

Club Management

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STEVE STANDS STRONG

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8-month legal
battle rolls
on - P10



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number power

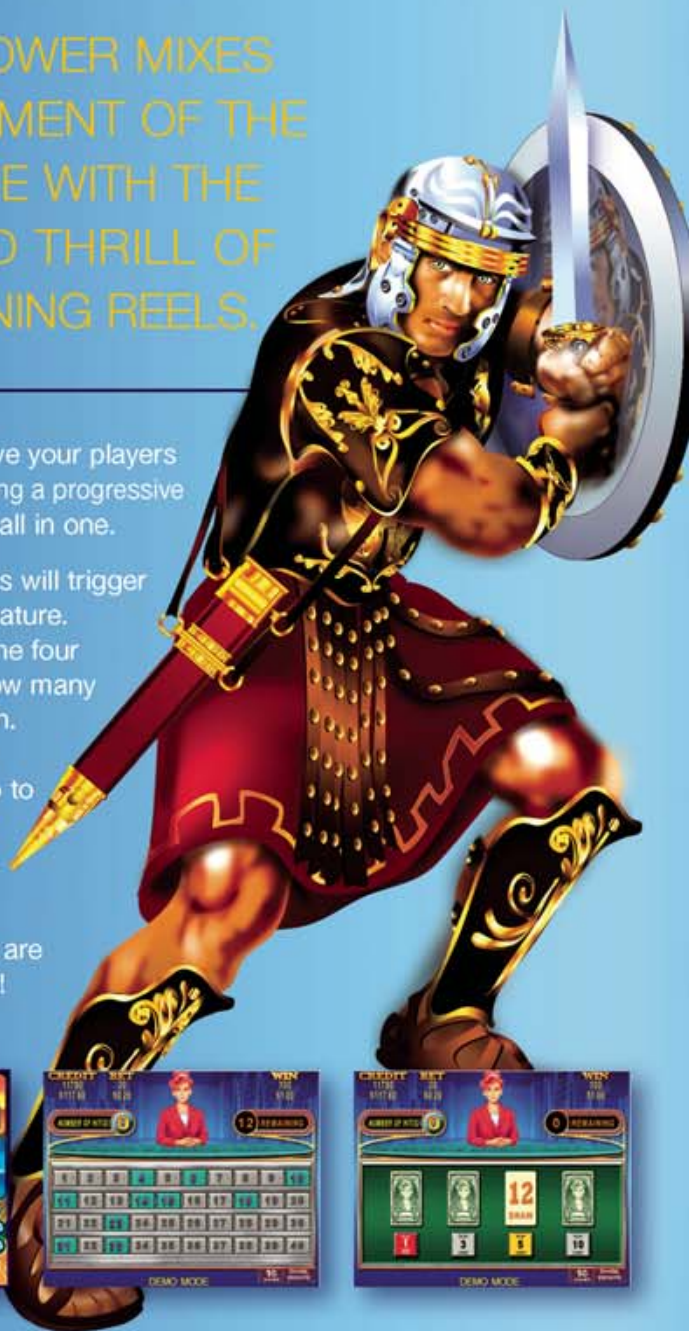
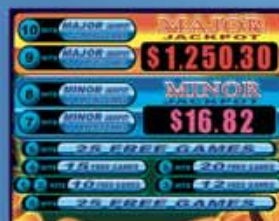


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Publisher CMAA

Editor: Peter Sharp

Phone: (02) 9643 2300

Mobile: 0410 140 036

Email: sharpee1@cmaa.asn.au

Contributors:

Henri Lach, Katie Cincotta.

Advertising Manager:

Judy Rayner

Advertising Bookings:

(02) 9332 2363 & 9360 6177

Fax (02) 9361 5142

rayner@bigpond.net.au

Printing and Design:

Daily Press Pty Ltd

Phone: (02) 9558 8419

Correspondence:

The Editor, c/-

Club Managers' Association Australia

67-73 St. Hilliers Road

Auburn NSW 2144

P.O. Box 845 Auburn NSW 1835

Phone (02) 9643 2300

Fax (02) 9643 2400

Please address all business correspondence to the Federal Secretary

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Registered Office

67-73 St. Hilliers Road

Auburn NSW 2144

Phone (02) 9643 2300

Fax (02) 9643 2400

P.O.Box 845 Auburn NSW, 1835

Email - cmaa@cmaa.asn.au

Office Hours

Monday to Friday 9am to 5pm

Seven-day telephone answering service in operation.

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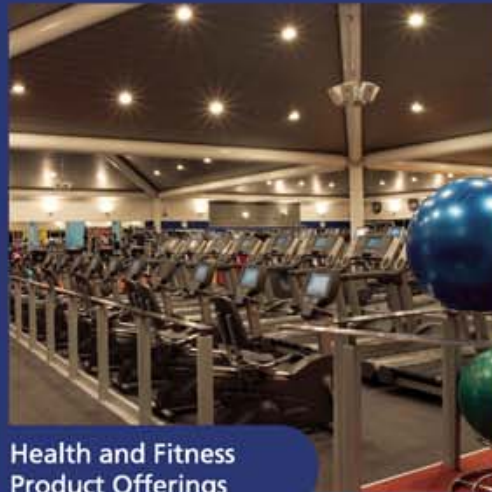
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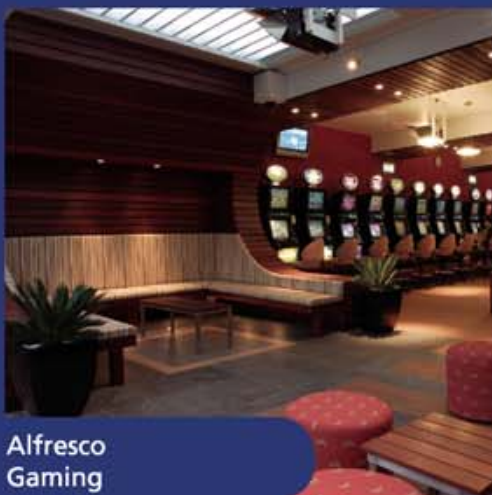
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PAGE 10



Steve Condren is sure of two things from being out of work for almost eight months – summarily dismissed by the Board of the Southport Workers Club. He wants to work in the Club Industry again and he will be a better manager for the painful experience. The CMAA Gold Coast Zone President and Division G Federal Councillor was on holidays in Phuket with his wife Sharon, the club's Office Manager, and their children when he received an email transferred to his mobile phone. In short, it said the club could no longer afford his salary and his services were no longer required ...

PAGES 12&13

Some people covered thousands of kilometres to be there, packing the Lightning Ridge District Bowling Club's auditorium. When a man like "Woody" - Ian Woodcock - decides it's time to retire, then it's an event ... a celebration and opportunity to respectfully pat him on the back for a job well done. He'd have preferred a few drinks with his wife, Yvonne, and his sons Robert, James and Nathan, their families and his closest friends. In the finish, that's exactly what happened - but 150 of them turned up ...



PAGE 31



Winter arrives - on top of another rise in interest rates, smoking restrictions and soaring fuel prices. No wonder regulars are visiting less often – have you been taking them for granted? Now's the time for more low-cost marketing to build connections and strengthen loyalty. Throwing money at expensive advertising is much less effective than local promotion and networking. It needs time, commitment and imagination. **KEN BURGIN** offers 10 tips to help with your marketing strategies for winter ...

PAGES 33-43

Geoff Long and his ACT Zone Committee made an impressive start to reviving activities and networking in the nation's capital with a successful meeting and luncheon at the Southern Cross Club, Tuggeranong, in late April. It had been quite a while since ACT Zone members met for a meeting, but it was just one of many CMAA Zone activities across the Association during May, including as combined Brisbane and Gold Coast meeting at Mark Henley's "new" Brothers Leagues Club at Ipswich ...



INTERVIEW WITH STEVE MORTIMER

League legend Steve Mortimer is a great supporter of the licensed club industry and is often seen in clubs as part of his alliance with the clothing manufacturer Deane Apparel. Explains Steve 'When I finished my stint as CEO of the Bulldogs, I wanted to align myself with a credible business, preferably in the apparel game, where I had some experience. I found the perfect partner in Deane Apparel and am excited by what they can bring to the clubs'.

Whilst visiting clubs Steve has seen a number of supply practices that are not in the best interest of the club. 'Clubs investing in fabric up front, ties up valuable working capital- holding large stock of uniforms is also unnecessary as suppliers should be able to turn around small orders quickly, without the need for the customer to hold stock'.

Steve has been partnered with Deane Apparel for two years now, and with the support of the Deane Apparel team has added a number of great clubs to the portfolio. Among them is his beloved Bulldogs Leagues, but this was not a 'hometown decision' as CEO John Ballesty explains 'Right from our initial meeting I was impressed with Deane Apparel. The Deane team produced some great designs, made the size up process a breeze, the turn around time of our uniform supply was the quickest this club has ever experienced and their on-going supply and service has been excellent.'

Steve would love to talk to any club managers about their uniform supply. 'Deane Apparel can offer a full design, manufacture and supply service to clubs. With local manufacturing, Deane Apparel can supply a full range of garments at a short lead time, ensuring clubs do not have money unnecessarily tied up in uniforms. Deane Apparels design team can give the uniform a fresh and unique look, giving staff members pride in their appearance and enhancing the image of the club'.

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Lies, damn lies and statistics ... numbers tell nothing of the real story

The campaign against poker machines has recently hit new lows and none demonstrated more than the SBS broadcast of the *Insight* program titled, "Playing the Pokies".

Clearly, one of the most concerning aspects of the show was the use of statistics by Monash University Senior Lecturer Charles Livingston which contradict the latest research, declaring that 42% to 53% of all poker machine revenue comes from people with a diagnosable problem as problem gamblers.

Mr Livingstone's vitriol in getting across his message, surely, would question the balance with which his research has been undertaken.

Clubs Australia representative Anthony Ball spoke on behalf of all clubs with great credit, displaying the professional manner with which this issue has to be addressed.

Blaming an electronic device for a person's addiction to gambling is the same as blaming a beer tap for a person's addiction to alcohol, or a syringe for an addiction to heroin.

One issue that has not been targeted, and not under question, is the way that clubs deal with problem gamblers.

When speaking to the managers of the clubs across Australia - the ones charged with dealing with problem gamblers - all agree that, until someone wants help, there is very little that can be effectively achieved.

I liken the issue to that of the lifeguards patrolling our beaches ... once someone is in trouble, it's easier for the lifeguards to identify it when they put their hand up.

The lifeguards are always looking for

rips and other threats to the safety of swimmers and take methodical preventative measures.

With the ever-increasing responsibilities associated with the concession to operate poker machines, waiting for the signal won't be enough in the future.

The current harm minimisation measure of "self exclusion" is a useful tool, but could be considered a last resort.

From personal experience, when dealing with problem gamblers, there is a range of emotions - from exhilaration that the person has finally acknowledged there is a problem, to despair ... but always with relief.

The challenge, for us as club managers, is to work proactively through education - managers and our staff - to create the environment for problem gamblers to more readily acknowledge they have a problem and for managers to be armed with the tools to identify those at risk.

I recently had the great pleasure and honor of attending the North West State Zone Meeting at Lightning Ridge. Zone President Phil Wheaton, his Executive team and the Zone members deserve enormous recognition and congratulations on the effort they are making to support each other in difficult times through the network that the CMAA provides.

The occasion also was an opportunity to farewell an icon of the "Ridge" region, Ian Woodcock.

"Woody" has been a mentor to many in the Zone and it was fitting that his peers acknowledged what he has done with them and for them.

Gil Swan, another CMAA and Club

Phil Wheaton



Industry stalwart who has contributed significantly to the CMAA's role in the vast NSW country region, also received fitting recognition from his peers on his impending retirement.

Gil, reflecting on "Woody's" community undertaking and funeral service, suggested that if the host manager had undertaken midwifery he could have been involved in all facets of a member's life.

We are always on the lookout for the skills base and variety that managers need to succeed in these challenging times, but that one might be stretching the resources a bit too far.

"Woody" typifies what this Club Industry is about through his community work - and he was the first to acknowledge the vehicle for all of it was the Lightning Ridge and Community Bowling Club.

Well done to all in the North West State Zone for this inspirational outpouring of friendship, loyalty and respect to two of our finest - both gentlemen in every aspect of their lives and total professionals in their wonderful careers.

Put your feet up, fellas, you have earned the break.





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Spectrum of emotions goes with friendships in our global industry

I recently had the honour to represent our Association and experience the 7th Asian Club Managers' Conference 2008.

Presented by the Club Managers' Association Singapore (CMAS), at One*15, the Marina Club at Sentosa Cove, Sentosa Island, in Singapore, the April 20 to 22 conference was themed, "Club Management in a Global Competitive Environment".

CMAS President Roy Higgs welcomed delegates from China, Indonesia, the United States, Hong Kong, Thailand and Macau at a cocktail party on Sunday, April 20, at The Pines Golf Club.

One manager I met and quickly became friends with during the conference was Daniel Liu who is the Regional Development Director for Almeria, the property management group at the Old Chengdu Club.

Chengdu is the capital of Sichuan Province in south-west China. The province has a population of more than 12 million people and is located just 93 kilometres from the epicentre of the earthquake that hit on Monday, May 12.

The quake registered a magnitude of 7.8 on the Richter scale and was followed by an after shock registering 6.8 on Sunday May 18.

The death toll could reach 80,000 people, including many children and, with China's one-child (per family) policy, has decimated a generation for many families there. More than 250,000 people have been injured and more than one million people are homeless.

Although it was some time after I had enquired about his welfare that Daniel replied, he tells me he and his family are well and are helping other victims of the earthquake by providing accommodation and food for a family who had lost everything. Keep up the good work Daniel ... our thoughts are with you.

An event of this scale and consequence makes non-smoking issues, taxes and "alcopops" and problem gambling fade into insignificance, doesn't it?



It was a pleasure to meet Old Chengdu Club General Manager Daniel Liu and a major relief to hear he survived the earthquake and aftershock that has devastated the capital of Sichuan Province in south-west China.

The Asian Club Managers' Conference

started on Monday, April 21, with the Opening Address by Asian Club Managers' Conference Chairman Peter Goh, followed by the President's Address from Roy Higgs.

The first Conference Session covered "Integrated Resorts and the Club Scene", presented by UNLV Singapore Campus Dean Dr Andy Nazarechuk,

was topical with two Integrated Resorts (casinos) to open in Singapore by 2010.

This will challenge the very existence of many clubs in Singapore.

Joe Perdue, from the CMA America's Business Management Institute (BMI), presented a paper on the roles and relationship between Boards and CEOs.

Master Club Advisors (USA) Principal and Senior Partner Norm Spitzig presented an interesting and thought-provoking paper on "Best Club Governance Practices".

Many other issues were on the agenda during the two-day conference including Food and Beverage, Security and I.T., KPIs, and Benchmarking.

The conference concluded with a "Club Presidents' Forum", which included a panel session

of club presidents and club managers debating the perceived roles they play in the running of their clubs.

The "Club Study Tour", on April 22, took in the Sentosa Golf Club - home to the Barclays Singapore Open golf tournament, which is now co-sanctioned on the Asian Golf Tour and European Golf Tour - and the Singapore Cricket Club, established in 1852 and Singapore's second-oldest sporting club.

The CMA Singapore (CMAS), an Association of club managers and club professionals, was founded on October 3, 1996, for club executives to meet, share views and network towards greater professionalism in the Club Industry.

The CMAS has 51 members who manage some of the most prestigious country, town, golf, faculty and sports clubs in Singapore.

Like our own CMAA, CMA Singapore advances the professionalism and quality of club management by fulfilling the educational and related needs of its members.

The CMA Singapore Executive Committee for 2007 to 2009 is President: Roy Higgs; Vice



Club Managers' Association Singapore President Roy Higgs was delighted with the agenda for the Association's 7th Conference in Singapore.

President: Peter Goh; Honorary Secretary: Benjamin Tan; Honorary Treasurer: Selina Ho; Executive Committee Members: Rowland Wong, Martin Rudden and James W.K. Tan.

My thanks to Roy Higgs, Peter Goh and the CMA Singapore Executive who were again wonderful hosts and I look forward to catching up with our Singapore colleagues at another international event soon.

Lightning on the Ridge

I had the pleasure, on May 13, of attending and speaking at a farewell function at Lightning Ridge for Ian "Woody" Woodcock - CEO and "man for all seasons" at the Lightning Ridge and Community Bowling Club.

The word "legend" is sometimes used loosely in describing prominent Australian citizens but, if you read CMA Magazine Editor Peter Sharp's article in this month's magazine (pages 12 & 13), I can assure you the term "legend" in Woody's case is appropriate and well-deserved.

Master of Ceremonies for the event



'The Ridge' turned on it's best hospitality for the retirement function for Lightning Ridge and Community Bowling Club CEO and Ridge "legend" Ian "Woody" Woodcock.

was Narrabri RSL Club General Manager - and North West State Zone "raconteur" - Paul Gordon, who took the packed auditorium through a narrative and visual presentation of the life and times of a man who is loved and respected by all those who have been privileged to have experienced his friendship.

Retire to the coast and do a bit of fishing ... put your feet up, old mate?

Not Woody.

A truck, a front-end loader and some fair-dinkum opal mining around the area he loves best - Lightning Ridge.

To Ian and his wife, Evonne, enjoy your retirement.

"Are we there yet?" has been the catchcry of the CMAA team in the past few months. There was the "lost wheel" adventure to the Riverina Murray Zone AGM at Broken Hill and last month - on May 13 and 14 - we clocked up almost 6,000 kilometres attending three Zone events. I joined Federal President Bill Clegg on the trip to Lightning Ridge for the North West State Zone Meeting and farewell for "Woody"; Board of Management Studies Chairman David O'Neil and Education Manager Ralph Kober went to Melbourne for the Victoria Zone AGM and Conference; Communication Services Manager Peter Sharp attended the Brisbane - Gold Coast Combined Zones Meeting at Ipswich.

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A fight Steve's not willing to lose

Steve Condren is sure of two things from being out of work for almost eight months – summarily dismissed by the Board of the Southport Workers Club.

The first is that he wants to work in the Club Industry again. The second is that he will be a better manager for the painful experience.

"I might have been knocked down, but it has only made me stronger ... and I'll be a better manager for the experience," the former General Manager and 2007 Queensland Club Manager of the Year said as he sat on the outdoor deck of the Brothers Leagues Club at Ipswich.

Steve, the CMAA Gold Coast Zone President and Division G – Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone and Central/Northern Queensland Zone – Federal Councillor was speaking after the Combined Brisbane and Gold Coast zones meeting in mid-May.

He was on holidays in Phuket with his wife Sharon, the club's Office Manager who also lost her job, and their children when he received an email transferred to his mobile phone. In short, it said the club could no longer afford his salary and his services were no longer required.

