

Club Management IN AUSTRALIA

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EXPO

It's great in '08

➤ 22 page special feature - pages 22-43



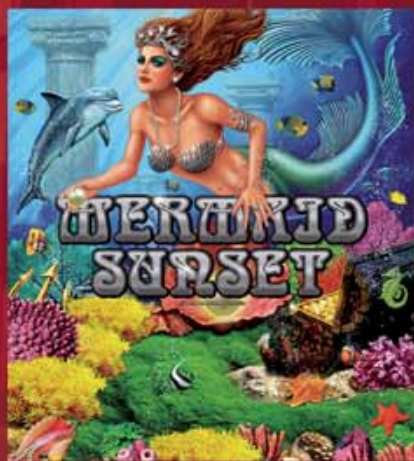
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Despite a challenging economic environment for the Club Industry, there were plenty of positives for the CMAA during the annual Conference, AGM, Hospitality Expo and Gala Awards Dinner at Darling Harbour in mid-March. It started with the opening session when more than 300 members heard Federal President Bill Clegg, ACCM, deliver his report at the Sydney Convention and Exhibition Centre. Aristocrat Technologies Australia Executive General Manager Australasia and Asia Pacific, Warren Jowett, also announced Aristocrat's three-year commitment to sponsor the Annual Conference and Gala Awards Dinner at Darling Harbour along with the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast ...

PAGES 44 & 45

Problem gambling has been a hot political and media topic since the Federal Election was announced in the back half of 2007. Politicians – particularly new independent Senators Nick Xenophon, Steven Fielding and Barnaby Joyce – and church leaders have offered a range of strong opinion on the subject. In mid-March, *The Sydney Morning Herald* published an article, written by **ClubsNSW** Chairman **PETER NEWELL, OAM**, which defended the Club Industry's position and called for evidence-based action on gambling, rather than populist knee-jerk reactions ...



PAGES 50 & 51



You've seen a dog chase its tail. It came to mind recently when talking to a frustrated club manager about recruitment. He's distressed by the ineffectiveness of the advertisements the club runs. No wonder ... they still use the same empty "megaphone" announcements that make the club sound desperate - not attractive. This month, **Profitable Hospitality** Managing Director **KEN BURGIN** looks at an action plan for better recruitment and retention of staff in the Club Industry ...



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Australia a major part of global challenge

Due to the changes adopted to share this section with my fellow members of the Federal and NSW State Executives, it's my first opportunity to report on the 81st World Conference on Club Management facilitated by the CMA America in Orlando during February. The Opening Business Session Keynote Speaker was Christopher Gardner whose autobiography, *"The Pursuit of Happyness"*, inspired the movie of the same name, starring Will Smith. His story of beating the odds, self-empowerment and breaking cycles, set the mood for the formal education of the Conference.

We were lucky enough to have a session with Kevin Reilly, of PKF North America, who provided an insight into town and country clubs in the United States with trends in membership, 20-year income and expenditure movements, food and beverage operations and payroll statistics were among many profiles provided to our delegates. This session highlighted the challenges that face our U.S. counterparts and the need for Australian managers to act now on similar trends.

To Peter Hodge, of PKF Australia – a CMDA Career Centre sponsor partner – I extend our appreciation, on behalf of all delegates, for arranging a most valuable session with Kevin. This underlines the need for – not only the Association – but individual managers to have relationships with professional organisations with international contacts to draw on experiences in club management around the globe.

The *Allied Industries Breakfast* heard reports from all international representatives, with 20 presentations on the 2008 agenda, including one from Australia, presented by CMAA Executive Officer Terry Condon, CCM. This "report card" – not only on CMA Australia's achievement over the past 12 months, but Australia's success across all facets –

was presented only as Terry could. Our South African friends reminded us all of one area that Terry had omitted – and even the English managers took some joy in it. Again, the consensus of the Australian delegates was that the *12th Annual International Symposium* was the most rewarding session attended.

It's amazing that, regardless of where the delegates attended from, there is a common bond among managers with the issues we all face.

The Symposium started with *"State of the Industry"* reports from delegates from China, Germany and Sweden, followed by a presentation on *"Member Retention"* and *"The Importance of Clubs Retaining Relevance With Members' Needs"* and *"Establishing Relationships With Members"*.

The round-table session dealt with *"Recruitment, Orientation and Training"* and *"Environmental Issues"*.

All Australian delegates were able to offer great value to the sessions, particularly with significant input into staff recruitment and development/training.

It was interesting to note that, environmentally, our sporting clubs are at the forefront of world's best practice.

The last session of the Symposium was a panel presentation on *"Hosting a Tournament/Event"* presented by five managers from Canada, Scotland, the United Arab Emirates and the U.S.

With the combined experience – in amateur events, the U.S. Open and British Open – as always, we found our colleagues open and forthright with their advice, willingly sharing experiences.

On behalf of CMA Australia, I extend congratulations to outgoing CMA America President Linda Carroll and the warmest best wishes to new President Peter Homberg for his term of office.

The warmth of hospitality typifies club managers around the world. I'm aware

that many of our international friends receive *Club Management in Australia* magazine so, my thanks for the openness and frankness of our discussions which provided great insight into your profession.

Terry Condon again coordinated the day-to-day movements of the tour and, as always, deserves congratulations on another great job and all of his efforts.

To the delegates, including managers, allied Associations and Club Industry trade partners who attended, I extend my appreciation for your support of the conference and the tour.

It's also important to note the professional manner in which these people represented our Association.

It's no wonder the delegates have, over many years, established such a strong bond with managers around the world.

With the Darling Harbour Conference behind us, we now focus on the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in early July. As advised at the Annual General Meeting of the CMAA's Annual Conference, Expo and Gala Awards Dinner at Darling Harbour, your Executive and been working with all stakeholders on the Association's values. This process was considered essential to define what we stand for today as a professional Association. The Purpose, Values and the Behaviours that reflect our shared belief will be finalised at the Association's next Strategic Planning session in July and will be communicated to all members. In closing, it's appropriate to thank and congratulate Terry Condon and his CMAA Administration team for the quality and standard of the Darling Harbour event.

We now look forward to Jupiters in July.

➤ **Bill Clegg's President's Report to the AGM – P23**



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Industry's determination on show

Members, it gives me great pleasure to report that the 2008 Annual Conference and Hospitality Exposition and Gala Awards Dinner was a success, albeit under difficult circumstances. The program started with the Club Study Tour and I thank Association members - Debbie Feening (Club Marconi General Manager), John Turnbull (Liverpool Catholic Club General Manager) and Larry Collins (Cabramatta Leagues General Manager) - for making their clubs available for inspection and for the personal attention they gave.

More than 300 members attended at the Association's Annual General Meeting on Tuesday, March 18, where reports were delivered by President Bill Clegg, Federal Secretary Allan Peter, CMDA Board of Management Studies Chairman David O'Neil and, as Executive Officer, I delivered the Financial Report.

Warren Jowett, Aristocrat Technologies Australia Executive General Manager Australasia and Asia Pacific, opened the conference and spoke about the challenges facing the Club Industry.

Warren also announced Aristocrat's three-year commitment to sponsor the Annual Conference and Gala Awards Dinner at Darling Harbour and our Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.

NSW Gaming and Racing Minister Graham West gave an update to members on Club Industry issues and fielded many questions from Conference delegates.

The panel forums on Day One *"That's Racing - Handicaps and Counting the Losses"* moderated by TVN's Richard Callander, brought together the "brains trust" of NSW thoroughbred racing, headed up by Racing NSW CEO Peter V'landys, leading Sydney trainer Chris Waller, TABCorp's Robert Nason, AJC Deputy Chief Steward Steve Ralton and columnist - the "punters friend" - Ken Callander. During the lively and informative session, moderator Richard Callander had the panel cover issues ranging from the Equine Influenza and its effects on the racing industry, alternative wagering issues and where the industry was headed. TABCorp's Robert Nason fielded questions from Richard and Conference delegates on why it could not return more than 2% back to clubs who were providing first-class and costly venues for their punters. Robert eloquently explained that TABCorp received 2% of turnover, venues a maximum of 2% with the NSW Government receiving around 12%. Robert suggested that if the Club

Industry - together with hotels and TAB owners - wished to work with TABCorp to lobby the Government for a fairer breakdown, then perhaps some results might be achieved.

Day Two finished with a very informative panel presentation on how to save some serious money water conservation, electricity conservation, design and layout principles and the smart use of environmentally friendly resources and services.

The winners of the 2008 National Bursaries received their awards at a ceremony attended by Bursary Sponsors and club representatives.

The Gala Awards Dinner was quite an event where all the major players in our industry had the opportunity to network, kick up their heels and celebrate all that's great in our industry.

Once again Master of Ceremonies, Paul Martell, kept dinner guests in good humour and the entertainment provided by *"Take Two"* and *"The Elton Jack Show"* was first class.

I'm sure we are going to hear more of 14-year-old Mark Vincent, who delivered a stirring and impressive rendition of the national anthem ... what a remarkable talent.

CMAA Federal President Bill Clegg, ACCM announced the three inductees to the CMAA Hall of Fame for 2008 who were greeted with loud applause by the delegates in attendance.

The inductees were *Club Manager* - Danny Munk, ACCM, *Association Associate* - Allen Barry (Barringtons) and *Industry Associate* - Warren Hadley (*Coca-Cola Amatil*).

All three are well known and great supporters of the CMAA and the industry.

Bill also announced the *Peter Cameron Award*, which commemorates the memory of former CMAA Federal President and Association Life Member Peter Cameron, who passed away in 1993, and is awarded to a member who gives generously of his/her time in working for the values of the Association. The 2008 recipient was South Tweed Sports Club Secretary Manager Gordon Rhodes, ACCM, a man who has already given so much to the CMAA and his fellow members as CMAA Division E - Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone - Federal Councillor and Far North Coast Zone Secretary.

The Gala Awards Dinner, which celebrates the achievements of the CMAA, its members and industry

associates was a great success.

Wednesday's conference session started with the panel session *"Drugs and Sport - a Deadly Cocktail!"* was moderated by leading radio, TV and newspaper columnist Peter FitzSimons, with panel members Steve Mortimer, OAM, the *Sydney Morning Herald's* Jacquelin Magnay and CMAA Hall of Fame Manager and Parramatta Leagues and Football Club CEO Denis Fitzgerald.

This "no holds barred" session had delegates hanging on every word of the moderator and panellists, with both sides of the drugs in sport issues explored in depth.

Delegates voted the presentation on *"Diversification Options and How to Finance Them"* very enlightening as they involved fellow managers who had been involved in the process.

The final session, *"Taking the Whine out of Wine"* held up very well, considering it was the last session on a very full two days of conferencing and delegates voted it entertaining and beneficial for their venues.

The CMAA Hospitality Exposition was well attended, considering the way our industry is suffering at present due to gaming taxation and non-smoking issues.

Attendances were down by 10% on 2007 visitations and it's hoped this is only temporary and will bounce back for the 2009 Expo.

Although delegate numbers were down, most exhibitors voted the Exposition a success for their business.

My congratulations to Expo Coordinator Judy Rayner and her team at Rayner Sales and Marketing on a job well done in difficult times.

Many thanks also to my CMAA Administration team of 11 people, who are not only responsible for organising and delivering the Club Study Tour, AGM, Conference, Exposition and Gala Awards Dinner, but still have to ensure the day-to-day business of the CMAA goes on without any problems. Well done all!

AWAs Against the Law

As from midnight, March 27, no new Australia Workplace Agreements can entered into. This ends one of the most turbulent times in modern Australian Industrial Relations history. Governor-General Michael Jeffery's signing of the proclamation coincided with the second anniversary of the former Coalition Government's controversial WorkChoices legislation, but comes 12 years after it introduced AWAs. RIP.

Victoria introduces new gaming machine laws

Premier John Brumby has announced the Victorian Government will require all gaming machines in the State to contain new mechanisms giving players the option to pre-commit the amount of time and money they spend.

Mr Brumby said that from 2010, when new gaming machine standards are set, pre-commitment mechanisms will be mandated on all next-generation machines.

"The new standard will reduce gambling-related harm by allowing players to decide how much they're willing to gamble, or how much time they want to spend on the machines before they begin playing," Mr Brumby said.

"Problem gambling results when players lose control over the length of the session they have at a machine or the number of sessions they have in a week, therefore losing more than they can afford.

"These new measures give Victorians the option to make better decisions about how much they can afford to

spend and how long they want to spend in a gaming venue."

Mr Brumby said the measures were part of a new package to reduce problem gambling in Victoria. The Government will introduce the following measures during 2008.

- More than doubling the penalties for allowing minors to gamble. From a current minimum penalty of \$1,100, fines will increase to a possible maximum of more than \$13,000;
- Issuing graphic new player information warnings on every machine about the effects of problem gambling;
- Halving the maximum betting limit on gaming machines from \$10 to \$5 a spin, with the new lower limits to be introduced for all new machines from 1 July, 2008 and for existing machines from 1 January, 2010;
- New powers for Gaming Minister Tony Robinson and the Victorian Commission for Gambling Regulation to ban products or

practises that undermine the Government's responsible gambling strategies or encourage risky behaviours.

Mr Robinson said the measures come two weeks after he banned ATMs from all parts of gaming venues in Victoria by late 2012.

He said the new initiatives would further protect the community from the effects of problem gambling.

"Since 1999, we have introduced a range of harm-minimisation measures including capping the number of machines in vulnerable areas and eliminating 24-hour gaming venues outside the casino," Mr Robinson said.

"We recognise that a continual effort is needed to fight problem gambling and these new initiatives will step up the fight and help us protect vulnerable Victorians."

Victoria has implemented strategies to tackle problem gambling, including the \$132 million *"Taking Action on Problem Gambling"* strategy.



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It's all happening in the 'wild west'

In mid-March CMAA President Bill Clegg, Federal Secretary Allan Peter, Executive Officer Terry Condon and Education Manager Ralph Kober attended the bi-annual combined CMAA/ClubsNSW Regional Conference and Riverina Murray Zone Annual General Meeting, hosted by the Broken Hill clubs.

Over the three days, managers and their directors were shown the best of country hospitality by the local club fraternity, including a series of workshops, meetings, and social events which continue to make the journey out to Broken Hill one which is worthwhile and beneficial to all.



