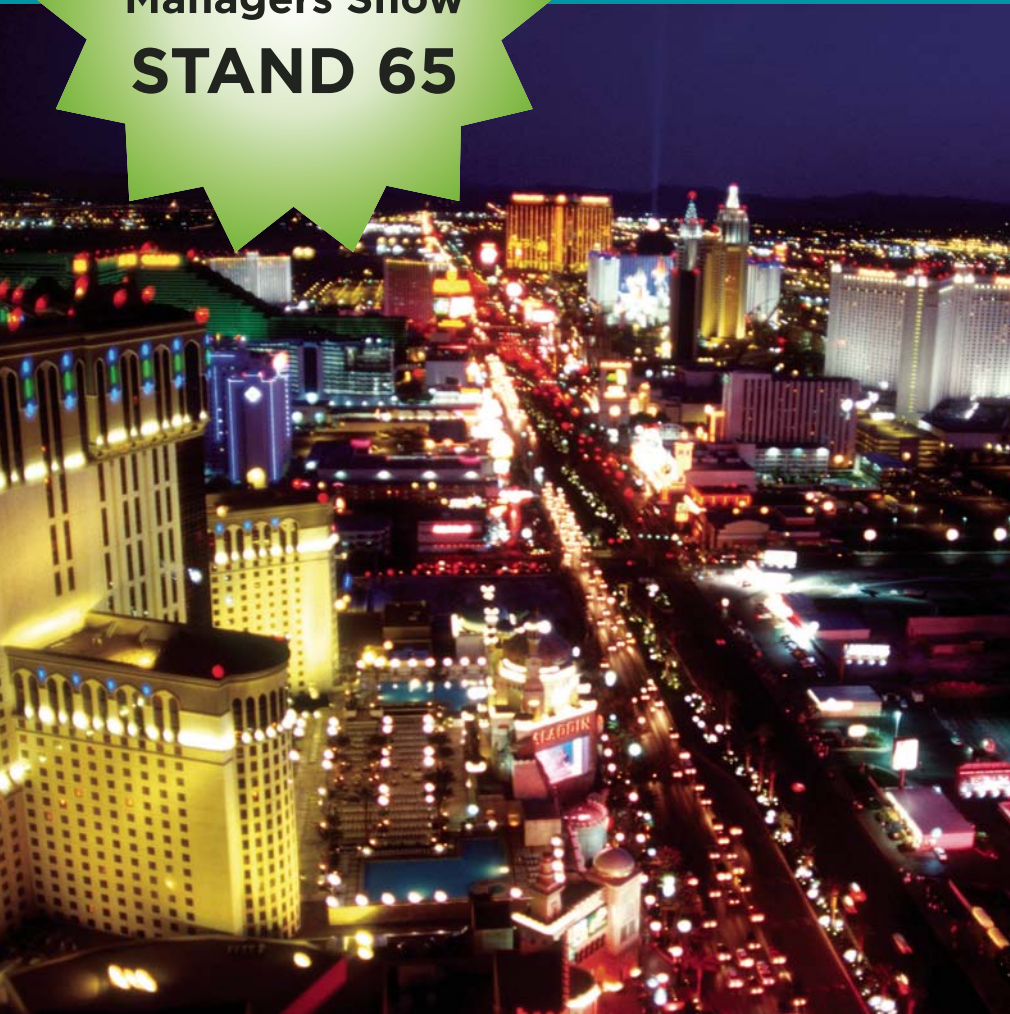
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## 'House Full' for Expo

The CMAA's annual Darling Harbour Expo again is a sell-out with more than 125 Club Industry trade exhibitors packing Halls 5 and 6 at the Sydney Convention and Exhibition Centre on March 18 and 19. Expo Coordinator Judy Rayner said the "house full" sign again would be out for the trade show that attracts premier corporate partners from around Australia and globally. "It's going to be another wonderful Expo, Conference and social event for everyone involved," Judy said as she completed the final bookings for the two-day event.

**Aristocrat Technologies Australia** will sponsor the Conference and Gala Awards Dinner this year.

**Aristocrat**, also has partnered the CMAA at Mid-Year Executive Leadership Conferences staged at Conrad Jupiters on the Gold Coast. CMAA Executive Officer Terry Condon, CCM, said the Association has a long and happy relationship with **Aristocrat**. "Aristocrat has backed our Mid-Year Conference for several years and it's a positive for everyone involved to have **Aristocrat** on board for the Darling Harbour Conference and Gala Awards Dinner," Terry said. "I'm sure we both look forward to expanding and enhancing our association for many more years."

The Conference program is again free to eligible delegates and features a range of sessions designed to assist all managers in developing their roles within their organisations.

The Conference Program opens on Monday, March 17, with an optional **Club Study Tour** of four high-profile and successful western Sydney clubs - *Club Liverpool*, *Cabramatta Leagues Club*, *Club Marconi* and *Wentworthville Leagues Club*.

The Conference opens formally on Tuesday, March 18, at 9am with the Annual General Meeting of Members.

**NSW Gaming and Racing Minister Graham West** will give the *Keynote Address* with a retrospective overview of the past 12 months.

**Aristocrat's** Executive General Manager Australasia and Asia Pacific **Warren Jowett** then will deliver the Sponsor's Address.

The opening Workshop, "*Want to*

*SAVE Some Serious Money?*", will feature sustainability experts from **Sydney Water**, the **Department of Environment and Climate Change** and high-profile industry construction company **Paynter Dixon** who will explore ways that clubs can be more efficient and socially responsible in managing resources such as water, electricity and premises.

The **2008 CMAA National Bursary Winners Presentation**, scheduled after the workshop, will acknowledge those members who have achieved selection for one of the many prestigious bursaries offered by our industry sponsors.

The **Gala Awards Dinner** in the Parkside Ballroom features

- CMAA Hall of Fame Award Presentations - "Association Associate", "Industry Associate" and "Club Manager"
- CMAA 21-Year and 30-Year Member Service Awards
- Peter Cameron Award



Warren Jowett

Day 2 of the Conference - Wednesday, March 19 - continues to provide a series of workshop sessions, starting at 9am with a panel presentation "*Drugs and Sport - A Deadly Cocktail*", moderated by celebrity sports commentator, radio and *Sydney Morning Herald* journalist and best-selling author **Peter**

**FitzSimons** along with *Sydney Morning Herald* journalist **Jacqueline Magnay**, former Canterbury, NSW and Australia rugby league halfback **Steve Mortimer** and former Parramatta first grade forward, now Parramatta Leagues Club CEO **Denis Fitzgerald**.

Two linked workshops - "*What Are the Options for Financing Diversification Projects for Your Club?*" and "*Club Industry Success Stories in Diversification and How These Were Financed*" - will explore financing options from lending institutions and how these options were utilised by successful club managers to finance a range of refurbishments and diversification projects. The Conference will close with another interesting panel session, "*Taking the Whine out of Wine*", which will address how easy it is for clubs to offer a variety of quality table wines rather than the outdated bulk wine option.



# Electronic mobile ticketing comes to CMAA Expo

The CMAA 2008 Expo has moved to a new format for issuing name badge passes to the event.

Harbour Data / Tradevent Registrations has devised a **bCODE mobile ticketing (m-ticketing)** system that electronically and wirelessly delivers event tickets / name badges to mobile phones using SMS and email.

Harbour Data / Tradevent Registrations Director of Operations Regina Mason said the process, which is being used successfully in Australia and internationally, saves registration booth queues and is easy to use.

Here's how it works:

- > First, register your attendance online at **www.cmaa.asn.au**
- > There should be two (2) buttons - one that says "**send by email**", another that says "**send to mobile phone**"
- > make the choice you would prefer.

**If you select the option Mobile, you will expect the following:**

- > You'll receive an SMS to confirm your registration has been received
- > Approximately one (1) week before the Expo opens, you'll receive another SMS that contains an embedded code which is, in effect, your actual name badge.
- > Don't delete this message.
- > Simply go to the **m-ticket** scanners/readers which will be in the Registration Foyer.
- > Open the message, with the backlight on, hold the message up to the **M-scanner** screen and **it will automatically print your name badge.**
- > Take the badge and enter the show.
- > The redeeming and printing process will take 10 seconds.
- > There will be staff in the foyer to assist with mobile ticketing redemption queries.

**If you select the option Email you will expect the following:**

- > You'll receive an **email** to confirm your registration has been received.
- > Approximately one (1) week before the Expo opens, you'll receive another email that will have your **bCODE** and **barcode** with self-explanatory pictures and instructions on use.
- > Print this email
- > Then ... go to the **m-ticket** scanners/readers that will be in the Registration Foyer.
- > Fold the email as indicated, placing the **Bcode** message up to the **M-scanner** screen and **it will automatically print you name badge.**
- > Take the badge and enter the Expo.
- > The redeeming and printing process will take 10 seconds.
- > There will be staff in the foyer to assist with email ticketing redemption queries.



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# New session tackles legislative minefield

By PETER SHARP

When asked about the biggest change he had experienced in more than 35 years, the veteran club manager took only a moment to say "compliance and OH&S". He barely hesitated ... there was no hint of a smile ... it was direct and profound.

At the 2007 CMAA Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast Coast, a few club executives got up close and personal with the "experience" of appearing as the defendant in a "mock court" hearing. The Brief Group's (TBG) Director, Bruce Whitehead, and his team put Mid North Coast Zone Education Officer Glenn Buckley and Illawarra Shoalhaven Zone President and Division F Federal Councillor David Hiscox through the wringer for more than an hour.

It wasn't real, but each manager in the audiences felt every specifically worded question that went to highlight a lack of knowledge, understanding and application of Occupational Health and Safety laws. Guilt was certain and underlined by the lack of education and training in this tightly and toughly legislated aspect of every workplace in Australia.

Previously employed as a WorkCover lawyer and Police Prosecutor, Bruce is



Bruce Whitehead brought legal reality to the CMAA Mid Year Executive Leadership Conference with the OH&S "mock court" at the Gold Coast last year.

the co-founder of The Brief Group. His role involves strategic advice to clients, quality assurance, precedent development and training such as mock courts and due diligence briefings across Australasia to boards and senior management teams of publicly listed and private corporations and employer associations, universities and business network groups.

CMAA Education Manager Ralph Kober knew he was onto something special even before delegates got a taste of the "mock court" and the responses to the OH&S trial clearly indicated that club managers require far more education, training and supervision in the topic that is a minefield for the uninitiated and untrained. "Any manager who sat in on the 'mock court' sessions had to come away knowing there was so much to learn about OH&S and the implications for clubs and them as managers," Ralph said. "We sat down with Bruce and Jennifer Chiplin, from TBG, after the Jupiters Conference and decided to further investigate the subject of OH&S education."

The outcome is an information session on Tuesday April 3 from 8.30-10am for club managers on the legal requirements and purpose of OH&S and how TBG can help to achieve legal compliance.

The session will emphasise the five areas within an OH&S Management System and how to ease the burden, cost and time constraints that clubs may experience in developing systems through facilitating group workshops.

Bruce, who recalled the Jupiters "mock court" sessions with a quiet chuckle, says, in most cases, clubs are overwhelmed by the paperwork, are not aligned to the legislation and don't

have an OH&S management plan in place. "And it's not confined to clubs," Bruce said. "Many organisations are in the same boat, but it's a situation that can cause a lot of heartache and cost a lot of money if it's not managed appropriately. Some of the issues for clubs are that there is an absence of hazard identification strategy, lack of corrective action management and known hazard environment management. For most club managers, it looks like the entire OH&S issue is a massive minefield and too big to be tackled ... it's not until something happens to an employee, a member or guest that they discover how important it is to get a handle on the situation.

"It's good to have someone within the club management team to deal with OH&S issues specifically but, for smaller clubs, it's just not possible so it's important to have an expert assess and advise on how best to tackle the responsibility. The purpose of the OH&S information session is to give managers an insight into their role and responsibility when it comes to OH&S, how their clubs can be assessed, assisted and have a management plan formulated. It will be important to do a 'stocktake' of a club's OH&S situation and what type of management system will best meet that club's needs.

"I encourage every club manager to stop and consider his or her situation and whether the club is properly set up to cope with the complex and extensive OH&S legislation."

TBG offers a one-day "health check" OH&S Audit for clubs and further services to create and implement OH&S policies and procedures.

For more information on the CMDA-TBG OH&S Management Session, contact Ralph Kober at the CMAA (02) 9643 2300 or [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)



## NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Tuesday, March 18, 2008 in the Conference Room – Hall 6 of the Sydney Convention and Exhibition Centre, Darling Harbour, Sydney. Members will receive 10 Activity Points for attending the Meeting and signing the Members Register.



## 24 recruits 'sign up' for new Supervisors Bootcamp



*Supervisors Bootcamp course facilitator Liz Cassis.*

The CMDA's new Supervisors Bootcamp course - designed to help new supervisors better prepare for the transition from "buddy to boss" - has attracted 24 keen and motivated supervisors.

Course Facilitators Liz Cassis and Melissa Ellis are delighted with how well the supervisors have received the course and how they are hungry to learn new skills and knowledge that will help them to become effective and efficient supervisors.

CMAA Education Manager Ralph Kober said the flexible delivery format also has been very successful.

The format allows the supervisors to attend five half-day sessions over five weeks and one full-day session in Week 6.

"This ensures that the supervisors are not too tired from working late shift prior to each session and ensures that clubs are sending willing staff to training," Ralph said

During the course, the supervisors are required to record the progress of students practising - in their actual workplace - what they have learnt in the classroom and being prepared to discuss how they felt they performed in discussion groups in class each week.

The course covers a wide range of fundamental and foundation skills that

help prepare supervisors to become more confident and willing in their supervisory roles.

Topics include:

- What Motivates Me?
- Core Fundamentals of a Managers Role,
- Appreciating the Managers Role,
- Effective Communication,

- How to Give Effective Feedback,
- Planning, Delegating and Problem Solving,
- Occupational Health & Safety
- Train the Trainer.

On successfully completing of the assessment criteria of the course, participants will be eligible to receive two nationally recognised Statements of Attainment for **THHGLE01B Monitor Work Operations** and **THGTR01B Coach Others in Job Skills**.

Participants also have the opportunity to network with other club supervisors from a variety and range of clubs and share similar experiences and challenges.

Pricing for the course offers generous discounts for CMDA Affiliates over non-members.

If you are interested in assisting eligible non-managers in your club to apply for CMDA Affiliate (CA) status with the Association, contact Brad Jones at the CMDA - 02 9643 2300 or email [brad@cmaa.asn.au](mailto:brad@cmaa.asn.au)

*Supervisors Bootcamp:*

Non member price \$950 per person

Member/CMDA Affiliate \$700 per person

- NOTE: At the time of publication, a number of non-Sydney metropolitan clubs have expressed an interest in having the Supervisors Bootcamp delivered in-house or as a Zone initiative. The CMDA can assist with inquiries to ensure all supervisors have access and to quality education opportunities.