Steve's 20 years at the club, helping to develop it from a "tin shed" to one of the best clubs in south-east Queensland, was over in a beep of his mobile at 5pm.

He and Sharon have received support from Southport Workers Club managers, staff and members ... from the CMAA and other club managers across the Association and beyond. But that support has not been enough to reach some form of resolution to the matter – nor has it provided alternative employment.

Law firm Slater and Gordon are in the Queensland Supreme Court prosecuting a wrongful dismissal case.

But he has also had to take the drastic step of retaining Nyst Lawyers at Southport to present a defamation case – also in the Queensland Supreme Court – against the club president, the club secretary and the club (individually) over what he describes as an amazing campaign of lies to discredit him in the Club Industry. "I don't want to be in court about this and I certainly don't want the club to have to go through this public and painful process, but I have no alternative – my reputation is at stake, and I have worked too hard not to fight this in the only way open to me," Steve said.

Although wounded and frustrated by the sacking and the fallout for him, Sharon and people caught up in the carnage, Steve is determined to fight both battles to their legal conclusion and is encouraged by the result of another court case involving the club and three "terminated" directors.

The Supreme Court ruled directors Shirley Saxby, Jim Chapman and Bill Gardner had been denied natural justice when the board ruled there were suspended as members in October 2007. Then, after the remaining board members realised the trio could not be legally suspended – thanks to a note from Mrs Saxby's lawyer – a Special General Meeting was called for May 2.



Steve Condren with his wife Sharon who was also a casualty of the events at Southport Workers Club.

Although they attended the meeting, the three directors left quickly after discovering their suspensions would be converted to terminations. Justice Peter Dutney adjourned the hearing for two hours so that Southport Workers Club President Jim Higgs could attend and give evidence. Justice Dutney ruled the club's evidence was "unsatisfactory" and "vague", pointing to a lack of club minutes to prove proper process was followed. He also ruled that a Special Meeting be held within 28 days of his decision – June 1.

Steve Condren says he is greatly heartened and encouraged by the finding and believes it points strongly to his decision to stand up and defend himself. He believes the Supreme Court finding for the three directors is a landmark decision that has delivered justice to them.

"I believe it shows the club has done the wrong thing from day one in my case and I want that wrong put right ... it's not about money, it's about my rights and my reputation," he said. "I don't want to take

action against a club that I have put my life into for 20 years ... I'm not that sort of person, but I can't stand by and let this happen to me, to Sharon and good people who have given a lot to make the club successful. I had a good relationship with the board right up until I was sacked ... I received a glowing report in the club's Annual Report despite difficult times with smoking laws, then at the AGM the president praised me and the management team for good performance and results. Then he told me I was finished because the club couldn't afford my wage.

"It's been seven months and the club has withheld every cent of my entitlements ... I have had some work at Burleigh Bears, but finished because I believed I was a chance of getting another job. But there was a campaign of lies and deceit against me that cost me any chance of getting those jobs, so I haven't worked for almost eight months now. That's what started the defamation action and I hope it will be quickly resolved one way or the other."

Steve paused for a moment when asked if he could or would work again at Southport Workers ... "I'd love to, I'd like to walk back into the club with my head held high with the staff and the members knowing that I had been cleared of everything that I have been accused of. But there's a lot that has to happen before I can even consider that option. Perhaps the Special Meeting will set things back in the right direction of negotiation so that the court cases can be called off. I'm determined to work in the Club Industry again because I love the people and good that clubs do for their members and their communities."

Steve paid tribute to the support of family, friends, colleagues and the CMAA. "You find out who cares about you when things are darkest and we've had amazing support from club managers, the CMAA – especially Terry Condon and Peter Cooper – even the media here have followed the story because it's just so wrong what has happened ... the phone calls mean so much and keep me going when it would be easy to walk away."

The battle is neither over, nor won, but Steve Condren believes there is grounds for the State Government to consider drafting legislation to cover the Club Industry, which is a major employer and force in the hospitality-dependent Queensland economy. "We explored every avenue on our way to the Supreme Court and I believe this could have been handled more effectively if there was an Act governing our industry," Steve concluded.

It's not a fight he pulled on, but it's a fight Steve Condren won't walk away from ... he's fighting for his honour and reputation - he's ready for the championship rounds.

- PETER SHARP

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Woody turns the next page in his book

By PETER SHARP

"Woody" knew he wouldn't be able to disappear over the horizon to the opal fields without a fuss ... blokes like Phil Wheaton, Paul Gordon and Jamie Gallen wouldn't stand for it.

He would have preferred a few drinks with his wife, Yvonne, and his sons Robert, James and Nathan, their families and his closest friends.

In the finish, that's exactly what happened ... but 150 of them turned up.

Some people covered thousands of kilometres to be there, packing the Lightning Ridge District Bowling Club's auditorium.

When a man like Ian Woodcock – there's plenty of people who know him only as "Woody" and will be enlightened to read his given names – decides it's time to retire, then it's an event ... a celebration and opportunity to respectfully pat him on the back for a job well done.

Woody has been the General Manager at The Ridge bowling club for more than 32 years.

In that time, he was a Councillor for 12 years and served a term as Walgett Shire's Mayor – and the undertaker – in the far-western outpost that is the doorway Australia's richest opal fields.

He carried out all of those other jobs while he ran the bowling club and helped so many people – and many more that only they know about.

He also drove the school bus – while he owned and ran the local hotel – out at Goodooga, his first port of call when he headed west as a talented young footballer to be captain-coach of the local rugby league side.

Woody is a special bloke ... an old-



Woody and Yvonne with their sons James (left) and Nathan and granddaughter Jessica.

fashion Australian who believes in the good things – the ethics of life – that have made our nation a special place.

The people who love him and respect him for who he is, what he stands for and the way he has lived his life, raised his family and done a day's work, enjoyed every minute of Paul Gordon's remarkable *"This Is Your Life"* presentation at the tribute dinner.

"Crusty [Paul] told me it wouldn't take long, but he and Sharon [Goodhew] did a wonderful job and, by the time I took a few phone calls, it took almost three hours," Ian said of the stroll through his 67 years.

"I don't think anyone got bored because Paul made it a lot of fun for everyone there – especially me ... it was a real treat to have all of those great people there for the evening.

"I'm not going anywhere, apart from a couple of holidays to visit my sister in

Townsville and my brother in Kalgoorlie, but it was very generous of the people who organised everything and to be able to say thank you to the people who have made my years in the club industry so much fun and so rewarding."

Born and raised in Toowoomba, Ian left school at 13 to become an apprentice butcher and play football. Both of those important aspects of his life took him to the Gold Coast in 1959, then on to Ballina for four years before he began courting Yvonne and considered the prospect of tackling an opportunity to play football with South Sydney.

He was all set to start his big league career, when a call came through from the Goodooga Rugby League Club president asking when Ian would be there to captain-coach the club's first grade side.

Without telling Yvonne, Ian said, there



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of a remarkable life

and then, that he'd be in Goodooda – 80 kilometres west of Lightning Ridge – on Friday ... "When I hung up the phone, I thought: 'Crikey, what have I done here?' ... but I knew I was making the right decision because I've always been more comfortable in the bush than the city," Ian recalled.

Yvonne took more than a little convincing, but agreed to the move and in 1965, Ian arrived to coach the first and second grade sides, played 14 seasons, worked at the local hotel as a groom before eventually buying the business, they had three fine sons – Robert, James and Nathan – and found a happiness that only bush families appreciate.

"We won two reserve grade premierships and got beaten in a couple of first grade grand finals, but I loved playing and loved coaching even more," Ian said with affection for the game he loves.

A mark of his on-field ability was that he played for Queensland Schoolboys from Toowoomba, Group 15 and Western Division in the NSW Country Championships in an era when "bush football" produced some of the game's greatest players.

After two years, Ian sold the Telegraph Hotel and took Yvonne and the boys back to Ballina, but it wasn't long before he got a call from the bowling club president at Lightning Ridge asking him to "look after the place" while they found a new manager.

Ian happily accepted the invitation and, after a while, became the new manager ... that was 1976 and he pulls up stumps there on June 30 – quite an innings.

Along the way, he has lived the Aussie

ethic of always being there to help a mate, to be a mate and try to make the world a better place for having been here.

While running the bowling club, Ian has stepped into the breach more times than he could count to make sure the area had a funeral and burial service, that the area was being properly represented at local government level and that the town's aging population were being properly accommodated.

He still holds the senior position on the Lightning Ridge Funeral Advisory Service and the Ridge's Aged Units Committee. He ran for Walgett Council a few years back and was disgusted when, after again being elected, the Council was sacked after he was assured it wouldn't happen.

When he hands his keys and shakes hands with his successor, Gary Lawrence, on June 30, Ian's attention will turn to the famed black opal mining fields outside the Ridge.

"I've got a few claims that I want to try and Yvonne's birthday presents are waiting to see some action, so I'm looking forward to the future," Ian said.

"I actually tried to retire a few years ago but Yvonne and the Board talked me into staying ... I'm happy with my time here."

When Ian talks about Yvonne's "birthday presents", he's referring to a 950 Caterpillar (front-end) loader and a white Kenworth truck that he thoughtfully bought for her 60th and 65th birthday ... good bloke, that Woody.

A couple of pieces of Woody's home-spun philosophy to close this story ...

On clubs: "The Club Industry is a



Woody with "This Is Your Life" host Paul Gordon.

remarkable network of generous and community-minded people ... I've enjoyed every day I worked in clubs and it's because of the great people who work in the industry ... the sooner governments understand what clubs do for people and communities and stop making it harder for us to help people, the better off we all will be."

On life: "I don't believe I was born better than anyone else, but I don't believe anyone was born better than me."

CMAA Executive Officer Terry Condon, who travelled to Lightning Ridge with CMAA Federal President Bill Clegg for Ian's farewell dinner summed it up best ... "the Club Industry is a wonderful and successful organisation because people like Ian Woodcock believe in the ethic of doing their bit and helping others in their communities. Woody and the work he has done over more than 30 years make us proud to be a club family."



Bill Clegg with Yvonne, Ian and Terry Condon at "Woody's" farewell.



"The Four Amigos" ... Rod Laing, Paul Gordon, Woody and Jamie Gallen.

Enemies lining up at gates of poker



Queensland Premier Anna Bligh ... a fellow pokies "hater".

By HENRI LACH

Australia's gaming machine industry is under a siege unprecedented in its history - from both Federal and State government forces.

Prime Minister Kevin Rudd's recent public statement that he "hates poker machines" was pounced on by the media.

That statement fuelled the fires of the anti-gaming lobby which also will have a further elevated level of national profile when South Australian Senator-elect Nick Xenophon takes his seat in the Federal Senate on July 1.

The new Senator is a passionate anti-pokies crusader whose aim is nothing short of total abolition of gaming machines, beginning with a blanket ban on automatic teller machines in clubs and pubs.

He sees ATMs in those venues as a source of poker machine fodder, and intends to use Commonwealth powers to impose his national ban.

The Queensland Government or, perhaps more specifically, Premier Anna Bligh - who shares her distaste for pokies with the Prime Minister - was quick to leap aboard the newly invigorated anti-gaming bandwagon.

In April, she declared a two-year moratorium on the installation of new poker machines in Queensland clubs and hotels.

It was an impressive piece of one-upmanship.

According to industry sources, such a move was already in the pipeline at the federal level.

Premier Bligh beat her fellow pokies hater to the punch.

"The measure will see a two-year cap

Is anyone listening to voice of reason?

CMAA Brisbane Zone President Jan Walters echoes the thoughts of many of her contemporaries on the poker machine moratorium issue.

"I honestly don't know how this will solve any problem," said Jan, the Financial Manager at the high-profile Logan Diggers club on Brisbane's south side.

"How is this going to make any difference to compulsive gambling? The numbers are so low.

"We have the lowest numbers [of compulsive gamblers] in Australia.

"People in the industry are asking, 'Why are they doing this?'

"I don't know who the moratorium is going to appease.

"There are not too many existing clubs out there that wanted to put in any new machines anyway.

"Those who could be hurt are new football and other sporting clubs that are just starting up, who may have to wait the two years before they can get any machines.

"What amazes me is that when problem gambling is mentioned, it's always about gaming machines.

"I know far more people who lose far more money on horses than anyone could lose on poker machines.

"These people, I know, are betting big amounts of money on a regular basis.

"They're putting thousands of dollars on in one bet.

"What governments keep forgetting is that for many people gaming machines are a form of entertainment.

"They're a social activity.

"Many people enjoy getting out, coming to the club and spending a couple of hours playing the machines.



CMAA Brisbane Zone President JAN WALTERS.

"What is the difference between that and some other form of entertainment?

"It's also a social interaction.

"There's nothing sinister about it.

"It amazes me that they go on about the evils of gaming machines.

"What about the amount of money spent on Lotto every week ... and on scratchies?

"The reason they seem to target gaming machines is that they are more

visible than other forms of gambling."

Jan bristled at the suggestion that worse may be yet to come for the Club Industry.

"If they destroy the clubs, as such, what are people going to do ... where are they going to go?" she asked.

"Clubs provide an area where people can come and enjoy themselves, have a quiet, safe night out, have a meal and meet their friends.

"What's the government hoping to achieve?

"Do they want us going back to chook raffles and tin sheds?

"Will that make them happy?"

She took a special swipe at Senator-elect Nick Xenophon and his attitude to ATMs.

"Just because people are using an ATM in a club, doesn't mean they're spending that money in the club," she added.

"The closure of bank branches in many suburbs has meant that they have to do their banking through ATMs.

"It's a service that we provide for them.

"We have members who stop out the front, come in, use our ATM and leave.

"They're doing it in a safe environment, not standing out on a street corner where they can be mugged."

Jan Walters is a voice of reason and common sense.

Is anybody listening?

- HENRI LACH

machine industry

Queensland
Treasurer and
Gaming Minister
Andrew Fraser ...
delivering
the news.

on state-wide numbers for both hotels and clubs, creating a more consistent, responsible and regulated approach to machine gaming in Queensland," Premier Bligh told the media.

Significantly, it was she who made the running on the issue and not her Treasurer and Gaming Minister Andrew Fraser.

But it was left to Minister Fraser to tell it all in a Ministerial Statement to the Parliament on April 17.

"As the Premier has outlined, a key feature of our reforms is the immediate moratorium on the release of additional poker machines beyond those presently approved or currently before

the Queensland Gaming Commission," he said.

"For clubs, there are currently 23,908 approved machines with some 797 machines for existing or new sites currently before the Gaming Commission.

"The announcement of today's moratorium has the effect of putting a cap on the number of machines in clubs at 24,705.

"Obviously, the independent Gaming Commission will be considering the applications that are currently before it and it will determine the number of those applications to be approved or not.

"But these reforms will ensure that Queensland is at the forefront of responsible gambling initiatives in this country.

"We presently have 0.014 poker machines per head of population while the national average is 0.013.

"Today's moratorium will bring Queensland into alignment with the national average."

Now for the good news ... according to the Minister, Queensland has a lower rate of problem gambling than other states.

He told the parliament: "Today I also release the results of the latest Queensland Gaming Survey which shows that indeed the rate of problem gambling remains low.



Prime Minister Kevin Rudd ... "I hate the pokies".

"In our first gaming survey in 2001 it was found that 0.83% of the population were problem gamblers. In 2003, it was 0.55%. And the latest survey has that figure at 0.47%. Right, so we're doing okay in Queensland ...

"In our first gaming survey in 2001 it was found that 0.83% of the population were problem gamblers. In 2003, it was 0.55%. And the latest survey has that figure at 0.47%."

Right, so we're doing okay in Queensland ... so, what's the point of the moratorium here?

That question has left Club Industry executives scratching their collective heads.

Reaction has varied from amusement at what many see as a hollow political gesture, to downright derision at what they regard as political stupidity. The more pessimistic see it as the thin end of yet another wedge under the industry.



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League boss sounds warning for game, clubs

Australia's top rugby league official claims several Sydney football clubs are on death row. National Rugby League (NRL) boss David Gallop told a meeting of all 16 club CEOs that Sydney can no longer support nine teams under the current economic and political climate.

The Telegraph and *The Australian* reported the depressing figures that illustrate the receding bottom lines of leagues clubs.

The NSW Government's 40% poker machine tax and introduction of smoking bans has led to a 10% fall in revenue across all NRL-aligned clubs this financial year. April earnings were down 14% on the previous year.

Rising taxes and shrinking revenues have hit clubs traditionally reliant on leagues club grants to survive.

St George Illawarra are bracing for another painful cut in 2009 after losing \$2 million from the 2008 grant, while Parramatta, Penrith and Sydney Roosters are considering \$500,000 cuts.

David Gallop told the code's senior executive group that the situation is "nearing crisis point".

"The message is coming through in no uncertain terms that some Sydney clubs will die if things don't change," Gallop said. "It's a matter that has been raised on any number of occasions but we are fast approaching a time when



Government needs to confront just how severe the situation is becoming."

Manly Chief Executive Grant Mayer claimed some Sydney clubs could be only one bad year away from extinction because of the game's funding crisis.

He suggested a combination of poor "on and off the field" results could spell the end for a Sydney club.

"Literally, I would say a combination of poor results on and off the field could wipe out one of the NRL's Sydney-based clubs," Mayer said. "The situation is that dire."

Although Mr Gallop did not name the clubs most at risk, it is believed the NRL holds grave concerns over the sustainability of St George Illawarra, Cronulla and Penrith.

Sydney Roosters CEO Brian Canavan agreed it was important to look outside the square as the combined effects of smoking bans and increased poker

machine taxes start to hurt clubs reliant on leagues club grants.

"The concept we were discussing was looking at any way we can increase revenue because of the gaming tax which is starting to hit the leagues club and then affecting our club and junior sport in general," Canavan said.

It has been nearly a year since Mr Gallop appealed in writing to NSW Premier and St George Illawarra Dragons fan Morris Iemma about the issue.

NRL insiders claim Mr Iemma's office has remained silent, although Parramatta boss Denis Fitzgerald has spoken to Deputy Premier John Watkins.

All Sydney-based NRL bosses held a preliminary meeting about the poker machine at Canterbury Leagues Club on May 19 to thrash out a relief package.

Their suggestions were raised at a landmark summit of all NSW-based leagues clubs on May 23 at Parramatta Leagues Club.

The clubs are likely to approach the Government for a partial rebate based on charter spending, including football club grants.

The Sydney clubs have discussed alternative money-raising and cost-cutting measures to address the shortfall.

Govt agrees to defer poker machine tax instalment

The Iemma Government will defer the poker machine tax payments of many NSW clubs to compensate for revenue loss since the introduction of the indoor smoking ban.

Gaming and Racing Minister Graham West confirmed the Government was drawing up a policy in response to a *ClubsNSW* request to allow up to 150 clubs to defer their payments for up to 18 months.