Paul Lyons preceded the CMAA Zone AGM with an informative and humour-filled workshop on leadership, motivation and communication which was attended by close to 30 club managers.

Paul's message again reinforced the need for managers to be acutely aware that it is their own behaviour that drives the reactions of those around them and that it is their responsibility to monitor and react to the changes in their peoples' needs to create a positive and nurturing environment within their clubs.

The members, some of whom had travelled from Temora, Albury, Griffith and Wagga, welcomed the opportunity for Bill Clegg and Allan Peter to address the AGM and update them on the progress with the Executive's Strategic Plan and latest developments in the Industrial Relations environment.

The Riverina Murray Zone members showed their continued support of the Zone Committee by returning President Gus Lico, Secretary/Treasurer Paul Lappin, Education Officer Paul Barnes and elected new committee members in Vice Presidents Jack Jolley and Greg Ryan.

The Committee has resolved to make education activities within the Zone its priority and will work closely with Ralph Kober to ensure the upcoming *Duty Managers Program*



scheduled for Albury in October will run, along with other planned events.

The Committee has asked that Riverina Murray Zone members contact President Gus Lico glico@exies.com.au or Paul Lappin plappin@ssaclub.com.au so that correspondence and notice of local events and activities can be passed on.

Thanks to Karren Howe and Anne Rogers from the Barrier Social Democratic Club, Trevor Brown from the Broken Hill Musicians Club and Doug Coff from the Sturt Club for their hospitality and efforts in making the Conference and AGM a success.

On a lighter note, your Executive team demonstrated they would go to any lengths to be with the membership - even if it meant losing a wheel at 120km/h out of Silverton on the way home.



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Jamil's happy to 'top the ton' at Carnarvon



It's not often that a golfer is happy to crack the "ton", but Inner West Zone President Jamil Chalhoub was beaming when more than 100 guests sat down to lunch following the Zone Golf Day last month.

More than 90 players teed up in the annual four-person ambrose event at the Carnarvon Golf Club in western Sydney, hosted by General Manager Trevor Porter, who is also the Zone Treasurer.

"Trevor does a superb job organising the day and it's fantastic to have so many people playing golf and coming together for the luncheon," Jamil said as he surveyed the packed clubhouse.

It was another triumph for the Inner West Zone with great support from a growing band of sponsors and the Zone's education account bulging from the proceeds.

For the record, the winners were David Wannell (Konami), Darryl Brohman (Konami), John Waters (Cronulla RSL Club) and Victor LeFebvre (Community First Credit Union).

The runner-up team was Alex Charaneka and his partners from T&F AllStates, while Don Moseley and the Ainsworth team won the scratch event.



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Five new members sign on at Fraternity meeting



Illawarra Shoalhaven Zone President David Hiscox (centre) with new members (from left) Bikram Sharma, Robert Heinrich, Nerine Ockrell, Angela White and John West.

Five new members attended the Illawarra Shoalhaven Zone Quarterly Meeting at Fraternity Bowls and Recreation Club on the last day of February.

The new faces – Bikram Sharma, Robert Heinrich, Nerine Ockrell, Angela White and John West – were among 31 members who packed the northern Wollongong club's meeting room.



Zone President and Division F – Illawarra Shoalhaven Zone and Far South Coast Zone - Federal Councillor David Hiscox, ACCM, proudly welcomed the new members and encouraged members to pro-actively approach managers to become CMAA members.

Bickram (Operations Manager) and Robert (General Manager) are at Woonona Bulli RSL Club; Nerine is General Manager at Wollongong Golf Club; Angela is the Administration Officer at Sussex Inlet Bowling Club and John replaces Larry Matthews as General Manager at Wollongong RSL Bowling Club, Figtree.

David reminded members of the Zone's major fund-raising events – golf days in the Nowra area and the annual day at The Grange Golf Club at Kembla Grange.

Money raised at these events will fund one overseas bursary, two bursaries to the CMAA's Mid Year Conference at Conrad Jupiters and 10 places at the "Duty Manager Development Program" course.

David also referred to a letter from Kiama Leagues Club General Manager Steve Marks, thanking the Zone for its \$3,000 donation to the Mark Venables Appreciation Luncheon at Dapto Leagues Club.

CMAA Communications Services Manager Peter Sharp presented the Head Office Report, speaking about the media focus on problem gambling issues relating to poker machines, the Office of Liquor Gaming and Racing's Governance and Management Workshops and the Rudd Government's latest changes to Federal Industrial Relations legislation.

Peter also referenced the 2008 CMDA Training Calendar, which has four courses scheduled for Illawarra Shoalhaven Zone, including "Duty Manager Development Program" over two three-day sessions – June 2 to 4 and July 8 to 10, "Roster Staff" on June 3 – both at Dapto Leagues Club. "Plan and Establish Systems and Procedures" is on October 15 at Corrimal Leagues Club.

Illawarra Shoalhaven Zone's next meeting is at Shellharbour Workers Club on Friday, April 18, at 11am.



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Glen Innes turns on 'haggis' hospitality



Piping the Haggis ceremony at the Zone Dinner.



It was another big few days for North West State Zone members at Glen Innes in early March.

Thirsty-six members travelled to attend the Zone Meeting at Glen Innes Services Club and enjoy the hospitality of host club manager Pat Lonergan.

As always, the pre-meeting day dinner, which featured a "mini-expo" for Club Industry trade suppliers, attracted more than 150 guests with the highlight being the "piping of the haggis".

Glen Innes boasts being the "Celtic capital of Australia" and dinner guests enjoyed an entrée of traditional haggis, which was ceremonially presented in a bagpiper-led parade, traditionally celebrated in a Robbie Burns poem, then prepared for consumption.

It was quite a show and typified the sense of event and camaraderie that North West State Zone members bring to their gatherings across their vast region.

Companies at the "mini-expo" included Aristocrat, IGT, Ainsworth, Aruze, Konami, Bingo Sales Group, All Style Furniture, new CMAA sponsor ClubPlus, Carlton (Foster's Australia) and Tooheys.

Zone President Phil Wheaton convened the meeting of 36 members where the OLGR's new regulations on "shot" consumption, CDSE funding issues, patron admission and Zone Education Bursaries topped the agenda.

CMAA Communications Services Manager Peter Sharp presented the Head Office Report and spoke to most issues covered in the Zone Newsletter, including the Federal Government's latest Industrial Relations legislation and the consequences for members on AWAs signed under WorkChoices legislation, the CMAA's Darling Harbour and Gold Coast conferences, OLGR Governance and Management Workshops, media coverage of the problem gambling issue and new legislation introduced through the Senate by Senator Steven Fielding on harm minimisation for problem gamblers.

There was also discussion on the imminent retirement and appropriate farewells for two greatly respected managers and Zone members – Gil Swan at Tamworth and Ian Woodcock at Lightning Ridge.

Former Glen Innes Services Club

manager Maurie Anlezark, now General Manager at Newcastle Leagues Club addressed the meeting about issues he has encountered since his club was devastated by the Newcastle flood on June 8, 2007.

Maurie's club has not yet re-opened for trading since a metre of floodwaters devastated the ground floor and more than six hours of torrential rain through the roof damaged other parts of the club.

He is hopeful the club will be trading again by mid-May but reminded members of the importance of understanding all aspects of their insurance cover and how a good insurance policy will allow his club to trade again despite the terrible consequences of the flooding.

ClubPlus superannuation group recently signed on as a CMAA sponsor partner and Member Services Manager Charles Sala made a brief presentation to the meeting.

North West State Zone's next meeting will be at Lightning Ridge Bowling Club on Wednesday, May 14, when the "gang" give "Woody" a send-off to remember.



Zone Committee members (from left) Margaret McGrath, Tim Palmer, Phil Wheaton and Paul Gordon at Glen Innes.



Jan steps up to President's role

There's a new woman at the helm of the CMAA's Brisbane Zone.

Logan Diggers Club Finance Manager Jan Walters, ACCM, took over the President's role from Morgan Price when 51 members attended the Zone Annual General Meeting at Redcliffe Leagues Club in early March.

And Sheryl McGregor, from Greenbank RSL Services Club, has stepped into the Zone Secretary role that Jan vacated to become President.

Morgan, who took over from CMAA Hall of Fame Manager and former Federal Councillor Pam Shelton, decided not run against Jan.

The new Zone Committee is:

President: Jan Walters, ACCM, Logan Diggers Club

Secretary: Sheryl McGregor, Greenbank RSL Services Club

Treasurer: Jason McIlroy, Logan Diggers Club

Education Officer: Jason Lynch, ACCM, Arana Leagues Club

Committee: Matthew Smith, ACCM, Bribie Island Golf Club

Karen Gabolinscy, Redlands RSL Club

David Avery, Toowong Bowls Club

Scott Steele, Redcliffe Leagues Club

Tamara Rose, Lions Den (Chalk Hotel)

Jan said she was proud to become the Zone President, thanking Morgan for his time and contribution to the Zone and CMAA during his presidency.

CMAA Executive Officer Terry Condon, CCM, attended the meeting and conducted the Election of Officers before presenting the Head Office Report and spoke about the Rudd Government's latest changes to Federal Industrial Relations legislation and media focus on problem gambling issues relating to poker machines.

During the meeting, Terry Condon made three presentations ...

- 30 Year Member Service Award to Caboolture RSL Services Memorial Club General Manager John Elliot
- 21 Year Member Service Award to Southside Sport and Community Club General Manager Graham Chattin
- ACCM Award to Bribie Island Golf Club Secretary Manager Matthew Smith.

The days started with a workshop looking at CDOL services and industry trends, presented by Michael Alexander from Industry Data Online.

Hetty Johnston, founder and Executive Director of Gold Coast-based charity, Bravehearts, also gave a moving speech at the luncheon when Morgan Price welcomed more than 130 guests.

Bravehearts is a non-profit organisation that provides professional counselling and crisis intervention for survivors of child sexual and their non-offending family members.

Brisbane Zone's next meeting will be a combined event with Gold Coast Zone at Ipswich Brothers Leagues Club on Wednesday, May 14.

Brisbane Zone AGM



Zone Education Officer Jason Lynch with workshop presenter Michael Alexander from Industry Data Online.



Terry Condon presents John Elliot with his 30 Year Member Service Award.



Terry Condon presents Graham Chattin with his 21 Year Member Service Award.



CMAA Executive Officer Terry Condon (right) with the new Brisbane Zone Committee.



Terry Condon presents Matthew Smith with his ACCM Award.



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Industry heavyweights shape up over breakfast



CMAA Executive Officer Terry Condon.



Ian Todd, (from left) Graham Hill and Tim McAleer.

It had all the earmarks of a gaming industry heavyweight title fight – without the animosity, of course – when St George Cronulla Zone hosted a breakfast meeting and forum in early March.

Tradies @ Sutherland was the venue and an impressive gathering of more than 90 guests responded to the 7.30am start for Zone President and Division B – St George Cronulla Zone and Inner West Zone – Federal Councillor Ian Todd, ACCM, to convene the meeting before breakfast and the Gaming Industry Forum.

Host club General Manager Tim McAleer, ACCM, a CMAA Federal Executive Member, then his club President Graham Hill welcomed guests, including club managers, directors, industry trade representative and Zone sponsors to the event at the Sutherland Shire club in Sydney's south.

Ian reported that Zone Treasurer Dane Cartwright had resigned his committee position after moving on from the Club

Industry and that his position would be filled at the AGM in June.

He also welcomed new member, Tom Spillane from Caringbah Businessmen's Club, to the meeting and the Zone.

CMAA Executive Officer Terry Condon, CCM, attended the breakfast meeting and forum and presented the Head Office Report with Education Manager Ralph Kober and Communication Services Manager Peter Sharp also speaking about aspects of the Report.

Tim also spoke about the Federal Executive's evolving work on the Strategic Plan and the portfolios of the Executive members.

Breakfast was served immediately before the Forum, which quickly moved into session under Tim's direction and included some of the gaming industry's most prominent club and corporate executives.

The panel guests were Canterbury Leagues Club Assistant General

Manager and Gaming Manager Greg Levett, Wests Leagues Club Campbelltown CEO Tony Matthews, Aristocrat NSW/ACT Business Manager John Gould, Paltronics Managing Director Steve Cowan and IGT State Sales Manager NSW/ACT Cameron Louis.

The range of topics, which focussed on gaming and the state of the industry, included Return to Player outcomes, Machine Volatility, Club Amalgamations and concluded with Tim inviting each member to speculate on the industry's biggest immediate issue.

The responses ranged from business planning to capital expenditure, government intervention and provider monopoly.

In closing Tim and Terry commented on the success of the breakfast meeting format and the attendance strongly endorsed the initiative.

The Zone AGM will be at Engadine Bowling Club on June 3.



Tim McAleer introduces the Gaming Industry Forum members.



Wendy Browne, Ralph Kober, Merryl Freeman and Jonathan Docking.

Grey skies can't dampen Hunter golfing spirit

The weather didn't offer much joy, but there was plenty of enthusiasm for the annual Hunter Zone Golf Day at Muree Golf Club in late February,

The golf followed a busy and full Zone Meeting agenda with Zone President Tony Mulroy and Secretary Richard Jones taking 27 members through several matters.

Tony welcomed two new members – Gordon Laffin and Ross Parr – to the meeting.

Gordon, Operations Manager at Stockton Bowling Club, worked in Sydney function centres before heading to the Hunter.

Ross, Operations Manager at Maitland Bowling Club, has worked previously at

Long Reef Golf Club and Belmont 16 Footers Club.

CMAA Communications Services Manager Peter Sharp presented the Head Office Report touching on the Rudd Government's latest changes to Federal Industrial Relations legislation, media focus on problem gambling issues relating to poker machines and the Office of Liquor Gaming and Racing's Governance and Management Workshops, which is scheduled for Hexham Bowling Club on Friday, April 11, from 9am to 1pm.

Peter also pointed to the CMDA Training Calendar, which has four courses scheduled for the Hunter Zone, including "Monitor Staff Performance"

on May 19 and 20 and "Coaching Skills for 'Buddy System' Line Trainers" on August 4. Both courses will be presented at Singleton RSL Club.

Host club General Manager Richard Jones soon had groups organised to tee-off in the nine-hole, four-person ambrose event that also attracted plenty of enthusiastic industry trade representatives.