*Supervisors Bootcamp course facilitator Liz Cassis with course students at the CMAA's Head Office and training facility at Auburn.*



## CMDA Delivers RSA & RCG courses exclusively at new Vocational Training Academies

From 2008, the CMDA - a LAB-approved provider of the RSA (Responsible Service of Alcohol) and RCG (Responsible Conduct of Gaming) courses - will deliver the courses exclusively in seven club **Vocational Training Academies** in Sydney, the Illawarra and Tweed Heads.

West's Illawarra, Mounties, Tradies@Gymea, West's Ashfield, City Tattersalls, Harbord Diggers and **seagulls** clubs have become designated **Vocational Training Academies** through an arrangement with **Barringtons Training Services**.

The Academies offer a wide range of vocational training courses, including retail, compliance - OH&S Green Card, First Aid - hospitality and child care courses for the local community.

CMAA Education Manager Ralph Kober said the CMDA has put together a comprehensive calendar of RSA and RCG training courses at each Academy.

"I believe that this will better serve registered clubs in ensuring that new and existing staff, managers and directors have immediate access to these courses across the Sydney

Basin," Ralph added.

To register for any of the courses, review the calendars included in this article and contact the person listed at each Academy to secure a booking.

### RSA & RCG Training Calendar 2008

The CMDA will deliver these LAB-approved courses at the following Vocational Training Academies

To register for attendance on these courses, contact the Academies directly on the numbers listed.

| Month     | City Tattersalls Vocational Training Academy<br>198-200 Pitt Street<br>Brendon Collits 9287-6448 |            | Mounties Vocational Training Academy<br>Mount Pritchard<br>Rayleen Ridgeway 9822-3562 |             | Sutherland Tradies Vocational Training Academy<br>Gymea<br>Kathryn Tanner 8536-4367 |            | West's Ashfield Vocational Training Academy<br>Ashfield<br>Michelle Dennington 8752-2067 |            |
|-----------|--------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------|------------|
|           | RSA                                                                                              | RCG        | RSA                                                                                   | RCG         | RSA                                                                                 | RCG        | RSA                                                                                      | RCG        |
| March     |                                                                                                  |            | 12/03                                                                                 | 13/03       | 03/03                                                                               | 04/03      | 05/03                                                                                    | 06/03      |
| April     | 07/04                                                                                            | 08/04      | 16/04                                                                                 | 17/04       |                                                                                     |            |                                                                                          |            |
| May       |                                                                                                  |            | 14/05                                                                                 | 15/05       | 05/05                                                                               | 06/05      | 07/05                                                                                    | 08/05      |
| June      | 02/06                                                                                            | 03/06      | 18/06                                                                                 | 19/06       |                                                                                     |            |                                                                                          |            |
| July      |                                                                                                  |            | 16/07                                                                                 | 17/07       | 07/07                                                                               | 08/07      | 09/07                                                                                    | 10/07      |
| August    | 04/08                                                                                            | 05/08      | 20/08                                                                                 | 21/08       |                                                                                     |            |                                                                                          |            |
| September |                                                                                                  |            | 17/09                                                                                 | 18/09       | 01/09                                                                               | 02/09      | 03/09                                                                                    | 04/09      |
| October   | 13/10                                                                                            | 14/10      | 22/10                                                                                 | 23/10       |                                                                                     |            |                                                                                          |            |
| November  |                                                                                                  |            | 19/11                                                                                 | 20/11       | 03/11                                                                               | 04/11      | 05/11                                                                                    | 06/11      |
| December  | 01/12                                                                                            | 02/12      | 17/12                                                                                 | 18/12       |                                                                                     |            |                                                                                          |            |
| Times     | 9.30am-4pm                                                                                       | 9.30am-4pm | 10am-4.30pm                                                                           | 10am-4.30pm | 9.30am-4pm                                                                          | 9.30am-4pm | 9.30am-4pm                                                                               | 9.30am-4pm |

| Month    | West's Illawarra Vocational Training Academy<br>Unanderra<br>Tina McMennemin (02) 4271-1155 |            |
|----------|---------------------------------------------------------------------------------------------|------------|
|          | RSA                                                                                         | RCG        |
| February | 11/02                                                                                       | 12/02      |
| April    | 14/04                                                                                       | 15/04      |
| June     | 16/06                                                                                       | 17/06      |
| August   | 11/08                                                                                       | 12/08      |
| October  | 13/10                                                                                       | 14/10      |
| December | 08/12                                                                                       | 09/12      |
| Times    | 9.30am-4pm                                                                                  | 9.30am-4pm |

### Illawarra Shoalhaven (left)

The CMDA will deliver these LAB-approved courses at the **West's Illawarra Vocational Training Academy**

To register attendance on these courses, contact the Academy directly on the number listed.

### Far North Coast (right)

The CMDA will deliver these LAB-approved courses at the **Tweed Heads Vocational Training Academy**

To register attendance on these courses, contact the Academy directly on the number listed.

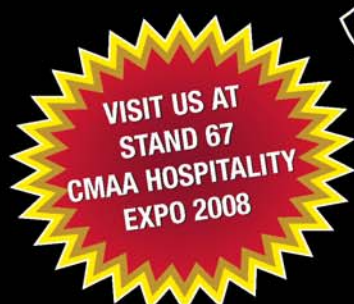
| Month     | seagulls Vocational Training Academy<br>Tweed Heads<br>Andrew Henthorn (07)5536-3433 |            |
|-----------|--------------------------------------------------------------------------------------|------------|
|           | RSA                                                                                  | RCG        |
| March     | 12/03                                                                                | 13/03      |
| May       | 07/05                                                                                | 08/05      |
| July      | 09/07                                                                                | 10/07      |
| September | 10/09                                                                                | 11/09      |
| November  | 12/11                                                                                | 13/11      |
| Times     | 9.30am-4pm                                                                           | 9.30am-4pm |



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# Entertaining new attraction at CMAA Expo

Club Industry trade exhibitors always try to bring something new to the CMAA's Annual Expo.

This year, the CMAA will also present something innovative to the Expo at Darling Harbour.

Artistes' Answering Centre (AAC) Managing Director Shayne O'Leary and multi-award-winning entertainer Peter Byrne are working on a major project to promote club entertainment at the Expo on March 18 and 19 at the Sydney Convention and Entertainment Centre.

The Club Managers Association convened a forum - attended by club managers, agents and entertainers - in late 2006 focusing on the entertainment industry.

The forum produced ideas and suggestions about how all stakeholders could work together to improve the entertainment industry.

Shayne and Peter have maintained communication with CMAA Executive Officer Terry Condon and *ClubsNSW* CEO David Costello and the major initiative is the CMAA will sponsor an entertainment industry stand at the Expo - Stand 209.

Shayne said the initiative was a remarkably generous and imaginative move to showcase and promote entertainers and the industry to clubs and club managers.

Shayne O'Leary



Shayne and Peter have taken hold of the opportunity and AAC is compiling a full-colour "Entertainment Directory", with all entertainers invited to advertise in the booklet.

AAC will print 5,000 "Entertainment Directory" booklets for distribution during the Expo.

Shayne said the immediate response to the booklet proposal was "remarkable" and she had been swamped with acceptances.

"I only sent the flyer this morning and I have already filled five pages ... it's quite amazing and I'm hugely encouraged by the opportunity," Shayne said.

"I want to publicly thank Terry and David for their genuine interest in the entertainment industry and the CMAA, in

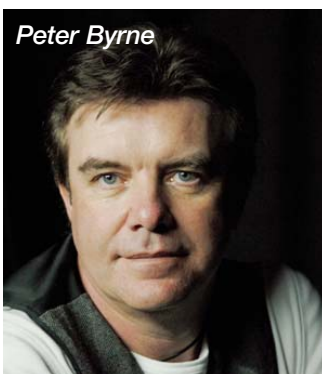
particular, for this generous gesture of allowing us to participate at the Expo ... it's a fantastic opportunity.

"The response indicates how much the artists appreciate the CMAA's generous gesture and how important this opportunity is."

As part of the Expo, AAC also will launch its magazine, "Entertainment Live".

Peter Byrne is compiling and editing a visual presentation as part of the Expo stand display with artists invited to provide photos or DVD footage.

Peter Byrne



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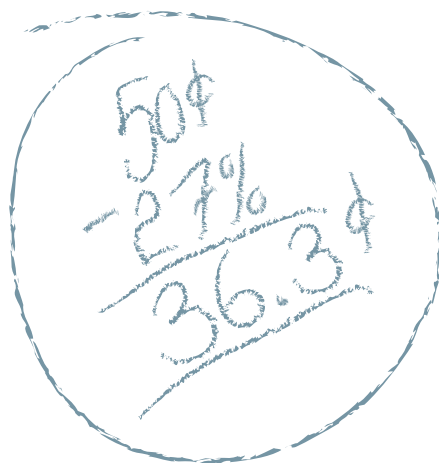
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# Stephen at the helm as diggers rides wa

By PETER SHARP

Bill Byfield drops into his club on Tuesdays and Thursdays for a drink with his old mates. His son, Stephen, often calls by for a chat.

"I love seeing dad at the club ... it's a special part of my job and my life to know that he gets pleasure out of what the club gives him," Diggers @ the Entrance CEO Stephen Byfield says with that same cheeky grin that accompanies the caricature on his email and some of the club's promotional material.

A Flemings food store manager at Cabramatta, Bill moved the family from Bankstown to The Entrance in 1956 to open a new Flemings there.

Eventually, looking for a career direction change, he went to work at Tuggerah Lakes Memorial Club, working as a Duty Manager for 10 years and finished up there as the Assistant CEO.

So, when Bill drops in for a beer and a chat, he knows what to look for ... people, smiles, conversation ... whether the club is going strong.

He also knows he needs to look no further than the trophy case in the foyer and the *ClubsNSW 2007 (medium) Club of the Year award* ... something he is quietly but profoundly proud of.

Stephen was born, raised and educated on the beautiful Central Coast of NSW ... he worked at the club straight out of The Entrance High School ... he even worked at the club before he finished school.

"I love this place ... my home, the coast, the club ... it's my world and I don't want to be anywhere else, doing anything else," he says.



Stephen's family – wife Mercita and children Jacquelyn (14) & Shaun (9) – are the biggest part of his happiness ... "I'm a very fortunate man."

As a 14-year-old, when he wasn't rostered to work weekends at the local Kentucky Fried Chicken store, Stephen worked in the club kitchen preparing prawn cocktails.

These days, as CEO of arguably the most successful club in Australia, it's a

long way - and 29 years – from starting as a day-shift cleaner, working his way through storeman to cellarman, purchasing manager, sporting control manager, maintenance manager, butcher shop manager, duty manager, operations manager and assistant CEO to Tom Cassillieris for 10 years.

Tom moved on to become CEO at Maroochy RSL Club in March 2006 and Stephen got the opportunity he had dreamed of and worked hard to achieve.

"I am here today because of a lot of good people who took the time to advise me and help me," Stephen said. "I'm also here because of the CMAA and the study and professional development opportunities I had through the CMDA. It's been quite a journey."

Stephen completed his ACCM in 2000, has served on the Central Coast Zone Committee for 12 years and is in his third term as a CMAA Federal Councillor, this term for Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone.

Tuggerah Lakes Memorial Club became Diggers @ The Entrance on November 1, 2006, along with a major rethink of the club's position in the busy and competitive hospitality market on the Coast.

That rethink also involved a \$2.2 million

**"You can make dramatic and expensive changes but, when it comes down to it, our greatest asset is our managers and staff ..."**

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## ave of success

refurbishment of the club premises that involved relocating four snooker tables and three indoor bowls mats to accommodate a state-of-the-art gymnasium and first class children's facility, "Grommets".

"It was a case of creating a revenue stream from what was essentially unused space and it has been a huge turnaround for the club," Stephen said.

The figures do all of the talking ... membership jumped from 11,000 in June 2006 to 15,000 in June '07 and 22,500 in January '08.

"We are signing 35 new members each day and we have more than 80% of the 2261 postcode population as members," Stephen added.

"Our membership demographic also has changed dramatically ... from a 70%-30% over 50s dominance previously to the same figure for under 50s these days.

"It has been more about a change of thinking ... we have the same staff, the same management team of five people and the same address.

"We cater for the over 50s during the day and for the younger crowd with live bands and entertainment at night."

Another example of the club's dramatic acceptance and popularity is that two weddings were booked for the auditorium in 2006 ... there were 28 wedding receptions in the same room last year, with increased bookings ahead for 2008.

Gross sales are up \$5.6 million (2006 to 2007) with pre-depreciation profit up by \$2.2

million and profit of \$1 million after depreciation.

Despite the introduction of indoor smoking bans, poker machine revenue was up by 33% on 2006, total trade was up by 30% with bar and catering trade up by 25%.

"It has been quite a ride and it has been achieved through a positive and consistent Board of Directors, quality staff who have been with us a long time and a management culture that is based on friendship and respect ... it's a great team that deserves this success," Stephen said proudly.

"We have won Human Resource awards in four of the past five years and the Club of the Year award was a tribute to all of the people who have brought this club to where it is today."

Stephen is in the office most mornings as the sun comes up and encourages his staff and managers to constantly update and upgrade their learning and



development in the Club Industry ... "in fact our managers all have 15 days study time in their agreements and I encourage them to attend any learning session they consider beneficial to themselves and Diggers."

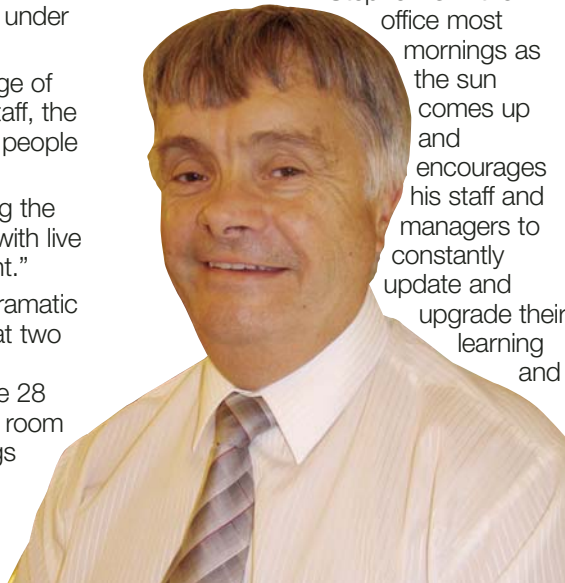
The Club of the Year award also has put diggers on something of a pedestal with many club managers and directors calling on Stephen for a look around and some advice about his recipe for success.

"You can make dramatic and expensive changes but, when it comes down to it, our greatest asset is our managers and staff who make the diggers experience special for our members and guests," Stephen said. "It's not rocket science ... just good people delivering quality service."

The awards, impressive trade figures and membership numbers are a tribute to the modern club's success.

Bill Byfield and his mates are a healthy reminder of where the club has come from and what it stands for.

No-one appreciates the heritage and the success more than Bill's son, Stephen.



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# Trek switched to August to boost Kokoda awareness

Nominations are open for the 2008 Kokoda Youth Leadership Challenge from August 15 to 24.

The trek has been moved from the traditional April to August to further lift its profile by linking with the anniversaries of major battles of the Kokoda campaign in WWII.