The Sydney Morning Herald reported that about 20 clubs have asked for deferrals in their quarterly payments, citing indoor smoking bans as the reason.

It is the latest concession to clubs and hotels from the Government, which has benefited from political donations from both industries.

The Herald reported poker machine turnover fell 19% in hotels and 11% in clubs in March, compared to 2007.

The figures showed that overall, between July - when the smoking ban was fully implemented - and February, poker machine turnover fell 11.4% in hotels and 7.7% in clubs.

"We're still working on the finer details of [changing] the time-to-pay arrangements," Mr West said. "What we're considering is a clear set of guidelines so, if the club goes into financial difficulty, they know exactly what assistance they are likely to get and how to apply for it."

Balmain Leagues Club CEO Tim Camiller said the club had not applied, but might if it "had to".

"We have met all our tax payments as

required to but the smoking ban with the gaming tax is hurting us considerably," he said. "Our revenues are down around 20% and, as we know, the taxes are up in the [vicinity] of 40%."

Mr Camiller was referring to a staggered tax rate rise for the biggest clubs from 24.5% to 39%.

ClubsNSW CEO David Costello said a rescue plan was commonsense. "The combination of increased gaming tax rates and the indoor smoking ban has brought many in the industry to its knees," he said. "The impact is so severe that for some clubs, continuing to meet their tax obligations will see them close in coming months. The alternative is a situation where both State Treasury and the community lose out."

Gaming licence tender inquiry an embarrassment - Brumby

Premier John Brumby says a Parliamentary Committee inquiry into Victoria's gaming licence tenders was nothing more than a smear campaign and its final report is an embarrassment to the Opposition.

News.com reported that the committee, dominated by non-government MPs, tabled its final report in early May, delivering an open finding with insufficient evidence to prove allegations of improper conduct by the State Government, Tattersall's or lobbying firm Hawker Britton.

The 15-month inquiry examined allegations that Tattersall's received secret Government advice about the tender through lobbyist and former Labor MP David White after he dined with then-Premier Steve Bracks.

Mr Bracks also attended a Tattersall's board meeting, of which there are no formal records showing what was discussed.

The alleged advice related to floating the company to ensure success in the tender.

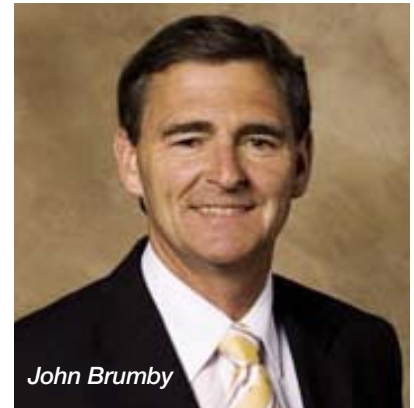
Mr Brumby said Opposition Leader Ted Baillieu should be embarrassed by the final report.

"Twelve days of hearings, 58 witnesses, 15 months of smear and innuendo from the Opposition and not one skerrick of evidence, not one iota of fact, not one single conclusion that supports anything Mr Baillieu and the Opposition have said in relation to gambling," Mr Brumby said.

The inquiry was an abuse of parliamentary process that enabled the Opposition to poison reputations under legal protection, he said.

"It's been an opportunity for the Opposition to make, in privilege, all sorts of smears and innuendo about the Government, about the former Premier, about others involved in this industry - all of them, it would seem, without any foundation whatsoever," Mr Brumby said.

"This report today is a profound embarrassment to Mr Baillieu, to the whole of the Liberal Party, who had no hesitation in smearing people's



reputations over the last 15 months."

In the final report, the committee's two Government members, Matt Viney and Martin Pakula, said the open finding was an abrogation of the committee's responsibilities.

"The open finding ... broadly nominating the Government and two companies, confirms what members suspected from the outset - that the Opposition established the inquiry with the intent of smearing the former premier.

"Having been unable to find any evidence to substantiate their allegations, they chose to say nothing at all," the two Labor MPs said.

They estimated the inquiry cost taxpayers more than \$2 million.

Research shows Aussies gambling less

It's folklore that Australians love a punt, but a new survey shows Australians are gambling less than they were six years ago.

People gambling has declined from 73% in the 12 months to December, 2002, to 66% in the year ended March 2008.

The Advertiser in Adelaide reported in mid-May that the figures are contained in the latest round of Roy Morgan Research.

The report says most forms of gambling have declined, including lottery tickets - down from 64% to 58% - and poker machines, which are down from 32% to 27%.

Recent South Australian figures showed poker machine takings had fallen up to 35%, but this was attributed to smoking bans in hotels.

Office of the Liquor and Gambling Commissioner figures show poker machine revenue dropped more than 10%, from \$190.61 million in the January 2006-07 quarter to \$171.16 million in the March quarter.

Smoking bans inside hotels, clubs and



the Adelaide Casino was introduced in November. Before the ban, poker-machine revenue had been increasing steadily. Even a cut of 2,200 machines failed to curb the rise.

Internet betting has grown in popularity but the percentage of Australians betting online in the past three months remains low at 1.7% in the year ended December 2007, up from 1.3% five years ago.

Australians gambling on poker machines in the past three months has declined at casinos - down from 8% in

2002 to 6% in 2008 - and clubs and hotels (down from 29% to 25%).

There was also a decline in poker machine gambling frequency with gamblers playing more than 13 times in the past three months, slowing from 10% in 2002 to 9% this year.

The number of people playing between four and 13 times a year has increased slightly from 34% to 35% over that five-year period.

The number of people playing one to three times a year has increased by 2% to 57% over that same period.

Roy Morgan international Director of Tourism, Travel and Leisure Jane Ianniello said gambling participation and frequency had declined across all age, income and lifestyle groups, indicating a broad cultural and lifestyle change within Australia.

"No Pokies" Senator-elect Nick Xenophon said the figures were consistent with the downward trend in people playing poker machines.

"But, while the total number of people gambling has gone down, the amount being gambled is going up," he said.

RTD sales slump after Govt tax hike

The Rudd Government's controversial pre-Budget RTD taxation slug has produced a dramatic fall in "alcopop" sales.

Announcing Lion Nathan's half-year results, Chief Executive Rob Murray said the price jump has caused a 20% to 30% drop in RTD sales in the first month of the new tax.

"The first four to six weeks were always going to be the worst in terms of a drop in sales," Mr Murray said. "It has been a substantial reduction in sales so far, but we will have a much clearer picture in six months' time about the true impact of the tax changes."

The *Herald Sun* reported that under tax changes in April, the alcopops excise almost doubled from \$39 a litre of pure alcohol to \$67, putting them on an equal footing with bottled spirits. This has resulted in an average of \$1.30 increase in the price a bottle.

Some supermarkets are reportedly selling slabs of Jim Beam-and-cola cans for as much as \$90.

Coles says the alcopops tax changes had forced the price of Jim Beam-and-cola at Liquorland from \$4.29 to \$5.19 a can, a 21% increase.

The six-pack price has jumped 24% from \$18.99 to \$23.59 and a carton up \$10 to \$76.99.

Supermarkets are selling more soft drink as consumers mix their own spirit drinks.

Coca-Cola Amatil reported last month that the 70% lift in RTD excise could cause a 5% to 10% cut in sales of those drinks.

CCA Managing Director Terry Davis has called on the Rudd Government to increase the tax on beer and cask wines if it is "fair dinkum" about tackling binge drinking.

Speaking after the company's Annual Meeting of Shareholders in mid-May, Mr Davis said the tax changes on alcopops would not cut binge drinking, but would encourage drinkers to change their habits.

"It was positioned as 'this is going to stop binge drinking' and that's just not going to happen," Mr Davis said.

He said the 69% excise increase on RTDs would see drinkers swap them for wine-cooler style drinks or unmixed spirits, because a lower tax rate meant they were cheaper.

Wine is at an advantage over spirits and beer because it is taxed on the

wholesale price rather than its alcoholic content.

Victorian Alcohol and Drug Association Executive Officer Sam Biondo said the tax on alcopops was a move in the right direction but would do little to reduce alcohol abuse. "The harms remain the same, people do switch and change," he said.



Meantime, *The Brisbane Times* reported the Federal Opposition has threatened to block the tax hike, seizing on the Government's admission that it will not reduce overall consumption.

The Coalition can block the measure which the Government says is designed to reduce binge drinking, particularly among women, because it controls the Senate until July 1.

The higher tax on alcopops will raise a massive \$3.1 billion over four years, making it one of the Government's biggest budget "savings".

It is almost 10 times the amount the Government will save by means testing the baby bonus.

Opposition Leader Brendan Nelson has asked why, when the tax was meant to tackle binge drinking, alcohol consumption was budgeted to increase?

Stephen Conroy, the Government's Deputy Leader in the Senate, said the tax was expected to "reduce, but not reverse" the growth in consumption of alcopops and, without the tax, an extra 42 million bottles would be consumed per year.

Victorian Police Commissioner Christine Nixon has joined drug and alcohol experts in backing the RTD excise move but the spirits industry claims the price rise will shift young people to other drinks.

If the Coalition blocks the tax rise, the Government would need the support of Family First Senator Steve Fielding and the independent Nick Xenophon from July 1, when the new Senate starts. Senator-elect Xenophon, the high-profile anti-poker machines campaigner from South Australia has not yet committed himself on the controversial taxation policy.

Mr Rudd said the Government had responded to the evidence about binge drinking with the RTD excise and said it was difficult to travel Australia without being confronted by the nation's police commissioners saying that binge drinking was a huge problem in inner metro Australia.

"Therefore we need to act in this way in order to reduce the growth at which they are consuming," he said.

Liberal frontbencher Tony Abbott said the RTD tax hike was about revenue-raising and not dealing with binge-drinking. "It's not a health measure, it's just a tax and we will treat it accordingly," he said.

Sydney's Manly's Steyne Hotel has banned alcopops and stopped bottle shop sales of alcopops after 8pm to curb binge drinking and alcohol-fuelled violence.

The beverages account for about 10% of the Steyne's weekly trade but hotel General Manager Guy Fraser-Hills said the pub was prepared to lose business to combat anti-social behaviour due to excessive drinking.

"We understand that it will upset some patrons, who may well go elsewhere, but we are prepared to cop that impact," he said. "We regret any inconvenience, but we think that it is right, as a hotel owner and licensee, to be on the front foot - where we can - on issues within our industry. This is our decision; we are not trying to talk for the rest of the industry."

The higher tax on alcopops will raise a massive \$3.1 billion over four years, making it one of the Government's biggest budget "savings". It is almost 10 times the amount the Government will save by means testing the baby bonus ...

Govt takes anti-drinking campaign to schools

Primary school students will get lessons on alcohol abuse to stop thousands of young people from becoming involved in alcohol consumption.

"Message in a Bottle" will be rolled out to 240,000 children from Year 3 to Year 6 in 1600 public schools across NSW this term.

Alarmed at the level of alcohol consumption among youngsters, NSW education bosses plan to involve parents in the \$270,000 anti-alcohol program.

The Telegraph reported last month that Education Minister John Della Bosca said research showed most young people started drinking alcohol during their school years.

Mr Della Bosca said "Message in a Bottle" complemented drug education programs in the school curriculum.

The Government's Drugs in Schools Policy bans alcohol from school premises during school hours.

"The consumption of alcohol is not permitted at any school function

including those conducted outside school premises at any time when school students from any school are present," Mr Della Bosca said.

A major alcohol and drug survey of secondary school students found about one-in-10 children aged 12-to-17 reported binge drinking or drinking at risky levels. Up to 86% report having consumed at least some alcohol.

"Our classrooms provide an ideal setting for young people to be educated about the dangers," Mr Della Bosca said. "Well before young people find themselves at a party being offered alcohol we are equipping our students with the knowledge and skills they need to make informed judgements.

"We want our young people to grow up with attitudes to assist them to establish and maintain a healthy lifestyle free of problems associated with alcohol abuse."

Meantime, the *Herald-Sun* reported that the alcohol industry has denied Australia is in the grip of a binge drinking epidemic and is resisting a push for product warning labels.

The Distilled Spirits Industry Council of Australia claims alcohol consumption levels have dropped over the past 40 years.

In a submission to a State Senate Committee, the Council said there was no reliable evidence that health warning labels would encourage "at risk groups" to moderate their drinking.

The Council also criticised a proposal for alcohol advertising on television be restricted to between 9pm and 5am.

It said consumption had fallen 12.6% during the 1990s and was now stable

Dr Rosanna Capolingua



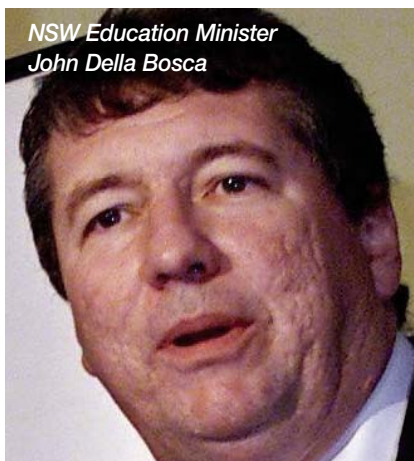
among adults. "From an alcohol consumption peak in the early 1980s, current consumption has fallen to levels not seen since the 1960s," the Council's submission said.

Family First Senator Steve Fielding has proposed the warning labels and advertising restrictions and criticised the alcohol industry for failing to support his plans.

"I tend to think the alcohol industry's not fair dinkum," he said. "Most Australians think that given the problems we've got with binge drinking, we should be doing all we can to restrict alcohol advertising."

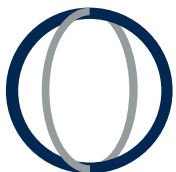
Australian Medical Association President Dr Rosanna Capolingua said warning labels and education programs had encouraged many smokers to quit and could also lead to a reduction in excessive alcohol consumption.

"It's not just one thing that does the job, it's a combination of measures that change your thinking," Dr Capolingua said. "Thirty years ago everyone smoked and it was very acceptable and funky and trendy. Now people tend to turn their noses up at tobacco consumption."



NSW Education Minister
John Della Bosca

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CMAA partners Southern Cross Uni to

Changes in the Victorian Electronic Gaming Machine licensing arrangements that will apply from 2012 present a vastly altered gaming environment for the state in the years ahead.

With the Tabcorp and Tattersalls duopoly coming to an end, licences will be available to be taken up by venue operators.

While the potential rewards for club and hotel operators may appear to be obvious, they should not be taken for granted.

Along with the remarkable opportunity will come the great responsibility.

In three short years, significant changes in venue governance will be stimulated by both the provisions of the licences and by businesses embracing responsible business practices.

Clubs and hotels will need to ensure that their staff have the appropriate training to take on the significant changes that will confront them in the daily operations that are presented to machine licencees.

Southern Cross University's (SCU) Associate Professor Nerilee Hing said it was critically important for industry to adapt to new challenges and new opportunities as they arise. "Similarly, education institutions must ensure that they provide the most relevant and appropriate service to their sector," Professor Hing added.

The founder of the Centre for Gambling Education and Research at SCU was speaking about the changes announced recently in Victoria.

The Club Managers' Association Australia (CMAA) is a partner in SCU's Centre for Professional Development in



Associate Professor NERILEE HING.

Gaming and Club Management, which provides distance education in industry-specific undergraduate and post-graduate courses.

"Just as the changes are occurring, so must they happen with us," Dr Hing said. "In this instance, it is to ensure that we are able to meet the obvious rise in demand that is to come from the Victorian sector for gaming industry staff with higher education qualifications and competencies.

"Our courses are constantly reviewed to ensure relevance to the sector and meet needs as they are identified.

"With the Victorian changes, we have to be ready for larger enrolment numbers immediately because people will seek to gain their qualifications prior to the changes

taking place."

It's rare that there is a perfectly timed lead-in period, such as this, for such a significant change in an industry.

People who start their higher degrees now will be able to finish them in time to be at the forefront of the newly focussed industry.

One of the features of the gambling industry courses offered through the Southern Cross CPD is the introduction, in relevant units, of live computer-based "e-Illuminate" sessions.

These sessions allow the tutors and students to have real time classes from the comfort of their own homes or offices.

E-Illuminate sessions allow for file sharing, instant text or vocal feedback and give the students an opportunity to engage with their peers, even though they might be thousands of kilometres distant from each other.

Course tutor John McPherson said that having distance students engaging with each other was not simply a matter of collegiality.

"It gives them the opportunity to discuss issues common to all environments as well as specific challenges, best-practice options and much more across the academic and industry stream," Professor McPherson said.

Southern Cross University is internationally recognised for the excellence of its tourism and hospitality education and research.

Gaming-related education programs offered through the School of Tourism and Hospitality Management include:

- Bachelor of Business in Club and Gaming Management (24 units)



Matthew's degree inspires MBA plan

Achieving my Bachelor of Business Club and Gaming degree at Southern Cross University is one of the most satisfying achievements of my life. Completing my secondary education, I went direct to the Club Industry where I have worked for the past 18 years, but I always carried the ambition to return to tertiary studies and a degree. The courses I completed through the

CMAA, including the Advanced Diploma course, motivated me to take on the Southern Cross studies. I'm very proud of what I have achieved and the work I did through the CMAA allowed me to gain 12 credit units, which helped greatly with the pace and cost of my studies. This degree, which fitted perfectly with my personal and career ambitions, has helped to update

and advance my knowledge base and provided a broad range of concepts to adapt to the day-to-day role of managing a club. I got so much satisfaction out of the two years of correspondence studies that I have enrolled in the MBA diploma at Southern Cross, which should keep me well and truly occupied for the next two years.

➤ **Matthew Dawson, General Manager, Riverstone-Schofields Memorial Club**

meet student surge

- > Associate Degree of Business in Club and Gaming Management (16 units)

These courses are offered through our Centre for Professional Development in Club and Gaming Management – a partnership between SCU and the CMAA.

The courses have been specifically designed to meet the needs of ambitious, committed people seeking to advance their careers in the club, gaming and hospitality industries.

- > **Graduate Certificate in Gaming Management** - This postgraduate course is for people who already have an undergraduate degree and who wish to enhance their management education and industry specific qualifications. It comprises four units of study by distance education. The units can also be studied as part of the MBA-HTM.

- > **Master of Business Administration in Hotel and Tourism Management** - The MBA-HTM provides high-level management education and industry-specific studies to those already working in tourism and hospitality management. It comprises 12 units of study, either on campus or by distance education.

Applications for entry to the Club and Gaming Management degree are now open for Semester 2 in 2008.

The final day to enrol online (without Head of School approval) is Sunday, August 3.

Application Forms are available at

<http://www.scu.edu.au/student-services/dds>

The SCU website is:

<http://www.scu.edu.au/schools/tourism/>



Southern Cross University's Tourism and Hospitality School Head Professor John Jenkins (red gown) joins graduates for a photo at a recent graduation ceremony at the Lismore campus.