A few unwelcome showers greeted the groups as they headed off to the shotgun start and there were a few rain-soaked stories during the luncheon and presentations.

Hunter Zone's next meeting will be at The Adamstown Club on Wednesday, June 25, at 11am when the Zone Bursary winners will be announced.



Hunter Zone President Tony Mulroy (centre) welcomed new members Gordon Laffin (left) and Ross Parr to the Zone Meeting and Golf Day in late February.



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Record numbers for TAFE luncheon with Zone Committee returned



Far North Coast Zone President Jon McGregor with Iluka Bowling Club Secretary Manager Gail Paine and CMAA Executive Officer Terry Condon at the Zone AGM.

Far North Coast Zone AGM and Luncheon at the North Coast Institute of TAFE at Kingscliff in mid-March attracted a record crowd and the Zone Committee re-elected unopposed.

Zone Publicity Officer Nathan Whiteside reported good numbers all around with 29 members attending the free education workshop, 41 members registering for the AGM and 68 guests seated for the "degustation" luncheon.

Matthew Greene, from Paynter Dixon presented the free workshop, "Environmentally Sustainable Clubs", offering options to run clubs sustainably with examples on how this could be achieved.

Matthew pointed to the cost to install synthetic greens, waterless urinals, waterless woks, rainwater tank and "black"/"grey" water tanks, commenting on the environmental benefits of each option and the "payback" periods.

It was a case of "if it's working well, don't change it" when CMAA Executive Officer Terry Condon, CCM presented the Head Office Report and conducted

the Election of Office Bearers, with the entire Committee returned unopposed for another term.

President: Jon McGregor (Yamba Bowling Club)

Vice President: Darren Schipp (Casino RSM Club)

Secretary: Gordon Rhodes (South Tweed Sports Club)

Treasurer: Mark Bannerman (Maclean RSL Club)

Zone Education Officer: Phil Mallon (Cabarita Beach Sports Club)

Publicity Officer: Nathan Whiteside (Yamba Bowling Club)

Adam Thompson and Ben Gonzalez, from South Tweed Sports Club also retained their honorary roles as "Permanent Raffle Ticket Sellers".

The Kingscliff TAFE students provided a superb, five-course degustation menu that included seafood, veal and even some "rabbitoh" for the 13th year that Far North Coast Zone has supported the TAFE College for the event.

All service staff and chefs were students at the TAFE, under the watchful eye of their teachers.

Zone President Jon McGregor presented Jayne Henry with a \$500 Bursary as "Outstanding Student" in Kingscliff TAFE College's Hospitality Course. Jayne gave an impressive and witty speech in thanking her teachers, fellow students and the CMAA.

Iluka Bowling Club's retiring Secretary Manager, Gail Paine, also received a \$100 Myer gift voucher from the Zone along with a generous farewell and best wishes from Jon.

Zone Secretary and Division E Federal Councillor Gordon Rhodes, ACCM,

said the lunch put the students under pressure, but it was a good opportunity to put their training theory into practice.

"Just as important, it gives the students a chance to show local Tweed area club managers why they are employable," Gordon said.

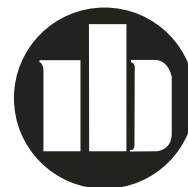
"At South Tweed Sports Club, we have recruited eight students, including two former Outstanding Student winners from the Diploma Hospitality Management course.

"Seagulls also have recruited from this course."

Gordon, who received the prestigious Peter Cameron Awards at the CMAA Gala Awards Dinner at the annual Conference and Expo at Darling Harbour late last month, said he was pleased to see so many "next generation" managers at the AGM and gave full credit to senior managers for encouraging younger team members to attend and participate.

Far North Coast Zone has education workshops with "Big Dave" Staughton (June) and Paul Lyons (September) scheduled for later meetings and other training opportunities – "Duty Manager Development Program" – pencilled in.

Jon McGregor congratulated Kingscliff TAFE College's Hospitality Course Head Teacher Ziggy Mireis and the students for another successful day.



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Far North Coast Zone President Jon McGregor presented Jayne Henry with a \$500 Bursary as "Outstanding Student" in Kingscliff TAFE College's Hospitality Course.

Julian and Jason celebrate awards



Jason Wallace celebrated winning two awards with his wife, Nicole.

Young managers Julian Murray and Jason Wallace were looking forward to a great night out with their wives and friends when they headed off to the CMAA Victoria Zone Awards Dinner last month.

They had no idea that the black-tie dinner at Mulgrave Country Club, south-east of Melbourne, would be such a memorable moment in their careers.

Julian, the General Manager at The Wonthaggi Club was named *CMAA Victoria Club Manager of the Year* and accepted his award from Reed Hospitality Divisional Manager Mark Blizzard and William Angliss Institute of

TAFE Skills Recognition Unit Manager Mary Spaul.

Julian thanked his wife along with the club President, the Board, management team and staff for their support.

Jason, the General Manager at Lakes Entrance Bowls Club, collected an awards "double", being named *Community Club Manager of the Year* and *Bowling Club Manager of the Year*.

CMAA member and Mulgrave Country Club General Manager Kerry Scarlett hosted the event and CMAA Victoria Zone President Barry West welcomed 200 guests to the dinner.

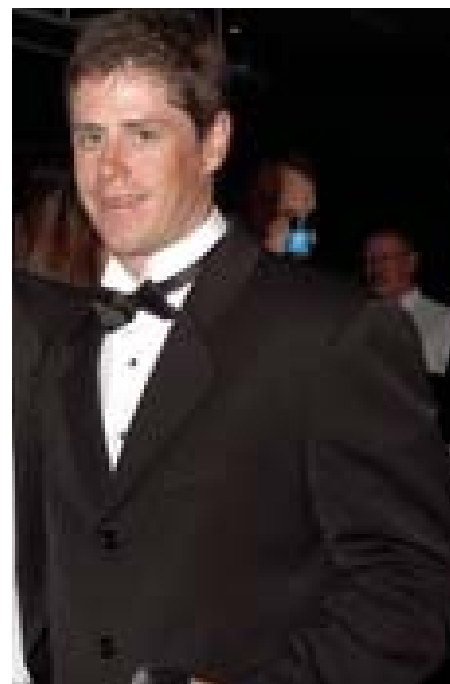
CMAA Federal President Bill Clegg, ACCM, travelled from Sydney with Communication Services Manager Peter Sharp to attend the function.

The other major award was the announcement of the Des Kremkau Award, which commemorates the memory and work of the CMAA stalwart.

Foster's Australia executive David Clancey accepted the award from Victoria Zone Secretary Kevin Morland, ACCM, and Paul Constable, from BCIB.

David told the gathering he was proud of his long association with the Club Industry and honoured to receive an award named in the memory of a man so greatly respected in the CMAA and clubs.

Samantha Burton from Craigieburn Sporting Club was named *CMAA Victoria Assistant Club Manager/Duty Manager of the Year*, while Kylie



Julian Murray celebrates his Club Manager of the Year Award.

Baggetto, from The Yarraville Club, was a popular winner of the CMAA Victoria Supervisor or Employee of the Year award.

Sponsors for the Awards Dinner included, Reed Hospitality, BCIB Insurance Brokers, Foster's Australia, Tatts Pokies, Hunter Industrial, VFJ Currency Management Equipment, Clubs Victoria, Tabaret, Westside Talent, Angove's, Plant Image and Clear Security.

At the Awards Dinner, the Victoria Zone promoted another big event in May with the Annual General Meeting and Education Conference in Melbourne, sponsored by Reed Hospitality.



success



CMAA Victoria Zone President Barry West welcomed 200 guests to the dinner

The two-day event – May 13 and 14 – at the Royce Hotel, opens with a Cocktail Park for 6:30 to 8:30pm on Tuesday, May 13, with the AGM, followed by the Keynote Address from CMAA Federal Executive Member and CMDA Board of Management Studies Chairman David O'Neil, ACCM.

High profile international presenter Merv Neal will present two workshop sessions either side of lunch when Allan Wright, from Reed Constructions Australia, will deliver the Sponsors Address.

Contact Victoria Zone Secretary Kevin Morland, ACCM, at Numurkah Golf and Bowls Club – 03 5862 3445, 0428 622 701 (mobile) or k.morland@ngbc.com.au to book for the event.



Sue Coombes was named RSL Club Manager of the Year.



David Clancey receives the Des Kremkau Award.



Samantha Burton, with Zachary Protopapas won the CMAA Victoria Assistant Club Manager / Duty Manager of the Year award.



and the winners are ...

CMAA Victoria Club Manager of the Year - Julian Murray

CMAA Victoria Assistant Club Manager / Duty Manager of the Year - Samantha Burton

CMAA Victoria Supervisor or Employee of the Year - Kylie Baggetto, The Yarraville Club

Tatts Pokies Club Manager of the Year - Joe Morello

Tabaret Club Manager of the Year - Michael Tonks

Community Club Manager of the Year - Jason Wallace

RSL Club Manager of the Year - Sue Coombes

Bowling Club Manager of the Year - Jason Wallace



Conference taps into challenges facing Club Industry

Despite a challenging economic environment for the Club Industry, there were plenty of positives for the CMAA during the annual Conference, AGM, Hospitality Expo and Gala Awards Dinner at Darling Harbour in mid-March ...

More than 125 industry-related trade suppliers and companies again packed Hall 5 of the Sydney Convention and Exhibition Centre.

It started with the opening session when more than 300 members heard Federal President Bill Clegg, ACCM, deliver his report **(P23)**.

Federal Secretary Allan Peter, ACCM, Board Management Studies Chairman David O'Neill, ACCM, **(P34)** followed Bill before Executive Officer Terry Condon, CCM, delivered the Association's Financial Report.

Immediately after the meeting, Aristocrat Technologies Australia Executive General Manager Australasia and Asia Pacific, Warren Jowett, opened the Conference, also speaking about the challenges facing the Club Industry.



Aristocrat Executive General Manager Australasia and Asia Pacific, Warren Jowett.

Warren announced Aristocrat's three-year commitment to sponsor the Annual Conference and Gala Awards Dinner at Darling Harbour along with the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.

He said Aristocrat's three-year agreement underlined the company's commitment to the industry and recognised the CMAA's integral role in offering education, professional development and support to club managers across Australia.

"This is a significant commitment and Aristocrat is proud of its history and ongoing relationship with the CMAA," he said.

NSW Gaming and Racing Minister Graham West spoke later in the day, updating members on major issues facing the Club Industry and impressed many by taking questions from the Conference floor.

In his "EO's Desk" column this month **(P8&9)**, Terry described the event as "a success, albeit under difficult circumstances".

Terry was referring to the effects that the NSW Government's gaming machine taxation regime and non-smoking legislation is having on revenue figures in clubs at all levels across the state.

"The Club Industry is working very hard to keep pace with budgets during these challenging times, so I am pleased with the attendances both at the Conference and the Expo, considering what club managers are going through," Terry added.

"The quality of the Conference Program was outstanding with virtually unanimous endorsement of the panel sessions and workshops dealing with environmentally sustainable alternatives ... it was a very successful Conference."

The event got off on the right foot



NSW Gaming and Racing Minister Graham West.

with a successful Club Study Tour to Club Marconi, Liverpool Catholic Club and Cabramatta Leagues Club with more than 60 managers and club representatives boarding the tour coach.

The two full days of Conference sessions **(Ralph Kober's report - P30)** drew good crowds and impressive responses from delegates, with the high-profile panel experts offering impressive information and opinions.

The Gala Awards Dinner **(P26-29)** was yet another glittering success with the CMAA Hall of Fame inductees announced, along with the Peter Cameron Award and 30 Year and 21 Year Service Awards **(P23&24)**.

The entertainment again was first class with "The Elton Jack Show", "Take Two" and Master of Ceremonies Paul Martell in sparkling form.

President's Report – Industrial Relation change arrives

Members, it gives me great pleasure, on behalf of the Federal and State Executives to report to you on the activities of the Association for the year under review.

The message that was delivered at this Conference last year by the then-Federal Secretary of the ACTU, Greg Combet, was that the Industrial Relations scene in Australia would never be the same again. The focus on Industrial Relations during 2007 challenged the Association and, rightly so, the Executive was challenged from within and externally on the position it adopted along with the message it was delivering on WorkChoices, in general, and the human impact that it was having on club managers across all jurisdictions, in particular.

The message, which has consistently been delivered by the Federal Secretary, was clouded at times by the emotion behind the debate.

For those that lost their livelihood and for those that are charged with providing the assistance, it was emotional.

Too often, the Association was left in the position of not being able to provide anything other than emotional support.

The realisation, particularly by the younger members, that their Association was a union in action was confronting and may even be a defining moment for the Association.

Improving the educational and the professional development of club managers has been, from its inception, a primary object.

This was reinforced in 1992 with the "professional pledge" of the then Executive.

At the same time, we should remember the Association was also established for belonging and fraternity ... *"the standing together when one needs assistance"*.

Our foundation President, "Latches" Robinson, reflected nearly 50 years ago that many in the profession were afraid of the words "trade union".

It was timely, therefore, for the Association to define its current purpose, values and behaviours that reflect these shared beliefs.

The current Executive is now working through this process with the Association's staff, Board of Management Studies and Federal Council.

Once complete, all members will receive the values matrix, defining why the CMAA is a place for guidance and advice and providing people with the opportunity to grow.

It is evident that, federally, there are ever-increasing pressures on clubs.

Senator Steven Fielding and Senator Nick Xenophon could be considered successful already in their anti-gaming lobby and their range of proposals - particularly with Victoria's recent announcement on ATMs.

With the commissioning of Family and Services Minister Jenny Macklin to look at ways of better protecting problem gamblers, the Association will call on a debate based on fact, not misconception.



Also in Victoria, our members' position that clubs should have the right to own and operate their own machines, is one of the options under consideration and soon to be announced.

In Queensland, with smoking laws considered more draconian than elsewhere, there is renewed optimism for the industry from 12 months ago.

There has been a positive upturn in gaming revenue over the past months.

In NSW, we also had the opportunity of welcoming a new Gaming and Racing Minister, the Honourable Graham West.

I don't think there is any coincidence that the good working relationship that we enjoyed with the various offices within his portfolio has grown stronger and there is a renewed sense of commitment of all wanting to progress the Club Industry.

The Working Party that the Association sits on, saw the introduction of the Registered Clubs Amendment regulations and various submissions were made to the IPART Review, Liquor Act Review and Gaming Machine Act Review.