Seventeen young people already have nominated for the trek.

Participating clubs include Taree RSL Club, Sussex Inlet RSL Club, Castle Hill RSL Club, Goulburn Soldiers Club, Coffs Ex-Services Club, Deniliquin RSL Club, City Diggers Wollongong, Fairfield RSL Club, Griffith Ex-Services Club and Albury SS&A Club, along with ClubsNSW and the RSL & Services Clubs Association.

The KYLC Benevolent Fund Board, which oversees the Challenge, decided to move to August after a re-evaluation of the 2008 trek with Adventure Kokoda principal Charlie Lynn.

RSL & Services Clubs Association CEO

Graeme Carroll said the move is designed to lift the Leadership Challenge beyond ANZAC Day commemorations to link it closer to the Kokoda campaign.

"It's considered that walking the track at that time will further increase the historical significance of the treks," Graeme said.

"Other benefits are to give clubs more time to select candidates and ensure they reach the desired fitness levels to complete the trek and to operate the trek in the 'dry season', lessening the potential for injuries which inhibit trekkers chances of completing the grueling walk."

Graeme said the Youth Challenge is aimed at young people at school, disadvantaged or unemployed young people in the community having difficulty in finding their way in society.

"It's also used to encourage young achievers with natural leadership skills," he added. "Alternatively, it may be used

RSL & Services Clubs  
Association CEO Graeme Carroll



by clubs as an incentive to young staff with leadership skills."

Sponsorship on the Kokoda Youth Leadership Challenge (\$5,593 ex-Sydney) is eligible expenditure under CDSE category 1.

Clubs intending to sponsor a young person on the trek should contact the RSL & Services Clubs Association - (02) 9579 4555.

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# New Federal I.R. laws on the way

**The Kevin Rudd-led Federal Labor Government has hit the ground running with its legislative program, upholding the commitment to dramatic and immediate Industrial Relations reform that the then-Opposition made before the November 24 election. CMAA Senior Industrial Relations manager PETER COOPER looks at the framework of the Government's Workplace Relations Amendment – Transition to "Forward with Fairness" – Bill and the implications for Australia's workforce ...**

Deputy Prime Minister and Workplace Relations Minister Julia Gillard introduced the Government's Transition Bill – *Workplace Relations Amendment (Transition to Forward with Fairness) Bill* – into Federal Parliament on February 13.

The Bill prevents the making of new AWAs and sets in place processes to establish a new safety net of Awards and legislated minimum standards.

The new safety net will be tailored to a system that does not provide for statutory individual contracts.

The Bill also provides for an alternative – and more protective alternative by replacing the "fairness test" with a "no-disadvantage test" – to AWAs during the period until December 31, 2009.

Finally, the Bill provides for the continuation of certain WorkChoices transitional arrangements until December 31, 2010.

In particular, the Bill ensures that the temporary mechanisms of NAPSAs and transitional registration of state-registered organisations are retained during the transition period, and that the termination of old I.R. agreements is postponed at least until 2010.

The new safety net will operate from January 1, 2010.

Award modernisation will start as soon as the Government asks Australian Industrial Relations Commission (AIRC) to participate and will be completed by December 2009.

The Bill sets out the role of modern Awards and the process for the AIRC to modernise Awards.

After the Bill was introduced, Minister Gillard released an "Exposure Draft" of its 10 National Employment Standards (see details below).

Consultation on the Draft will be completed in April and the Standards finalised by June 2008.

This is important to give the AIRC certainty in modernising Awards.

The balance of Labor's policy, *Forward with Fairness*, will be implemented in the substantive Bill, due in the Parliament later this year.

This means the substantive Bill will deal with, among other matters:

- The scope of the federal laws and architecture of the Act
- Genuine freedom of association and rights to be represented, promotion of collective bargaining, information and consultation at

the workplace, equal pay, and non-discrimination

- Good-faith bargaining, including industrial action
- Unfair dismissal
- Establishing Fair Work Australia
- On-going maintenance of the safety net
- Enforcement and compliance

This is consistent with the Government's pre-election announcements and means many major issues will be determined in the coming months.

The Opposition has indicated its intention to refer the *Workplace Relations Amendment (Transition to Forward with Fairness) Bill*, to a Senate Inquiry for report on April 28. Further details will be provided once the Senate has decided the terms of reference and timetable.

### The Legislative Package:

- Prevents the making of new AWAs, but allows existing AWAs to operate for their term
- Establishes transitional individual instruments – Individual Transitional Employment Agreements (ITEAs) will only be available in limited circumstances where the employer has an AWA, or other recognised statutory individual instrument in place
- Sets out a new "no-disadvantage test" for all agreements. The Bill repeals the notion of "protected award matters". Instead, all agreements will be assessed by the Workplace Authority against the entire Award. Agreements made during this period must also comply with the current Fair Pay and Conditions Standard
- Resurrects a decent fallback for employees where their agreement is terminated. If an AWA or ITEA is terminated, an employee can be covered by a Collective Agreement at the workplace or, alternatively, the relevant Award. Where a Collective Agreement is terminated the employees are entitled to the Award
- Extends the term of NAPSAs and Transitionally Registered Associations until December 31, 2009
- Extends the life of superannuation clauses in Awards
- Repeals the right to unilaterally terminate a Collective Agreement. The AIRC may terminate a Collective Agreement if it is not contrary to the public interest and must



have regard to the effect on the parties at the workplace

- Enables some parties to retain existing arrangements during the transition period by allowing an extension and variation, by consent, of pre-reform certified agreements

- Repeals the

prohibition in s.355 on Collective Agreements calling up other documents

- Enables Award modernisation, that will start in 2008 and be finalised by December 2009. The AIRC will modernise Awards
- Details the matters that may be included in modern Awards
- Constrains the functions of the Fair Pay Commission to adjusting the Federal Minimum Wage and the existing Australian Pay and Classifications Scales.

The Government has flagged that it wishes to consult widely on its planned I.R. legalisation as it does not want to make the same mistake as the Howard Government that implemented hastily prepared WorkChoices legalisation without consultation and required review and change not long after its passage through both Houses of Parliament.

### No new AWAs

Section 326 of the Act, that enables AWAs to be made, will be repealed.

AWAs lodged 14 days after the operative date of the Act will not operate.

The Bill does not affect existing AWAs that run until a nominal expiry date – some time in 2013 – and will, presumably, continue to operate beyond their nominal expiry date until terminated or over-ridden by a new agreement.

The relationship between continuing AWAs and the new National Employment Standards (NES) will be handled within the substantive Bill.

### ITEAs

An ITEA will only operate if:

- The employer had an operative AWA at December 1, 2007
- The employee is a new employee, or was covered by an AWA

An ITEA cannot have a nominal expiry date of December 31, 2009 or earlier.

An ITEA cannot disadvantage an employee when compared to any Collective Agreement at the workplace.

In other respects, an ITEA operates like an AWA.

Subject to meeting the "no-disadvantage test", ITEAs can be offered as a condition of



employment and will over-ride pre-existing instruments.

## New 'No-Disadvantage Test'

The "fairness test" is repealed and replaced by the "no-disadvantage test".

The definition of "protected award matters" is repealed ensuring agreements are tested against the entire Award.

The new "no-disadvantage test" will apply to all agreements and will require an agreement does not, on balance, reduce the employee's employment terms and conditions.

The Workplace Authority will assess agreements against a relevant instrument(s).

If the agreement is an ITEA, the safety net is the current Standard - plus relevant Collective Agreement, or, if there is no Collective Agreement, the relevant Award.

## Commencement of Agreements

The Government's legislation has improved the process by ensuring that at least some agreements do not operate until approved.

ITEAs for new employees and "greenfield" agreements will operate from lodgement.

If the agreement subsequently fails the "no-disadvantage test", compensation will be payable.

However, new Collective Agreements and ITEAs for an existing employee will not operate until approved.

The Workplace Authority will advise parties of the commencement date, which will be seven days from the approval date.

## New fallback provisions

Currently, where a workplace agreement is terminated, neither an Award nor Collective Agreement can operate.

This will be repealed and employees will be covered by the Collective Agreement, or if there is none, the Award.

## Calling up of documents

The Bill will repeal s.355 that currently restricts the calling up of other documents as a term of a workplace agreement.

## Unilateral termination of Collective Agreements

The Bill will repeal the Sections 392-396 that provides for unilateral termination of Collective Agreements.

Parties will be able, by consent, to apply to the AIRC to extend and vary their pre-reform certified agreements.

Variations will be approved provided:

- > The variation meets the "no-disadvantage test", as measured against the relevant Transitional Award, as adjusted for AIRC decisions following Fair Pay Commission decisions plus any relevant Commonwealth or State laws.

This provision will provide limited relief for parties to agreements who wish to avoid the transaction costs associated with bargaining under WorkChoices, including the requirements that agreements comply line-by-line with the

AFPCS and the requirement to remove "prohibited content".

## Voting on Collective Agreements

The Bill will allow employees on expired AWAs or ITEAs to vote on a Collective Agreement without having to terminate their AWA.

The agreement will only operate in respect of that employee once the AWA or ITEA has been terminated.

## Award modernisation

The Bill repeals the rationalisation and simplification provisions of

the current Act and sets out the objectives of Award modernisation and the role of the Commission in modernising Awards.

The Bill also provides details of the matters that may be dealt with by modern Awards.

These are consistent with the ALP's "Forward with Fairness" policy.

The Bill prohibits modern Awards from including clauses that offend the Freedom of Association provisions of the Act, deal with Right of Entry that are discriminatory or perpetuate state and territory differences beyond five years.

## The 10 National Employment Standards (subject to consultation before implementation)

The Government's Exposure Draft of the 10 National Employment Standards (NES), with its proposed new Awards system, will form the safety net for employees from January 1, 2010.

Workplace Relations Minister Gillard is seeking feedback from employer, employee and community representatives on the draft (released with a discussion paper) by April 4.

The NES, which will apply to all employees, then will go to Parliament later this year as part of the Government's substantial I.R. reforms.

The 10 standards are the area of the ALP's proposed I.R. changes that have most potential for unintended consequences, and the Government committed to inviting public comment in part to avoid the complexities and uncertainties resulting from the WorkChoices AFPCS - its hours of work provisions in particular.

The 10 National Employment Standards (NES):

- > **Hours of Work** - including a standard 38-hour week for full-time employees, with provision for requiring employees to work additional hours, but not unreasonable additional hours.
- > **Parental Leave** - parents to have a right to separate periods of 12 months unpaid leave, up to a total of 24 months (if parents want one parent to take a further 12 months after they have taken the first 12 months, then they must make a request, with employers only able to refuse such requests on reasonable business grounds)
- > **Flexible Work for Parents** - reinstates the former "right to request" flexible work until children reach school age, with employers



Julia Gillard

only able to refuse on reasonable business grounds

- > **Annual Leave** - four weeks paid annual leave for full-time employees, pro-rata leave for part-time employees and an additional week leave for shift workers
- > **Personal, Carer and Compassionate Leave** - 10 days a year of paid personal/carer's leave for full-time employees (pro-rata for part-time employees), plus two days a year of paid compassionate leave on the death or serious illness of a family member or a person the employee lives with, plus two days a year of unpaid personal leave for "genuine caring purposes" and family emergencies
- > **Community Service Leave** - paid leave for prescribed community service activities, such as paid leave for jury service and reasonable unpaid leave for emergency services duties
- > **Public Holidays** - guarantees eight national public holidays (Christmas Day, Boxing Day, New Year's Day, Australia Day, Anzac Day, Queen's Birthday, Good Friday and Easter Monday), plus public holidays prescribed in State law (such as Labour Day, Easter Saturday and Easter Tuesday) and local public holidays (such as cup days)
- > **Provision of Information in the Workplace** - employers to provide all new employees with a Fair Work Information Statement containing prescribed information about rights and entitlements, including the right to choose whether to be a member of a union and where to seek information and help
- > **Termination of Employment and Redundancy** - up to four weeks notice (progressing from one week for employees with less than 12 months service to four weeks for workers with more than five years service) for all employees, plus an extra week for workers aged over 45. Employees in the workplace with 15 or more employees are also entitled to severance pay of up to 16 weeks after nine years service and 12 weeks after 10 years service (the standard arising from the 2004 Redundancy Test Case, which applied before WorkChoices)
- > **Long Service Leave** - as a transitional step to a national standard on long service leave, entitlements will reflect arrangements in current State laws or Federal awards or agreements, while employees who accrue leave under the transitional arrangements won't be disadvantaged.

Labor will provide for Fair Work Australia to recommend, of its own motion and not on application by parties, changes to the NES if warranted.

The ACTU's I.R. Legislation sub-committee intends to make submissions on behalf of its affiliates to the Federal Government.

However, the Association is considering its own submission into areas which are unique to our Awards and could have significant effect on the Association's industrial coverage, such as artificial caps on Award applications.

# A 'little sister' is born at Club Ringwood



By KATIE CINCOTTA

IT'S been a long and winding road that leads to the door of Club Ringwood – the recently launched “little sister” to Club Kilsyth in Melbourne's east.

The club has endured a ream of red tape to open, but adversity is no barrier to this impressive club group, who resurrected the original Club Kilsyth – “The Castle” – less than a year after it was totally gutted by fire, the tragic result of an electrical fault.

Since then, Group General Manager Matt Tyzack has taken the reins from club veteran Sue Munro in overseeing the two community clubs.

The talented young manager, who has worked his way up the ranks from a 16-year-old “glassie” in Ballarat, admits it's been a long haul for “li'l sis”.

Here's the bite-size version of the club's three-year tussle. Maroondah City Council knocked back the proposed club development, concerned that an

extra 75 poker machines would add to Maroondah's Electronic Gaming Machine (EGM) density, which the VCGR ranks as higher than both the metropolitan and state averages.

Victoria's gaming watchdog then rejected Club Ringwood's application for a gaming licence - based on Council's strong opposition - concluding that gaming facilities were adequate in the area and the EGM density already was high.

Those rejections forced the club into a lengthy and expensive court battle at the Victorian Civil and Administrative Tribunal (VCAT).

“It took months of legal action at VCAT and tens of thousands of dollars,” Matt Tyzack said.

But the green light came through in January 2007, when VCAT's Justice Morris said the profits generated by the club would be spent on youth basketball (and other community-based

projects), which was a positive for the community and that it was not VCAT's role to assess the moral “rights or wrongs” of gambling.

So, D-Day arrived on September 21, 2007, when the derelict Smorgy's restaurant site on the bustling Maroondah Highway was transformed into a chic new \$9 million dollar wine, dine and play destination.

Not even a Council hold up, which delayed the launch by two weeks, could dampen the elation.

Group Marketing Manager Amanda Brown said that instead of putting up a “coming soon” sign on the door to explain the delay, newcomers received a personal tour of the club.

“We had staff in marketing t-shirts with our slogan ‘see you at the club’ and, when people would come to the door, we'd show them around the club, sign up members and give away free teddies,” Amanda said. “People loved that because they felt like they had a sneak peek.”

Step into the sophisticated David Gordon-designed premises and you'll understand why it was worth the fight.