Summer School

SCU also offers several units in Summer School - from early December 2008 until early February 2009.

This is an excellent opportunity to complete one or two units (externally) in an intensive, much shorter time frame.

More detailed information will be available on the SCU website from August.

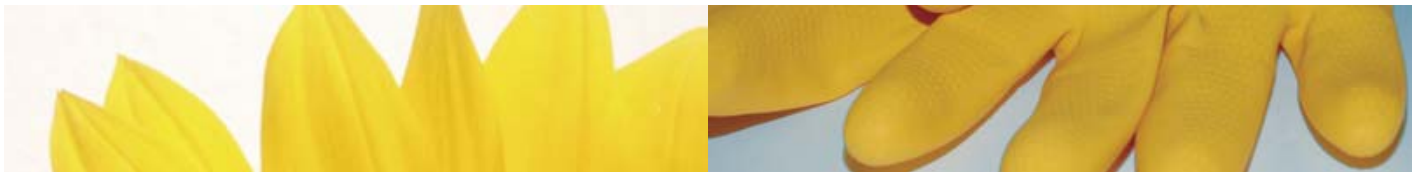
SCU's range of club hospitality industry-related courses allow managers and staff to maintain a career path while also studying by distance education.

For more information, contact SCU Administration Co-ordinator Janet Henderson

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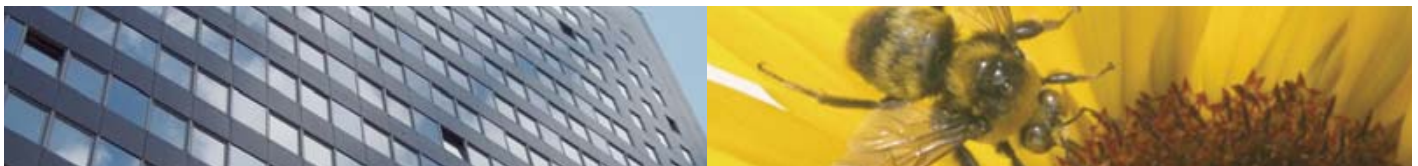
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Kyogle flood is the stuff of legends

By HENRI LACH

Years of drought followed by devastating floods ... it's an image and situation all too familiar on the Australian landscape.

It's also the stuff legends and Hollywood movie sagas are made of ... stories of survival in the face of disaster and of times when the many sides of human nature are revealed.

The following is such a story. It illustrates the terrible vagaries of nature and the camaraderie of one particular group in our community, the people who operate licensed clubs.

The Kyogle Bowling Club in far northern NSW is the star of the tale and, even if it never makes the big screen, it's a series of events worth recording for posterity beyond the usual popular media coverage at the time.

Our story begins as 2008 dawned, with no let up in torrential rains that



There's still no carpet on the floor, but its business as usual.

saturated the region for more than a fortnight.

Kyogle Bowling Club is located right on the banks of the upper reaches of the Richmond River, the bed of which normally lies some 20 metres below the level of the club's links.

The Richmond is usually a friendly stream that provides the means to keep the club's three bowling greens in verdant condition.

By Friday, January 5, it was a raging torrent, fed by incessant rain in its vast catchments to the north-west.

At nine o'clock that night, newly-appointed Secretary Manager Todd Newton was feeling some apprehension as the river level continued to rise.

He planted a white stick about five metres down the bank at the water's edge to mark the level.

Rain had eased in the immediate area and, for a while, it appeared that the worst of the weather was over.

Unbeknown to Todd - and everyone else in Kyogle - there was a sudden and devastating downpour in the upper reaches.

Todd's marker disappeared under a torrent.

"The river rose quickly ... the water seemed to come from nowhere and, by 11 o'clock, houses in the area were being evacuated," Todd recalled.

The tide was unstoppable.

It poured into the club's equipment shed, over the bowling greens and into the club premises.

More than half-a-metre of silt-laden water covered the carpet, lapping around the bar and the gaming machine stands.

In the office, the computer footprint below the desk went under, the unit was destroyed in a flash of electrical short-circuiting.

The flood peaked just before midnight.

But, instead of abating quickly like most such floods do, the level seemed to plateau but remain.

"It was hours before the water started to drop," Todd said.

By noon the next day, the flood finally began to recede and the 1.5-metre hedge around the bowling greens was visible again.

It was the end of the worst flood since 1974.

The following day - Monday - saw the Richmond resume its designated place between its banks, albeit at an abnormally fast and furious level.

A shattered Todd Newton surveyed the damage with a heavy heart.

A call to the club's insurers provided another body blow - their policy did not cover loss though flood.

Word spread through the far north Club Industry about the plight of this tiny 900-member club.



Todd Newton points to where the flood peaked in the club.

Todd shaken and stirred by sodden baptism

Todd Newton's career at the head of the small, but active, Kyogle Bowling Club began on a very positive note.

His appointment to the job last October, coincided with the birth of his first child, Ben, to wife Elizabeth.

Todd is a local boy who left Kyogle 11 years ago to gain experience beyond the green hills of his hometown.

Today, aged 31, he can boast a varied and interesting resume that includes a stint as Duty Manager at the Club Crocodile Resort in the

Whitsundays and junior executive positions in the hospitality industry in Queensland and northern NSW.

He's pleased to be home, loves his job, and he's obviously unfazed by his baptism by flood.

Todd has also learned the value of mateship and support in what is often a very taxing industry beyond natural disasters.

"I'm looking forward to becoming involved with the Club Managers' Association. They're a great bunch of blokes," he said.



It was a clarion call to action.

At the Tweed Bowls Club, CEO Ross Bailey and his Facilities Manager Ken Howell checked their storeroom and earmarked 120 chairs and 30 tables of surplus equipment to transport to Kyogle.

Ballina Bowls and Recreation Club CEO David Brann enlisted the aid of a sponsor - Myra Computers at Alstonville - to arrange for the Kyogle club's shattered computer system to be put back on line.

Casino Returned Services Memorial Club Secretary Manager Darren Schipp and his team found poker machine cabinets to replace those damaged in the Kyogle club's small bank of gaming machines.

Over the hills to the east, Guy Divan and his Murwillumbah Services Memorial Club found a store of 18 tables for quick shipment to Kyogle.

"The support from all these clubs was phenomenal," Todd says. "And it was also the moral support that was greatly appreciated."

"I really had no idea of what I should be doing."

"They [other club managers] told me to just start at the beginning ... begin



Volunteers rally to the big clean-up.

cleaning up and call them if I needed help."

Help also poured in from the local community.

Sixty volunteers - bowlers and social members - set to with a will to tear up sodden and smelly carpet and sweep river flotsam out of the building.

The local fire brigade hosed away the thick sludge of silt that covered the bowling greens.

By Tuesday, some semblance of order had been restored and the club was able to resume trading.

In the following weeks, the Kyogle Country Music Association raised

\$7,000 through a series of concerts to help the bowling club pay some of its mounting bills.

The local Chamber of Commerce provided a diversity of entertainment through an opera night.

Four months after the flood, there is still no carpet on the floor of the Kyogle Bowling Club, but the local community is determined to keep the club financially viable.

"We're getting the usual crowds to our bingo days and to our Friday night dinners," Todd said.

"We're here for the community, and it's good to see the community is supporting us."



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Farrell takes on casino portfolio

New South Wales is just weeks away from the most comprehensive change to liquor laws in 25 years. A new Liquor Act, passed by the NSW Parliament last December, comes into effect on July 1. The new laws are much simpler and more flexible, which will assist understanding, while meeting the needs of the industry and the community. In the past two months a series of 16 Liquor Law Forums were presented around NSW to publicise and explain the new law. Michael Foggo, Commissioner of the Office of Liquor, Gaming and Racing; Albert Gardner, Director of Liquor and Gaming and Brian Farrell, CEO of the new Casino, Liquor and Gaming Control Authority have headlined the Liquor Law Forums. CMA Magazine this month publishes BRIAN FARRELL's presentation ...

My role is to talk about the new Casino, Liquor and Gaming Control Authority and how it fits into the Government's liquor law reform package with a brief overview of the new Authority, talk about some of the Authority's functions and in what circumstances you might have dealings with the Authority.

I will also cover the significant differences in the way the new Authority will go about its business compared to the bodies that it replaces, then outline the new process for obtaining liquor licences and the various authorisations provided for under the 2007 Liquor Act.

I will also briefly cover the Authority's role in disciplinary actions brought by the Director of Liquor and Gaming and the Police and its role when an interested party, such as a licensee, disputes certain actions of the Director of Liquor and Gaming.

Finally, I will outline the

provisions relating to banning orders which are another significant initiative contained in the new Liquor Act.

A central aspect of the Liquor Reform Package is to take liquor licensing out of the courts and introduce an administrative-based system to reduce complexity and cost for industry, the community and government.

The new liquor licensing system is specifically designed to be simple and flexible. Liquor licence applications and disciplinary matters will be dealt with by the new Casino, Liquor and Gaming Control Authority, which replaces the Licensing Court and Liquor Administration Board by expanding the functions of the existing Casino Control Authority.

Members of the Casino, Liquor and Gaming Control Authority will be appointed by the Governor on the recommendation of the Minister for Gaming and Racing.

The Authority will be totally independent in the exercise of its functions under the Liquor Act. It can not be directed or controlled by Minister, except in certain limited areas under the Casino Control and Gaming Machines Acts, but these are existing provisions.

A major benefit of the administrative nature of the new process is that it will better allow differences to be resolved between parties without the need for expensive court hearings. The new Authority will be far more flexible in how it will inform itself of relevant issues and will not adopt the adversarial style inherent in matters being considered by Courts. However, an Authority member with substantial legal qualifications will be present when disciplinary decisions are made.

Your contact with the new Authority will generally be in two situations when you seek some privilege under the Act and when you are in trouble.

You will make application to the Authority for any new licence or any of the numerous authorisations that are available, such as extended trading hours or for an on-premises licence, allowance to sell liquor other than ancillary to the specified primary purpose.

You will also deal with the Authority should the police or the Director of Liquor and Gaming seek action against your licence under the disciplinary provisions. There are also avenues to apply to the Authority to seek a review of certain actions of the Director, such as ordering a licensee to conduct the premises in a certain way or to contribute to the cost of a local liquor accord.

The primary difference you will notice is the informal manner the Authority goes about its business. This is the great benefit of being an administrative and not Court-based system. There will be no need to set dates in advance for hearings as there will not be any hearings.

Efforts will be made to simplify processes and to the extent achievable empower applicants to conduct their business with the Authority without outside expert consultants or legal representatives. That said, the Authority will not discourage those licensees from utilising specialist assistance if that is their preferred method of business.

The processes should also be quicker. Non-contentious and low-risk matters, which will hopefully be the vast majority, will be decided by a staff member acting under delegation. This should allow our staff to assist applicants through the process by providing sound advice of the satisfactory or unsatisfactory nature of the application at an early stage.

The Authority will also be mindful of the cost to applicants and Government.

The Authority will be keen to minimise the resources taken up in managing the application process so more resources can be applied to ensuring responsible and proper management of liquor venues.

In conducting its business, the Authority will use the Government Licensing Service. Once the processes under the new Liquor Act are fine tuned



Brian Farrell, CEO of the new Casino, Liquor and Gaming Control Authority.

and settled after the first 12 to 18 months, you will see a move towards applications being submitted online. This will not only benefit all applicants through lower cost, convenience and speed, but will particularly assist applicants outside of Sydney.

I want to look at the significant differences in the new process when you apply for a licence or an authorisation - specifically in relation to the new concept of "Community Impact Statements" which will replace "Social Impact Assessments", "Submissions" which will replace "objections" and the referral of applications to the Director of Liquor and Gaming.

I will also cover what information the Authority will cover in considering applications and the things that must fall into place for a licence or authorisation to be granted.

A major area where the old liquor laws were recognised as being in need of reform was Social Impact Assessments, which have been criticised for being costly, time-consuming, subjective, incomplete and bewildering to residents and other stakeholders.

The new Liquor Act introduces a more-efficient, less-costly and better-targeted process with the new Community Impact Statement, which will allow the Authority to be aware of the impact that the granting of an application will have on the local community. It does this by ensuring the applicant consults the local community and provides the results of that consultation, including the issues and concerns of the community to the Authority when lodging the application.

Importantly, lodging the new Community Impact Statement process will not attract a fee and it will relieve applicants from having to obtain large amounts of data and prepare complex



Albert Gardner, Brian Farrell and Michael Foggo at the Randwick Racecourse Liquor Law Forum that attracted 600 guests.

and costly assessments, as is usually the case with the current Social Impact Assessment process. The new process is about applicants engaging with the local community.

A clear benefit of engaging with the community before making an application is that opposition to a new liquor outlet is often based on a misunderstanding of the nature of the proposal and objections subside when the parties are brought together. The new process - if done properly by the applicant - should greatly reduce the instances of people opposing an application simply because they don't understand what is planned.

Once an application is made, the application and the Community Impact Statement will be placed on a designated website and the applicant will be required to give a notice advising of the application to the local Council and Police. A notice advising of the application must also be displayed on the premises the subject of the application and provided to neighbouring premises.

This ensures that stakeholders have an opportunity to provide comment directly to the Authority in response to a Community Impact Statement lodged by an applicant. This will ensure Community Impact Statements

accurately reflect the issues that were raised by those stakeholders.

Clearly, the local Council and Police will use this part of the process to inform the Authority of any concerns they have regarding the application.

All applications for a licence and all applications for authorisations requiring a Community Impact Statement will be referred to the Director of Liquor and Gaming.

The Director can report on the history of the licensee or proposed licensee and interested parties in their compliance with liquor laws in particular responsible service obligations.

The Director can also include an assessment of relevant local area's history and if applicable the effectiveness of the local Liquor Accord.

After the close of submissions, the Authority can conduct whatever investigations it thinks fit - this can include meeting with the applicant and other stakeholders.

The Authority will also consider statistical analysis carried out for the area by the Office of Liquor, Gaming and Racing of health, population, crime and other relevant data. It can be expected that high impact applications

Continued p26

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From p25

made in areas with high levels of liquor-related problems will be refused unless potential community impacts are properly addressed.

Once the Authority has assessed this information, it will provide the applicant an opportunity to respond to any significantly adverse matters that the applicant has not previously had a chance to comment on.

After this, the Authority will determine the application.

The Authority must not grant a licence unless the Authority is satisfied that:

- the applicant is a fit and proper person to carry on the proposed business or activity
- practices will be in place to ensure that liquor is sold, supplied or served responsibly and that all reasonable steps will be taken to prevent intoxication and that those practices will remain in place

If development consent is required under the Environmental Planning and Assessment Act 1979 (or approval under Part 3A of that Act is required) to use the premises for the proposed purposes that development consent or approval is in force.

If the application involved a Community Impact Statement, the Authority must not grant the licence or authorisation unless it is satisfied that the overall social impact of the licence or authorisation will not be detrimental to the wellbeing of the local or broader community.

The Liquor Law reforms also bring about a new disciplinary process for liquor licences where the Authority will deal with actions brought by the Director of Gaming and Betting, the Police or the general manager of a local Council.

However, these disciplinary actions available to the Authority are brutal and, as such, are viewed by the Authority as not being a day-to-day occurrence but an end-of-the-line action when other remedies have failed. Police and Councils will be encouraged to first work with the Director through the escalation processes.

The circumstances that can lead to disciplinary action are much the same as the old Liquor Act and include:

- breaching the Act or a condition of the licence or authorisation
- a failure to comply with a requirement or direction of the Authority, the Director of Liquor and

Gaming or the Commissioner of Police

- the licensee encourages misuse or abuse of liquor or frequent intoxication
- acts of violence or property damage on or near from premises by persons who have been on the licensed premises
- licensee or close associate not a fit and proper person
- breach of POPE
- not in public interest for licence to continue

However, the new process reflects the move from the courts to an administrative-based process. It will reduce time and costs for all parties and will facilitate more-efficient action against licensees who do not comply with the law, or operate their business in a manner that is against the public interest.

The disciplinary provisions are a key element of the liquor reforms. They will help to ensure the increased liquor licensing opportunities and the flexibility provided by the reforms are not abused by allowing timely action to address problems.

The range of actions available to the Authority in disciplinary matters is substantial. It can be suspension or cancellation of the liquor licence, imposition of a condition or monetary penalty or disqualifying a person from holding or being associated with a licence.

However, before the Authority takes such an action the licensees or affected party will be given a fair opportunity to respond to concerns raised by the Director of Liquor and Gaming, Police or local Council

Also important is that disciplinary decisions made by the Authority under the new Act will be reviewable by the Administrative Decisions Tribunal.

The Liquor Bill 2007 also carries across existing laws allowing for closure orders to be made where there are significant concerns about threats to public safety, such as ...

- a threat to public health or safety
- a risk of substantial damage to property
- a significant threat to the environment
- a risk of serious offences being committed on the premises.

Closure orders can be requested by the Director of Liquor and Gaming or the Police. Short-term closure of up to three days are issued by the Authority, but can also be issued by a Magistrate

or a Local Court Registrar.

Long-term orders of up to six months can be issued by the Authority, but it must be in a situation where the licensee or associate is under disciplinary action or investigation and the licensee will be given a fair opportunity to make submissions to the Authority about the Director's or Police concerns.

A further aspect of the new Liquor Act is that it provides the Director of Liquor and Gaming a range of increased powers. Generally, persons aggrieved by a decision of the Director to exercise one of the additional powers will be able to seek a review of that decision by the Authority.

A further significant reform under the new Liquor Act is provisions relating to excluding people from licensed premises. A person can seek self-exclusion from a licensee in a similar manner to that already applying to clubs and hotels with gaming machines. The licensee can also impose a non voluntary exclusion on person and, if that is for being intoxicated, violent, quarrelsome or disorderly, the person must not come back even to the vicinity of the licensed premises. As evidence of the expectation of more responsibility - not just of licensees but of patrons as well - a breach of this provision carries a maximum fine of \$5,500.

However, the new Act also recognises - particularly in situations where there are multiple outlets - that there will be situations where a licensee acting alone might not be sufficient to deal with repeat trouble makers.

Accordingly, the Act provides the capacity for the Authority to ban a person from specified licensed premises for up to six months. Application for a banning order can be made by the Director, the Commissioner of Police or a licensee who is a party to a local Liquor Accord. The Authority must be satisfied that the person has repeatedly been intoxicated, violent, quarrelsome or disorderly on or in the immediate vicinity of licensed premises.

In deciding whether to make a banning order the Authority must not take into consideration the person's race or ethnic or national origins. A person who is the subject of an order under this section must not enter or attempt to enter, or remain on, the licensed premises to which the order relates and like the 24-hour non-voluntary exclusion by a licensee the same substantial fine applies to a person who breaches a banning order.

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President's Message

On behalf of the Federal Executive and the Federal Councillors of the Club Managers' Association

Australia, I am delighted to invite all eligible delegates to participate in the industry's premier executive leadership event.