With the release of the Draft IPART

Review, we look forward to being actively involved in the development of the industry plan with our particular interests on ...

- > management agreements for small clubs
- > amalgamations
- > corporate governance and the ongoing professional development of directors and managers
- > performance assessment of boards
- > recruitment and performance assessments of management
- > the role the club viability panel will play
- > the use of professional managers as compliance officers to assist small clubs

It was particularly pleasing to note that the positive role the CMDA plays - in the professional development of managers - has been acknowledged.

This has only been achieved with the commitment of the staff at the

Association and particularly the hard work of many that assist them.

At this point, I'd like to acknowledge those that have been assisting in this process and the ongoing commitment to the professional development training - the Board of Management Studies - David O'Neil (Chairman), Tony Lycakis, David Hiscox, Cameron Provost, Luke Simmons, Stuart Jamieson, Jodi Dickson and Dena Hynes.

The Association also received renewal of its Registered Training Organisation (RTO) status for a further five years.

Congratulations on this achievement must also go to all the staff - particularly Ralph Kober, Narell Harrison, Brad Jones and Estelle McDonald-Birch, the team at Auburn.

I also acknowledge the support of all staff - Gerry Sarlemyn, Peter Cooper, Peter Sharp, Priscilla San Luis, Carol Quirke, Maria Hudson and Evonne Bosnich.

I also wish to thank the Federal Council that have supported the new structure that was introduced 12 months ago for the active role they are playing with the Executive.

In closing, on behalf of the executive and all members I express our appreciation to Executive Officer Terry Condon for, not only his dedication to us all, but the way he has personally supported many members over the past 12 months.

I formally move the adoption of the Report.

- > **BILL CLEGG, ACCM**
Federal President
Club Managers' Association Australia

Emotional moments for Hall of Fame and Cameron winners

A highlight of the CMAA's annual Conference, Expo and Gala Awards Dinner is the announcement and presentation of the *Hall of Fame* inductees and *Peter Cameron Award* winner.

CMAA Federal President Bill Clegg hosted the awards ceremony during the Dinner in the Bayside Ballroom of the Sydney Convention and Exhibition Centre at Darling Harbour.

Coca-Cola Amatil's State Business Manager Warren Hadley was the *Hall of Fame Industry Associate*, while The Barrington Group's Executive Director Allen Barry accepted recognition as the *Association Associate* and Panthers Group Chief Operations Officer Danny Munk, ACCM was named *Hall of Fame Manager* for 2008.

South Tweed Sports Club Secretary Manager Gordon Rhodes, ACCM was a very popular winner of the *Peter Cameron Award*.

Gordon, the CMAA Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone – Federal Councillor and Far North Coast Zone Secretary made an impressive speech in accepting the prestigious award.

Although quite moved by his *Hall of Fame* induction, Allen Barry also made a heart-felt speech endorsing the work and close relationship his company has with the CMAA.

Danny, the CMAA's Federal Vice President, was unable to attend the dinner.



Hall of Fame Association Associate inductee Allen Barry with Bill Clegg.



Peter Cameron Award winner Gordon Rhodes.



Hall of Fame Industry Associate inductee Warren Hadley with Bill Clegg.

Recognition for CMAA 'veterans'

CMAA Federal President Bill Clegg presented 21 Year and 30 Year Service pins during the Gala Awards Dinner.

CMAA 30-Year Members - 2008

John Elliott	Salisbury Bowls Club
Lindsay Flyght	Manly Warringah Rugby League Club
Scott Higgins	Ryde Ex-Services Memorial Club
Bill Larkey	Nambucca Heads RSL Club
Geoff Muldoon	Mounties
Peter Redding	Maroubra Seals Club



CMAA Federal President Bill Clegg, ACCM with 30 Year Service Award recipients Geoff Muldoon (left) and Bill Larkey.

CMAA 21-Year Members - 2008

Christopher Allen	Shoalhaven Ex Services Club
Graeme Ayling	Bankstown District Sports Club
Leigh Boneham	Rye RSL Club
Stephen Byfield	Diggers @ The Entrance
Tom Cassillieris	Maroochydore RSL Club
Graham Chatten	Southside Sport & Community Club
Les Clarke	Botany RSL Club
Margaret Cooper	Corrimal Leagues Club
Mark Cooper	City Tattersalls Club
David Costello	ClubsNSW
Kresimir Dijanosic	Seven Hills Toongabbie RSL Club
David Foster	Ballina RSL Club
Tony Ghosn	Belmore Returned Services Club
Alan Greig	Heathcote Services & Citizens Club
Tony Guilfoyle	City Tattersalls Club
Kevin Hennessy	Twin Towns Services Club
Alan Jacobs	Speers Point RSL Club
Paul Jones	Central Coast Leagues Club
Tony Mulroy	The Adamstown Club
Daniel Munk	Penrith Rugby League Club
Jeff Simmonds	North Sydney Leagues Club
Adrian Vermeulen	St George Motor Boat Club
Raelene Verran	North Ryde RSL Club
Michael Villa	Dapto Leagues Club
Geoffrey Walden	Tamworth Services Club
Anthony Waller	Shoalhaven Ex-Servicemens Club
Mike Wiesel	St Marys RSL Club



Bill Clegg with 21 Year Service Award recipients (from left) Stephen Byfield, Les Clarke, Graeme Ayling, Adrian Vermeulen, Tony Mulroy and Tom Cassillieris

CMAA Gala Awards Dinner - 2008





CMAA Gala Awards Dinner - 2008



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Conference program gets 'world-class' rating

By RALPH KOBER
CMAA Education Manager

The 2008 program at the CMAA's Darling Harbour Conference was "world class", according to many of the delegates.

The quality of the workshop sessions and the fact they were free, added to the experience for many of the 2,500 visitors to the Expo over the two days.

Always a "full house", the Annual General Meeting gave members the opportunity to hear President Bill Clegg's report and update on the Federal Executive's Strategic Plan for the Association.

Board of Management Studies Chairman David O'Neil, ACCM, reported on CMDA activities and initiatives, while Executive Officer Terry Condon, CCM, reported on the Association's financial status, which remains healthy despite a small downturn in training revenue.

The first Conference session, *"That's Racing - Counting the Losses and Handicaps"*, provided an update on the impact and consequence that Equine Influenza had on the racing industry, which, in turn, was felt in clubs through lost wagering turnover and custom through the door.

Topics discussed included the notion of Betfair in the NSW context, TABCorp's position regarding club commissions and where racing is headed.

Moderated by Richard Callander, panellists included Ken Callandar, Robert Nason (TABCorp), Peter V'Landys (Racing NSW CEO), Steve Railton (AJC Deputy Chief Steward) and Chris Waller (trainer).

NSW Gaming and Racing Minister Graham West addressed the delegates with an informative discussion about the Club Industry's future with respect to the Liquor Act 2007 and the regulations. There was much debate about the better relationship the Club Industry and the Minister have formed and it's hoped this would continue to develop positively.

Of interest to managers wanting to become more ecologically responsible in operating their clubs, the *"Want to Save Some Serious Money"* session provided many ideas, tips and incentives for being more "green" minded.

High-profile Sydney media personality and author Peter FitzSimons moderated an informative session, *"Drugs in Sport - A Deadly Cocktail"*, with panellists Denis Fitzgerald (Parramatta Leagues Club and Football Club CEO), former Canterbury Rugby League Club CEO Steve Mortimer and Sydney Morning Herald journalist Jacquelin Magnay.

Issues around player behaviour, policies on drugs and elite athletes and the drug culture were discussed at length.

Two linked sessions followed addressing diversification and how clubs can access the right financing models for their projects and some industry case studies presented by CEOs drew a large audience.

Robert Brennan from RT Hospitality moderated both sessions with CMAA sponsor organisations BankWest and Community First Credit Union were represented, offering an overview of



what each institution required from clubs when considering an application to finance potential diversification projects, such as Futsal fields and gymnasiums.

Richmond Club CEO Kimberley Talbot, Liverpool Catholic Club CEO John Turnbull and Campbelltown Catholic Club CEO Michael Lavarato provided interesting views on how their projects were financed, how each was developed to completion and the result on their overall sustainability as an operation.

The Conference concluded with a wonderful session, *"Taking the WHINE out of Wine"*, moderated by Profitable Hospitality Managing Director Ken Burgin and panellists Brendan Bate (CMA Magazine wine columnist) and Mawson Club (ACT) Food and Beverage Manager Andrew Izzart.

The session theme was about effectively creating a purpose-designed wine list around a bar design and identifying the demographic market it is designed to attract and how that can make a big difference to the bottom line.





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New programs require member support

2007-2008 has been a challenging year for the CMDA as it has been for all members.

The impact of the introduction of the smoking bans and the increase in gaming revenue tax has had a telling effect on the activities of the CMDA with regard to training numbers and revenue.

Let me firstly say to all of you that it is a false economy to cut training budgets back in order to make the bottom line look healthier.

In these challenging times, priority should be given to ensuring that your staff and management teams are fully prepared to help you meet the challenges ahead - whether that be through formal training or attending significant industry events which can provide guidance, knowledge and confidence.

2007 saw a lot of the scheduled regional events cancelled due to low numbers, despite the earlier call from these areas for the CMDA to provide them.

The CMAA is a not-for-profit organisation and whilst it will endeavour to offer access to affordable training, it can not sustain losses which will, in turn, place the Association in a position which could see it under pressure financially.

It wasn't, however, all doom and gloom.

Pleasingly, a number of initiatives were launched during this time to promote involvement of club personnel with the CMDA in an attempt to build relationships and generate revenue.

The *CMDA Affiliate* program was created to forge a link with non-managerial staff and the education side of the Association and those Affiliates now can enjoy benefits such as discount training fees, subscription to the CMAA's *Club Management in Australia* magazine, marketing updates and access to Zone meetings.

This will, hopefully, help managers in retaining and rewarding key staff and demonstrate a commitment to developing their careers.

The benefit to the CMAA is that we can grow a pool of potential members from the grass-roots level of our industry. Conferencing in 2007 saw a great show of support from members in attending both the Darling Harbour and Jupiters conferences.

David O'Neil



Darling Harbour, again, was free to attend for club personnel and more than 3,000 delegates attended the Expo and workshops.

This commitment to making education accessible to all of our members and their staff has again been extended to this year's Conference by the Federal Executive.

Jupiters in 2007 was exciting for many reasons.

Firstly, the inspirational Beaconsfield miners opened the Conference to a packed audience of 400 delegates.

Followed by a huge variety of executive-level workshop sessions, the move to a Wednesday to Friday format was popular and will be offered that way again this year from July 2 to 4.

Earlier this year, a new line-level program helping new and junior supervisors make the transition from buddy to boss – *Supervisors Bootcamp* - was launched.

The 24 participants who attended raved about how it a very positive experience and gave them the confidence to meet the challenges of being a manager of people.

Further programs are scheduled including the next one at Auburn in May/June. Talk with the CMDA staff during the Conference for further details.

Other programs which are essential for your staff to undertake include the *Duty Manager Development Program*, the *Gaming Analysis Program* and, certainly, any of the many finance-orientated courses. We need you to support the CMDA through these times more than ever – regard the CMDA as a **“knowledgebank”** from which can withdraw skills, knowledge and education and you will find that it will not cost you ... a healthy dividend will be paid to you and your club.

➤ **DAVID O'NEIL, ACCM**
CMAA Federal Executive Member
Board of Management Studies
Chairman





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CMAA 2008 National Bursary Presentations





CMAA Hospitality Expo 2008 Exhibitor List

Stand

95	Abacus Cash Systems Pty Ltd
214	ACC Audio & Visual
3	Ainsworth Game Technology
13	Allpride Signs
68	Allstyle Commercial Furniture
136	Amore Coffee
56	AMZ Furniture Pty Ltd
78	Aristocrat Technologies
209	Artistes' Answering Centre
103	Aruze Gaming
73	Australian Interior Landscapes
121	BankWest
87	Barringtons
61	Bepoz Retail Solutions
59	Bevcon Solutions
84	Boden Projects Pty Ltd
156	Boss Hogs Hot Dogs
5	Bottlecycler Australia
155	Brinks Australia
205	Cadbury Schweppes
23	Cannon Group
29	Cash Handling Systems
PP6	Casino Consoles Australia
217	Club AV/CAV Security
94	Club Plus Superannuation Fund
102	Clubsational
114	Coca Cola Amatil (Aust) Pty Ltd
PP2	Codemaster Systems
152	Coin op Solutions
4	Collections Design Group
134	Community First Credit Union
PP12	Computer Magic
45	Cootamundra Components Pty Ltd
101	Country Fresh Foods
63	Crane CashCode
113	Daily Press Pty Ltd
138	De Bortoli Wines
139	Dina Corporate
PP3	Display Me
151	Domina General Insurance Brokers Pty Ltd
111	Ebet Gaming Systems
15	Eco Elegance
74	Feltex Carpets Ltd
PP8	Flow Beverage Monitoring
212	Fredon Industries Pty Ltd

Stand

75	Freeform Commercial Furniture
216	Furniture New Vogue Pty Ltd
92	Generate Group
11	Global Coffee Solutions
24	Global Gaming Industries Pty Ltd
50	Global Payment Technology Australia/eCash Pty Ltd
PP9	Goodnuts
49	Gopher Graphics
204	HHDI Technology
PP4	Hospitality Training Network
99	ICU Security Cameras
165	IGT
148	Image Designer Workwear
23A	IMB Limited
124	Independent Gaming
28	Independent Gaming Finance
17	InfoGenesis Pty Ltd
62	Innersphere Pty Ltd
20	Innova Group Pty Ltd
PP8A	Integral Energy
44	JCM Global
72	Jensen Data Systems
40	Jtech
64	Karo Australia Pty Ltd
206	Keno
36	KONAMI
PP5	Kutting Edge Design
203	M & E Magellan Services Pty Ltd - Flex Floor
211	Materialised Pty Ltd
7	MAXGAMING
85	MEI
146	Meridian Constructions Australia
43	Merlot Constructions (Aust) Pty Ltd
18	Methodical Services Pty Ltd
149	Micros Fidelio
150	Multiscreen Channel Pty Ltd
117	National Cash & Coin
66	Network Interiors & Construction
153	Nine Design
123	Nufurn Commercial Furniture
96	Paltronics
76	Paynter Dixon Constructions
77	Pernod-Ricard Australia
141	Pitney Bowes Australia Pty Ltd

ACCM presentations

The CMAA's 2008 Annual Conference, Expo and Gala Awards Dinner at Darling Harbour was a memorable venue for three Association members to receive their Active Certified Club Manager (ACCM) Awards. CMAA Federal President **Bill Clegg** presented Harbord Diggers Club Functions Manager **Merissa Proops** and Club Five Dock Gaming Manager **David Conway** with their awards during the Members Annual General Meeting, while and Townsville RSL Club Assistant Manager **Karla Malouf** received her award during National Bursary Presentation ceremony.