With its earthy tones, oriental sliding doors, creative menu and polished, attentive staff, Club Ringwood heralds the evolution of community venues – from old-fashioned locals with bargain meal deals to ambient and contemporary leisure havens.

With several family-style hotels in the suburb, the newcomer has cleverly differentiated itself with a more-upmarket offering for adults and teens, including a wine vault, acoustic entertainment and a gourmand menu.

“There's a lot of competition on this road for food so we had to find the right niche,” Matt added. “We're more inner-city style with a lounge feel.”

Matt says the unique wine vault is designed to cater for more discerning tastes and is supporting local wineries in the Yarra Valley with premium and independent selections.

“We're trying to be a bit more personal and discerning and support the community,” he added.

The newly crowned GM said that since the club launched six months ago, the 55-strong team at Ringwood has worked hard to educate locals, media and councillors about the positive elements of their clubs, which often go overlooked in sensationalist anti-gaming reporting.



Club Kilsyth and Club Ringwood  
Group General Manager Matt Tyzack



"The media often take the easy option with the negative story, which is frustrating because we do a lot for the community – from the 15,000 members of the Kilsyth & Mountain District Basketball Association to sponsoring local kindergartens," he said.

"So, we're trying to get that message out.

"We are also committed to working with the local Council to meet their objectives in relation to problem gambling and to the gaming industry as a whole."

He said the clubs' recent \$20,000 donation to the Country Fire Association (CFA) was relegated to the back pages of the local newspaper, but they'll continue to shout about their charity work in the hope that journalists might begin to publish more good news stories about the Club Industry.

With 5,000 members already secured, Club Ringwood plans to build repeat business with promotions and event marketing such as clairvoyant nights, wine dinners, degustation menus and a millinery show during the spring racing carnival – progressive marketing that has earned its big sister Club Kilsyth a reputation as one of the city's most innovative clubs.

There's also work to be done in rebuilding relationships soured by the court battle.

"We're trying to do our best to keep the relationship open and build understanding ... not seem like a big swallowing monster, that's just putting pokies in and taking everyone's money," Matt said.

"We want to provide quality clubs to come and enjoy and part of the benefit of that is community sponsorships ... every dollar of profit goes back into the community."

Matt is keen to enjoy the district's healthy competition and says that his

club's growth won't depend on gaming.

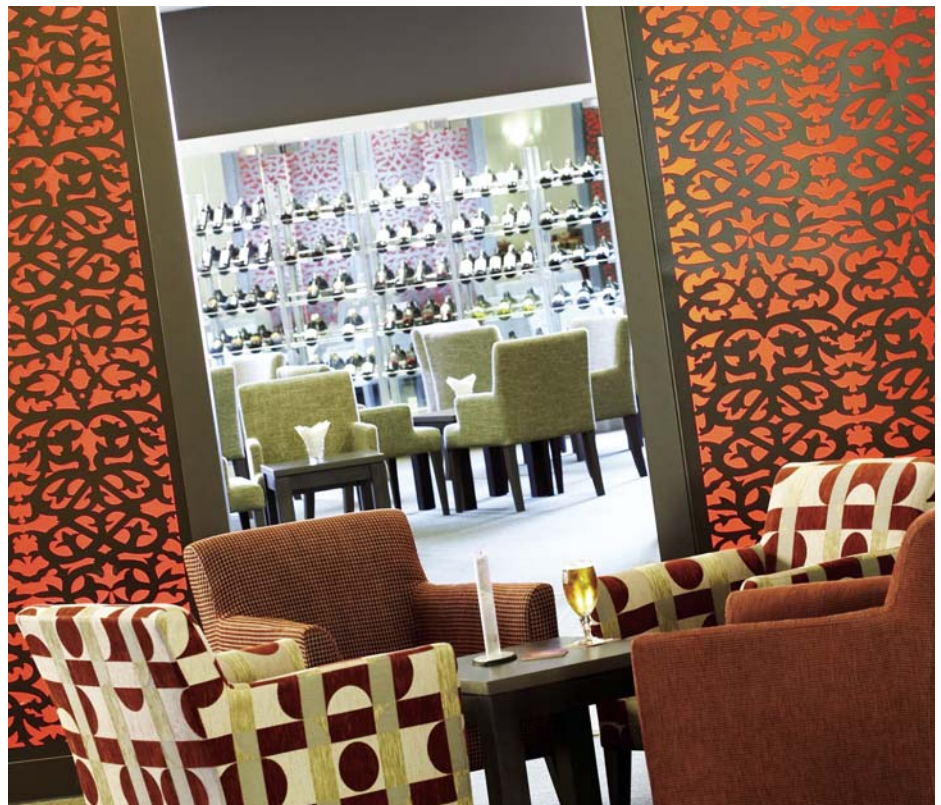
"Gaming is an important part of our business, but the club could survive without gaming," he said.

"Our food and beverage operations are quite strong, so we have the complete package."

If any previous objectors still have reservations about the club, Matt Tyzack hopes that an upcoming community fun day - on the oval behind the club - might convert former foes into new "family" members with reciprocal rights at both Club Kilsyth and Club Ringwood.

Perhaps the wine vault should be opened as a peace offering.

Surely, it would be hard to argue over a Tassie Bay of Fires Pinot Gris and some Kind Island cheese, surrounded by soft lights, smiling faces and the strum of a classical guitar?



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# 'New' Ipswich Brothers Club settles in to world's most liveable city

By HENRI LACH

The year 2007 was memorable for the Ipswich Brothers Leagues Club and its CEO, Mark Hennelly, for more than one reason.

It's the year Ipswich (population 150,000), 40 kilometres west of Brisbane, was declared "the world's most liveable mid-size city".

That honour was bestowed by the UN-backed LivCom Awards, whose judges rated Ipswich over finalists which including Richmond, Canada, Norwich, UK and Portsmouth, USA for the title.

And, as the city was being judged by an international committee, finishing touches were being made to a \$12 million rebuilding program at the Brothers Club.

The project has seen a virtually new, ultra-modern building emerge, with a new exterior, entry foyer, modernised kitchen and dining area, coffee shop, and an upgraded gaming room that now accommodates 205 machines - up by 68 on the previous number.

Ipswich Mayor Councillor Paul Pisasale, who has been a member "for many years" and a staunch supporter of Brothers, performed the official opening. He recalls when the one of the few amenities the club once had to offer was a sandwich bar staffed by volunteers.

"What I admire about Brothers is that they were astute enough to take a gamble, Cllr Pisasale said.

"Right at the crest of the development in the city, they came along with the wave. They didn't wait for the 'tsunami' to hit, they jumped on the surf board and rode it. They're now getting rewarded for their faith. Most importantly, they have confidence in the city.

"This club has always been very community-spirited. It is a vital part of the community. It's a meeting place. There are more than 50 organisations that are supported by Brothers."

Cllr Pisasale described Mark Hennelly as "a great CEO" ... "He's in touch with the community, that's why the club is a success.

"A lot of people think about the infrastructure rather than the end user. Here, membership came first, and Mark has kept the members informed all the way about what was happening.



*The exterior of the Ipswich Brothers Club.*

"Mark is not just involved in the running of his club.

"He's involved in the Chamber of Commerce, in tourism bodies and he encourages his staff to get out there into the community.

"There's a sense of community out there. Everywhere I go, there's a feeling of, 'We can take ourselves to another level'. Everyone is feeling confident in the economy and in the city."

"Brothers have a product that stands among the best in the country.

"What Mark's created here is a facility for South East Queensland.

"Two years ago you would head for Brisbane for entertainment. Now people are coming here.

"This club would be trading better than any other clubs in the region."

But Mark Hennelly admits he had a "terrible" year last year because of the disruption caused by the building activity.

Even during the construction period, however, the club did not lose a single day's trading.

"Some of the conditions were pretty primitive, but we traded every day," Mark said. "It was one of our worst years ever, but that's all changing."

There were more words of praise from Cllr Pisasale.

"There's not too many clubs in Australia that go through a total refurbishment without losing one day's trading," he said.

Cllr Pisasale recalls coming into the club one day to see a visitor placing a coaster over his glass to keep the construction dust out of his beer.

By August last year, it was all over ... and there's been a steady rise in membership and numbers of visitors to the club in recent months.



*Mark Hennelly*



*The Ipswich Brothers Club's new foyer.*



# True believers triumph as 'ugly duckling' emerges

The general population of Ipswich continues to bask in the glory of its new status as Mark Hennelly and Mayor Paul Pisasale can now proudly declare that their long-time evaluation of the city has been finally fully vindicated. Both are Ipswich born and bred ... and the two are mutually very supportive.

Mark, who took over the helm of the Brothers Club in 1993, says he's been an ambassador for Ipswich all this life.

"To get this acknowledgement, this award, certainly is a tribute to the work that the Council has done in the past 10 years and the way that a lot of people have spoken positively about Ipswich. Ipswich was mainly an industrial area, railways, coal mines, power station, and it's still much of that," Mark said. "But the city's changed a lot ... many of those industries have gone and that's changed the face of the city. With the inner city development that's taken place in the last couple of years, the targeting of the city as a residential area and a growth corridor had enhanced the appeal of Ipswich and

the surrounding area."

Mark believes that Ipswich was "picked on" by the media as a lawless place. Other areas such as Redcliffe and Logan, Brisbane and the Gold Coast have the same problems," he added. "Ipswich was an easy target. We've stood up and defended ourselves and it's now been proven that Ipswich is not only an affordable but it's also a liveable place."

Clr Pisasale admits Ipswich's reputation as a bad city was once warranted, but that's now all changed.

"We had the highest unemployment and the highest crime rate in the country. Now we've got the lowest of both. We're now a job exporter," he said. "One employment group is shutting up shop because they've done themselves out of a job. There are now more jobs than there are unemployed in Ipswich. In the next eight years, I've got 159,000 new jobs on the books. We're becoming the largest aerospace industry in the Southern Hemisphere."

The population is growing at a "massive" rate, according to Clr

Pisasale. "We now have a population of 150,000, and that will double in the next 15 years. We are getting between 80 and 100 people moving in each week."

The city is planning for an eventual population of 685,000.

Clr Pisasale believes Ipswich has been the victim



*Ipswich Mayor Paul Pisasale (left) and Ipswich Brothers Club CEO Mark Hennelly with the trophy and plaque for "most liveable city".*

of the tall poppy syndrome following its elevation to "most liveable city". He and the Mayor of the Gold Coast, Ron Clarke, had a war of words after Clr Clarke said Ipswich provided a refuge for people who couldn't afford to buy property on the Gold Coast. The debate continues to simmer, despite an apology from Clr Clarke for his comments.

Mayor Pisasale has this advice for the people of South-East Queensland and beyond: "Come and visit Ipswich, visit the Brothers club, and judge the hospitality, the food quality and all the amenities for yourself."

As for Mark Hennelly: "I feel a sense of satisfaction when I look back to where we were in 1993, and to where we are now," he said.

> FOOTNOTE: Local Government elections are due as this edition goes to press.



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T A I L O R M A D E C O N S T R U C T I O N S O L U T I O N S

# Danny takes punt on Ainsworth revival

By PETER SHARP

There's a theory for life – often used in business – that you bite off more than you can chew ... and chew like hell. It's a philosophy that has produced some remarkable success stories across all walks of life – particularly sport and business.

Danny Gladstone had spent the previous decade as Company Director and Chief Operating Officer at Konami. He brought the company into a successful position in the Australian gaming industry. It was a short commute from his Maroubra home to the office and he enjoyed his work and relationships with the industry's senior executives and decision-makers.

So, many eyebrows were raised when Ainsworth Game Technology Executive Chairman Len Ainsworth announced last year that Danny would replace David Creary as Ainsworth CEO.

Len, perhaps the most respected "elder statesman" in the tough gaming machine industry, had approached Danny personally and it took the 53-year-old former poker machine technician almost three weeks to make the biggest decision of his career.

"It was a major decision for me ... it took me a while to reach the decision, but it was a huge compliment that Len approached me personally and I was comfortable with the idea of a new challenge at this stage of my life," Danny said from his office at the Ainsworth head offices at Silverwater in Sydney's western suburbs.

At Judy Rayner's 60th birthday bash at Bondi last December, Len said he was already impressed with Danny's ambition and plans for the company.

"I approached Danny because I knew of his reputation for getting the job done and I'm confident we can be successful," Len said.

The commute from Maroubra these days is bigger and more challenging ... similar to Danny's new role at



Ainsworth where the company lost \$50 million the year he arrived.

"It's a big change and a big challenge, but I have Len's support to make the changes to turn around a company with an already established and respected reputation and brand ... I'm confident we can get the job done," Danny said.



Most of the immediate and significant changes already are in place ... older, familiar faces have made way for younger talent from rivals and outside the industry.

"It was very tough to make those decisions and changes, but change is essential when rebuilding a company ... there was no point me coming here without shaking things up so the company could

prosper," Danny said.

He points to CFO Mark Ludski and Vince Procisi, formerly with IGT, already doing great work within the new environment and structure.

"We have good people in Australia and internationally and we are already doing good things, but there's a lot of work to be done ... 2006 and 2007 are behind us and we have exciting opportunities and plans," Danny added.

Ainsworth does business in 35 countries with 200 staff at the Silverwater facility, another 15 around Australia, 15 in the United States and six representatives across Europe.

Danny is spending a lot of time on planes, touching base with the Ainsworth network, dealing with licensing issues and ensuring everyone is on the same page in reviving the Ainsworth empire.

It all started at Ainsworth when Danny started out as a junior stock clerk aged 17 and went on to become a technician (mechanic). That path has taken him to Nutt & Muddle, IGT, General Manager at Pacific Gaming, foundation COO at Konami and back to Ainsworth.

The 36-year journey has brought him full circle back to where it all started and Danny Gladstone says he is as enthusiastic about his job as the day he walked in the door in 1972.

"A lot of water has passed under the bridge, but I love this industry and I like what I am doing ... I've had easier assignments, but I like the feel of what we are doing and how we are going about it," Danny said. "My immediate, goal is to bring Ainsworth to No.2 in Australia, to separate us from Konami and Stargames, then overtake IGT. Aristocrat is another story, but my three-to-five-year goal is to first deliver a profit of between \$5 million and \$10 million in 2007-08 and build on that."

To deliver on those goals, Ainsworth is doing major deals in the U.S., at the Foxwoods and Mohegan Sun resorts

**"Like almost everyone in this industry, I believe we are over-regulated in NSW and Australia with too many restrictions on providing gaming entertainment ...**



and they will have a presence in the California marketplace, which Danny describes as "a big break".

Ainsworth's new "slim line" machine that was showcased at the International Casino Exhibition in London recently got outstanding reviews and Danny expects the company to further expand on its international markets in Mexico, South America – Argentina, Panama and Peru – Serbia and Slovenia, France and the United Kingdom.

"The Ainsworth name goes back a long way, it's a reputation and brand that is not hard to sell so we are working on re-establishing Ainsworth with new world-class technology and machines," Danny added.