I take this opportunity to thank our trade supplier sponsors, the Board of Management Studies and CMDA staff for their ongoing commitment to the professional development of CMAA members.

Bill Clegg, ACCM

CMAA Federal President



Conference Details

REGISTRATION FEES (workshops only)

1 Delegate	\$850 includes GST
2 - 4 Delegates	\$750 each* includes GST
5 + Delegates	\$650 each* includes GST

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

ACTIVITY POINTS

Delegates receive 20 Industry Activity Points for attending the Conference towards achievement or maintenance of the Active Certified Club Manager (ACCM) Award. 10 points will be awarded to delegates who attend and sign the register at the CMAA General Meeting. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.

CMAA MEMBERS GENERAL MEETING

Wednesday 2 July (8:30am – 9:30am).

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

VENUES

All Conference workshops and the State of Origin game telecast will be held in the Pavilion Convention Centre, Ground Floor, Conrad Jupiters. Smart casual attire is recommended for the Conference.

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

The Conference Program

WEDNESDAY, JULY 2

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

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

9:40am-10:30am: 30+ minutes with Paralympics Gold Medallist David Hall, OAM



David Hall, Australian Paralympic Gold Medallist, World No. 1 tennis player and ITF World Wheelchair Tennis Champion 1995, 1998, 2000, 2002, 2003 and 2004, is truly a remarkable man. David has overcome many challenges to become an awesome role model to many Australians for his courage, determination, grit and focus in excelling in everything he does. In this year of the Olympic and Paralympic Games in Beijing, David is a real life case study on what it takes to succeed in life. Paul Lyons will facilitate the session.

10:30am-11am: Morning Tea

11am-12pm: Conference Keynote Presentation The Power of Positive Energy in Business

presented by Anthony Ackroyd



Anthony is regarded by many as Australia's leading authority on the application of humour and other positive energies to produce outstanding business results. In this delivery "The Power Of Positive Energy in Business" Anthony gives the how and why on intentionally creating more fun, laughter, play, humour, enthusiasm, and optimism within the work environment. Knowing how to increase what Anthony calls "positive energy" in the workplace can produce a paradigm shift in worker wellbeing, staff relations, service climate, profit results, and customer satisfaction.

12pm-1pm: Lunch

SESSION 1 WORKSHOPS

1pm-2:30pm - Select one only

Workshop A:

Managing in Turbulent Times

presented by Roma Gaster

This session is for those managers who want to **personally** achieve more at work, who want to help the **team** of people who work for them and with them to achieve more, and who want to help their **organisation** achieve its business objectives. The high level agenda:

- The reason why we get overwhelmed
- The links between wellbeing, stress and high performance
- Research on mind-body connection and high-performance thinking
- How to improve our own high-performance mindset as well as manage stress, uncertainty, ambiguity and/or change
- "Circuit Breakers" - Practical tools and techniques
- Debrief and action plan.

Workshop B:

Strategies for Building a Healthy Relationship with Your Board

presented by Paul Lyons

The environment in which registered clubs operate has changed dramatically in recent times. One significant shift is that the corporate governance demands upon clubs has increased. The conduct of club directors and managers is now closely scrutinised by club members, suppliers, trade unions, government and the wider community. In this session key elements of creating a healthy relationship are explored and discussed including; Emotional Intelligence, Leadership, Trust, Information flow, Expectations, Conflict Resolution and more. Ideal for CEOs and directors.

2:30pm-3pm: Afternoon Tea

SESSION 2 WORKSHOPS

3pm-4pm - Select one only

Workshop C:

The Change Game

presented by Roma Gaster

Entertainment Activities

Wednesday 2 July (7:30pm – 10:30pm)

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

Pavilion Convention Centre, Ground Floor, Conrad Jupiters. Select beverages will be available for purchase and complimentary 'Footy' finger food provided. Please indicate your interest in attending on the Conference Registration Form. Entry to the function is restricted to registered conference delegates only. Conference ID Badge required for entry on the night: **No Badge - No Entry!**

Thursday 3 July (6pm – 9:30pm)

Australian Outback Spectacular - \$100pp (incl gst)

Discover the Outback Spirit with **Australian Outback Spectacular** - an evening dinner show presented by R.M. Williams, filled with outback music, drama and action! The permanent attraction on the Gold Coast is set in a giant 1,000 seat arena with a cast of larger than life characters and amazing animals. Ticket includes return coach travel from Conrad Jupiters Hotel, 3-course dinner and a stockman's hat. Tickets limited to 150.

Post Conference Suggestions

Delegates may like to partake in a variety of self directed activities on the Coast such as local club tours, playing in the Mid-Year CMAA Conference Gold Coast Zone Charity Golf Day, attending the CMAA Gold Coast/Brisbane Charity Race Day and/ or attending the International Rugby Union match between the Wallabies and France at Suncorp Stadium on Saturday night.

Friday 4 July (tee-off 12pm)

Mid-Year CMAA Conference Gold Coast Zone Charity Golf Day - \$110pp (incl gst)

Proceeds to the Queensland Teenage Adventure Camps. Robina Woods Golf Course - includes lunch, green fees and golf cart. Book online, or inquiries to steve.condren@bigpond.com M: 0418 766 689 or cheques to **CMA Gold Coast Zone** PO Box 1266 Beenleigh Queensland 4207.

Saturday 5 July (11:30am – 6pm)

CMAA Gold Coast / Brisbane Zones Race Day at Gold Coast Turf Club - \$110pp (incl gst) or table of 10 \$1000 (incl gst)

All proceeds to charity - it's a great day out. Book online, or inquiries to steve.condren@bigpond.com M: 0418 766 689 or cheques to **CMA Gold Coast Zone** PO Box 1266 Beenleigh Queensland 4207. The money raised will go to the **Police Citizens Youth Club** and **Bravehearts**. Sponsors are **Foster's Australia** (Beverage & Races) with **Ainsworth Game Technology** (Raffle).

The Conference Program

As a leader within your organisation, do you have an understanding of the various reactions and responses to change and uncertainty? Do you want to discover the tools and ability to support others through change? Then this session will help you. The high level agenda:

- Why is change perceived differently by different people?
- The "Change Game" and debriefing the 7 reactions to change
- Biological and emotional responses (survival and reactive responses)
- Empathy - the key attributes
- Dealing with resistance and emotional upset
- Managing transitions from old to new (William Bridges model)
- Action plan.

Workshop D:

Clarifying the Role of the Board and of Management

presented by Paul Lyons

The role of the club leadership team, the board and management working collaboratively, is a significant contributor to a club's strategic and operational success. To work as a team requires role clarity:

Club Boards - establish strategic priorities, performance targets, policies and recruitment of the most senior management position.

Club Management - take responsibility for the management and implementation of club policies on a day-to-day basis and the delivery of club performance targets.

This session will assist management and directors to better understand their responsibilities and obligations to each other and their members in demonstrating positive role model behaviour.

Workshop E:

Online Marketing Made EASY

presented by Stuart Ayling

- How to use online marketing to attract more clients and increase revenue without spending a fortune
- What is 'online marketing'?
- 7 key online strategies you should be using for your club
- Essential tips and techniques
- Simple and low-cost tools to get maximum bang for your buck.

Conference Dinner Special

Australian Outback Spectacular is the first of its kind in Australia - an exciting dinner and show filled with outback music, drama and action. It's a huge entertainment experience steeped in tradition and daring Australian spirit with a dash of humour thrown in.

Tickets \$100 pp. Includes:

- Return coach travel from Conrad Jupiters Hotel
- 3-course dinner
- stockman's hat

(Limited to 150 guests)

THURSDAY, JULY 3

SESSION 3 WORKSHOPS

8:30am-10am - Select one only

Workshop F:

Engage With Your Team – Turning GRUMPY Into GREAT!

presented by Big Dave Staughton

In a tight labour market, it's hard to find good staff and firing them can be expensive. Discover alternative strategies for improving the attitude of your staff. Learn what changes difficult behaviour and what really motivates them. Find out about strengths-based leadership, affirmations and self-talk, using character traits and values, choice, open discussion (WCMO) and leading by example.

Workshop G:

Strategic Business Planning and Implementation

presented by Merv Neal

See how your whole business future can fit on an A4 piece of paper. Merv will demonstrate the simplest and most effective Business Planning technique you will have ever seen. In an interactive and sometimes confronting presentation, you will be amazed at how simple developing and changing your business can be.

10am-10.30am: Morning Tea

SESSION 4 WORKSHOPS

10:30am-12pm - Select one only

Workshop H:

HR Manager The Case for the Internal Consultant

presented by Jennifer Chiplin

The ongoing challenge for HR managers and managers working with HR is to establish new deliverables and to sustain strong partnerships with both internal and external customers. This workshop explores the 'internal consultant' role, function and responsibility within the human resource management position. It looks at how the consultant role can assist in identifying and addressing club operational needs in a proactive and resourceful way.

Workshop I:

Rules of the Change Game

presented by Wayne Forrest CCM

Leading and Managing Change – whether it is “incremental” change or the more confronting “transformational” change – requires a game plan to ensure that we have a structure within which we will operate. Our plan to win the hearts and minds of our people needs to consider many things including, understanding our stakeholders needs and expectations, dealing with risks and issues, determining the strategies, providing the required training or communicating effectively. This workshop will provide an insight into the key strategies and plans required to effectively manage change in our clubs.

Workshop J:

How to find GREAT staff in a TOUGH Market

presented by Big Dave Staughton

Learn about unusual ways to attract and retain the best team members. Discover the “5 Os” - Overseas solutions, Outsourcing, Oldies, Outsiders etc and find out where the great staff are and how to get them. Covers the latest recruitment strategies, finding staff from overseas and regional areas, online solutions and the rise of job outsourcing.

12pm-1pm: Lunch

SESSION 5 WORKSHOPS

1pm-2:30pm - Select one only

Workshop K:

Strategic Management and the HR Manager Role

presented by Jennifer Chiplin

If you are expecting a light, fluffy, feel-good workshop – then this is not it. Alignment of human resource management with operations

management that achieves company goals and objectives must be strategically planned and implemented. This workshop explores the changes and challenges in strategic HR management and presents real strategies and tools to enable the integration of human resource and operations management to be strategically managed and aid the clubs growth and profitability.

Workshop L:

Captaining the Change Game

presented by Wayne Forrest CCM

The best-laid “game plans” can only be effective if they ensure that our people are “ready” to participate in the change process. How “ready – willing and able” are your people to follow you through a period of change? Using the fundamental principles of Situational Leadership and other time-tested leadership and management principles, this workshop will deliver some answers to “how” we take a lead role in influencing change.

Workshop M:

Marketing Made Simple - Using a One-Page Marketing Mind Map

presented by Stuart Ayling

Forget the complex marketing plan. This technique can help you understand and formulate your key marketing tactics. The high level agenda:

- How Marketing Strategy fits into the Club Business Plan
- Knowing what to include in your strategic marketing plan
- Why and how to create your own One Page Marketing Mind Map
- How to communicate marketing strategy to the board.

2:30pm-3pm: Afternoon Tea

SESSION 6 WORKSHOP

3pm-4pm

Workshop N:

Little Things Make a Big Difference

presented by Ian Harvey

The fundamental message of this session is that success is a function of habit and that we can reprogram ourselves for success. It is a challenging, interactive session that helps participants to identify blocks to their own productivity. This presentation also supports the previous and subsequent presentations.

FRIDAY, JULY 4 2008

SESSION 7 WORKSHOPS

8:30am-11am

Session O:

Get Off Your Arse! A Lesson in Inspiration

presented by Ron McLean

You are capable of far more than you imagine. Most people never reach their full potential. Build on your strengths, resolve your weaknesses, and create an action plan for getting off your backside and achieving your best, and then do it!

8:30am-11am:

CEO/CMAA Sponsor Forum

presented by Ian Harvey

Open to Secretary Managers/CEOs/General Managers and CMAA Sponsors only. This forum provides the most-senior managers of registered clubs with a presentation by Ian Harvey on “Do You Know Who You Are Talking To?” and the opportunity to discuss industry issues with senior representatives of the CMAA's Sponsors. If you are eligible and want to attend this session, indicate your intent on the Conference Registration Form.

“The CMAA Grows the People that Grow Your Business”
Register Online at www.ccmtravel.com.au or www.cmaa.asn.au

Take a fresh look at 'neighbourhood' marketing

Winter arrives - on top of another rise in interest rates, smoking restrictions and soaring fuel prices. No wonder regulars are visiting less often - have you been taking them for granted? Now's the time for more low-cost marketing to build connections and strengthen loyalty. Throwing money at expensive advertising is much less effective than local promotion and networking. It needs time, commitment and imagination. Profitable Hospitality Managing Director KEN BURGIN offers 10 tips to help with your marketing strategies for winter ...



Ken Burgin

1. Use your membership list in new ways. Clubs have a list that most marketers could only dream about, but the information is barely used. Print is okay, but now's the time for regular email newsletter and regular **SMS** text messaging. Use the spending information you already have to tailor messages for different audiences - soccer fans, wine lovers, bingo gals, line dancers and football fanatics.

2. Freshen up your online presence. New pictures on the website, a calendar of events, pages for local associations and an online photo album. It's also time to have your own **Facebook** and **MySpace** pages - with more than two million Australians on **Facebook**, it's time to join the party! Promote the club's website address everywhere - on the bus, the uniforms and on everything that's printed.

3. Promote with voice and video. It's time for every club to have its own **YouTube** channel - you control the content and the tone. Most entertainers have video they are keen to share, and those promotional videos for functions and weddings should be up online as well.



4. Use more local produce. The prawns and tinned tomato may come from far away, but when you use local beef, greens or seafood, make a big deal about it - and try to find more. This is of growing importance for consumers and constantly in the news. Your volume creates a great opportunity - and a few challenges - to build links with local suppliers, but it won't be run by wholesalers - your demand must drive it. It also makes for great news stories.

5. Celebrate special diets. More than half of your members have been told by the doctor to change their diet, but they don't want healthy to mean less flavour. Your gluten-free, low-fat or diabetic-friendly menu will develop a passionate following - just ask the management at **Club Kilsyth** in Victoria. This is a new challenge for every head chef, and a great project to help build kitchen motivation.

6. Lighten up. Booking a comedian every Saturday night does not guarantee the club is a fun place to visit. Grumpy staff need to be shifted to cellar work and irritating delays fixed. Employees who are always smiling get a pay rise. Run some quirky events - "**Chocolate Week**", a "**Garlic Festival**" or first day of the "**annual spaghetti harvest**". A good laugh creates the best buzz. Do the smiles start on the phone and at the front door?

7. Sell more T-shirts. Not just serious polo shirts. Create fun designs and sell them cheaply ... this is about volume and promotion. Keep production costs low - no more than \$5 printed. Build some excitement by offering a free meal for every photo sent to you with a

photo of someone wearing it in an exotic location. Imagine the club's shirt at Uluru, Las Vegas, or the Great Wall of China - this is real word-of-mouth!

8. Keep an eye on website reviews. There are more than a dozen restaurant and travel review sites in Australia where customers can share opinions - everything from **www.eatability.com.au** to **www.tripadvisor.com** - monitoring these is an important task for the marketing department. Write thanks for positive comments and respond politely if there is criticism. These review sites are very influential and used by all ages.

9. Broaden your community support. Are your community donations stuck in the same old pattern? There are so many committed groups doing great work and they all need more funds. Do a spill and have a fresh look at the donations list - male sport always get plenty of attention, but what about women's interests? Does the refugee support service get more or less than the pony club?

10. Act carefully with local issues. Clubs are often regarded as "big business", or "the enemy" when it comes to planning and development. Issues such as binge-drinking and problem-gambling are constantly in the news and clubs are seen as part of the problem. The locals want to know you care for the area as much as they do - is there more to be done to build grassroots support?

➤ Check **ProfitableHospitality.com** for Australia's best club marketing and management resources.

Are your community donations stuck in the same old pattern? There are so many committed groups doing great work and they all need more funds ...

June-July 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	JUNE	JULY
Provide Responsible Service of Alcohol (THHBFB09B) (LAB approved) ACCM Unit - 1 Day	M 2 (City Tatts) W 18 (Mounties)	M7 (Tradies) W9 (Wests Ashfield) W 16 (Mounties)
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	T 3(City Tatts) Th 19 (Mounties)	T 8 (Tradies) Th 10 (Wests Ashfield) Th 17 (Mounties)
Duty Management Development Program - 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	(S1) M 23, T 24 & W 25	(S2) M 21, T 22 & W 23
Gaming Management Development Program - ACCM Unit - 2 x 3 Day Sessions (Develop & Manage Gaming Activities THHADG02A) Ideal for Gaming Supervisors and Managers. Covers; EGM install and floor layouts, LAB, Gaming, HR issues, gaming promotions, advanced analysis, poker machine fraud and minor gaming activities.		(S1) M 28, T 29 & W 30 Continues August
Marketing Fundamentals - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	T 24 & W 25	
Roster Staff THHGLE05B - ACCM Unit - 1 Day Assists Managers in creating cost efficient base rosters that utilise the flexibility the award provides. Ideal for all managers.	T 24	
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.		T 8 & W 9
Manage Physical Assets THHGLE16B ACCM Unit - 2 x 2 Day Sessions	(S1) M 16 & T 17	(S2) M 14 & T 15
OHS Consultation –(Workcover Approved) ACCM Unit - 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001.		(S1) M 7 & T 8 (S2) M 28 & T 29
Legal Knowledge Required for Business Compliance THHGLE20B ACCM Unit - 6 Days Covers the range of legislative compliance issues including; Trade Practices, OH&S, Privacy, RSA, RCG and more.	(S1) W 18 & Th 19	(S2) T 15 & W 16 Continues August
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.		M 21
Manage Workplace Relations THHGLE10B ACCM Unit - 2 x 2 Day Sessions This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.	POSTPONED Contact CMDA for dates.	

Regional Training

COURSES	JUNE	JULY
Provide Responsible Service of Alcohol (THHBFB09B) (LAB approved) ACCM Unit - 1 Day		Tweed W 9
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day		Tweed Th 10
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.	South Port M 2	Orange T 15
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Laurieton T 17 & W 18	Belconnen M 14 & 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.	Dapto (S1) M 2, T 3 & W 4	Dapto (S2) T 8, W 9 & Th 10
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.	Tweed W 18 & Th 19	Tuggerah T 22 & W 23
Marketing Fundamentals - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)		Woden ACT W 16 & Th 17
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.	Dapto T 3	
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.	Armidale M 16 & T 17	Moruya M 21 & T 22
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.	Kedron, QLD M 23	

Courses featuring a code prefixed by either BSB or THH are nationally recognised & accredited training units. Upon successful completion of assessment requirements, participants will be issued with a Statement of Attainment and/or a Qualification. For further information contact Brad Jones at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400.