CMAA Federal President Bill Clegg presents Merissa Proops with her ACCM.



Bill Clegg with David Conway.



Bill Clegg with Karla Malouf.

Stand

- 137 Premier Building Group
- 60 Premier Hospitality Services Pty Ltd
- 98 R + V Living
- 47 RaffleTV Digital Signage Networks
- 33 Reed Contructions Australia
- 118 Remondis Pty Ltd
- 93 Retail Systems Australia Pty Ltd
- 30 Ricmar
- 144 Riva Ice Cream Dispensers
- 58 RT Hospitality Solutions
- 6 SALTEC Pty Ltd
- 100 Sanyo Data Systems Pty Ltd
- 54 Screencheck Australia
- PP10 Seal-a-crete Pty Ltd
- 122 Sensaroma
- 202 Shadola Sun Screen Systems
- 67 Showworks
- 154 SmartCam
- 210 Smarter. Cooler. WAECO
- 57 Spacebud Pty Ltd
- 32 Sprintquip
- 1 Stargames
- 133 Statewide Business Training
- 19 Steam Australia
- 218 Stream Management
- PP11 Studioline
- PP1 Sunblest Cleaning Services
- 147 Supagas
- PP5A Swerve Design
- 213 T & F All States Pty Ltd
- 48 Technoprom Pty Ltd
- 65 The Bright Group
- 215 The Game Show Factory
- PP7 The Mobile IT Group
- 207 The Presidential Card
- 140 Tooheys Pty Limited
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'Pokie' experience most irritates opponents

Problem gambling has been a hot political and media topic since the Federal Election was announced in the back half of 2007. Politicians – particularly new independent Senators Nick Xenophon, Steven Fielding and Barnaby Joyce – and church leaders have offered a range of strong opinion on the subject. In mid-March, *The Sydney Morning Herald* published an article, written by ClubsNSW Chairman PETER NEWELL, OAM, which defended the Club Industry's position and called for evidence-based action on gambling, rather than populist knee-jerk reactions ...

Gambling has been an inherent part of Australian culture since European settlement. Today, more than at any time in our past, gambling is a popular pastime and form of recreation.

Of the many ways of having a punt, the pokies have drawn the most attention. Lacking the glamour of horse racing or the celebrity of poker, it seems that the popularity of the "pokie" experience that irritates its opponents the most.

Those most-publicly opposed to the pokies are now knocking on the Prime Minister's door, telling him - and anyone who will listen - that after more than 50 years of poker machines, Australia is now on the cusp of a social crisis of tsunami-like proportions.

Such allegations are clearly exaggerated to maximise effect and generate attention. More deceptive and misleading is the term "social cost", which is now featuring in much of the pokie commentary.

Those who speak of the social cost of gambling are quoting the total gambling spend per year in Australia. If we adopt this interpretation then the social cost of playing the pokies is \$11.28 per week for each adult in Australia.

Extending this definition to other items of household expenditure reveals the absurdity of such a measure. The social cost of having a credit card is \$62 per week. The social cost of take-away food is \$20 per week and the social cost of having a mobile phone \$37. The most popular form of weekend activity is going to the movies or playing video games. The social cost to the nation: \$3.8 billion.

Kevin Rudd has indicated that he shares the desire of the Club Industry to find new ways to further reduce the incidence of problem gambling. Encouragingly, his comments suggest he is aware of the multitude of conflicting statistics and claims associated with gambling and in particular problem gambling.

The definitive and only national report on gambling took place in 1999 by the Australian Productivity Commission. While there has always been a small number of gamblers who spend more than they can afford to, the report's estimation of 2.1% of adults was the first to attempt to identify the size of this group.

Enormous change for the better has

taken place in the nine years since the Productivity Commission last examined the issue of gambling in Australia.

So much change has occurred that - with the exception of Western Australia and Tasmania where just 2.7% of the country's poker machines are located - the incidence of problem gambling has fallen substantially.

In NSW, where more than half of Australia's poker machines are located, the largest Government-commissioned survey ever undertaken shows that less than 1% of all adults are considered problem gamblers. While this figure does indicate there is more work to be done, it does not justify the calls of extremists to "blow up the pokies", or to tax them out of existence.

Perhaps some context to recent prevalence reports can be made by comparing the rate of problem gambling in Australia with that of problem drinking. More than 5% of Australian adults are considered to be alcoholics. Twenty per cent admit to regularly drinking more than they should. Recent media discussion has logically focused on the need for better education, not prohibition, as the key to reducing the level of harm.

Clubs Australia would welcome a decision by the Federal Government to fund a detailed inquiry into all forms of gambling in Australia. It is logical and reasonable that any move to introduce targeted and practical measures affecting the nation's 4,000 registered clubs be based upon the findings of this research.

The Club Movement directly employs more than 65,000 people. Tens of thousands more are employed due to business from local clubs. Employment is just one of the many contributions clubs make to the community. Clubs also mobilise 65,000 volunteers.

It is these contributions that those opposed to gambling often ignore. If there is a social cost to gambling, then it must equally be acknowledged that clubs provide a social benefit.

The concept deserves consideration. What dollar figure should we place on the availability of affordable meals and drinks? On access to pay television? On quality entertainment? On the funding that keeps junior and professional sporting teams on the field and off the streets. On support for community programs such as Meals on Wheels?

Recent research concluded that



ClubsNSW Chairman Peter Newell (centre) with Jamie Gallen (left) and Rod Laing at a recent CMAA and ClubsNSW event at Glen Innes Services Club.

and grabs the headlines

registered club use enables the elderly to manage the impact of late life transitions on wellbeing by facilitating social participation, reducing social isolation and enabling access to resources to improve the quality of daily living.

Even more challenging is how the community can measure the social benefit of the willingness of clubs to provide food and shelter to those affected by natural disasters such as cyclones, bushfires and floods? Or, of the lives saved when clubs donated \$4 million to the relief effort in the immediate aftermath of the Boxing Day tsunami?

Economists have not yet measured the benefit young Australians receive when they walk the Kokoda Track, courtesy of their local RSL Club, or when a club raises money for a family affected by personal tragedy.

Perhaps the value of clubs is best experienced in the Children's Ward of many of our nation's hospitals. When hospital budgets invariably run short, clubs are often the first point of call,

donating funds for life-saving equipment.

Few would know it is the clubs that have provided millions of dollars to Bear Cottage on Sydney's Northern Beaches. The Cottage provides a place where children with terminal illnesses and their families can receive rest and medical care in a home-like environment.

What of the contribution club patrons – many of them poker machine players – make to the Salvation Army whose representatives visit so many of our venues seeking financial support?

Even fewer would know that many of the portable game centres that provide fun and distraction to children stricken with illness are funded via the generosity of local clubs. The link between such equipment and gambling is rarely if ever discussed, yet it is a connection that has existed for many decades.

How does one quantify the value of children playing organised sport every weekend because of the financial contribution local clubs make by way of

providing the field, the boots, the jerseys, the uniforms, the player registration and the sporting equipment?

The Independent Pricing and Regulatory Tribunal (IPART) recently attempted to estimate this value as part of a review it is undertaking on the NSW Club Industry. It found that clubs make an annual \$893 million positive social contribution to the community. This value does not include the intangible benefits of clubs or sporting facilities worth more than \$2 billion.

The answer is that we cannot put a dollar value on the benefits clubs provide to our community. Instead, governments have allowed and encouraged clubs to grow and prosper the past 50 years, secure with the knowledge that a club returns far greater to a community than it takes from them via gambling.

While the Prime Minister has voiced his dislike of poker machines, one shouldn't assume he will force his personal preference upon the Australian people. In fact, he seems to understand the cultural significance of gambling, having backed the winner of last year's Melbourne Cup while visiting the Ballina RSL Club.

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AFL clubs kicking big goals out west

By KATIE CINCOTTA

Victorian AFL clubs are finally waking up to what NSW has done so well for so long with Rugby League – running entertainment clubs that boost revenue, membership and a football club's relationship with the community.

Geelong, the 2007 AFL premiers, and the Hawthorn Football Club, which finished fifth on the ladder, both plan to build hospitality venues in Melbourne's western growth corridor.

One venue is a hotel, the other a club, with the Tatts Group to operate 80 poker machines at each of the new facilities in Melbourne's booming fringe suburbs.

The West Waters development is a joint venture between Hawthorn Football Club and the Gauci Group – a \$27 million four-storey waterfront hotel in Caroline Springs with a bistro, function room, lounge bar/café, sports bar, gymnasium/pool, business centre and 56 short-stay accommodation rooms.

Melton Council's planning department has given the Hawks' venue the thumbs up, but the project still has to get the green light from the Victorian Commission for Gaming Regulation – the most critical element of the deal – which will take place over the coming months.

One step ahead of them is Geelong Football Club, which is about to start construction on their new club in Point Cook – The Brook on Sneydes – in honour of the surrounding Featherbrook housing estate on Sneydes Road.

With planning and gaming approval under their belt, it's all systems go now for the 2,000 square-metre venue on a 15,000 square-metre "Greenfield" site,

Club Poker Machine Ladder 06-07:

COLLINGWOOD:	298 machines
RICHMOND:	157 machines
WESTERN BULLDOGS:	138 machines
CARLTON:	108 machines
ESSENDON:	100 machines
GEELONG:	100 machines
MELBOURNE:	92 machines
ST KILDA:	83 machines
HAWTHORN:	75 machines

which looks set to be one of the most impressive clubs built in Victoria, overtaking Collingwood's new club in Caroline Springs.

It has taken eight, long years to get there, says Geelong's COO Stuart Fox, but the hard work has paid off as the soil begins to turn for construction on the \$13 million club, set to launch on April 1, 2009.

With an initial design concept by TM Design Group and design development and construction by local Geelong architects Dal Wild, The Brook will feature a multi-purpose sports bar with an outdoor terrace, a 240-seat bistro with al fresco dining overlooking parkland, two playgrounds, a 350-seat function room, coffee lounge and 80 gaming machines.

"It's taken eight full years of work to get it to this stage," Stuart Fox says. "We went through seven, or eight, land auctions in Point Cook and nothing stacked up ... finally we're going to build this fantastic complex. With the level of fit-out, this will be a real benchmark."

Tatts Pokies Chief Executive Frank Makryllos says with the influx of young families to Melbourne's new housing developments in Caroline Springs and Point Cook, communities are crying out for infrastructure.

"These will be fantastic facilities for areas that are starved of it," Frank said. "There's nowhere for them to go for entertainment, or a meal and gaming is just one part of the offer."

Tatts' Channel Strategy Manager Richard Whitehouse says the majority of locals are keen for the development, including resident and community associations.

However, the gaming component has some groups riled, with vocal opposition from the InterChurch Gambling Taskforce and western suburbs youth worker Les Twentyman, who described the West Waters proposal as a "loaded gun at the head of the community".

"You always get some opposition," Richard Whitehouse said. "But the vast majority of the community want these developments. You only have to look at the transcript of Derryn Hinch (*Radio 3AW*) to see that Caroline Springs has no entertainment facilities, and Point Cook with 45,000 people doesn't have a single pub or club."

Geelong also has copped criticism from the Western Bulldogs AFL club, who believe the Cats are creeping into traditional Bulldogs heartland.

"They feel we're encroaching on their area, but we don't see ourselves as having areas," Stuart Fox says. "The Bulldogs now play games up in Darwin and Hawthorn will play in Tasmania. We're playing in a national sport."

What's not in dispute is the trend for AFL clubs to build revenue, profile and community touch points through hospitality offerings.

"AFL clubs are realising that it's essential to have a central community focus, so while they're building these commercial businesses they're very much for the focus of members and the community as a whole," Richard added.

Geelong's COO agrees that community venues are now part of AFL clubs' overall business strategy, with the '07 premiers now working on their third venue – a second club for the City of Geelong.

"Over half our membership base is not from Geelong, so capturing a state and





national market is very important to us," Stuart Fox said. "Point Cook is a great growth corridor, is three quarters of the way to Melbourne – a place where we can call back after home games in Melbourne.

"We'll have a strong football presence in the community with football clinics and players. It's more than having a venue in town – it's about having a strong presence as a club."

The Tatts Pokies boss agrees that AFL clubs are moving away from gaming at the grandstand and towards secondary clubs, such as the NSW model.

"All AFL clubs have had interest in gaming in the past, probably the

biggest difference you're seeing is they're realising that better facilities and an overall hospitality offer go with gaming, rather than having it just in the bottom of the grandstand," Frank Makryllos added.

But, for some, the gaming/football partnership comes at a social cost, with Fairfax recently reporting that "Victorian AFL clubs gouged more than \$110

million from poker machine players last financial year and are increasingly targeting Melbourne's most vulnerable communities", with concerned comments from Western metro Greens MP Colleen Hartland and Monash University's health science lecturer, Charles Livingstone.

The groups behind West Waters and The Brook are frustrated by that negative reaction and media coverage, citing jobs creation and unique problem gambling initiatives as proof of their commitment to local communities.

For West Waters, the proposed community contribution has been doubled to \$155,000, with plans to

introduce a dedicated council employee who will serve as a problem gambling counsellor.

"Melton Council was highly innovative, and it's a first for the state for a council to take direct responsibility," Richard Whitehouse said. "The Gaucis also have a policy about implementation and training, which is more detailed than you typically find in hotels and clubs."

Tatts say that, with 30,000 gaming machines in Victoria and almost 100,000 in NSW, there isn't three times the amount of noise about gambling over the border.

The gaming giant attributes this to the measured introduction of electronic gaming in NSW over several decades, compared to the "fast and furious" approach that occurred in Victoria in 1992, which continues to fuel sensationalist reporting.