Danny Gladstone has "grown up" with the gaming industry revolution, witnessing a lot of change in the club industry and casinos in Australia and globally. "If it's not a good game, it's not going to play well or sell well ... it's simple," Danny says with a shrug of his shoulders. "It's about product quality and from that aspect, nothing has changed since the first machine was built. Like almost everyone in this industry, I believe we are over-regulated in NSW and Australia with too many



restrictions on providing gaming entertainment ... it's a very different story in other parts of the world.

"It's a tough, competitive industry in Australia ... manufacturers produce good games and good technology and NSW clubs compare favourably with gaming venues anywhere in the world."

Len comes to work with his lunch every day and Danny says clients love to see the industry legend moving around the

office and production areas. "It makes our customers feel good to know that a man of experience and standing in the industry still feels it's important to be involved with the company that carries his name," Danny said. "There is a good feel about the place ... 2006 was a tough year for everyone, but we are far better placed today and it's not just about me being here. We have new products approved, new licences, good library of games, patent on product and market listing. We took a new range of games to the AGE in Sydney last year ... we knew they were good and they got a very good reception."

Danny Gladstone admits there were more tough decisions than he had anticipated when he took the job, but achieving goals means sacrifice and commitment.

His goal is to give Ainsworth a comprehensive set-up across the United States with a genuine 10% market share, continued improvement in all international markets and 33% market share in Australia.

It's a safe bet that, when he walked in the door at Ainsworth 36 years ago to work in the stock room, he had no idea he'd be in a position to deliver on such great ambitions.



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## Brace new president with Calbert's focus on education

There were a few changes, including a new president, at the Central Coast Zone Annual General Meeting at Central Coast Leagues Club in early February.

The change at the top involved Vice President David Brace replacing Graham Calbert as President and the pair "swapped places" when Graham accepted nomination to become one of two Vice Presidents with Ken Pearson.

Boris Beleuski also joined the Zone Executive when he accepted the Secretary's position, replacing Angela Lanser from Mingara Recreation Club.

CMAA Education Manager Ralph Kober conducted the Election of Office bearers and, with Communication Services Manager Peter Sharp, presented the Head Office Report.

In his President's Report, Graham told the meeting of 20 members that he was standing down from the presidency to focus on Zone initiatives with Education Officer Dena Hynes, including the proposed two-day conference and trade show.

"I have enjoyed my time as President and thank everyone for your support and I know you will continue that support for my successor," Graham said.

"There is good opportunity for

developing education and professional development programs and I'd like to dedicate time to these initiatives.

"However, I don't believe I can do that as President and that is my reason for stepping down."

David Brace accepted the nomination and unanimous support.

The Zone Committee for 2008:

- President: David Brace, Gosford RSL Club
- Vice Presidents: Ken Pearson, Terrigal Memorial Country Club and Graham Calbert, Mingara Recreation Club
- Secretary: Boris Beleuski, Ettalong Memorial Bowling Club
- Treasurer: Christine Haynes, Diggers at The Entrance
- Education Officer: Dena Hynes, Mingara Recreation Club
- Publicity Officer: Ben Bradley, Davistown RSL Club

Education Officer Dena Hynes's report, which included a survey of members, covered the plan to host a two-day conference and "mini" trade show, offering workshops, panel discussion, a high-profile guest speaker and industry trade expo.

"We are working with CMAA Head



Office and the CMDA on the education component of the event and talking to trade representatives about the expo aspects," Dena said.

Division D – Hunter Zone, Central Coast Zone, Great Lakes Zone – Federal Councillor Stephen Byfield, also a Zone member and long-serving Zone committeeman, attended the meeting.

Following the meeting, more than 100 members, club directors and industry trade representatives boarded the "Lady Kendall II" for lunch and drinks cruising Brisbane Waters ... the perfect way to finish the week and a busy day.

Central Coast Zone meetings for 2008:

- Wallarah Bay Recreation Club at 10am on Wednesday, April 18
- Gosford RSL Club at 10am on Wednesday, July 18
- Diggers at The Entrance at 10am on Wednesday, September 19
- Christmas Luncheon at Davistown RSL Club on Friday, December 12





# Geoff's team tackles Zone rebuilding challenge



*Belconnen Soccer Club CEO and CMAA ACT Zone President Geoff Long, ACCM, is an advocate for education and career development.*

Geoff Long, like other managers across Australia, understands the key to a successful career and a successful club is education and career development.

Geoff, who received his ACCM from CMAA Executive Officer Terry Condon last year, is the new CEO at Belconnen Soccer Club's two properties at McKellar and Jamison in the Australian Capital Territory.

In taking on the diverse role, Geoff has also accepted the challenge of reviving the CMAA in the region.

Geoff and his new team have taken over from West Belconnen Leagues Club General Manager John Penca, ACCM, and his committee.

CMAA Education Manager Ralph Kober



convened a meeting of club managers at Belconnen Soccer Club late last year to discuss reviving the ACT Zone.

Ralph was able to identify and define the benefits the local Club Industry would derive from an enthusiastic and

viable CMAA Zone, particularly at an educational and development level.

That meeting of club managers elected a new Committee and Geoff Long and his team are working their way across ACT and Queanbeyan clubs, discussing the merits of supporting the CMAA and the benefits it will bring to local managers and their staff.

The Executive also is planning a Zone Meeting and luncheon on April 25 at The Southern Cross Club, Woden.

"I'm very happy with the group we have to rebuild membership and interest in the CMAA ... Matthew, Greta and Paul are enthusiastic about taking on the responsibility and, with Head Office support, we will do our best to revive the Zone," Geoff said.

"The CMAA and CMDA offers so much support and opportunity for managers and my ambition is to build the training and career development opportunities to attract manager interest.

"I know that John Penca and his team did their best and sometimes it takes a new group with new ideas to move a difficult situation ... John has offered his assistance and advice and I will be calling on that generous offer."

The ACT Zone Committee for 2008:

- President: Geoff Long, ACCM, Belconnen Soccer Club
- Vice President & Secretary / Treasurer: Matthew Walshe, Canberra Southern Cross Club
- Education officer: Paul Lander, Canberra Southern Cross Club
- Publicity Officer: Greta Evans, Woden Tradesmen's Union Club

**"The CMAA and CMDA offers so much support and opportunity for managers and my ambition is to build the training and career development opportunities to attract manager interest ..."**



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# New faces join Condren for '08 term

Gold Coast members have endorsed the remarkable contribution of Steve Condren when he was re-elected Zone President at the Annual General Meeting at Northcliffe Surf Club in mid-February. There were some new faces among the Executive and the Committee, including Dermot McEnroe, from Northcliffe Surf Life Saving Club, replacing long-serving Zone Secretary Garry Leech, who resigned during last year. With Steve Condren on the verge of accepting a new managerial role within the Zone, members unanimously endorsed his return.

There were three changes on the Committee with Jim Mullins from North Burleigh Surf Club, Murray Felstead from Palm Beach Currumbin Union Club and Andrew McInnes from Nerang RSL Club making way for Sharlene Hall, Paul McGuire and Sheldon Steeles.

The Gold Coast Zone Committee for 2008:

- President: Stephen Condren
- Vice President: Ian Amos, Burleigh Bears
- Secretary: Dermot McEnroe, Northcliffe Surf Life Saving Club

- Treasurer: Fiona Cossill, Beenleigh RSL Club
- Education Officer: Bryan Jones, Coolangatta Surf Lifesaving Supporters Club
- Committee: Sharlene Hall, Currumbin RSL Club, Paul McGuire, Southport RSL Club, Rob Aldous, Kurrawa Surf Life Saving Club, Sheldon Steeles, Kirra Surf Life Saving Club

CMAA Executive Officer Terry Condon, CCM, attended the meeting to conduct the election of the new executive and committee, also presenting the Head Office Report.

Terry touched on several key topics, including the new Labor Government's new Industrial Relations Legislation and the consequences for the former Government's WorkChoices I.R. policy.

He encouraged members to participate at the annual Conference, AGM, trade Expo and Gala Awards Dinner at Darling Harbour on March 18 and 19 and the Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in early July.

The day opened with registration from 10am before Profitable Hospitality managing Director Ken Burgin presented a free one-hour education workshop, *"Finding and Keeping Better Staff"* from 10.30am.

Gold Coast Police District Superintendent Jim Keogh was guest speaker for the luncheon.

The Gold Coast meeting schedule for 2008:

- Combined Gold Coast – Brisbane Zones Meeting at Ipswich Leagues Club on Wednesday, May 14
- Gold Coast – Brisbane Charity Race Day at Gold Coast Turf Club on Saturday, July 5
- Combined Gold Coast – Brisbane Zones Meeting at Wynnum Leagues Club on Wednesday, September 3
- Queensland Bursary Presentation Luncheon at Broncos Leagues Club on Wednesday, November 26
- Zone Meeting & Christmas Luncheon on Tuesday, December 9 at a venue to be decided.

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# Fond farewells to old friends and warm welcomes to new members

It was a case of fond farewells and fonder welcomes at the Mid North Coast Zone Meeting at Macksville RSL Club in mid-February. There were 43 guests at the luncheon that was a retirement celebration for two popular Club Industry identities – Jan Bruce and Phil Grinham. Jan retired as Assistant Manager at Woolgoolga RSL Club, while Phil has opted for the fishing rod after working as a representative for Ainsworth and previously Aristocrat.

Zone President Bill Larkey welcomed 29 members – including four new members and three managers from Sawtell RSL Club – to the meeting. The new members are Ian Weldon from Sawtell Bowling Club, Helen Dooley from Coffs Harbour Catholic Club with Colan Ryan and John Patterson from Crescent Head Country Club.

Terry Edwards, Greg Rae and Graeme Duffy made the trip from Sawtell RSL Club to be at the meeting and catch up with colleagues the latest industry news.

CMAA Executive Officer Terry Condon, CCM, attended the meeting and presented the Head Office Report to the 29 members who attended.

Terry focused on Industrial Relations issues,

outlining the Association's new education and training initiatives, addressing the CMAA's Strategic Plan priorities and previewing the Annual Conference and Expo at Darling Harbour later this month and the Mid Year Executive Leadership Conference at the Gold Coast in early July.

The Zone's education incentives have helped subsidise 18 members to attend the Darling Harbour Conference and Expo on March 18 and 19.

Zone Secretary Treasurer said that up to 20 members had been able to attend the Conference and Expo in recent years thanks to the Zone policy of offering a \$100 per meeting incentive towards the event.

"We have been able to assist these 18 members with airfares, accommodation and transfers to attend the Expo and Conference ... it's a great result for everyone involved," Daphne added.

The Mid North Coast Zone Committee for 2008:

- President: Bill Larkey, Nambucca Heads RSL Club
- Secretary Treasurer: Daphne Parker, Woolgoolga Diggers Club



Bill Larkey

- Education Officer: Glenn Buckley, Woolgoolga RSS&A Club

The Mid North Coast Zone Meeting schedule for 2008:

- Woolgoolga RSL Club on Tuesday, May 6
- Urunga Golf Club on Tuesday, August 12
- North Beach Bowling Club on Tuesday, November 11

The Zone Golf Day is at Woolgoolga RSL Club's Safety Beach Golf Club on Tuesday, May 13, with the four-person ambrose event teeing off at 9.30 and registrations from 8.30.

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The new Sunshine Coast Zone Executive (from left) Janelle Barraud, Suzanne Long, Michael Effting, Laurie Williams and Tony Costain.

## Laurie welcomes new blood to executive and committee

President Laurie Williams welcomed a new Vice President, new Treasurer and three new faces on the Committee at the Sunshine Coast Zone Annual General Meeting in mid-February.

Maroochy RSL Club was the venue for the AGM, free educational workshop and luncheon.

Michael Effting (Vice President) and Janelle Barraud, ACCM (Treasurer) moved from the Committee to the executive positions.

Michael replaced Ricky Cole (Alexandra Headland Surf Club), while Janelle replaced Gerard Casey (Tewantin Noosa RSL & Citizens Memorial Club).

Jim Darcy was the only Committee member to stay for another term, with John Townsend (Maroochy RSL Club) and Chris Keen (Nambour RSL Club) both standing down after long periods of service on the Zone Committee.

Laurie, Secretary Suzanne Long and Education Officer Tony Costain, ACCM, retained their executive roles, while Kym Nunan-Squier, ACCM, Phillip Stephenson, ACCM, and Julie Healy brought new blood to the Committee. CMAA Executive Officer Terry Condon, CCM, conducted the AGM and presented the Head Office Report to the 34 members who attended.

Aristocrat Gaming again sponsored the Arthur Tye Perpetual Bursary, with company representative Harry Bryant and Arthur at the luncheon to congratulate and present the award to Tony Lyndon, from Nambour RSL Club.

The Sunshine Coast Zone Committee for 2008:

- > President: Laurie Williams, Nambour RSL Club
- > Vice President: Michael Effting, Bribie Island RSL & Citizens Memorial Club
- > Secretary: Suzanne Long, Nambour RSL Club
- > Treasurer: Janelle Barraud, Bribie Island RSL & Citizens Memorial Club
- > Education Officer: Tony Costain, Caloundra RSL Club
- > Committee: Kym Nunan-Squier, Maroochy RSL Club; Phillip Stephenson, Tewantin Noosa RSL & Citizens Memorial Club; Jim Darcy, Caloundra RSL Club; Julie Healy, Beachmere Bowls Club.

Following the AGM, Big Dave Staughton presented the free educational workshop, "How to 'Fire Up' Your Function and Event Sales".

Dave's presentation demonstrated how managers can significantly improve function sales by using the "TEAM" approach – Telephone inquiries, Email, Attending events and Meeting face-to-face.

Benny Pike interviewed Queensland Bulls cricketer Clinton Perren at the luncheon that attracted 98 guests, including CMAA members, club directors and industry trade representatives and suppliers.

Sunshine Coast Zone meeting schedule for 2008:

- > Zone Golf Day at 11am at Horton Park Golf Club, Maroochydhore, on Friday, April 4
- > Nambour RSL Club at 9.30am on Thursday, May 20
- > Bribie Island RSL Club at 9.30am on Tuesday, August 5
- > Zone Charity Bowls Day at Bribie Sports Club on Friday, October 20
- > Queensland Bursary Presentation Luncheon at Broncos Leagues Club on Wednesday, November 26
- > Zone Christmas Luncheon at Caloundra RSL Club at 11am on Tuesday, December 2

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Sunshine Coast Zone Annual Arthur Tye Perpetual Bursary, sponsored by Aristocrat, (from left) Laurie Williams (Zone President), Harry Bryant (Aristocrat), Bursary Winner Tony Lyndon (Nambour RSL Club – Bursary Recipient) and Arthur Tye.





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# Apology and I.R. reform as busy year opens in Cooma

Just over an hour up the road, the new Federal Parliament was preparing for its third day of sitting as the Far South Coast Zone met in Cooma in mid-February.

A day after new Prime Minister Kevin Rudd issued the nation's apology to the Stolen Generation, Zone President Mark Bellette and Secretary Treasurer Craig Clark convened the meeting of 11 members at Cooma Ex-Services Club.