The ACT Zone Committee (from left) Matthew Walshe, Simon Patterson, Geoff Long and Paul Lander.



Simon Petterson and Paul Clarke from eBet collected the main raffle prizes – State of Origin I tickets and Blues jerseys.

Impressive start for Geoff and his team

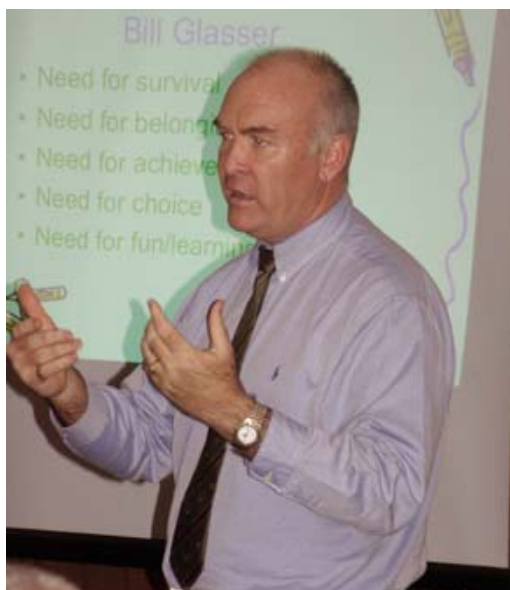
Geoff Long and his ACT Zone Committee made an impressive start to reviving activities and networking in the nation's capital with a successful meeting and luncheon at the Southern Cross Club, Tuggeranong, in late April.

Geoff, General Manager of the Belconnen Soccer Club group, and his committee - Vice President/Secretary Matthew Walshe, Education Officer Paul Lander and Publicity Officer Simon Patterson - had worked enthusiastically in the weeks and days leading up to the first Zone Meeting and luncheon in more time than most ACT CMAA managers cared to recall.

It was Thursday, April 24, and the CBD was awash with red as Chinese flags were hoisted, draped and waved by thousands of expats and students who had traveled to Canberra for the only Australian leg of the now-controversial Beijing Olympic Torch Relay.

It was another big and busy day for ACT club managers but a dozen settled as Geoff Long called to order the first of what he plans to be many successful Zone meetings in the clubs around the region.

Paul Lander gave an Education Report



Guest presenter Paul Lyons took guests on an interesting journey over lunch.

before Simon Patterson updated members on the Zone's financial situation.

CMAA Communication Services Manager Peter Sharp presented the Head Office Report, congratulating the ACT Committee on their enthusiasm and determination to re-invigorate the CMAA Zone meeting and professional network.

Peter touched on several key industry issues, including the Rudd Government's evolving Industrial Relations legislation, media coverage of high-profile problem gambling and binge drinking topics, along with the CMAA's successful Darling Harbour Conference and Expo and invited members to consider attending the Mid Year Executive Leadership Conference in July. The ACT Zone also has six CMDA education and training courses scheduled – "Deal With Conflict Situations" (July 14-15); "Marketing Fundamentals" (July 16-17); "Coaching Systems for 'Buddy System' Line Trainers" (October 17) – during the balance of 2008.

Leigh Keiley, from Quenbeyan, attended the meeting to invite members to support the Greg Hogan Golf Day.

The luncheon attracted around 50 guest, including ClubsACT executive members and Club Industry trade representatives, who supported the day with raffle prizes.

Popular industry motivational speaker Paul Lyons produced an informative and entertaining presentation during the two-course luncheon, evoking a humour and response to his perspective on behaviour and productivity triggers.



Day	Date	Meeting	Venue	Zone
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
Monday - Thursday	16 - 19/06/2008		ACT	Mid State Zone Study Tour
Wednesday	18/06/2008	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
Saturday	26/07/2008	11:00	Dubbo RSL Club	Mid State Zone Meeting
Friday	07/2008	10:00		Inner West 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 TBC	10:00	2 Day Conference TBA	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	Foster's Brewhouse	Victoria Zone Meeting
Tuesday	19/08/2008	08:00	Fox Hills Golf Club	Nepean Zone Golf Day
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
Thursday	04/09/2008	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
Tuesday	16/09/2008	08:00	Forbes Services Memorial Club	Mid State Zone Charity Golf Day
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
OCTOBER				
Wednesday	08/10/2008	09:30	Lismore Workers Club	Far North Coast Zone Meeting
Tuesday - Saturday	11 – 14/10/2008		Gold Coast Convention Centre	ClubsNSW Annual Conference
Friday	24/10/2008	11:00	Bribie Sports Club	Sunshine Coast Zone Charity Bowls Day
Friday	24/10/2008	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
Sunday – Wednesday	26 – 29/10/2008		Hyatt Hotel, Canberra	RSL & Services Clubs Association Annual Conference
Thursday	30/10/2008	09:30	Auburn	CMAA Executive Meeting
NOVEMBER				
Thursday - Sunday	06 - 09/11/2008		Sheraton Mirage Resort, Gold Coast	Leagues Club Association Annual Conference
Tuesday	11/11/2008	10:00	North Beach Bowling Club	Mid North Coast Zone Meeting
Wednesday	12/11/2008	10:00	Greensborough RSL Club	Victoria Zone Meeting
Tuesday – Thursday	18 – 20/11/2008		Las Vegas Convention Centre	Global Gaming Expo – G2E www.ccmtravel.com.au
Tuesday	25/11/2008	09:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Wednesday	26/11/2008	11:00	Cardiff RSL Club	Hunter Zone Meeting
Wednesday	26/11/2008	09:30	Broncos Leagues Club	Brisbane Zone Meeting & Queensland Bursaries
Friday	28/11/2008	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	28/11/2008	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday*	28/11/2008	12:00	Brighton Le Sands	CMAA Sponsors Appreciation Luncheon

Big turnout for meeting and 'Heals'



Sunshine Coast Zone Luncheon guest speaker Ian Healy (left) with Geoff Wohlsen from Dickson Wohlsen Strategies.



Zone Workshop guest presenter Rebecca Grisman from The Campaign Group with Nambour RSL Club President Eddie Nicholls.

It must have been close to a record turnout when 75 members attended the CMAA Sunshine Coast Zone Meeting at Nambour RSL Club on May 20.

Zone President Laurie Williams and his Committee got the guest speaker formula right with workshop guest Rebecca Grisman and luncheon guest Ian Healy.

CMAA Executive Officer Terry Condon, CCM, travelled up the Bruce Highway to present the Head Office Report and engage members in debate and conversation about the big issues confronting the Club Industry – I.R. laws and workplace contracts, non-smoking legislation and its consequences, along with the Queensland Government's decision to

place a two-year moratorium on new poker machines across the state.

Rebecca Grisman, a media consultant from *The Campaign Group*, was able to extend the meeting issues in her free Education Workshop by defining the role and strategy of the media in covering industry issues, offering guidelines for managers to deal with the media and outlining strategies for building a positive relationship with all levels of the media.

High-profile Australian cricketer Shane Warne might be half a world away playing in the Indian Premier League 20-Twenty competition, but he was the source of many entertaining yarns from luncheon guest speaker Ian Healy.

The former Queensland and Test wicketkeeper, now Channel 9 cricket

commentator, was the guest of *Foster's Australia* for the day and built on the successful interaction of both Terry and Rebecca when he invited questions from the 125 luncheon guests.

Ian has become a consummate public speaker, entertaining and informing the audience with his observations on cricket and personal stories from the other side of the pickets.

"It was a great day for everyone involved and there was a good feel in the meeting, during Rebecca's presentation and with Ian over lunch," Zone Secretary and Nambour RSL Club Administration Manager Suzanne Long said.

The Sunshine Coast Zone's next meeting will be at Bribie Island RSL Club on Tuesday, August 5.



The Bribie Island RSL Club team enjoyed the luncheon at Nambour RSL Club.



Doug Wakefield from Alexandra Headland Surf Club with Harry Bryant from Aristocrat.

Mark welcomes zones to 'new' club

Brothers Leagues Club General Manager Mark Henley proudly showed off his new-look property when the Brisbane and Gold Coast Zones met at Ipswich for a combined meeting in mid-May.

The \$12 million project produced a spectacular, modern property with new exterior, entry foyer, modernised kitchen and dining area, coffee shop and upgraded gaming room with 205 machines.

"The club looks great and I'm very proud of what we have achieved ... it's a wonderful asset for our members and for the Ipswich community," Mark said as he welcomed more than 60 members for the free education workshop to start the day's activities and meetings.

Barrington Group Executive Director Allen Barry and the company's Queensland representative Liz Osborne conducted a 75-minute free education workshop, "Meeting the Challenge of Club Security and Compliance", covering the major issues attached to managers legally

ensuring that their clubs, staff, members and guests are kept safe from harm. Allen emphasised to the 40 guests that the challenge – and responsibility – is for managers to provide evidence that there are systems, policies and procedures in place that will minimize risk and that all compliance requirements have been addressed.

The only hiccup in the day was that most Gold Coast members, who traveled together by bus to Ipswich were an hour late due to a mix-up with the bus company – but better late, than never.

Zone Presidents – Jan Walters (Brisbane) and Steve Condren (Gold Coast) – convened the combined meeting of more than 60 members with brief reports from treasurers and education officers before CMAA Communication Services Manager Peter Sharp attended the workshop and presented the Head Office Report at the meeting and spoke about developments in the Federal Government's industrial relations legislation, Darling Harbour

Conference and Expo, Mid Year Executive Leadership Conference in July, the media reporting and politics of problem gambling and binge drinking and the Queensland Government's controversial two-year moratorium on new gaming machines in the state.

The Brothers dining room welcomed 100 guests, including industry trade representatives to a relaxed and productive meal and networking session.

The next Combined Zones Meeting



Barringtons Executive Director Allen Barry and the company's Queensland representative Liz Osborne conduct the education workshop at Ipswich.

will be at Wynnum Leagues Club on Thursday, September 4.

The zones continue their work to present another big Charity Race Day to wind up the CMAA's Mid Year Conference at the Gold Coast Turf Club on Saturday, July 5.

Brisbane Zone will combine a meeting with the Queensland Bursary Presentation luncheon at Broncos Leagues Club on Wednesday, November 26.

Gold Coast Zone will host its annual Christmas Luncheon at Burleigh Bears Club on Tuesday, December 9.



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Gold Coast Zone President Steve Condren with Brisbane Zone President Jan Walters and Brothers Leagues Club General Manager Mark Henley



Team Yamba (from left) The Bear, EH, Jonny and The Coach produced their best form to take out the prestigious event.

No bias in success of annual charity bowls day

It certainly wasn't a "Jack High" feature match, but there was plenty of good bowls, good fun and good humour when the Far North Coast Zone got together for their annual CMAA Charity Bowls Day.

Zone Publicity Officer Nathan Whiteside reports Evans Head Bowling Club was the scene of the 2008 event – on Tuesday, May 6 – and club Secretary Manager Roger Hong lived up to expectations with a superbly organised and hosted day of bowls and charity work. "It was great to see the managers relaxing and enjoying their day away from the usual pressures and responsibility of running their clubs," Roger said.

In total, there was 128 players – a mixture of managers, club directors and Club Industry trade suppliers

and representatives from Maclean to the Tweed.

One bowler who got more than his fair share of attention was multiple world champion Steve Glasson, who attended the day representing BCIB.

It's almost certain that Steve is planning to stay the night for the 2009 event after being coaxed into the designated driver role this year.

Complimentary beverages ran most of the afternoon, thanks mainly to Wayne Martin from Tooheys, but there was a wonderful response from the suppliers which meant there were enough prizes for everyone.

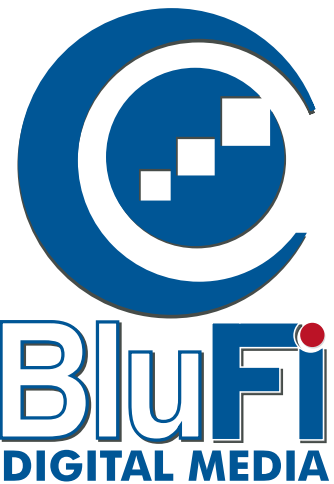
A Bowls Day raffle raised \$910.20, which will go towards CMAA Bursaries in Far North Coast Zone.



Yamba Bowling Club Coach Brian Newell offers a "helping hand" to Duty Manager and CMA member Steve Seymour.



Evans Head Bowling Club Secretary Manager Roger Hong did a superb job as host for the day.



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Busy and productive agenda at Woolgoolga

President Bill Larkey welcomed 29 members to the Mid North Coast Zone Meeting at Woolgoolga Returned Services Club on May 8.

In his Education Report, Glenn Buckley, said 22 members had attended the CMAA's Darling Harbour Conference and Expo in March. This impressive result is largely due to the Zone's incentive subsidy scheme of "banking" \$100 on behalf of a member each time he/she attends a Zone Meeting. This format means that it cost a member who had attended all four meetings just \$160 each – including airfares, transfers and accommodation – to attend the Conference and Expo. Glenn said the scheme was in place again for the 2009 Conference.

Glenn also reported that 120 players – managers and Club Industry trade representatives – had supported the Zone Golf Day, staged at Woolgoolga Golf Club.

CMAA Executive Officer Terry Condon, CCM, delivered the Head Office Report, speaking specifically about latest developments in the Federal Government's industrial relations legislation, the success of the Darling Harbour Conference and Expo, the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast and the politics and media coverage of the latest industry developments. Terry spoke about binge drinking and problem gambling issues and the State Government's decision to allow struggling clubs to defer payment of gaming machine taxation



Glenn Buckley with Daphne Parker and Bill Larkey

due to the downturn in the Club Industry's economy following the introduction of non-smoking legislation almost 12 months ago. Terry touched on CMDA programs and courses, including the "Certified Customer Service Manager Course", "Safety Management Systems Audit" and the Barringtons "Armed Robbery Survival Skills Training".

Other major discussion points were the Victorian Government's decision to move to an owner/operator gaming machine policy beyond 2012, the Queensland Government's decision to impose a two-year moratorium on new gaming machines in that state and inflammatory comments by key figures, including Reverend Tim Costello, in the problem gambling debate.

ClubPlus Superannuation Member Services Manager Charles Sala attended the luncheon and gave a brief presentation to the meeting about the ClubPlus member services program. This is a ClubPlus initiative

to visit clubs to explain the benefits of superannuation and income protection.

Coffs Clarence Command Licensing Sergeant Virginia Luskin was guest speaker for the day and went into detail on the NSW Liquor Licensing Laws that come into effect on July 1. Virginia outlined the major changes and what's expected of clubs and managers under the new legislation before addressing local licensing issues and taking several questions from the floor on RTD sales, under-age drinking in the area. Zone Secretary Daphne Parker said Virginia's session had been helpful

and productive on both sides. "It was a productive and positive session for managers and Virginia to tackle state-wide and local issues and a good opportunity for more face-to-face contact," Daphne said.

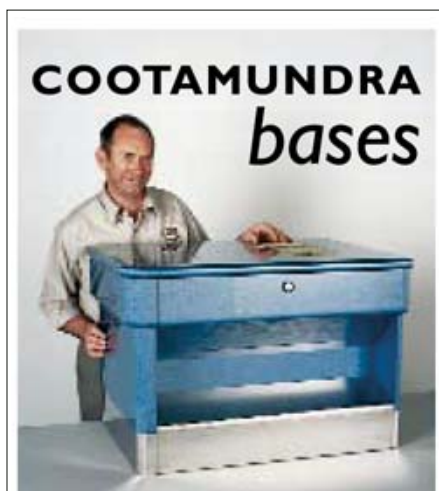
Tooheys, Carlton, Hardy's Wines, Aruze, Ainsworth and CleanHeat Gas sponsored the luncheon, with 37 guests.

The next Zone Meeting will be Urunga Golf Club on Tuesday, August 12.

Far South Coast

Industry issues on agenda at Tuross

Far South Coast Zone members were treated to the unique hospitality of the Tuross Head Country Club in early May for the CMAA Far South Coast Zone Quarterly Meeting. Managers travelled from across the Zone to participate in the activities and meetings offered over two days. Zone President Mark Bellette opened the meeting and welcomed 10 members. CMAA Education Manager Ralph Kober delivered the Head Office Report and covered a range of current issues and updates affecting the Club Industry, including the Mid Year Executive Leadership Conference at Conrad Jupiters in July and the range of regional CMDA education programs being offered by the CMAA in the back half of 2008. The next Zone Quarterly Meeting will be held at Tomakin Sports and Social Club on Thursday, August 14, with the Christmas Meeting at Narooma Sports and Services Club on Thursday, December 11.



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Victoria events deliver on Committee's hard work

It was a big effort and great result for Victoria Zone with their first venture into making their Annual General Meeting a major event.

Zone President Barry West and his team went all out in organising a Cocktail Party welcome function, guest speaker, free workshop and luncheon over two days in mid-May.

The Royce Hotel in St Kilda was the impressive venue and Reed Hospitality came to party with a major sponsorship of the events.

Club managers joined industry trade representatives at The Royce on the Tuesday evening for a two-hour Cocktail Party that kicked off the AGM and Conference on the right foot.

It was back to The Royce at 9am the following morning for the AGM and Election of Officers with Erin Langman, who had been working with the Committee in a sponsorship co-ordinator role, stepped up to the Vice President role. The Victoria Zone Committee for 2008 is:

- President – Barry West, Yarraville Club
- Vice President – Erin Langman, Echuca Workers and Services Club
- Secretary – Kevin Morland, ACCM, Numurkah Golf and Bowls Club
- Treasurer – Grant Duffy, ACCM, Numurkah Golf and Bowls Club
- Education Officer – Jim Smith, Echuca Workers and Services Club



CMAA Federal Executive Member David O'Neil addresses members and guests at the Victoria Zone AGM and Conference.

CMAA Education Manager Ralph Kober conducted the election of office bearers, while CMAA Federal Executive Member David O'Neil, ACCM, also attended the AGM.

Main talking point in all aspects of the event was the imminent freeing up of the "duopoly" Tattersalls and Tabcorp have had over the Club Industry in Victoria for many years.

Buoyed by the positive outcome of the Victorian Government's decision to allow clubs to own their machines from 2012, the CMAA Head Office

Report, presented by Ralph and David O'Neil, focused on how best the CMAA can assist Victorian managers in their development of managing the holistic gaming function when the duopoly is lifted.

"The CMAA will endeavour to provide Victorian managers with the collective knowledge their contemporaries in NSW have in the gaming area via forums and training events and the opportunity to network through informal arrangements with interested 'mentors' wanting to help their Victorian cousins," Ralph told the members.

During the meeting, Heidelberg RSL Club General Manager Vince Butcher accepted a 21 Year Service Award on behalf of Rye RSL Club Secretary-Manager Leigh Boneham, who was unable to attend the CMAA Gala Dinner presentation ceremony at Darling Harbour in March.