Everyone agrees: whether it's hard luck or good luck, those kinds of stories sell papers. Just like Geelong winning the Premiership after 44 long years – except, if they make it back-to-back in 2008, this footy club will only have to drive 20km from the city to celebrate, at their new Point Cook premises.



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Services Club rides crest of Murwillumbah's comeback wave



Murwillumbah Services Memorial Club ... attracting more members.

By HENRI LACH

The term "rural recession" is foreign to Murwillumbah. In fact, locals and traders of this community in the Tweed Valley 35 kilometres from the Queensland border will tell you their town is experiencing boom times.

The population has doubled in the last decade to more than 20,000, fed by an industrial precinct on the northern side of town, and development of several housing estates to the south west in the shadow of Mt Warning.

The town's annual Banana Festival and the Speed on Tweed event draw big crowds of visitors from all parts of Australia.

While property values have kept pace with the spiral in other parts of the Tweed Shire, some bargains are still to be had and there's a steady influx of retirees to the area, as well as workers to fill jobs in the burgeoning tourism and small manufacturing industries that have sprung up in recent years.

The community's economy experienced a hiccup in 2002 when the new Pacific Highway bypassed the town to the east. In fact, a number of tourist-based businesses closed up shop.

It also impacted on the town's major club, the Murwillumbah

Services Memorial Club, which depended on 50% of its revenue from the tourist trade. Internal problems and a lack of professional management contributed to its woes.

Then, in June 2003, along came Guy Divan - 29 years old at the time, and already with several years of top management in the club industry behind him.

While Murwillumbah re-invented itself to cope with its new isolation from the Pacific Highway, so Guy set about re-inventing the RSL club, as it's popularly known.

He had a mammoth task ahead of him.

"The club was showing a loss of \$360,000 for the previous financial year," Guy recalls.

In fact, President and Club Board Chairman Lindsay Howard-Smith admits that the club came very close to closing its doors.

"I've been President for 12 years and I tried running the club for a few months, but I lacked any club management experience. We were lucky to get Guy when we did," Lindsay said.

That's probably an understatement, if the record is an indication.

In Guy's first year as CEO, the club turned its loss around to a \$160,000 profit.

Each successive year since has shown a record profit

As membership grew and tourist traffic re-discovered Murwillumbah it became obvious that major renovations and upgrade were needed.

Paynter Dixon came to the party with a plan that had a relatively modest budget of just under \$900,000.

"They worked in very well with us, with our input. We're very pleased with the result," Guy said.

The renovations, which were completed in August last year, include a totally revamped entrance and foyer, a new gaming area to house the club's 80 machines, new administrative

Guy tackling management career by degrees

Murwillumbah Services Memorial Club CEO Guy Divan is another of the new breed of club executives who've entered the industry on academic credentials, rather than through the ranks.

He's a product of the University of Western Sydney and holds a Bachelor of Commerce degree with majors in economics and finance.

Guy went from university straight into a Duty Manager job at the Hurstville RSL Memorial Club, followed by a stint as Assistant Secretary Manager at Padstow RSL Club in 1997, and promotion to Secretary Manager of that club in February, 1999.

In 2002, with a baby on the way, he and wife Catherine decided that

Sydney was not where they wanted to raise their family and, when an opportunity presented itself in Brisbane, they made the move north.

Guy served as Gaming Operations Manager at the Eastern Suburbs



Murwillumbah Services Memorial Club CEO Guy Divan.

Leagues Club in Brisbane, from August 2002 until April 2003, overseeing the operations of the club's 203 gaming machines, along with the TAB and Keno.

Catherine, a former school teacher, today is a stay-at-home mum with three youngsters in her care. Lachlan, 6, and Paige, 3, found they had a new playmate early this year. Zac is now nearly three months old.

The family has settled at Reedy Creek, just north of the border on Queensland's Gold Coast, about an hour drive for Guy to work.

Guy has committed to at least another five years with the Murwillumbah Services Club.

"The club has great potential. I want to be there to realise that potential," he said.

Northern Exposure



The outdoor area is in a pleasant setting.

offices, that compulsory smokers' terrace, and new carpeting and furniture throughout. The TAB facility was relocated to the area of the former nightclub - a not-desirable feature of the past era.

It's obviously all been worth it, because membership has risen by 15% since last August - and there's more.

"Stage Two will include another smokers' area, a new coffee shop and a new bar, probably at the cost of about another \$800,000 to \$900,000," Guy said.

The efforts of Guy, his committee and staff have not gone unnoticed.

The club earned some impressive awards in the past few years of Guy Divan's tenure, including ClubsNSW "Award for Excellence" in 2007, and TAB "Top Ten Clubs Award".

In a matter of five years, Guy Divan has turned around what was an economic cot case into a vibrant and profitable venue, despite some serious changes in the club's fundamental economics.

"Income from visitors and tourists is now only 20% of our total, instead of the 50% before the highway bypassed the town," he said.

With six hotels and four licensed clubs within a radius of 10km, the battle for the entertainment and hospitality dollar is fierce.

It's a battle Guy's club appears to be winning, particularly in the food stakes.

The contract bistro has an extremely competitive menu: 300 gram rump steak with chips and salad or vegetables for \$15.90 would be hard to find elsewhere.

Guy Divan, the club boss, obviously has the respect and loyalty of both his committee and his staff.

President Lindsay Howard-Smith has high regard for Guy's administrative and managerial skills, while Guy's staff members obviously enjoy his style as an employer.

"Since he's been here it's a pleasure to come to work," said one long-time employee.



A new, bright foyer and receptionist Anne Martain now greet members and guests.



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Recruitment & Retention – better offers

You've seen a dog chase its tail. It came to mind recently when talking to a frustrated club manager about recruitment. He's distressed by the ineffectiveness of the advertisements the club runs. No wonder ... they still use the same empty "megaphone" announcements that make the club sound desperate - not attractive. This month, Profitable Hospitality Managing Director KEN BURGIN looks at an action plan for better recruitment and retention of staff in the Club Industry ...

Modern recruitment and staff retention is about marketing. It's about putting together an attractive job package and selling it.

Then, it's about selling the benefits again to those who already work for you.

When there are fewer buyers and more goods (jobs) for sale, smart packaging is essential.

This is your action plan for better recruitment and retention ...

Always recruiting

You may not have an immediate start available, but who knows what will come up next week. A friendly, enticing staff page on your website is essential. Check the great "Team Page" on the Tradies website www.tradies.com.au - applicants who have visited the website know exactly what to expect.

Sell the benefits

Most advertisements ask for committed, hard-working, energetic, honest and creative people ready to start tomorrow. In your dreams! What the best



applicants want is flexibility, good pay, modern equipment, educational opportunities and to be part of a happy team. These are the benefits you should

be selling before talking about your wish list of personal qualities.

Build a great Employment Page on your club website

It needs five key elements:

1. An attractive list of benefits you offer, appealing to the applicants being targeted.
2. General information about the type of staff you want e.g. energy, commitment etc. (on many employment pages, this is often the only information given).
3. Filters to ensure you don't waste time with unsuitable applicants (e.g. visas, type of experience, accountability).
4. Good photos that show 'people like us' - communicating in a welcoming way about the business.
5. An easy way for applicants to contact you – preferably a short online form.

Consider overseas recruitment

It's not as extreme as it sounds – there are specialist companies that can manage this for you. Smart General Manager **Geoff Long** at **Belconnen Soccer Club** is recruiting chefs from overseas with great success.

Use specialist recruiters for key positions

It may be specialist club websites, or professionals who will go and find the head chef or manager you need. When

Doing it differently at The Mawson Club

Andrew Izatt, Assistant Manager at Canberra's **Mawson Club**, has been driving a modern traineeship program to provide the club with the staff it needs.

It recognises that skills shortages in the area are acute, and it's only by 'growing their own' that the club can ensure it has staff with the required specialised training.

The Mawson Club recruits widely from rural areas, and has just started the third annual program.

The pay is above average, and assistance is also given to find accommodation – handling the basics reduces the chance of failure.

The Traineeships begin in early March and combine on-the-job training with an accredited certificate in hospitality operations. Applicants go through an interview process and parents are encouraged to attend the on-site interview.

As well as the formal learning in the accredited traineeship, staff work a

rotation of eight weeks in each area of the business, learning all facets of the club operation.

These include restaurant, gaming, all three bars with their differing styles, the kitchen, cleaning and maintenance, meet and greet and administration.

Outside the set curriculum additional training is also given in speed pouring and flaring at the bar, barista training, public relations, wine appreciation, concierge skills, team and character building plus deportment and grooming.

It's these 'extras' that lift this programme well above the usual traineeship.

For example, the deportment and grooming section recognises that many of the applicants haven't experienced 'big city living' and aren't always comfortable conversing with the club's wide variety of members – not everyone wants to be called 'darling' or 'mate'!

attract better people

it comes to senior positions, "Do-It-Yourself" can be a very expensive practice if you insist on handling the whole process yourself.

Recruit from outside 'clubland'

Smart managers and chefs from large hotels and restaurants bring energy and a useful outside perspective, especially as they've been tasked to always make a profit. Don't let them get bogged down in the club culture you want to change – manage them carefully.

Rework the job offer

Have you got the shape of the job right? Twenty hours a week may be all that's wanted by a smart student, a young mother, or a chef who loves surfing. Nights are wanted by some and not by others. Rostering software can make this tedious job much easier, and is affordable. Get the work hours right, and why would anyone want to leave?

Take a cold, hard look at the pay, benefits and culture you offer

Are you offering high pay and a lousy culture, or low pay and a great culture? The first option is expensive, and the second option is cheaper but needs more work. If both are sub-standard, you're in trouble. Canberra's **Mawson Club** found that by paying above requirements for their trainees,

they attracted much better applicants.

Impress young staff

Think outside the square, and promote your social responsibility. No, not the war widow's benefit lunch. School education is now heavily focused on environmental issues, so talk about the club's environmental policies on your website. You've been recycling cans, boxes and oil for years, and cutting gas and electricity and water usage – spread the word! Even knowing about the worm farm makes a difference to young people, who are aware of the environment they will inherit.

Find new ways to use technology

Ninety-nine percent of your staff using a mobile constantly? It's the modern way to communicate. It may be annoying to receive a message: "I'll be 10 minutes late – sorry" from a tardy waitress, but that's just how it is. If you can't beat 'em, join 'em ... use SMS technology to update roster and shift information, advise about staff events and confirm extra work availability. Staff-only intranet pages are becoming more common.

Build your connection with local schools

Hospitality is huge in secondary schools. Make friends with the careers counselor and hospitality teachers – they are keen to meet local business

Staff Recruitment and Retention Summit for Clubs

This practical one-day workshop will show you dozens of ways to improve your recruitment and staff retention.

Whether you're a big or small club, everyone has to be more competitive – this workshop will show you how.

Held at the CMAA's training facility at **Auburn on April 28** and **Broncos Leagues Club in Brisbane on July 15**.

Contact the CMAA 02 – 9643 2300 for inquiries.

operators with genuine opportunities. Once they know you are honest and fair, they can often give you the "inside running" on the best students. Your chefs are a key part of this strategy, hosting trainees and visiting schools.

Rural clubs have plenty to offer, so play up the positives

Easy living, affordable accommodation, family atmosphere and good sporting facilities. What else does your town offer? Work with your local council on the best way to promote your offer, and add it to the website's employment page. Yes, distance is a factor for some, so you need to show even more benefits compared to the city lights.

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Aristocrat shows modest growth in 2007 results

Aristocrat Leisure Limited has announced the group's results for the year ended December 31, 2007.

Aristocrat's Chief Executive Officer and Managing Director Paul Oneile said 2007 was a particularly challenging year for the industry.

"I am disappointed with the modest growth, however our result demonstrates the underlying strength and sustainability of our business in some of the most adverse operating conditions many in the gaming industry can recall," Mr Oneile said.

Key points on the overall result:

- Net profit after tax and minorities of \$247.2 million, a 3.4% improvement on the \$239.0 million profit for 2006, reflecting difficult overall market and regulatory conditions across the Group's three largest regions - Australia, North America and Japan. This result was marginally ahead of previously provided market guidance.
- Maintained 40% share of video sales in North America.
- A \$5.9 million profit from the Japanese business, representing an \$11.5 million improvement on the prior year.
- Strong underlying operating revenue and profit growth from businesses in emerging markets - Asia-Pacific, Europe, South America and South Africa - as the group's presence in these markets increased.
- The impact of the strong Australian dollar reduced reported earnings by \$18.4 million (7%). At like-for-like exchange rates, earnings per share increased 11.4%.
- Ongoing investment in research and development, with a \$9 million (9.5%) increase in expenditure to \$104.2 million - spread across games, systems, server-based gaming initiatives and the Group's new *Viridian* cabinet and *Gen 7* platform.
- Strong operating cash flow (up 8.5%) and conservative debt coverage ratios.
- Dividends declared in respect of the 2007 year, amount to 49cents per share, a 36.1% increase over the prior year.

Mr Oneile said that while these market conditions impacted trading in **Aristocrat's** core businesses, he was pleased with results in emerging markets where **Aristocrat** has captured

a significant share of new opportunities.

"We remain focused on our future and despite the market challenges of last year, we have increased our investment in research and development with spend rising 9.5%, all of which we fully expense against profit," he said.

"The growth in key markets, which we had been expecting in 2007, now looks more likely to emerge over the next 12 months, given the positive signs we are starting to see in our key international markets.

"These signs include the recent approvals in California and Florida, which will significantly grow overall market demand in North America and improving sentiment in Japan evidenced by our strong sales over the last few months.

"I am confident that we are well placed to capture a large share of the anticipated expansion of global gaming markets over the coming years."



Paul Oneile

Operating sector key points:

- Australian revenue increased 1.4%, while profits remained flat. Improvements in pricing were offset by mix and lower volumes of platform sales reflecting the dynamics of a market where operator expenditure has been largely directed towards dealing with the impacts of smoking legislation.
- North American revenue declined 4.8% and profit fell 9.9% when measured in local currency terms. This result reflects a reduction in overall volumes partially offset by improved pricing. The replacement cycle remained subdued with limited market expansion opportunities and overall market sales skewed towards stepper (mechanical reel) versus video products.
- Japanese revenue improved by \$40.8

million, with a total of 29,843 units sold, a significant improvement on 2006. Since the full transition to Regulation 5 in the final quarter of the year, there appears to have been a positive change in operator sentiment, with selling prices stabilising and a heightened operator interest in the Group's products.