CMAA Communication Services Manager Peter Sharp provided the Head Office Report, with a focus on the controversy and publicity surrounding the election of anti-gambling Senators Nick Xenophon and Steven Fielding.

Later that same day, the Family First Party Senator Fielding introduced the Poker Machine Harm Reduction Tax (Administration) Bill 2008, which is framed to phase out poker machines from clubs and hotels, restricting the machines to casinos and racetracks.

Another major talking point was the new Labor Government's Industrial Relations legislation introduced into the House of Representatives by Deputy Prime Minister and Industrial Relations Minister Julia Gillard that dismantles the Howard Government's WorkChoices and AWAs.

The meeting also further discussed the option of joining the CMAA Annual Conference Club Study Tour on March 17 before the two-day Darling Harbour Conference and Expo.

Another discussion topic, raised initially at Merimbula in November, was the option of buying and staging a CMDA training course, *"How to Write a Business Plan"*.

Mark informed the meeting he had discussed the option with CMAA Education Manager Ralph Kober and several members indicated their interest in the project.

Kade Morrell moved from Warilla Bowling Club to Cooma to take the General Manager's role at Cooma Ex-Services Club.

Kade was conscripted to the "Sergeant at Arms" (fines master) duties for the Zone Dinner the previous night when more than 70 CMAA members, club directors and industry trade representatives sat down to superb meal in the auditorium.

As at all Far South Coast Zone events, funds raised at the dinner are passed on to the Royal Guide Dogs Association, which benefited from some "creative" fines and generous club donations.

At the November 2007 meeting at Pambula Merimbula Golf Club, John Weir alerted Zone members to the plight of CMA Member Greg Hogan who is battling cancer.

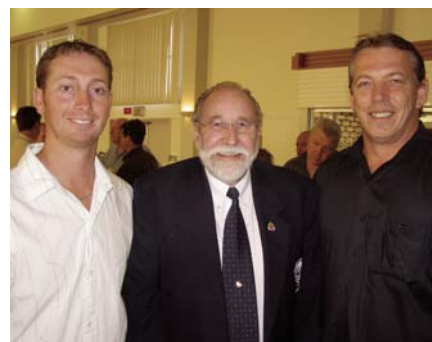
Scott Preston is organising a golf



day fundraiser at Canberra, however the Zone has resolved unanimously to support Greg and his family with a cheque for \$5,000.

Far South Coast Zone's 2008 meeting schedule is:

- Tuross Head Country Club on Thursday, May 15
- Tomakin Ports & Social Club on Thursday, August 14
- Narooma Sporting & Services Club on Thursday, December 11



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# Chris McCarthy joins Zone Committee for 2008

There was a familiar face on the new committee and a new face at the Manly Northern Suburbs Zone Annual General Meeting in mid-February.

The AGM attracted 18 members to Asquith Leagues Club when Vice President Doug McCosker from Roseville Returned Servicemen's Club was the only Committee member not to seek re-election.

Ryde Eastwood Leagues Club General Manager Chris McCarthy was elected to replace Doug, while the rest of the Committee was re-elected unopposed in all positions.

CMAA Education Manager Ralph Kober conducted the Election, greatly assisted by the impressive lobbying skills of Tony Snowsill.

The Zone Committee for 2008 is:

- President: Ray Agostino, Asquith Leagues Club
- Vice Presidents: Mario Machado, Hornsby RSL Club and Chris McCarthy, Ryde Eastwood Leagues Club
- Secretary: Jason Read, West Pennant Hills Sports Club
- Treasurer: Kim Blackburn, Asquith Leagues Club
- Education Officer: Luke Simmons, **norths** league club
- Publicity Officer: Cindy Bunyan, Asquith Leagues Club

Mario also is the Division A – City and Eastern Suburbs Zone and Manly Northern Suburbs Zone - Federal Councillor.

The new face at the meeting was Dee

Why RSL Club Food and Beverage Manager Michael Sue See, who moved from Star City Casino.

Ralph Kober and Communication Services Manager Peter Sharp presented the Head Office Report. Peter focused on Industrial Relations issues and Ralph outlined the Association's new education and training initiatives, addressing the CMAA's Strategic Plan priorities and previewing the Annual Conference and Expo at Darling Harbour later this month and the Mid Year Executive Leadership Conference at the Gold Coast in early July.

In his President's Report, Ray Agostino reminded members that the Zone Bursaries – three bursaries to the Mid Year Conference, which have been increased to \$1,500 per person – close on Friday, April 11 and should be directed to Zone Secretary Jason Read at West Pennant Hills Sports Club at 103 New Line Road, West Pennant Hills, NSW 2125.

Ray also spoke about the prospect of hosting another "Taking it to the Suburbs" CMDA training package to be hosted within the Zone.

The Annual Zone Golf Day will be at Long Reef Golf Club on Friday, April 18, with a 7.30am shotgun start time in a four-person ambrose event.

The Zone Mid Year Meeting and Luncheon will be at Ryde Eastwood Leagues Club on Tuesday, July 24 and the Christmas Meeting and Luncheon on Wednesday, December 3, with the venue to be decided.



Zone President Ray Agostino welcomes new member Michael Sue See to his first Zone Meeting at Asquith Leagues Club.



The Manly Northern Suburbs Zone Committee for 2008 (from left) Kim Blackburn, Chris McCarthy, Ray Agostino, Luke Simmons, Mario Machado and Jason Read.



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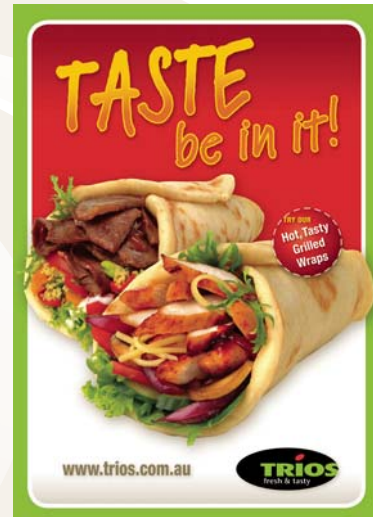
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# Committee determined to tackle major challenges

Things don't always turn out the way it's planned.

What was scheduled to be a "regulation" Zone Meeting in north-east Melbourne, turned into perhaps the most significant "workshops" the Zone's current committee has conducted.

The CMAA's Victoria Zone continues to face many challenges, but there is focus and determination to rebuild and strengthen the southern state's profile and membership.

The first Zone Meeting for 2008, at Heidelberg RSL Club in late February, provided the opportunity for the Committee, headed by President Barry West and Division H – Victoria Zone, Riverina Murray Zone and ACT Zone – Federal Councillor Grant Duffy, to address membership, education and organisational issues for 2008 and beyond.

The Committee, including Secretary Kevin Morland, Education Officer Jim Smith, Promotions Officer Erin Langman, Grant Duffy, also the Zone Treasurer, Barry Thompson and host club manager Vin Butcher worked through the issues before the Zone Meeting.

CMAA Communication Services Manager Peter Sharp traveled to Heidelberg to deliver the Head Office Report and joined in the extensive discussions during the meeting and what became a working luncheon.

Jim Smith's powerpoint report to the meeting added to the Committee's determination to identify and tackle

the challenges facing the Zone.

Jim and Erin are working behind the scenes with the CMAA Education Manager Ralph Kober and the CMDA to bring significant courses and high-profile presenters to events in Victoria.

The meeting determined to place greater emphasis on turning Zone events into occasions that will offer networking, workshop, administrative and educational opportunities for Zone members.

The meeting also initiated strategies to identify, contact and invite current, lapsed and potential members to rethink their professional positions and participate in Zone social and educational events.

"This is a very important time in the careers of club managers across Victoria and Australia," Zone President Barry West said after the meeting.

"Like some of the bigger zones across NSW and Queensland, we have an issue with managers having to travel extensively to attend CMAA events, but that should not be a reason that we don't make it worth their while to be at these events.

"I believe if we can provide quality educational opportunities, workshops, guest presenters and networking opportunities, then they will make the effort to attend.

"We have our own set of issues here in Victoria, but some of our challenges are shared by managers and Zones across the CMAA, so



(from left) Heidelberg RSL Club Manager Vin Butcher and long-serving member Alf Diggerson with Victoria Zone President Barry West.

we will be speaking to our colleagues about options and, hopefully, solutions.

"I ask all Victoria Zone members to consider coming back to our meetings and events and encouraging fellow managers who are not members to consider joining the Association."

The Zone's next major event will be the Victoria CMAA Awards at Mulgrave Country Club on Friday, March 14.



(from left) CMAA Division H Federal Councillor and Victoria Zone Treasurer Grant Duffy with Mulgrave Country Club General Manager Kerry Scarlett with Kyneton Bowling Club Venue Manager Gary Bryan Smith.



(from left) Victoria Zone Education Officer Jim Smith with Promotions Officer Erin Langman and Zone Secretary Kevin Morland.

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Features:

- Made in Italy from crystal-glass, for improved transparency and strength
- Dishwasher safe
- Presented as a set of four glasses
- Capacity: 385ml

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SB-01

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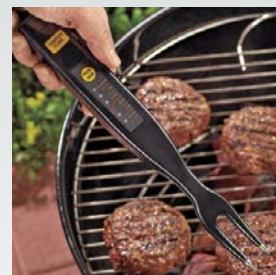
The Electronic BBQ Fork sports a thermometer that tells you exactly how the meat is being cooked. All you need to do is turn the fork on and then prod the meat to get a reading of well done, medium well done, medium, rare or very rare. Meat BBQ'd to perfection every time!

Please note: overseas model pictured.

Order Number **SB-01**

**\$36.00**

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## Hughes and Holland bring experience to committee

The CMAA's Mid State Zone Committee is back to a full complement after the Annual General Meeting at Narromine United Services Memorial Club in late February.

President Chris Chapman, from Gilgandra Services Club, and Vice President Helen Garlick, from Wentworth Golf Club, had been managing the Zone's administration following the resignations of Secretary/Treasurer David Veness and replacement Education Officer Dominic Connaughton (Orange Ex-Services Club).

David resigned his membership and Dominic stepped in to take the role when previous Education Officer Andrew Spice accepted a position outside the Zone.

That's the same reason that Dominic, a long-serving Zone committeeman, relinquished the committee role, as he moves to Nepean Zone and the General Manager job at Penrith RSL Club.

Chris (President) and Helen (Vice President) were re-elected unopposed at the AGM with Owen Hughes, from Mudgee Soldiers Club, joining the Committee as Secretary/Treasurer and Geoffrey Holland, from Dubbo RSL Club, the new Education Officer.

CMAA Communication Services Manager Peter Sharp traveled to Narromine to present the Head Office Report to the 16 members present and conduct the election of office bearers.

That report covered the Federal Government's newly introduced

Industrial Relations legislation, workplace contracts, media coverage of the problem gambling debate, the CMAA's major conferences for 2008 at Darling Harbour later this month and the Mid Year Conference at Conrad Jupiters on the Gold Coast in early July.

In General Business, Chris read a letter of resignation from David Veness and presented a Notice of Motion considering the Zone rethink its meeting schedule for 2008 to coincide with *ClubsNSW* meetings and the CDI program.

He also tabled a proposal from Orange Ex-Services Club, offering to host a Supervisor Bootcamp course in April and May, which will be investigated.

Geoffrey Holland also detailed his club's role in the protracted legal dispute between *ClubsNSW* - on behalf of all clubs - and the NSW Health Department over the definition of an unenclosed (outdoor) space to accommodate the state's non-smoking legislation.

Club Plus Member Services Manager Charles Sala made a brief presentation to the meeting.

The Zone Dinner was the first function in the new Narromine USMC auditorium where Bob Walsh and Club Directors proudly welcomed more than 75 guests to a first class meal and night of country hospitality.

Bob and Chris Chapman conducted an auction that raised \$17,500, including almost \$15,000 from poker machine conversions donated by Ainsworth, Strargames, Aristocrat, IGT, Konami



Host club General Manager Bob Walsh (centre) with Ray Donnelly (left) and Gary Leo after the Mid State AGM at Narromine United Services Memorial Club.

and an LCD screen upgrade donated by HiTech Gaming.

Most of the auction money will boost the Zone account to stage education and professional development courses ... something Geoffrey Holland committed to when he accepted the Education Officer position.

"I'm very happy with the outcome of the AGM, our new committee and the terrific outcome of the auction," Chris Chapman said at the dinner. "We have some money in the kitty, but the auction funds will boost our ability to offer study bursaries and host training and study courses.

"It's been a good day for the Zone and I'm looking forward to what we can achieve during the term of this Committee."

The Mid State Zone Committee is reassessing its meeting schedule for the balance of the year, but has its annual Study Tour - probably to the ACT - scheduled for Saturday, May 17, and a Zone Meeting planned for Wednesday, November 13.



Mid State Zone Committee for 2008 (from left) Geoffrey Holland, Chris Chapman, Helen Garlick and Owen Hughes.



Enjoying drinks and friendship at the Mid State Zone Dinner were David French, David Fitzgerald, Chris Chapman and John McWhirter.

# Substances can be a hazard for all Qu

**Hazardous substances could be a concern in your club. Are you familiar with what hazardous substances are? Does your workplace have hazardous substances? Are your employees being exposed to hazardous substances? A recent study into hazardous substances within Queensland Clubs clearly indicated that the area of "hazardous substance" is poorly managed. It presents itself as a high-risk area in terms of the increased risk of injury to the employees and there is a lack of regulatory compliance which increases the financial risk to the workplace. Total HR Solutions expert GEORGE KESKINIDIS takes a look at the situation ...**

There are strict Regulations in Australia governing the use of hazardous substances in workplaces.

The *Queensland Workplace Health and Safety Regulation 1997* places obligations on employers regarding hazardous substances, and considerable penalties have been set for non-compliance.

Are you aware of what you have to do to comply with this legislation to properly manage hazardous substances within your workplace?

Legislation for hazardous substances in Queensland includes "Part 13" of the *Queensland Workplace Health and Safety Regulation 1997*.

In addition, there is also a Hazardous Substances Code of Practice (2003), which has been developed for people working with hazardous substances.

The Legislation is designed to give practical advice on ways to manage specific risks that arise when hazardous substances are used at workplaces.

However, this is a lot of information and not always the most exciting topic to research on a regular basis.

That's why workplace consultants, such as Total HR Solutions, are available to help keep managers updated on legal requirements and to develop a management system for your hazardous substances.

Where hazardous substances are used at the workplace, Queensland legislation requires the employer to ensure a hazardous substances register is kept, material safety data sheets are made available, risk assessments are conducted and employee induction and training is provided in the safe use and handling of hazardous substances.

In case club managers didn't have enough to cope with, employers also should ensure hazardous substances are stored and labelled appropriately.

A health surveillance also should be arranged for any employee who has been exposed to a hazardous substance.

Often, hazardous substances will be industrial chemicals.

However, they might also include pesticides, paints, drugs, cosmetics, beer line cleaners, oven cleaners, refrigerant gases, or any other substance that is hazardous to health and used or produced in a work activity.

The following information outlines what is required regarding hazardous substance management in the workplace.