Following the AGM, David, Chairman of the CMDA Board of Management Studies, turned to the role of Guest Speaker with guests treated to an interesting presentation on his career.

David spoke about his progression from a trainee manager in Orange through the years and his transformation to General Manager of Castle Hill RSL Club in western Sydney - one of the biggest and most successful and innovative clubs in NSW.

David's presentation was well received, which was reflected in the fact he ran well over time due to the many questions from members and guests.

Reed Hospitality representative Alan



Kevin Morland with Erin Langman and Grant Duffy.



Stewart Quirke with Barry West and Alan Wright.

Wright then spoke to the gathering about his company's services, projects and philosophy before Merv Neal took over with two quality education workshops – "Strategic Planning: Using the One Page Business Plan" and "Corporate Stress Management Techniques". Both sessions received

very favourable feedback from members.

The event was a great success and highlights the need for club managers across Victoria to band together, enhance and expand the networking opportunities to work as a formidable presence in the Club Industry to

ensure a positive and bright future for all clubs and their managers.

Victoria Zone's next meeting will be at the Foster's Brewhouse at Carlton on Wednesday, August 6, with the final meeting for 2008 at Greensborough RSL Club on Wednesday, November 12.



Vince Butcher (centre) accepts a 21 Year Member Service Award on behalf of Leigh Boneham as Barry West and Gary Molloy look on.



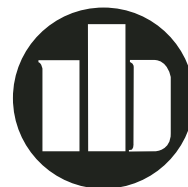
Gary Bryant-Smith with Paul Barnes and Grant Duffy.



Jim Smith with Rick Scott and Mark Dalmau.



Merv Neal presented two quality education workshops at the AGM and Conference.



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Graeme Tonks
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P: (02) 9331 1203
F: (02) 9332 3973

MANLY NORTHERN SUBURBS

Luke Simmons
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P: (02) 9202 8888
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P: (02) 8752 2067
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P: (02) 9622 2800
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CENTRAL COAST

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NORTH WESTERN

Sharon Goodhew ACCM
Narrabri RSL Club
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VICTORIA

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Jason Lynch ACCM
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CMAA Federal Councillors

DIVISION A

MARIO MACHADO, ACCM
Assistant CEO
Hornsby RSL Club
4 High Street HORNSBY. NSW 2077
P: (02) 9477 7777
F: (02) 9476 2637
e: mmachado@hornsbyrsl.com.au

DIVISION B

IAN TODD, ACCM
General Manager
Kingsgrove RSL Club
P.O. Box 57 KINGSGROVE. NSW 2208
P: (02) 9150 6822
F: (02) 9150 8466
e: ian@kingsrsl.com.au

DIVISION C

MICHAEL WIEZEL
Secretary Manager
St Marys RSL
Mamre Road ST MARYS. NSW 2760
P: (02) 9623 6555
F: (02) 9623 5689
e: smrsl@bigpond.com

DIVISION D

STEPHEN BYFIELD, ACCM
Chief Executive Officer
Diggers @ The Entrance
P.O. Box 124 THE ENTRANCE 2261
P: (02) 4384 8843
F: (02) 4332 5717
e: byfields@diggersattheentrance.com.au

DIVISION E

GORDON RHODES, ACCM
Chief Executive Officer
South Tweed Sports Club
4 Minjungbal Drive TWEED HEADS SOUTH. NSW 2486
P: (07) 5524 3655
F: (07) 5524 4523
e: gordonr@southtweedssports.com.au

DIVISION F

DAVID HISCOX, ACCM
Operations Manager
Dapto Leagues Club Ltd
P.O. Box 15 DAPTO NSW 2530
P: (02) 4261 1333
F: (02) 4261 8853
e: david@daptoleagues.com.au

DIVISION G

STEPHEN CONDREN
e: steve.condren@bigpond.com

DIVISION H

GRANT DUFFY, ACCM
Secretary Manager
Numurkah Golf & Bowls Club
P.O. Box 190 NUMURKAH. VIC 3636
P: (03) 5862 3445
F: (03) 5862 1264
e: ngbc@cni.com.au

Chris picks up Club Manager of Year award

Nambour RSL Club General Manager Chris Keen has picked up the "Manager of the Year" award at the Clubs Queensland Achievement Awards on the Gold Coast.

The recently-refurbished Nambour RSL Services and Citizens Club also was named "Sunshine Coast Club of the Year" and "Best Large Gaming Venue for Queensland" at the presentation dinner staged at the Gold Coast Convention and Exhibition Centre.

The awards recognise the best not-for-profit clubs in the Queensland and it was Nambour RSL Club's efforts to transform the club into a quality establishment along with the long-term strategic vision of Chris Keen and the Board of Directors that produced the outstanding results.

The club's commitment to helping ex-service, community and sporting organisations and development of new dining and entertainment facilities also received recognition from the judges.

Nambour RSL Club's recent efforts to transform the club into a quality establishment made it a clear frontrunner for the most hotly contested award in the region, the judges noted in their assessment.



Nambour RSL Club General Manager and Queensland's 2008 Manager of the Year Chris Keen (centre) with his management team (from left) Operations Manager Laurie Williams, Marketing Manager Joanne Law, Administration Manager Suzanne Long and Gaming Manager Alan Richardson.

"The club has invested significant dollars in evolving it into a true social destination rather than a typical RSL," they said.

"Much of the club's new-found profitability and success is the result of the Board of Directors and Senior Managements strategic long-term vision.

"Nambour RSL Club has also evolved to include new entertainment and dining facilities for the community to enjoy under Chris's direction.

"After more than 80 years, it continues to uphold its not-for-profit values."

Chris Keen, a popular and long-serving member of the CMAA's Sunshine Coast Zone, has managed the club since 1990 after working his way up from Duty Manager 24 years ago.

Chris took the opportunity to thank everyone involved in the club, particularly the Board of Directors, Senior Management and the Staff who have strived for excellence and embraced many changes in recent years.

"I am very proud of this award, but I also proudly and happily share it with everyone who works to make our club successful and an integral part of our Nambour and Sunshine Coast communities," Chris added.



Nambour RSL Club General Manager Chris Keen with his awards.

Education and sports action ahead out west

There's plenty of events and organisation happening in the CMAA's Mid State Zone. Apart from the Zone Meeting at Gilgandra Services Club late last month, that will be covered in the *CMA Magazine* July edition, there's a Study Tour and Golf Day to add to the calendar.

The Zone Study tour is scheduled over four days – June 16 to 19 – visiting clubs at Cowra and Yass on the way to the ACT and three more clubs.

The tour will depart Gilgandra Services Club at 10am on Monday, June 16, picking up passengers at Dubbo RSL Memorial Club, Parkes Services Club and Forbes Services Club on the way to an overnight stay in Cowra and

dinner at Cowra Services Club.

Day 2 starts with a tour of Cowra Services Club, then moves on to an afternoon tour of Yass Soldiers Club before moving on to Canberra.

Day 3 covers tours of the Hellenic Club of Canberra in the morning and Canberra Tradesmen's Union Club (Tradies) following lunch there in the afternoon and dinner at Ainslie Football and Social Club. The tour heads home on Thursday, June 19, with drop-off at the same pick-up points. Members should contact Zone President and Gilgandra Services Club General Manager Chris Chapman - 02 6847 2135 or chris@gilsservices.com.au to book a place on the tour.

Chris has also announced the Zone has claimed Tuesday, September 16, for the inaugural CMAA Mid State Zone "Youth off the Streets" Charity golf day and fundraising dinner.

"We plan to make this a day filled with fun and friendship that will see the event recognised on the calendar as an annual event for all CMA members, trade representatives and the community at large," Chris said.

"Youth off the Streets" founder and CEO, Father Chris Reilly, is expected to attend both the golf and dinner to enlighten guests on the issues and problems of helping young people at risk. The Zone will provide more information closer to the event.

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Sydney	CMAA Career Centre Auburn	Mon 23 June / M 17 November
Central Coast	Mingara Recreation Club	Mon 3 July
Far South Coast	Milton Ulladulla Bowling Club	Mon 28 July
Hunter	East Maitland Bowling Club	Mon 11 August
Mid North Coast	Coffs Ex Services Club	Mon 18 August
Sydney	Balgowlah RSL Club	Mon 15 September
Far North Coast	Tweed Heads Bowling Club	Mon 22 September
North West State	Narrabri RSL Club	Mon 20 October
Illawarra	Dapto Leagues Club	Mon 10 November
Mid State	Dubbo RSL Club	Mon 24 November
Riverina	Griffith Ex Services Club	Mon 1 December
Great Lakes	Taree Leagues Club	Mon 8 December
QUEENSLAND	QUEENSLAND	QUEENSLAND
Brisbane	Kedron Wavell RSL Club	Mon 14 July
Gold Coast	Currumbin RSL Club	Mon 25 August
Sunshine Coast	Nambour RSL Club	Mon 13 October



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<input type="radio"/> Mon 11 August	Hunter East Maitland Bowling Club		<input type="radio"/> Mon 1 December	Riverina/Murray Griffith Ex Services Club
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CMDA endorses customer service course

The CMAA endorses the "Certified Customer Service Manager" (CCSM) course delivered by the Customer Service Institute of Australia (CSIA).

Customer service increasingly is becoming a vital business issue as organisations realise the benefits of an integrated, strategic customer service management system for providing effective customer support.

Professionals working within customer-focused businesses, or people managing an organisation's customer service function need to be kept informed about the latest techniques and experiences.

All clubs need to appreciate the importance of developing a valued relationship with customers using a strategic customer service management system is an essential foundation of long-term business growth.

The Customer Service Institute of Australia (CSIA) is Australia's peak professional body for customer service leaders.

The Certified Customer Service Manager (Level I) Course is CSIA's standardised minimum qualification for

designation as an accredited customer service leader.

The Certified Customer Service Manager (Level I) Course has been nationally recognised as a Certificate IV for Customer Service Management.

Up-and-coming professionals in the service arena will be able to demonstrate they are suitably qualified to face the many challenges confronting today's customer service leaders by obtaining this qualification.

The course is designed for Customer Service Managers with, or without, formal training, supervisors, and front-line team leaders seeking to develop customer service leadership and management skills.

Each candidate will be provided with Australia's best customer service resource, the Certified Customer Service Manager Course Workbook, which contains all the course work, activities and readings.

Once a candidate begins the course, he/she becomes an Associate Member of the Customer Service Institute of Australia.

Once a candidate has successfully completed the program, the graduate is awarded one year of free membership of the CSIA at full member status and recognition of the member's professional standing through a certificate and use of the CSIA's designated post-nominal letters, CCSM.

Course Module Outline

The Certified Customer Service Manager (CCSM) course has been designed by some of Australia's most innovative customer service thought-leaders in consultation with chief

customer officers and senior executives from Australian Service Excellence Award-winning organisations.

The purpose of this course is to train customer service leaders to deliver customer service excellence as part of overall efforts to improve customer service and increase customer advocacy.

In return for this training investment, CSIA will deliver managers who are more innovative, more efficient, save the organisation money by understanding the cost of bad service, grow the business and enjoy working with your customers.

The course will help build long-term relationships with members and customers, which encourages these people to spread positive word-of-mouth advocacy leading to increased referrals.

Each aspect of the course will focus on achieving specific objectives through classroom exercises and enhanced through each participant continuing their learning after the training through the recommended readings and activities. Candidates who complete the CSIA-accredited and nationally recognised courses receive certificates recognising their achievement in attaining the qualification.

The course aim and outline is to build the culture, knowledge and skills required to develop, improve and manage any customer service environment.

By the end of the course, graduates will be able to:

MODULE 1

Understand the Value of a Customer Service Philosophy for Business

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Cost Control course delivers at all levels

The CMDA has developed a much-requested and needed course, "Introduction to Cost Control Principles" for key line staff, team leaders and supervisors.

The one-day course is deliberately targeted at those in any club team required to understand and control costs on the floor and report on results to senior management.

Managers can be left frustrated and amazed that some supervisors and even junior managers do not know how to work out percentages, explain what common terms like Gross Profit, COGS, Fixed and

Variable Costs mean?

Stop making assumptions ... your staff can become more savvy and confident with controlling costs by attending this course.

A knowledgeable and confident team on the floor who are cost conscious will make the senior manager's role of reporting to the board on a monthly basis a whole lot easier because the team of supporters will assist with and comprehend the value of a dollar.

➤ **See Page 44 for details of course locations, dates and costs.**

Growth and Service Excellence:

- Identify and define a diversity of attitudes, knowledge and skills required to focus on customers and customer needs
- Address diverse customer needs and values
- Describe how leadership, vision/mission statements and application of resources influence an organisation's customer service focus

MODULE 2

Develop and Assess the Success of a Customer Service Management System, including the International Customer Service Standard and Certification Trustmark Program:

- Develop an integrated approach to customer service process management
- Understand implementation, assessment and compliance with the International Customer Service Standard
- Explain how to use best practice methodology to increase market share and customer retention

MODULE 3

Display Service Leadership:

- Identify key customer service leadership principles and skills
- Apply customer service management principles and models to your work
- Nurture your own leadership skills and identify opportunities for self-improvement
- Develop leadership skills for influencing, correcting and leading a customer-driven organisation
- Develop and manage reward and recognition programs

MODULE 4

Manage Service Personnel:

- Recruit and select customer-centric employees
- Develop teamwork systems
- Develop enhanced strategies to manage attendance and staff retention
- Assess the attitude, skills and competencies of employees with regard to providing high quality service centric outcomes
- Effectively monitor employee performance and satisfaction levels.

MODULE 5

Understand and Develop Infrastructure and Technology:

- Develop operating systems that support excellent customer service
- Identify relevant technology solutions and how to effectively benefit from implementation

- Improve service delivery and process management
- Effectively assess outsource providers and the impact on customers of these strategic partnerships
- Devise a strategic system that handles customer inquiries and billing, as well as retaining and growing clients

MODULE 6

Effectively Utilise Measurement Systems and Tools:

- Develop and implement a balanced scorecard to measure and predict customer service performance
- Describe the means of measuring and analysing both internal and external customer satisfaction
- Design and implement a world-class compliant management and feedback monitoring system able to feed into continuous improvement

MODULE 7

Ensure Integration and Operationalisation:

- Drive exceptional customer loyalty through best-practice customer service
- Develop a plan for implementing and integrating a customer service management system in the workplace
- Expand, strengthen, and improve your organisation's customer service processes
- Maintain momentum for customer service excellence

Government funding and making the course cost neutral

Government funding is available for those candidates who meet the eligibility criteria.

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

By enrolling a mixture of eligible and non-eligible staff into the course, a club may affect a cost-neutral scenario for this nationally recognised and prestigious qualification in Customer Service Management or, better still, a cash surplus as a result of having more funded participants on the course attracting incentive payments.

Contact **Ralph Kober** at the **CMAA** to find out more.

To be eligible for funding – that is, 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 they start the course the employee has been employed with

your organisation less than three months full time or less than 12 months part time or casual

- Australian citizen/New Zealand passport holder/permanent resident
- 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 they have completed a Certificate III or IV more than seven (7) years ago (*please note: qualifications completed in the two years immediately after finishing high school do not affect eligibility*). A candidate may still be considered eligible if the qualification previously awarded in an unrelated discipline. The ACC will ascertain this relevance of an existing qualification and provide guidance during the interview

To be considered eligible as an "Existing Employee" ...

- At the time they start the course, the employee has been employed with your organisation more than three (3) months full-time or more than 12 months part-time or casual
- Australian citizen/New Zealand passport holder/permanent resident
- 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 they have completed a Certificate III or IV more than seven (7) 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 in an unrelated discipline.

The ACC will ascertain this relevance of an existing qualification and provide guidance during the interview.

Candidates eligible under the criteria can apply for a Commencement Payment of \$1,500 paid to the employer three (3) months after the enrolment application is made and the course commenced.

To request a **Pre-Assessment Incentive Form** or an **Application Form** for registration to the course, contact CMAA Education Manager Ralph Kober on P: **02 - 9643 2300** or **ralph@cmaa.asn.au**

- **See P50 for course advertisement**

Aristocrat heads for settlement in class action



Aristocrat Leisure will pay around \$150 million to settle a class action brought by shareholders who argued the company had failed to keep the market fully informed six years ago.

The payout, which will be confidential until it is disclosed to the Federal Court later this month, will be the largest by an Australian company to its investors.

The Sydney Morning Herald reported the settlement was announced after the Sydney Share Market closed on May 19, and as Federal Court Judge Margaret Stone was nearing a decision in the long-running legal action.

If approved by Justice Stone at a hearing in mid-June, it's understood the settlement payout will be funded largely by Aristocrat's insurers.

Aristocrat said the matter would cost the company a net \$40 million after tax, not including the legal bill, and would be funded through its cash and credit facilities.

In the early stages of the case, Aristocrat said the damages bill could be between \$10 million and \$20 million, but this figure blew out after an expert gave evidence during the trial.

Aristocrat's law firm, Maurice Blackburn, said last year it could cost the company \$190 million. Under the worst-case scenario, Aristocrat could have been ordered to pay \$396 million.

Shareholders eligible for the class action had bought shares between February 2002 and May 2003, when Aristocrat admitted it had overstated its profits and profit expectations.

The figures were inflated after the company hastily booked sales of machines to South American customers before it had been paid.

When the money failed to materialise and profit forecasts were downgraded, the company's shares plunged by almost 75%.

IMF, a listed litigation funder that funded the cost of running the lawsuit since it was initiated in March 2004, is understood to have spent about \$7 million on legal fees.

IMF told the share market it would make a profit of \$22 million on the settlement from revenue of \$37 million.

Aristocrat and its law firm Maurice Blackburn has declined to comment on the settlement amount and terms.

Meantime, Aristocrat earlier in the

month detailed the extent of its sales decline in the U.S. and warned of an over-supply of machines in its other important market, Macau.

It also gave an insight into a trend where their casino customers were holding on to their outdated machines for three times longer than previously, a move which has crimped sales of replacement machines.

Aristocrat Chief Executive Officer Paul Oneile confirmed the information at a conference hosted by Macquarie Bank in Sydney.



Mr Oneile said he expected 2008 would be the fourth consecutive year of relatively flat profit growth.

He blamed the U.S. economic decline on a reduced appetite for gambling, saying sales to its biggest market this calendar year would be down by more than 20% on expectations.

He said Aristocrat expected to sell 75,000 machines to the U.S. market this year, compared to previous estimates of between 90,000 and 95,000.

Most of the sales slump is due to casinos keeping old machines in service for longer than before, even though in the past they would have been considered well past their use-by date.

Replacement sales are expected to be down by 33% on previous anticipated figures.

He said U.S. customers usually replaced their machines every five to seven years, but they were now waiting

up to 16 years before upgrading to new stock.

This was also happening in Australia where, for the past three years, replacement orders have been at similarly low levels.