- Strong growth was reported from businesses in emerging markets, with underlying profitability in Asia-Pacific (up 107%), Europe (up 174%), South America (up 39%) and South Africa (up 49%), reflecting the group's growing presence in these regions.

Aristocrat will pay a final 2007 dividend of 25cents per share, fully franked on March 31, 2008. The Dividend Reinvestment Plan (DRP) will apply in respect of this dividend with shares acquired on-market to satisfy those shares to be provided under the plan. No discount will apply in determining the DRP issue price.

Total dividends declared in respect of the 2007 year amount to 49cents per share, with average franking of 79.6%. This represents a 36.1% increase on the total dividend payout of 36cents in 2006. Excluding the supplementary dividend, the payout ratio is 73.6%.

Regulatory and market developments over the past four to five months have provided positive business momentum for 2008 and the Group anticipates:

- a return to growth in the U.S. with increased visibility of new jurisdictions and market expansions.
- further improvement in Japan, building on the encouraging early signs from the Group's most recent Regulation 5 game releases.
- a progressive pick-up in the replacement cycle in Australia driven by the introduction of the new *Viridian* cabinet and *Gen7* platform.
- a continuation of the strong results in emerging markets.

The 2008 result will be influenced by a range of key factors, including the ultimate size of the North American video market, a continuation of positive sentiment in Japan and the successful global rollout of *Viridian Gen7*, in addition to the level of foreign exchange rates. The phasing of 2008 earnings is expected to be weighted towards the second half.

Aristocrat's business fundamentals of improved pricing, cost leverage and strong cash flows remain intact.

The catalysts for growth in the gaming industry are in place and **Aristocrat** continues to see strong growth potential as markets open up and new technologies are introduced.

Day	Date	Meeting	Venue	Zone
APRIL				
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
MAY				
Tuesday	06/05/2008	10:30	Woolgoolga RSL Club	Mid North Coast Zone Meeting
Tuesday - Wed	12 - 13/05/2008		The Royce Hotel, Melbourne	Victoria Zone AGM, Cocktail Party Conference
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
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
JUNE				
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 www.asiangamingexpo.com
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
JULY				
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
AUGUST				
Monday	04/08/2008	07:30	The Grange Golf Club	Illawarra Shoalhaven Zone Charity Golf Day
Tuesday	05/08/2008	09:30	Bribie Island RSL Club	Sunshine Coast Zone Meeting
Tuesday	12/08/2008	10:30	Urunga Golf Club	Mid North Coast Zone Meeting
Wednesday	13/08/2008	09:30	Armidale Services Club	North West State Zone Meeting
Wednesday	13/08/2008	10:00	2 Day Conference	Central Coast Zone Meeting
Thursday	14/08/2008	09:30	Tomakin Sports & Social Club	Far South Coast Zone Meeting
Friday	15/08/2008	10:00		Victoria Zone Meeting
Wednesday	20/08/2008	11:00	Newcastle Leagues Club	Hunter Zone Meeting
Sunday - Tuesday	24 - 26/08/2008	09:30	Darling Harbour Sydney	AGE 2008 www.austgamingexpo.com
Thursday	28/08/2008	09:30	Auburn	CMAA Executive Meeting
SEPTEMBER				
Tuesday	02/09/2008	09:00	Engadine Bowling Club	St George Cronulla Sutherland Zone Meeting
Wednesday	03/09/2008	09:30	Wynnum Leagues Club	Brisbane & Gold Coast Zones Combined Meeting
Friday	05/09/2008	10:00	Sydney Rowers Club	Inner West Zone Meeting
Tuesday	09/09/2008	09:30	Bondi Icebergs	City Eastern Suburbs Zone Meeting
Thursday	18/09/2008	11:00	St Marys Leagues Club	Nepean Zone Meeting
Tuesday	23/09/2008	07:30	Kogarah Golf Club	Neville Worton Golf Day
Thursday	25/09/2008	09:30	Auburn	CMAA Executive Meeting

Community First helps club grow with banking alternative

Despite the “doom and gloom” surrounding the seemingly continuous round of interest rate rises and the sub-prime property market fallout in the United States, there are some great opportunities available for clubs seeking a good return on deposits.

Community First Credit Union, a CMAA sponsor partner organisation, is offering impressive returns on “at-call” and term deposit cash.

Community First's *FirstBiz* Account has one of Australia's best “at-call” deposit rates and operating a *FirstBiz* Account is easy - and fee-free.

Business Relationship Manager Victor Le Febvre, who looks after Club Industry clients, said clubs could maintain an existing bank relationship and simply transfer spare cash online, which means the cash works harder, until it's needed.

“Alternately, **Community First** can offer competitive fixed-term deposits and is happy to negotiate rates in excess of the Bank Bill Swap Rate (BBSW),” Victor said.

Community First Credit Union is the largest community-based credit union operating across the Sydney and Central Coast region. **Community First** is financially sound and a well-managed financial institution, operating since 1959 with the goal of being an integral part of the communities where members live and work.

Community First consistently outperforms banks in customer satisfaction surveys and rewards member loyalty with a lower and fairer fee structure.

Along with banks, **Community First** is an Authorised Deposit-Taking Institutions (ADI), subject to the same regulatory standards under the Banking Act 1959 and overview by the Australian Prudential Regulation Authority (APRA). Other lenders in the market – non-ADI lenders – are not subject to prudential standards.

Victor said **Community First** sources the bulk of its funding from retained earnings and member deposits - not from wholesale and overseas sources, as is the practice of non-prudentially regulated lenders.

“In fact, as a mutual, **Community First** sources more money from member deposits than the banks, so argues it is even less exposed than banks,” he added.

“**Community First** doesn't have to achieve large profits to pay shareholders ... many of whom often don't even use the organisation they invest in ... while **Community First** exists to benefit members.

“All profits go back into the business to benefit people who access the services through superior service standards, an extensive range of fully featured products, lower fees and competitive interest rates.” Last financial year, more than \$2.8 million went back to members through better rates and fairer fees.

Community First offers a vast range of services to help clubs grow - competitive short-term and long-term lending via fixed and variable facilities, full transactional banking, overdraft and offset facilities, along with preferential business term deposit rates with the ability to negotiate rates above the Bank Bill Swap Rate (BBSW).

Community First also offers one of Australia's best “at-call” deposit rates, allowing clubs to save money without having to move a formal banking relationship.

There is also direct access to a **Community First** Business Relationship Manager and Mobile Lending Team, who will call at a convenient time and place.

Victor said **Community First's** goal is to help clubs achieve their financial goals by building relationships for mutual benefit.

“Unlike other financial institutions, **Community First** wants clubs to pay off debts and save you money to create a brighter financial future for club members,” he said.

“**Community First** plans to continue as an integral part of the communities that members live and work in through its commitment to the Club Industry as sponsors of the CMAA, *ClubsNSW* and Western Sydney Academy of Sport.”

For banking or account inquiries, contact **Community First Business Relationship Manager Victor Le Febvre**, who has more than 25 years experience in the financial services industry in a variety of roles, including business development, sales management and lending.

Contact Victor on 02 - 9735 1604 (office), 0419 211 028 (mobile), or vlefebvre@communityfirst.com.au

Ask about **Community First's** obligation-free health check and find out how we can make club funds work harder.



Community First Credit Union's Business Relationship Manager Victor Le Febvre helps club grow with banking alternatives.

April-May 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 Email: training@cmaa.asn.au

COURSES	APRIL	MAY
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	M 7 (City Tatts) W 16 (Mounties)	M 5 (Sutherland Tradies) W 7 Wests Ashfield W 14 (Mounties)
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	T 8 (City Tatts) Th 17 (Mounties)	T 6 (Sutherland Tradies) Th 8 Wests Ashfield Th 15 (Mounties)
Supervisor Boot Camp - 5 x 4 hour sessions (12:30pm – 4:30pm) + 1 x 7 hour session (9:30am – 4:30pm) For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence, THHGLE01B Monitor Work Operations & Train the Trainer (THHGTR01B Coach Others in Job Skills)		M 5, M 12, M 19 & M 26 <i>Continues June</i>
Train the Trainer - 1 Day (THHGTR01B 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.		T 20
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		W 14 & Th 15
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		T 13
Food & Beverage Management Development Program - 2 x 3 Day Sessions For Supervisors & Managers who want to learn about F&B Mgt, Cost & Stock Control, Menu Design, Preparing Tenders, F&B Reporting, Managing Food Safety, Managing Wine & Espresso Coffee Service, Combating F&B Fraud, Managing Poor Customer Service and more.		T 13, W 14 & Th 15 <i>Continues June</i>
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit - 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	M 21 & T 22	
Financial Management 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	M 5, T 6 & W 7
Recruit and Select Staff THHGLE07B - ACCM Unit - 2 Days This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans.		W 21 & Th 22

Regional Training

COURSES	APRIL	MAY
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day		Tweed M 7
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day		Tweed T 8
Train the Trainer - 1 Day (THHGTR01B 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.		Melbourne M 19
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Moruya M 7 & T 8	
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	Currumbin T 15	
Duty Management Development Program - 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	ACT M 14, T 15 & W 16	ACT M 12, T 13 & W 14 Kedron, QLD M 26, T 27 & W 28 <i>Continues June</i>
Analyse & Report on Gaming Machine Data THHADG01B ACCM Unit - 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.		Dubbo M 19 & T 20
Marketing Fundamentals - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	Moruya M 28 & T 29	Laurieton M 26 & T 27
Roster Staff THHGLE05B - ACCM Unit - 1 Day Assists Managers in creating cost efficient base rosters that utilise the flexibility the award provides. Ideal for all managers.	ACT T 15	Kedron, QLD T 27
Monitor Staff Performance THHGLE06B ACCM Unit - 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	Maroochydore W 16 & Th 17	Singleton M 19 & T 20
Recruit and Select Staff THHGLE07B - ACCM Unit - 2 Days This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans.	Coffs Harbour T 22 & W 23	
Manage Quality Customer Service 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.	ACT 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.

MEI CASHFLOW for Viridian range

MEI, a leading supplier of note acceptors used in the world-wide casino gaming, vending, retail, and transportation industries has announced that, after an extensive evaluation period, **Aristocrat Technologies** has chosen MEI "CASHFLOW" as its preferred note validator, beginning with the new "Viridian" cabinet.

Aristocrat's Global General Manager Marketing Roxanne Costello said the company was looking for the most-innovative note validator in the gaming industry.

"Since MEI CASHFLOW has proven its superior performance throughout the world, and Aristocrat's new Viridian platform has been designed to perform utilising the finest technology available, we felt this was the perfect match," Roxanne said.

MEI CASHFLOW sets the standard for performance, reliability and security for banknote acceptors worldwide with an



industry-leading design and utilises an advanced digital processing technology that enables fast and reliable note handling with superior acceptance rates.

MEI Regional Director Asia Pacific, Graeme Lewis, said gaming operators would appreciate the benefits CASHFLOW brings, with secure and reliable banknote acceptance in a user-friendly design.

MEI gaming technologies are installed in 62 countries and the **Aristocrat** partnership will increase MEI's installed presence domestically and internationally.

For more information on MEI and its products, visit www.meigroup.com and for more information about Aristocrat's products and new "Viridian" cabinet, visit www.aristocratgaming.com



iSecurity sets impressive pace

iSecurity was established in 2000 to meet the ever-growing

demands for installations and maintenance of CCTV, Access Control, Intercom and Intruder Alarms solutions.

Although the "new kids on the block" among Club Industry providers, iSecurity began servicing the industry - among many other facilities - in 2005 and, since then, has developed great working relationships with some of the larger and smaller clubs.

iSecurity is steadily growing its staffing and further developing its business management to provide the service required to exceed customer expectation.

It's a company of two young Managing Directors, a Business Development / Sales Manager and Head Technician leading a team of seven on-road service technicians servicing the Sydney and outer Sydney areas.

iSecurity's Business Development Manager recently joined the company after 24 years in the club industry, a decade in senior management.



iSecurity has a good understanding of the difficulties clubs face with

smoking laws and poker machine taxes affecting the industry.

Clubs can no longer afford to spend big dollars on security systems for venues, even though these systems are essential for OH&S and crime prevention.

iSecurity offers high-quality service and its products and latest technology in all equipment - at prices clubs can afford.

Expert technicians from opposing companies have commented that iSecurity's Live View DVR is the best they have seen in the industry and affordable.

iSecurity is committed to providing quality service and keeping prices low with a focus on continuous growth in the Club Industry, rather than charging big money for service and equipment to clubs feeling the pinch.

Contact iSecurity at the head office in Leichhardt, on 1300 888 301 or www.isecurity.com.au

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F: (02) 4349 7800

HUNTER:

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Cardiff RSL Memorial Club
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F: (02) 4956 6627

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F: (02) 6555 6526

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F: (02) 6654 0156

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VISIONARY LEADERSHIP PROGRAM

5 reasons to enrol in The Visionary Leadership Program:

1. You want to increase your productivity & profitability
2. You seek lasting professional development
3. You'd like to attract and keep talented staff
4. You'd prefer practical tools and tips to academic theories
5. You want a values-based plan for your business and life



About your Facilitator

Karynne Courts, who is one of Australia's leading values specialists, actively coaches executives and designs and facilitates values-based processes for large groups and individuals.

Karynne has worked extensively in the values field and is well known for her fun workshops and her zealous approach to her work. Providing leadership development, executive coaching, and cultural change initiatives, she has presented and facilitated workshops around Australia and internationally, focusing on Change, Leadership and Technology issues for organisations including AGL, IBM, AMP, QBE, The Club Managers Association, Centrelink, Westfield, Westpac, The Benevolent Society, The Defence Materiel Organisation (DMO), and SMEs in a range of industries.



This program provides you with practical steps to be a values-based, Visionary Leader and enables you to develop powerful growth strategies to achieve extraordinary results for yourself and your organisation.

Who Should Attend?

Leaders and future leaders integral to the successful implementation and execution of your organisation's vision

What will I learn?