### MATERIAL SAFETY DATA SHEETS

A Material Safety Data Sheet – MSDS – is an information sheet produced by the substance manufacturer or supplier.

The information it provides allows for the safe use and handling of the substance. It describes:

- the identity and use of the product
- chemical and physical properties
- health hazard information
- precautions for use
- safe handling information

The MSDS also should include information on first aid, safe disposal methods, personal protective equipment and should contain the contact details of the manufacturer or supplier.

According to the *Queensland Workplace Health & Safety Regulations*, the manufacturer or supplier must provide the employer with a copy of the substance's MSDS on its first supply, or if the substance is changed and the MSDS is amended.

If the MSDS has not been supplied, the employer must ask the supplier if the substance is a hazardous substance and - if it is - ask for a copy of its current MSDS.

The MSDS must be kept in a register at the workplace, with another copy available close enough to where the substance is being used to allow an employee who may be exposed to the substance to refer to it easily.

### HAZARDOUS SUBSTANCES REGISTER

There is a legislative requirement to keep a hazardous substance register at the workplace.

This register is simply a list of all the hazardous substances at the workplace and the current MSDS for each substance.

The employer must allow all employees to inspect the register at any reasonable time.

### LABELLING

The employer must ensure all hazardous substances containers at the workplace are labelled appropriately.

A supplier must ensure a label is fixed to a hazardous substance's container when the substance is supplied and the label must be in English and state the substance's product name.

It must also state the substance's risk and safety phrases (other than a safety phrase giving information about a risk phrase - i.e. a safety phrase stating "keep away from heat" if the risk phrase states "heating may cause an explosion").

If the substance contains a Type 1 or Type 2 ingredients, the label must state the ingredient's chemical name and if the substance contains a Type 2 ingredient and the substance's manufacturer or importer reasonably believes disclosure of the ingredient's chemical name gives insufficient commercial protection, it may state the ingredient's generic name.

When transferring substances into different containers, for instance transferring cleaning fluid into a spray bottle, a label must be attached to the new container.

Labelling this container must include the name of the substance and the substances risk and safety phrases.

### RISK ASSESSMENTS

The hazardous substances legislation requires risk assessments on all hazardous substances.

To remain current and up-to-date, these risk assessments must be revised every five years.

They should also be conducted if there are any changes in the way the



## Queensland clubs

substance is used, or new information about the substance's hazards is available. The risk assessment must include:

- Identification of the substance
- Review of the substance's MSDS, or equivalent information if the MSDS is not available
- Review of the substance's label, if it is contained in a consumer package
- Decision whether any workers may be exposed to the substance
- Decision about control measures that may be needed

A record of each hazardous substance's risk assessment must be kept.

These records must state the date of the risk assessment, whether the degree of risk was assessed to be significant, the substance's product name and the control measures in place for the assessment.

If the assessment shows monitoring or health surveillance is needed, this should also be included in the record.

### INDUCTION AND TRAINING

The employer is required to provide workers who may be exposed to hazardous substances at the workplace an induction and ongoing training about those substances.

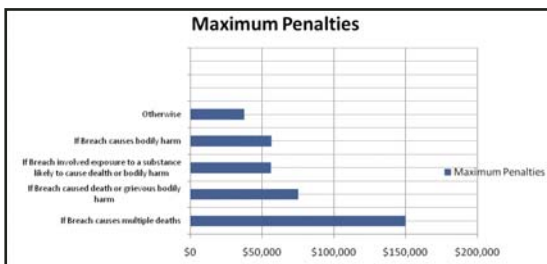
The employer must keep a record of this training for five years.

Records on Inductions or Training Sessions should include:

- The date of the training session
- The topics dealt with at the session
- The name of the person who conducted the session
- The names of the employees who attended the session

These requirements are Workplace Health and Safety obligations for employers under the *Queensland Workplace Health & Safety Act 1995*.

Maximum penalties for not discharging one's Workplace Health and Safety obligations are:



\*Reference: Queensland Workplace Health and Safety Act 1995

If you require further information or assistance regarding the management hazardous substances at your workplace, contact George Keskinidis with of Total HR Solutions on 1300 722 531 or [george@totalhrsolutions.com.au](mailto:george@totalhrsolutions.com.au)




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## March-April 2008

For full content details of each of the programs contact the CMDA or refer to the 2007 calendar on our website.  
Phone: (02) 9643 2300 [www.cmaa.asn.au](http://www.cmaa.asn.au) Email: [training@cmaa.asn.au](mailto:training@cmaa.asn.au)

| COURSES                                                                                                                                                                                                                                                                                                                      | MARCH                                                                 | APRIL                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------|
| <b>Provide Responsible Service of Alcohol</b> (THHBF09B) (LAB approved) ACCM Unit - 1 Day                                                                                                                                                                                                                                    | M 3 (Sutherland Tradies)<br>W 5 (Wests Ashfield)<br>W 12 (Mounties)   | M 7 (City Tatts)<br>W 16 (Mounties)  |
| <b>Provide Responsible Gambling Services</b> (THHADG03B) (LAB approved) ACCM Unit - 1 Day                                                                                                                                                                                                                                    | T 4 (Sutherland Tradies)<br>Th 6 (Wests Ashfield)<br>Th 13 (Mounties) | T 8 (City Tatts)<br>Th 17 (Mounties) |
| <b>Analyse &amp; Report on Gaming Machine Data</b> 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 21 & T 22                          |
| <b>Gaming Management Development Program</b> -ACCM Unit - 2 x 3 Day Sessions (Develop & Manage Gaming Activities THHADG02A) Ideal for Gaming Supervisors and Managers. Covers; EGM install and floor layouts, LAB, Gaming, HR issues, gaming promotions, advanced analysis, poker machine fraud and minor gaming activities. | M 10, T 11 & W 12                                                     | M 14, T 15 & W 16                    |
| <b>Financial Management</b> ACCM Units - 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program.                                                                                                                               |                                                                       | M 7 & T 8<br>Continues May           |
| <b>Develop &amp; Manage Marketing Strategies</b> THHGLE12B ACCM Unit - 2 x 2 Day Sessions Deals with the skills and knowledge required to develop & manage marketing plans and strategies, focusing on planning, monitoring and evaluation. * Marketing Fundamentals is the prerequisite for this program.                   | T 4 & W 5                                                             | T 1 & W 2                            |
| <b>Develop and Implement a Business Plan</b> THHGLE19B -ACCM Unit – 3 Days Assists Managers to understand the process of strategic management and shape their Club's business plan                                                                                                                                           | W 12, Th 13 & W 26                                                    |                                      |
| <b>OHS Risk Management for Supervisors and Managers</b> - 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.                                             | W26 & Th 27                                                           |                                      |
| <b>Manage Quality Customer Service</b> THHGLE11B ACCM Unit – 1 Day Deals with the skills and knowledge required to manage customer service quality in the workplace, focusing on the need to develop pro-active approaches to service quality issues.                                                                        |                                                                       |                                      |
| <b>Manage Workplace Relations</b> THHGLE10B ACCM Unit - 2 x 2 Day Sessions This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.                                                                                                                   | POSTPONED                                                             | Contact CMDA for more details        |

## Regional Training

| COURSES                                                                                                                                                                                                                                                                                                                               | MARCH                      | APRIL                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------|
| <b>Provide Responsible Service of Alcohol</b> (THHBF09B) (LAB approved) ACCM Unit - 1 Day                                                                                                                                                                                                                                             | Tweed W 12                 |                                        |
| <b>Provide Responsible Gambling Services</b> (THHADG03B) (LAB approved) ACCM Unit - 1 Day                                                                                                                                                                                                                                             | Tweed Th 13                |                                        |
| <b>Train the Trainer</b> - 1 Day (THHGT01B Coach Others In Work Skills) 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.            | Albury Th 6                |                                        |
| <b>Deal with Conflict Situations</b> THHGC03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.                                                                                                                                                                                      | Cardiff<br>Th 27 & F 28    | Moruya<br>M 7 & T 8                    |
| <b>Plan &amp; Establish Systems &amp; Procedures</b> 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.                                                                                          | Melbourne<br>T 4           | Curumbin<br>T 15                       |
| <b>Duty Management Development Program</b> - 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. |                            | ACT M 14, T 15 & W 16<br>Continues May |
| <b>Analyse &amp; Report on Gaming Machine Data</b> 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.                                                      | Dapto<br>W 5 & Th 6        |                                        |
| <b>Marketing Fundamentals</b> - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)                                                                                                                                                                                                                              | Singleton<br>M 10 & T 11   | Moruya<br>M 28 & T 29                  |
| <b>Roster Staff</b> THHGLE05B -ACCM Unit - 1 Day Assists Managers in creating cost efficient base rosters that utilise the flexibility the award provides. Ideal for all managers.                                                                                                                                                    |                            | ACT<br>T 15                            |
| <b>Monitor Staff Performance</b> THHGLE06B ACCM Unit - 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.                                                                                                                                    | Aspley,<br>QLD M 10 & T 11 | Maroochydore<br>W 16 & Th 17           |
| <b>Recruit and Select Staff</b> THHGLE07B -ACCM Unit - 2 Days<br>This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans.                                                                                                                             | Wyong<br>T 11 & W 12       | Coffs Harbour<br>T 22 & W 23           |
| <b>Manage Quality Customer Service</b> THHGLE11B ACCM Unit – 1 Day Deals with the skills and knowledge required to manage customer service quality in the workplace, focusing on the need to develop pro-active approaches to service quality issues.                                                                                 | Tweed<br>M 31              | ACT<br>W 16                            |

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.



| Day                | Date          | Meeting | Venue                            | Zone                                                                                   |
|--------------------|---------------|---------|----------------------------------|----------------------------------------------------------------------------------------|
| <b>MARCH</b>       |               |         |                                  |                                                                                        |
| Tuesday            | 04/03/2008    | 07:30   | Tradies @ Gymea                  | St George /Cronulla Sutherland Zone Meeting                                            |
| Wednesday          | 05/03/2008    | 10:00   | Redcliffe Leagues Club           | Brisbane Zone AGM                                                                      |
| Wednesday          | 05/03/2008    | 09:30   | Glen Innes Services Club         | North West State Zone Meeting                                                          |
| Friday             | 07/03/2008    | 10:00   | Carnarvon Golf Club              | Inner West Zone Meeting & Golf Day                                                     |
| Friday             | 07/03/2008    | 10:00   | Barrier Social & Democratic Club | Riverina Murray Zone AGM                                                               |
| Tuesday            | 11/03/2008    | 09:30   | Paddington RSL Club              | City & Eastern Suburbs Zone Meeting                                                    |
| Wednesday          | 12/03/2008    | 09:30   | Kingscliff TAFE                  | Far North Coast Zone Meeting                                                           |
| Thursday           | 13/03/2008    | 11:00   | Mounties                         | Nepean Zone AGM                                                                        |
| Friday             | 14/03/2008    | 18:00   | Mulgrave Country Club            | Victoria Zone Awards Night                                                             |
| Monday             | 17/03/2008    | 17:30   | Darling Harbour                  | Federal Council Meeting                                                                |
| Tuesday            | 18/03/2008    | 09:00   | Darling Harbour                  | CMAA Annual General Meeting                                                            |
| Tuesday            | 18/03/2008    | 18:00   | Darling Harbour                  | CMAA Annual Gala Awards Dinner                                                         |
| Tuesday            | 18/03/2008    | 09:00   | Darling Harbour                  | CMAA Annual Conference & Trade Expo                                                    |
| Wednesday          | 19/03/2008    | 09:00   | Darling Harbour                  | CMAA Annual Conference & Trade Expo                                                    |
| <b>APRIL</b>       |               |         |                                  |                                                                                        |
| Wednesday          | 02/04/2008    | 10:00   | Gosford RSL Club                 | Central Coast Zone Meeting                                                             |
| Friday             | 04/04/2008    | 11:00   | Horton Park Golf Club            | Sunshine Coast Zone Golf Day                                                           |
| Monday             | 07/04/2008    | 11:00   | Port Macquarie Golf Club         | Great Lakes Zone Meeting / Charity Golf Day                                            |
| Friday             | 18/04/2008    | 07:00   | Long Reef Golf Club              | Manly Northern Suburbs Zone Golf Day                                                   |
| Friday             | 18/04/2008    | 11:00   | Shellharbour Workers Club        | Illawarra Shoalhaven Zone Meeting                                                      |
| Thursday           | 24/04/2008    | 09:30   | Auburn                           | CMAA Executive Meeting                                                                 |
| <b>MAY</b>         |               |         |                                  |                                                                                        |
| Tuesday            | 06/05/2008    | 10:30   | Woolgoolga RSL Club              | Mid North Coast Zone Meeting                                                           |
| Tuesday            | 13-15/5/2008  |         | Crowne Plaza, Terrigal           | Leagues Club Association Gaming Conference                                             |
| Wednesday          | 14/05/2008    | 09:30   | Lightning Ridge Bowling Club     | North West State Zone Meeting                                                          |
| Wednesday          | 14/05/2008    | 09:30   | Ipswich Brothers Leagues Club    | Combined Brisbane / Gold Coast Zone Meeting                                            |
| Thursday           | 15/05/2008    | 09:30   | Tuross Head Country Club         | Far South Coast Zone Meeting                                                           |
| Friday             | 16/05/2008    | 11:00   | TBA                              | Victoria Zone AGM                                                                      |
| Saturday           | 17/05/2008    | 14:00   | Gilgandra Services Club          | Mid State Zone Study Tour                                                              |
| Thursday           | 20/05/2008    | 07:30   | Fox Hills Golf Club              | Nepean Zone Annual Golf Day                                                            |
| Thursday           | 20/05/2008    | 09:30   | Nambour RSL Club                 | Sunshine Coast Zone Meeting                                                            |
| Thursday           | 24/04/2008    | 10:00   | Canberra Southern Cross Club     | ACT Zone Meeting                                                                       |
| Tuesday            | 27/05/2008    | 07:00   | The Coast Golf Club              | Peter Cameron Golf Day                                                                 |
| Thursday           | 29/05/2008    | 09:30   | Auburn                           | CMAA Executive Meeting                                                                 |
| <b>JUNE</b>        |               |         |                                  |                                                                                        |
| Tuesday            | 03/06/2008    | 09:00   | St George Motor Boat Club        | St George / Cronulla Sutherland Zone Meeting                                           |
| Tuesday            | 03-05/06/2008 |         | Hong Kong & Macau                | Asian Gaming Expo <a href="http://www.asiangamingexpo.com">www.asiangamingexpo.com</a> |
| Wednesday          | 04/06/2008    | 10:00   | Woy Woy Leagues Club             | Central Coast Zone Meeting                                                             |
| Friday             | 06/06/2008    | 10:00   | Bankstown Sports Club            | Inner West Zone Meeting                                                                |
| Wednesday          | 11/06/2008    | 09:30   | Casino RSM Club                  | Far North Coast Zone Meeting                                                           |
| Thursday           | 19/06/2008    | 09:30   | Cabramatta Leagues Club          | Nepean Zone Meeting                                                                    |
| Wednesday          | 25/06/2008    | 11:00   | The Adamstown Club               | Hunter Zone Meeting                                                                    |
| Thursday           | 26/06/2008    | 09:30   | Auburn                           | CMAA Executive Meeting                                                                 |
| <b>JULY</b>        |               |         |                                  |                                                                                        |
| Tuesday            | 01/07/2008    | 14:00   | Jupiters Gold Coast              | CMAA Federal Executive / Federal Council Meeting                                       |
| Wednesday          | 02/07/2008    | 16:00   | Jupiters Gold Coast              | CMAA General Meeting                                                                   |
| Wednesday - Friday | 02-04/07/2008 | 09:00   | Jupiters Gold Coast              | CMAA Mid-Year Conference                                                               |
| Saturday           | 05/07/2008    | 11:00   | Gold Coast Turf Club             | Brisbane Gold Coast Zone Charity Race Day                                              |
| Tuesday            | 08/07/2008    | 09:30   | Bondi Junction RSL Club          | City Eastern Suburbs Zone Meeting                                                      |
| Tuesday            | 15/07/2008    | 10:00   | Rich River Golf Club             | Riverina Murray Zone Meeting                                                           |
| Wednesday          | 16/07/2008    | 11:00   | Club Forster                     | Great Lakes Zone Meeting                                                               |
| Monday             | 21-23/07/2008 | 09:00   | Twin Towns, Coolangatta          | RSL & Services Clubs Association National Conference                                   |
| Thursday           | 24/07/2008    | 09:30   | Ryde Eastwood Leagues Club       | Manly Northern Suburbs Zone Meeting                                                    |
| Friday             | 25/07/2008    | 11:00   | Bomaderry Bowling Club           | Illawarra Shoalhaven Zone Meeting                                                      |
| Thursday           | 31/07/2008    | 09:30   | Auburn                           | CMAA Executive Meeting                                                                 |

# IGT Australia increases focus on gaming systems

IGT has appointed **Michael Cheers** as Systems Sales Manager for Australia and New Zealand.