Just under 50% of the total sales to the U.S. are to new casinos or to venues which are increasing their gambling capacity after regulators approved an expansion.

Mr Oneile said the problems were not limited to the U.S. with casinos in Macau - the world's biggest gambling zone - having over-ordered poker machines which are dormant in warehouses.

One reason they were not being put to work was that visitor numbers and spending were not high enough to justify their use.

Mr Oneile said visitor numbers and the amount they were putting through machines in Macau were still growing, so it would not be long before the warehoused machines would go into service.

Adding insult to injury, Paul Ainsworth, a son of Aristocrat founder and Ainsworth Game Technology Chairman Len Ainsworth, is angry about what he claims was a breakdown in the proxy voting system that stopped some of his votes being counted at Aristocrat's Annual Meeting last month.

Paul Ainsworth also is aggrieved about the overall performance of the poker machine maker founded by his father in the 1950s. "The company really needs to pull its socks up," he said.

While some of the underperformance was because of broader industry conditions, a large part of it was self-inflicted, he said. "The company is a victim of circumstance but I think it's a victim of itself as well."

The Ainsworth family controls about one-third of Aristocrat, but Paul is the only one of seven Ainsworth children able to vote his stock after gaining approval from regulatory authorities.

Len Ainsworth, worth an estimated \$2.3 billion, handed control of the stake in Aristocrat to the family in the mid-1990s.

The Aristocrat share price has been poleaxed in the past eight months, tumbling from \$14.75 on September 24, last year.

IGT launches 'Super Reel' and appoints Bill Magliaris

IGT has nationally launched "Super Reel", a five-reel stepper machine housed in IGT's state-of-the-art bluechip cabinet.

These popular machines have been largely absent from the Australian gaming industry for the past 15 years.

IGT has decided to bring back the product range to venues across the country.

A library of games is planned for the Super Reel series, with the first two – "Wild Wolf" and "Triple Stars" – both low denomination games.

"Wild Wolf" is a 25-line game modelled on "Wolf Run" that offers players five free games, while "Triple Stars" is a traditional U.S.-style game with a nine-times multiplier.

"Triple Stars" is one of the top-performing five-reel stepper games in the U.S.

IGT General Manager Product Development and Compliance John Duffy said "Super Reel" offers venues the best of both worlds – IGT's latest cabinet with a mechanical reel assembly and handle mechanism.

"We've also added another screen so that players can easily see their bet levels and pay lines," John said. "The reels are backlit with flashing line



Bill Magliaris

indicators and players will be familiar with the standard button panel."

IGT General Manager Sales and Marketing Norris Goudy said the "Super Reel" series would provide venues with a new way to entertain players.

"There's a great deal of nostalgia associated with reel steppers and we're confident that the games we have in store will engage player interest," Norris added.

Meantime, IGT also has announced the appointment of Bill Magliaris as State

Sales Manager for South Australia and the Northern Territory.

This appointment follows the promotion of Michael Cheers to Systems Sales Manager for Australia and New Zealand.

Bill has more than 10 years experience in the gaming industry.

Norris Goudy said IGT has worked hard in South Australia to become the No.1 gaming supplier.

"Bill's appointment will strengthen our position as he is well respected by both customers and peers in South Australia and the Territory," Norris added.



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Certified Customer Service Manager Course

Certificate and Diploma for Customer Service For Club Managers

The Customer Service Institute of Australia is currently taking applications for its two day Certified Customer Service Manager Course (CCSM). The program is ideal for Club & Hospitality Team Leaders, Supervisors and Managers.

The CSIA has worked with the CMAA to develop a training assessment and certification program leading to Australia's first and only formal nationally recognised "Certified Customer Service Manager" designation.

Clubs across Australia can now benefit from qualified service professionals.

The course includes a workbook and a two day workshop, workplace assignments and an assessment.

Government Funding is available for eligible candidates.



For more information and to receive a Government Funding Eligibility Form please phone Ralph Kober on: (02) 9643 2300
Email: ralph@cmaa.asn.au

For more information on the course please visit <http://www.csia.com.au/ccsm.asp>



"I would like to congratulate the Customer Service Institute of Australia for putting together such a practical program in the CCSM Course. I have found its flexibility very valuable in allowing me to work at my own pace and in implementing what I have learnt almost instantly through the workplace based activities and assignments."

**Tracey Van Rossum ACCM
General Manager
Moorebank Sports Club**



TCP showcases latest in venue plasma entertainment



1,421 x 129mm, along with anti-glare multi plasma display panels (MPDP).

The anti-glare MPDPs were unique in Australia and the southern hemisphere due to a set of quality features which ensure the anti-glare model is easily adaptable to various configurations and applications along with a resistance to reflection of ambient light.

The anti-glare feature is attractive to venues considering outdoor entertainment in beer gardens.

As for retailers, designers and architects, the anti-glare MPDP is appropriate due to its light-weight constitution and "build-ability".

In general, companies like to invest in anti-glare MPDPs as it provides cinematic quality display that draws crowds.

When applied as a digital signage system, it has the capacity to generate revenue as an advertising system that is easily controlled in-house.

A single panel weighs only 26kg and

measures 924 x 521 x 75mm. In the case of multi-formation (when more than one screen is integrated) to create a single video wall, the size of the video wall can be expanded infinitely with only a miniscule 4mm seam visible between multiple screens.

For more information, contact TCP **1300 783 109** (toll free).



Audio visual integration specialists, Total Concept Projects (TCP) kicked off 2008 with the "Greatest of Great Plasma Display Product Launch" at the Park Hyatt in Sydney's Rocks area.

The February event coincided with the departure of the massive ship Queen Elizabeth II on its voyage to Dubai.

The launch was attended by executives from retail, architectural and hospitality sectors to inspect TCP's product range which has pushed the boundaries of innovation and technology.

Featured at the event was the Panasonic 103-inch plasma display, which measures a whopping 2,414 x



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Australia's got talent and it's 3 Stripe Avenue

If you are a club entertainment coordinator seeking something unique, then **3 Stripe Avenue** are your guys.

They are young, have energy to burn, are versatile and play great music.

This young trio churns out all the favourites we know and love from the '50s through to today - with an impressive original touch.

3 Stripe Avenue is a music ensemble of drums, guitar and double bass they are quirky and full of energy.

What makes them different?

You might see **Cruise** balancing on his black-and-white checked double bass and throw in a couple of back flips from **Ace** and **Cameron** to witness talent and total entertainment.

3 Stripe Ave are back in Sydney after rocking Melbourne at the *Channel 7's*, "Australia's Got Talent" studio.

These boys have made it through to the show's semi-finals, so keep an eye out for them.

Bookings at **Skeed Entertainment**
02 - 9580 7508.



3 Stripe Avenue are young, versatile, have energy to burn and play great music.

No boundaries for Travis Collins

Travis Collins has risen rapidly to become one of Australia's brightest new talents in country music.

This handsome, young contemporary country/rock performer has been enthusiastically embraced by a new generation of young fans as well as country music devotees.

A former "Toyota Star-Maker" Award winner, Travis was nominated for two "Golden Guitars", including a nomination for "Male Vocalist" in 2007.

That same year, Travis performed at the *Nashville Country Music Festival* attended by 191,000 people, which followed his successful debut tour of the United Kingdom.

Returning to Australia, he launched his second album, "No Boundaries", with the first single, "Yeah She Does", a rock-infused country track written by global superstar **Keith Urban** and **Hugh Murray**.

The album features 12 new recordings that Travis has written or co-written.

Other highlights of the album include "Empty House", co-written with **James Blundell**; a heart-felt cover of the **Garth Brooks** original "A Friend To Me" and "Heart Of Blues", which also features *The Floods* **Kevin Bennett**.

Travis will tour the U.K. again next and perform at festivals in Hinkley Wiltshire, Northampton and Worcester.

For more information, visit www.traviscollins.com.au or **Skeed Entertainment 02 - 9580 7508.**

What's new at Artistes' Answering Centre?

New shows to join us are **Mike Vee** from "The Whispering Jack Show", a tribute to the songs of **Johnny Farnham**.

Like **3 Stripe Ave**, Mike also recently appeared on *Channel 7's* "Australia's Got Talent" and is through to the semi-finals.

A recent review described his show "hugely impressive, just like listening to the real thing".

This month, *ACE Award* winners **Mahogany** have combined their glamour, brilliant harmonies and vocal talents to present "Supreme Dreamz", a new show featuring songs from some of the most popular artists of all time.

Mahogany have combined their talents with *ACE Award* nominee **Daniel Isaac-Jones** to produce a show of spectacular costumes, combining energy and glamour with brilliant harmonies.

AAC also welcomes home comedian-impressionist **Keith Scott**, who has returned from overseas and is available for bookings.

With more than 300 distinct and distinguishable voices in his repertoire, ranging from old movie stars to politicians to current media names, Keith is a remarkably talented performer.

For information on these and other artists, contact AAC **02 - 9529 5777**, info@answeringcentre.com or visit www.answeringcentre.com



Vocal actor and character wizard KEITH SCOTT

ACE Awards celebrates 11 years

The Australian Club Entertainment (ACE) Awards celebrates 11 years in 2008.

During the past decade, the *ACE Awards* have held their glittering awards ceremony at *Canterbury Hurlstone Park RSL Club* to honour excellence in entertainment in the Club Industry.

The *ACE Awards* Committee is busily planning this year's celebration, to be staged on Wednesday, October 29, with online voting introduced for the first time and details to be advised soon.

If you would like to be part of this year's celebrations - as a voting panellist, attendee or as a sponsor - contact the *ACE Awards* organisers via the website at www.aceawards.com.au



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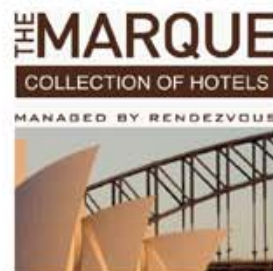
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New conference complements trade exhibition

The 18th annual Australasian Gaming Expo (AGE) 2008 features an innovative three-day conference program which is free for gaming industry organisations.

The Australasian Gaming Machine Manufacturers Association (AGMMA) will present AGE2008 at the Sydney Convention and Exhibition Centre at Darling Harbour from August 24 to 26.

AGMMA Executive Officer Ross Ferrar said AGE2008 would feature a "stellar line-up of speakers and entertainers" covering issues such as gaming technology, regulation and legislation, design and décor, and gaming investment and reward.

"We encourage executives to register their interest at

www.AustGamingExpo.com," Ross added. "Our exhibition is virtually booked out, with more than 175 exhibitors showcasing their products and services over four halls of the Exhibition centre."



AGMMA Executive Officer Ross Ferrar.

The three-day exhibition operates from 10am to 5pm daily with the conference starting at 9am until early each afternoon.

Effectively three conferences in one, each day of the conference is themed with plenary sessions from local and international experts in their respective fields.

- Day 1 focuses on Communication, Recreation and Entertainment;
- Day 2 addresses Corporate Life and Gaming as a Business;
- Day 3 is directed towards Gaming and Future Technology.

Keynote Speaker Michael Shackleford will explain the latest international trends and present "Sweat the Money", consumer advocacy and resolving disputes. Based in Las Vegas, he is a professional actuary who analyses games for casinos and games developers.

Other speakers also include Ross Greenwood, Rod McGeoch, Allan Pease, Mark Taylor, Sir Richard Hadlee, Tan Jose, and Senator Nick Xenophon.

In addition, renowned sleight of hand expert Jack Black will perform his skills and techniques.

"We believe the 2008 conference will be popular and we're expecting lively and controversial panel discussions along with learning and networking opportunities for delegates," Ross added.

Austinmer Bowling Club goes under hammer

In another reference point for clubs struggling under the weight of non-smoking and gaming machine taxations laws, the Austinmer Bowling Club has been sold.

The *Illawarra Mercury* newspaper reported the 4,300 square metre site went to auction in early May but was passed in with the highest bid - at \$1.15 million - below the reserve.

Listing agent Travis Machan from Colliers International confirmed an offer

had been accepted. "We've been dealing with a number of genuinely interested parties," he said.

About 40 people turned up to the auction, but most were former members and nearby residents rather than potential buyers.

The club closed last December after losing almost \$1 million in the previous eight years.

After the club's creditors are paid, what happens to the surplus funds is being

decided in the NSW Supreme Court where a directions hearing on May 26 was to resolve a dispute about who can vote on where the money goes.

Some members claim the constitution only allows bowling members to vote, however those members are believed to make up only a small percentage of the total membership.

Administrator Greg Russell, of Russell Corporate Advisory - a CMAA National Bursary sponsor, said the court would decide whether the club's constitution allows social members to vote as well.

Greg Hawkins new CEO at City of Dreams

Melco PBL Entertainment (Macau) Limited has announced the appointment of Greg Hawkins as Chief Executive Officer of City of Dreams, its flagship entertainment resort project being developed on Cotai.

Keith Heise has been appointed Chief Executive Officer of Crown Macau.

Greg Hawkins formerly was CEO of Crown Macau, a position he took up in January 2006 when he led the pre-opening activities at the property and, with Keith Heise, has overseen operations at Crown Macau after it opened in mid-2007.

Before joining MPEL, Greg was General Manager for Gaming at SKYCITY Entertainment Group, a diversified gaming and entertainment

enterprise listed in Australia and New Zealand.

He also held a number of senior management positions at Crown Melbourne and at the Victorian TAB.

Keith Heise was formerly the Chief Financial Officer at Crown Macau, a position he took up in August 2006 as part of the pre-opening team.

Before joining MPEL, Keith was Vice President - Finance at Venetian Macau, where he participated in the finance department operations set-up and hiring.

"I am delighted to announce these internal promotions", said Lawrence Ho, Co-Chairman and CEO of MPEL.



City of Dreams CEO Greg Hawkins (left) with Melco PBL Entertainment (Macau) Co-Chairman and CEO Lawrence Ho.

"We have put together a world-class senior management team which brings invaluable experience to MPEL and sets a strong foundation for our future growth."

Penfolds 2008 Luxury and Icon release

New name ... same great wines. For more than 160 years, **Penfolds** has crafted wines of great distinction. The highly anticipated release of its 2008 **Luxury and Icon** wines showcases the finest wines in its portfolio, wines that honour its past, celebrate the present and look to the future. While both the red and white wine offerings exhibit individual strengths and talking points, all share a common thread - they are crafted to show the distinctive and consistently recognisable **Penfolds** house style in its many manifestations. Among the highlights of this range you'd have to include:

- **The 2005 Penfolds Bin 707 Cabernet Sauvignon**, a great follow-on to the coveted *George Mackey Trophy* winning 2004 vintage and an outstanding example of the *Bin 707* style. The opulent 2005 vintage is true to form ... a beautifully structured Cabernet Sauvignon with exceptional cellaring potential.
- Hailing from the highly regarded 2004 **Penfolds** vintage, the sumptuous **2004 Penfolds St Henri Shiraz** is destined to be counted among the greats. An alternative Shiraz offer, **St Henri** displays the very essence of this versatile varietal - purity of fruit completely unencumbered by any new oak influence.
- In 2005, **Penfolds Yattarna Chardonnay**, the winemaking team opted to use fruit exclusively from the Adelaide Hills, making it easy to contrast the style difference with the 2006 *Reserve Bin 06A Chardonnay*. **Penfolds** chief winemaker **Peter**

Gago said this year's release confirms **Penfolds** track record with single and multi-regional blending, making wines to style and pursuing the highest of quality benchmarks.

"From 2003 to 2006, we often contradict many generalised vintage pronouncements," he added.

This year's range includes:

- 2003 Penfolds Grange (price set by the market, approx \$550)
- 2005 Penfolds Bin 707 Cabernet Sauvignon RRP \$174.99
- 2005 Penfolds RWT Barossa Valley Shiraz RRP \$159.99
- 2005 Penfolds Magill Estate Shiraz RRP \$99.99
- 2004 Penfolds St. Henri Shiraz RRP \$89.99
- 2005 Penfolds Yattarna Bin 144 Chardonnay RRP \$129.99
- 2006 Penfolds Reserve Bin 06A Adelaide Hills Chardonnay RRP \$89.99

It's often easy to be critical of the parent company, but the **Penfolds** team rarely get these wines wrong.

The 2008 release of **Penfolds Luxury and Icon** wines are available now. Contact your Foster's representative for details.

Sydney Wine Academy website launched

If you are serious about taking wine service and knowledge to another level in your club, this should be at the top of your list of information sources. *The Northern Sydney Institute - Ryde College* has launched a new website for a specialist wine academy, based in

with **BRENDAN BATE**

Sydney. *The Sydney Wine Academy* will deliver local and international wine courses for people in the wine trade and keen amateurs.

While the Academy incorporates the successful *Sommeliers Certificate* and *Wine Studies Courses* currently offered at Ryde College, the new operation will deliver courses from the internationally recognised, London-based, *Wine and Spirit Education Trust (WSET)*.

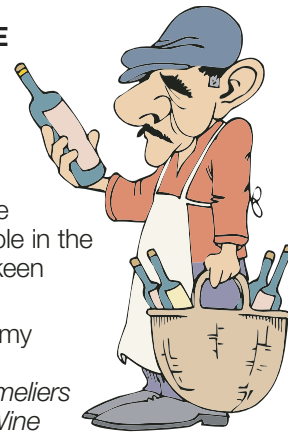
From April, 2008, the *Sydney Wine Academy* will offer three levels of *WSET* courses:

- Level 1 Foundation Certificate in Wines
- Level 2 Intermediate Certificate in Wine and Spirit
- Level 3 Advanced Certificate in Wine and Spirits

Leading wine educator and Course Director **Clive Hartley** said that being an approved *WSET* program provider complements nationally endorsed Australian wine courses.

"It also enables the *Sydney Wine Academy* to teach people about every aspect of wine, from novices to experts," Clive added. "Delivered by a team of lecturers with Australian and international experience, the courses range from a short six hours to a one-year *Sommelier Certificate*, offering something for everyone interested in wine." Visit

www.sydneywineacademy.com.au



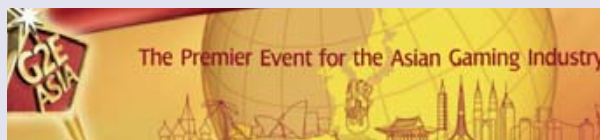
New certificate program for gaming managers

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

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

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

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



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

The G2E Asia Gaming Management Certificate program will offer expert-led

workshops specifically designed to address the subjects and trends that are most crucial to success in today's competitive gaming marketplace.

Gaming professionals who participate in the program will learn how to increase customer service, develop leadership skills, enhance employee satisfaction, create casino marketing plans, understand the importance of responsible gaming programs and more.

Course participants will receive an official certificate of completion from G2E Asia, the University of Macau and UNLV Singapore.

Visit www.G2EAsia.com for more information about the G2E Asia 2008.

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Table
numbers



Game Guide



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