- ◆ Increase self-awareness and your understanding of others with proven assessment tools
- ◆ Undertake a comprehensive inventory of your values and how they shape your life and leadership
- ◆ Learn to step back from the day-to-day details and act at a strategic level
- ◆ Develop strategies for sustainable growth and change
- ◆ Improve your adaptability and flexibility when moving into new situations
- ◆ Understand your World View and how to advance your Vision, Purpose and Choices
- ◆ Understand the impact of your leadership and interpersonal behaviours on your team and organisation's effectiveness
- ◆ Learn how to be more resilient in the face of change and uncertainty
- ◆ Learn how to engage the hands, minds and hearts of the people you lead

Where, When and How?

Date: May 7/8 and June 4/5 2008

This is a four day program - it is essential to attend all four days to benefit from this experience

Time: 8am – 5pm

Venue: CMA Education, Auburn

Investment: Special rate of \$2420 for CMA members, or \$3960 (incl GST) for non-members who book through the CMA. 10% discount available for 3 or more from the one organisation.

Fee includes all meals, program materials including texts, and a comprehensive Leadership Development workbook based on the results of a values inventory completed online. Details are in the enrolment pack.

To reserve your place:

E: leadership@valuesconnection.com

T: Karynne Courts 61 2 4268 5555 / 0414 755 455

Ralph Kober 61 2 9643 2300

"To say that the Visionary Leadership Program had a profound effect on my professional development would be to sadly underestimate its significance. I was so taken by the influence of this program on my professional and personal life that I embarked on the ambitious course of offering it to all 150 Tradies' staff (permanent, part time and casual)" - Tim McAleer, ACCM, General Manager, Sutherland District Trade Union Club, Club of the Year 2003 / 2004, Winner CEO Award AHRI 2006



CMAA partners CSIA in funded Customer Service Training

The CMAA is pleased to announce that will partner with the Customer Institute of Australia (CSIA) in an initiative that will allow eligible participants to receive free fully-funded customer service training - and be paid to do the training.

The CSIA is an accredited registered training organisation which offers a nationally recognised qualification: *Certificate IV in Certified Customer Service Manager (Level 1)* and has secured government funding for eligible participants.

Simply, the qualification will be offered in a two-day, face-to-face format with take-home assignment work, which would normally take a person from two to three months of self-paced work to complete.

For those who are not eligible for funding, the course cost is \$2,500 plus GST.

To be eligible for funding - undertake the course at no cost and receive a payment for participating - a person would need to satisfy the following criteria ...

To be considered eligible as a New Employee:

- at the time the person starts the course, the employee has been employed with an organisation less than three months full-time or less than 12 months part-time or casual
- is an Australian citizen, New Zealand passport holder or permanent resident
- is not currently undertaking any other form of study in the Business Training Package
- has not received more than one other Commencement Payment
- has not completed higher than a Certificate II qualification. Candidates still may be eligible if he/she



completed a Certificate III or IV more than seven years ago. (**please note:** qualifications completed in the two years immediately after finishing high school do not affect eligibility)

- a candidate still may be considered eligible if the qualification previously awarded is in an unrelated discipline. The ACC will ascertain the relevance of an existing qualification and provide guidance during the interview

To be considered eligible as an Existing Employee:

- at the time the person starts the course, the employee has been employed with an organisation less than three months full-time or less than 12 months part-time or casual
- is an Australian citizen, New Zealand passport holder or permanent resident



- is not currently undertaking any other form of study in the Business Training Package
- has not received more than one other Commencement Payment
- has not completed higher than a Certificate II qualification. Candidates still may be eligible if he/she completed a Certificate III or IV more than seven years ago. (**please note:** qualifications completed in the two years immediately after finishing high school do not affect eligibility)
- a candidate still may be considered eligible if the qualification previously awarded is in an unrelated discipline. The ACC will ascertain the relevance of an existing qualification and provide guidance during the interview

Those people eligible under the criteria, can apply for a commencement payment of \$1,500 paid to the employer three months after the enrolment application is made and the course commenced.

CMAA Education Manager Ralph Kober said the CMAA was hopeful that, while not all potential participants will be eligible under the funding criteria, clubs can offset the course cost for non-eligible participants by using the \$1,500, reducing the cost to near zero (if two or more funded participants undertake the course).

"In these financially tough and challenging times, this initiative provides clubs with the opportunity to offer training in Customer Service to their team leaders, supervisors and managers at little or no cost and receive a healthy payment to boot," Ralph added.

For more information, contact **Ralph Kober (02) 9643 2300** or ralph@cmaa.asn.au

Industry's premier Duty Manager Program dates

CMAA Members and managers are advised that the *Duty Manager Development Program*, the industry's premier development program for supervisors moving into management and existing duty managers is scheduled in many areas outside Sydney in the upcoming months.

The program continues to help key staff and their clubs become better prepared in meeting the challenges of responsibility and the leadership of others.

Generous discounts apply for non-managerial staff through the **CMDA Affiliate program**. For more information on the *Duty Manager Development Program*, or other CMDA education and professional development courses, contact **Brad Jones - (02) 9643 2300** or at brad@cmaa.asn.au

- **Brisbane – Kedron Wavell RSL Club**, May 26-28 & June 23-25
- **Auburn**, June 23-25 & July 21-23
- **Illawarra – Dapto Leagues Club**, June 2-4 & July 8-10
- **Tamworth – West Tamworth Leagues Club**, August 4-6 & September 8-10
- **Albury – SS&A Club**, September 30-October 2 & November 10-12
- **Coffs Harbour – Coffs Ex-Services Club**, September 8-10 & October 13-15
- **Auburn – Foster's Duty Managers Program**, (sponsored by Foster's Australia) October 20-22 & November 17-19

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Golf Talking Bottle Opener with Fridge Magnet

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Hear a commentary every time it's used, ball is also a magnet & can be stuck to the fridge so it is never lost.

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Hanson Body Fat Scale With Bonus Pedometer

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We know that scales don't lie, but they don't always tell us all the information we really need to know. This set of scales from Hanson monitors your body fat percentage, your weight and your total body water percentage (hydration level). This gives you a much more accurate picture of your fitness and health. It has an easy to see readout and a weight capacity of 140kgs.

\$89.95
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Jag Men's Analogue Watch

Order No: J836A

If a man is judged by his watch, this design from Jag will ensure that you are seen as someone who believes in the traditional, yet embraces the modern and is always stylish.

\$125.00
SAVE \$74.00



It's time to decide on conference options

With the CMAA's annual Darling Harbour Conference and Expo barely disappearing over the horizon, it's time for club managers and directors to make some important decisions.

The CMAA's second major conference for 2008, the **Mid Year Executive Leadership Conference** at Conrad

Jupiters on Queensland's Gold Coast and the **Global Gaming Expo Asia - G2E Asia** – at The Venetian in Macau are just a few months away.

CCM Travel, the CMAA's preferred travel provider, has prepared travel and conference accommodation packages for both events and both packages with booking details are available at the **CCM Travel** website – www.ccmtravel.com.au

The Jupiters Conference runs from Wednesday, July 2, to Friday, July 4, and includes several major social and networking events, including the State of Origin Party at the casino, charity golf day at Robina Woods on Friday, July 4, and charity race day at the Gold Coast Turf Club on Saturday, July 5.

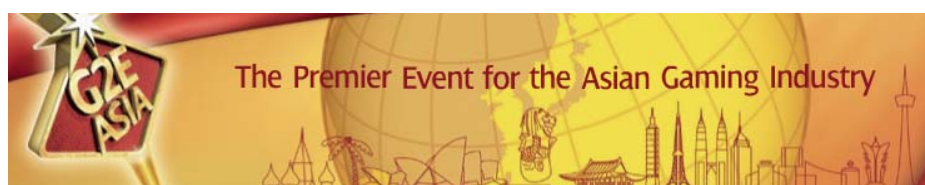
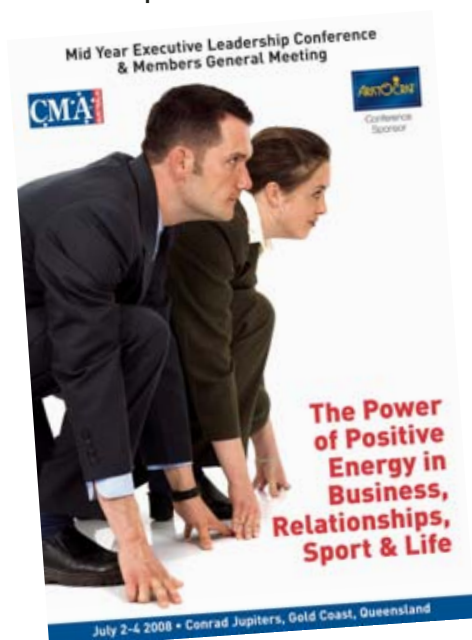
Brisbane and Gold Coast Zones will



combine forces to host both the golf day and race day, which attracted more than 500 guests last year.

CCM Travel's Asian Gaming Study Tour – May 30 to June 7 - departs Sydney on Friday, May 30, arriving in Hong Kong with direct transfers to Kowloon and three nights at the Langham Place Hotel. On Monday, June 2, the tour group transfers, via turbojet, to Macau and four nights at the Venetian Resort and Casino for the **G2E Asia** Conference with welcome hosted by **Aristocrat**, the CMAA's Conference Sponsor.

For more information on both tours, contact **Catherine Mancuso** or **Jodie Tipping** at **CCM Travel** on 02 - 9439 5100, catherine@ccmtravel.com.au or jodie@ccmtravel.com.au or go the the website www.ccmtravel.com.au



Sunblest has been involved in the Club Industry for over 20 years. We specialize in servicing the Hospitality Industries especially in Clubs.

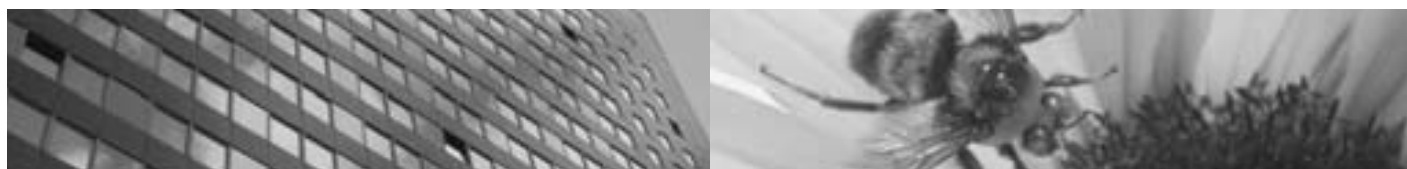
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SAI Global conducts a Quality Assurance Audit every six months to ensure Sunblest Cleaning Services maintain a high level of cleaning standards.



The real battle is for customers – not \$\$\$\$

Following the success of his “*Service Culture*” training and development programs, Ron McLean and his company - **Creating Synergy** – recently were recognised by the *Customer Service Institute of Australia* for their contribution to improving customer service levels in business. Ron was made a *Fellow of the Institute* and his company is now one of only a handful to be endorsed by the institute as a recognised training provider. In this article Ron shares his insights on the importance and benefits of delivering service excellence and expands on some of the ideas from his recent book, “*Secrets of Top Business Builders Exposed*”

Building an excellent service culture in your business is important for many reasons, however the most important stems from the need to create more efficient and effective organisations.

Competition in the industry has never been greater and most people define the competition as a battle for dollars when the true battle is for customers.

The business with the most loyal and satisfied customers wins.

Create an excellent service culture and the customers will beat a path to your door and the profits will follow.

Not only that, but they will do your marketing for you ... they will spend more dollars per head, more often.

You can charge more, will receive fewer complaints and your employee

morale will improve. You will have less absenteeism, higher productivity and less employee turnover.

Sound too good to be true? It's not.

These are real outcomes from organisations in the industry that have been brave enough to venture down the service culture path and who now sit at the leading edge of the new differentiator in business.

SERVICE ... everything else can be copied, duplicated matched ... price differences are met and matched almost instantly; facilities are copied and duplicated almost overnight. The only true differentiator left is service - and almost no-one is delivering it.

Think about it ... could you name five businesses you have dealt with this month that have provided outstanding service?

When I asked this question of 700 people at one of my recent seminars, most struggled to come up with just one - in fact almost half of the people could not come up with one.

In most businesses, the highest cost centre is the payroll, so it's important to make the best possible use of this resource.

In other words, ensure all employees are engaged in the business, understand their roles and are as productive as possible.

In the hospitality industry, the main purpose of the business and therefore the employees is to provide service to the customer.

You might say that this is obvious - however the level of service most businesses provide is average to say the least.

Yet, developing an outstanding service culture solves all of the issues above.

It engages your employees, satisfies your customers, creates its own marketing and sets your

business apart from all the rest.

How is it achieved?

The *Service Culture Program* is designed around three core drivers ...

1. **Measurement** - To make changes, you must first know what exists. Set your targets, then continually measure performance against these targets.
2. **Diligence** - Creating a set of non-negotiable standards, creating a standard where “*this is the way we do this and the ONLY way we do this*” and ensuring all levels of the organisation are absolutely diligent in maintaining these standards
3. **Ingenuity** - This is the ability to think outside the square, to be creative and resourceful in dealing with customers, exceeding their expectations and creating an environment that they just will not find anywhere else.

It's done by implementing a comprehensive cultural change program over 12 months.

This program involves analysing customer needs ... exploring an organisation's policies and procedures ... understanding employee's skill levels and attitude ... defining the gaps in service delivery and then building a comprehensive training and development program designed to create behavioural change.

This program then is reinforced with assessments and measurements along with a secondary reinforcement model that supports the change at all levels.

This is supported by rewards and recognition programs to ensure maximum acceptance and implementation.

A one-off customer service course is not going to change the way people do things in the long term ... it's an on-going cultural learning process that needs to become entrenched in the way you do business.

So, the new paradigm for business that solves the issues of employee engagement and retention, customer satisfaction and lifetime value and business differentiation is building an excellent service culture.

To find out more about *Creating Synergy's* flagship *Service Culture Program*, contact Ron (0414 347 667) or ronmclean@creatingsynergy.com



Creating Synergy Managing Director Ron “Rowdy” McLean.

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\$7,000*
**on the
7 number
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What you need to know...

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- If the \$7,000 is not won it will jackpot to the next week
- You will be notified when the jackpot has been won
- As soon as the prize is claimed, the A4 terminal sign in your POS pack must be turned around to advise the customers
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