Michael has been in gaming for 14 years, including nine years as IGT's State Sales Manager for South Australia and the Northern Territory.

To take up this strategic role, Michael and his family have relocated from South Australia to IGT's Head Office in Sydney.

**IGT Systems** General Manager Colin Gray said the Systems Sales Manager is a new position in the company which is dedicated to developing IGT's system business.

"**IGT Systems** has attracted great interest from venues across Australia and Michael's experience in the industry will help to drive this business," Colin said.

**IGT Systems** offers a functionally rich suite of products that can be tailored to venues of any size.

Michael Cheers said there are several packages available and a suite of additional modules that can be added,



so venues only pay for the functionality they need.

"In the highly regulated gaming industry, **IGT Systems** can offer venues flexibility and a point of difference in the market by providing their players with a greater level of enjoyment out of their gaming experience," Michael added.

Meantime, **IGT** has been honoured at the prestigious *IGWB (International Gaming & Wagering Business) International Gaming Products 2007 Awards*.

**IGT** won the "Major Jackpots Link" Award, which was conceived and developed by **IGT Australia**.

The "Major Jackpots Link" is the long-running and successful jackpot link in the local market for three years.

The winners were selected by a panel of independent judges and announced



Michael Cheers

on January 23 at the International Casino Exhibition (ICE) at Earl's Court in London.

BNP Media Gaming Group Publisher Pamela Hugill said the breadth and diversity of entries in this year's competition was amazing.

"On behalf of *IGWB*, I want to thank every company that participated," Pamela added. "They're proof that innovation is the driving force behind the gaming industry, and it is truly worldwide in scope."

## More new maxgaming products at '08 Expo

**maxgaming**, the CMDA Centre Sponsor, again will exhibit at Stand 7 at the CMAA's 2008 Expo at Darling Harbour on March 18 and 19.

"*Moolah Money*" is **maxgaming's** new themed state-wide linked jackpot exclusive to small clubs, which features lovable Moolah the cow.

"*Moolah Money*" is a mystery-themed link suitable for all makes of standard gaming machines with the added bonus of co-pooling with the popular "*Easy Street*" mystery jackpot.

"*Inca Fortune*" is a top performer in the Xtreme mystery product range with a large state-wide linked jackpot - plus two flexible in-house levels - and an impressively branded theme. Included in the package is a 100% **Aristocrat** game support warranty, a choice of games from the extensive **Aristocrat** game library, impressive graphic animations - all at a low price.

"*Platinum Jackpots*" is the newest state-wide link in the **maxgaming** product range, co-pooling with "*Bullionaire*" and the recently launched oriental-themed link "*Money Frog*", which means clubs can offer a new product, yet still feature the rapid jackpot hit frequency of **maxgaming's** most established products.

**maxgaming**  
maxgaming.com.au



IGT's "*Wheel of Fortune*" state-wide link has enjoyed a 60% increase in installed machines within just a few months with its popularity largely due to its performance figures, largest progressive jackpot in NSW - at more than \$95,000, five strong games and more games coming.

**maxgaming** also will feature a wide range of established products - "*Lucky Country*", "*Dollar Dazzler*", "*Easy Street*", "*Money Frog*" and the popular "*Fraternal*" links.



# Specialised banking solutions for clubs at BankWest



**BankWest** is setting benchmarks by offering a specialised and holistic approach when it comes to banking for the Club Industry.

**BankWest** offers private banking, cash management and transaction solutions and dedicated commercial banking industry experts.

Director of Hospitality Darren Longmuir said **BankWest** now offers a dedicated Club Industry package via a team of industry experts who understand the challenges that club managers across Australia face.

"The new tailored package, which features a private banking offering and specialised cash management and transaction solutions, is just another way that we can help the industry through a solution based banking approach," Darren said.

Rory Muscat, from the **BankWest** Private Banking team, has compiled a tailored package exclusively for CEOs and CFOs across the CMAA.

**BankWest** Private focuses on providing a superior personal service and providing customers with a highly competitive alternative to other major private banks.

"Private banking is more than traditional banking services of deposits and loans," Rory added. "It's about providing personalised one-to-one solution based service, that is essential after attaining a certain level of wealth, combined with an understanding of clients' needs, motivations and aspirations, we work with our client to ensure their financial requirements are achieved."

Warren O'Brien, from **BankWest**'s Commercial Banking area, knows that each club is unique in terms of demographics, location, life cycle and cash management.

"We offer a flexible range of products and competitive lending guidelines for the clubs industry," Warren said. "We recognise the value of the going concern of a business, along with the value of its people and brand, not just its fixed assets or the alternative use value. This is a unique approach as not many of the other banks do this."

Paul Newcombe from the Cash Management and Transactional Solutions team said **BankWest** has a team that can assist with general operating accounts, EFTPOS, payroll, cash management structuring and repaying debt.

"It doesn't matter the size of your club, or your requirements, we review cash management solutions on a club-by-club basis and know we offer the best specialised approach to the Club Industry," Paul said.

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

A CMDA sponsor, **BankWest** has shown its long-term commitment to the industry and sees the importance of the CMAA as the industry's voice when tackling government on issues affecting clubs in Australia.

**BankWest** has been around for more than 110 years in Western Australia and is part of the HBOS Australia group which has assets of more than \$50 billion.

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

**BankWest** is stepping up its assault on the Australian banking industry with the roll-out of a major new retail and commercial banking network.

It is the largest branch expansion program – from scratch – undertaken in Australia and will challenge the dominance of the "Big Four" banks.

**BankWest** is opening more than 160 new branches in NSW, Victoria, Queensland and South Australia during the next three-to-four years.

Servicing the needs of both retail customers and businesses is a key part of the program.

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

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



*The Bankwest executive team ... (from left) Director of Hospitality Darren Longmuir, Warren O'Brien from Commercial Banking, Paul Newcombe from the Cash Management and Transactional Solutions team with Rory Muscat from the Private Banking team.*

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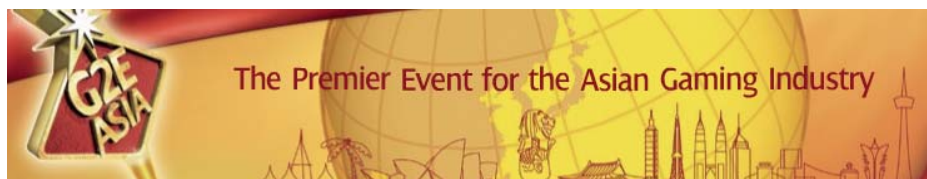
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## New certificate program for gaming industry managers



Gaming industry management professionals will have a unique opportunity to further their careers this June through Global Gaming Expo Asia's (G2E Asia) new G2E Asia Gaming Management Certificate program.

Produced in partnership with the University of Macau and the University of Nevada Las Vegas (UNLV) Singapore campus, the G2E Asia Gaming Management Certificate program will be offered as a one-day training workshop on June 3, 2008.

It will be staged at the Cotai Strip Convention and Exhibition Centre at the Venetian Macao in conjunction with G2E Asia 2008, which is scheduled for June 3 to 5.

Dr Andy Nazarechuk, Dean of the UNLV's Singapore campus said Macau's

gaming industry is booming and there is a need for educated supervisors and managers. "The University of Macau and UNLV Singapore have joined forces to create a high-quality professional development program specifically geared for gaming supervisors and managers who want to upgrade their management skills to position themselves for future career advancement."

The G2E Asia Gaming Management Certificate program will offer expert-led workshops specifically designed to address the subjects and trends that are most crucial to success in today's competitive gaming marketplace.

Gaming professionals who participate in the program will learn how to increase customer service, develop leadership

skills, enhance employee satisfaction, create casino marketing plans, understand the importance of responsible gaming programs and more.

The one-day event also will include networking opportunities and a keynote luncheon.

University of Macau Gaming Management Coordinator Dr Ricardo Siu said the program would help gaming managers enhance their global perspective of the industry and better understand how to provide Asian customers with high-quality service.

"The G2E Asia Gaming Management Certificate program will give gaming managers the tools to be successful in this highly competitive market."

Places for the G2E Asia Gaming Management Certificate program is limited to provide an interactive and intimate learning environment.

Gaming professionals who attend the program will receive an official certificate of completion from G2E Asia, the University of Macau and UNLV Singapore.

For more information about the G2E Asia and the G2E Asia Gaming Management Certificate program, or to register for these events, visit [www.G2EAsia.com](http://www.G2EAsia.com)

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# Conference topic close to my heart and taste

## CMA Conference

I've been asked to participate in a discussion panel at the CMAA's Annual Conference at Darling Harbour on March 18 and 19, where I trust you will come up and say hello.

The panel discussion is titled "Taking the Whine out of Wine" and, while I won't divulge all my topic points, it's fair to say that I have very strong opinions on a subject I hold close to my heart ... the quality of Wine Lists that I encounter at some of the clubs I visit in my sales and education role.

Truth be known, the bottom line is that a good wine list is more than just a selection issue.

It can be a source of important margin and revenue and is often overlooked as being ancillary to a dining room.

Often, I despair that clubs pay top money for chefs to give them a mediocre return on the cost of food, yet a wine list gets little, or no, attention when margins of 200% mark-up can easily be achieved with some shrewd buying, coupled with effective planning.

Perhaps my last statement will give you the incentive to come along to the discussion.

I hope to see you there.

## Yalumba

I continually take my hat off to the **Yalumba Wine Company**.

Under the esteemed leadership of **Robert Hill Smith**, **Yalumba** brings innovation to an industry which sometimes suffers under its own expectation these days - being more part of the FMCG industry and less of the quality it demands.

A new charter released by **Yalumba**, specifically designed to challenge the use of the word "Reserve" in wine marketing, has widely been lauded by the industry to redress the concern among winemakers on the excessive and indiscriminate use of the word on labels.

Identifying themselves as part of the problem - in using the word "Reserve" on their two-litre casks - **Yalumba** has attempted to address the definition, through their release of

a charter which includes aspects of ...

### Origin

A Reserve wine from the **Yalumba Wine Company** and **Hill Smith Family Vineyards** will:

- be made from only the following (classic) grape varieties (including blends) ... Cabernet Sauvignon; Shiraz, Merlot; Pinot Noir; Chardonnay; Riesling
- be from a vineyard that ... is farmed sustainably; has a history of achievement; has a balanced yield, in a reserve year, enjoyed favourable seasonable conditions, and naturally achieved the desired physiological ripeness
- be vinified ... with minimal intervention; using traditional winemaking practices; with no shortcuts; with full and complete records.

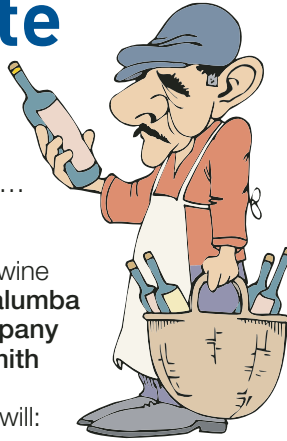
### Quantity, Quality & Longevity

A "Reserve" wine from the **Yalumba Wine Company** and **Hill Smith Family Vineyards** will:

- be bottled and bottle matured (until release) ... under **Yalumba's** control (on the estate); in a suitably controlled temperature environment; as part of a stated, auditable quantity produced
- be of superior quality ... as assessed by a special tasting panel including expert(s) not employed by **Yalumba**. The tasting panel will be identified and referenced with accompanying information on release; be (money back) guaranteed - as to its quality and for the life of its optimum drinking period

This tells me that the company is serious not only about what they do, but about the image they send to the consumer and the trade. Let's see our country's major wine companies respond with a statement of similar vain.

Good drinking ... see you at the Conference.



# Guiding the Way to Better Safety in the Clubs Industry

Registered and licensed clubs now can obtain the new edition of the *Clubs Industry Guide to Workplace Safety* to keep pace with workplace health, safety and wellbeing issues for 2008.

This fourth edition of the guide focuses on the emerging concerns of workplace stress and fatigue, along with the ongoing safety threats associated with hazardous chemicals, noise, and slips trips and falls.

*ClubsNSW* Marketing and Partnerships Manager Katherine Beget said the *Clubs Industry Guide to Workplace Safety* is an effective and valuable resource for registered clubs throughout Australia.

"The guide is a constant ready reference and the practical guidelines are covered in an easy to understand manner, ensuring the guide's relevance in the workplace," Katherine said.

More than 1,200 workers compensation claims were made in the Club Industry during 2005-2006.

A relatively high number - almost 8% - were for mental stress.

Slips, trips and falls accounted for more than 20%.

The guide provides tips and advice for employers and employees using simple bullet point information, making it easy to follow and refer to.

"It is designed for display in staff common areas to facilitate a greater awareness of safety issues and adherence to safer work practices," Katherine added.

Produced by Pro-Visual Publishing, in consultation with *ClubsNSW*, more than 3,400 copies will be sent to *ClubsNSW*, *ClubsVIC* and *ClubsQLD* members along with all other registered and licensed clubs around Australia.

Additional copies are available and all charts are produced and distributed without cost thanks to sponsorship.

For more information on the Workplace Safety Guide, contact Pro-Visual Publishing (02) 8272 2611 or [enquiries@provisual.com.au](mailto:enquiries@provisual.com.au)





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