

Club Management

AUSTRALIA

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CMAA Executive Officer TERRY CONDON, CCM, with InfoGenesis Managing Director JUSTIN REYNOLDS

- Mid Year Conference lives up to billing – P30-51
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- Paul Barnes plans club's rise from the ashes – P18&19



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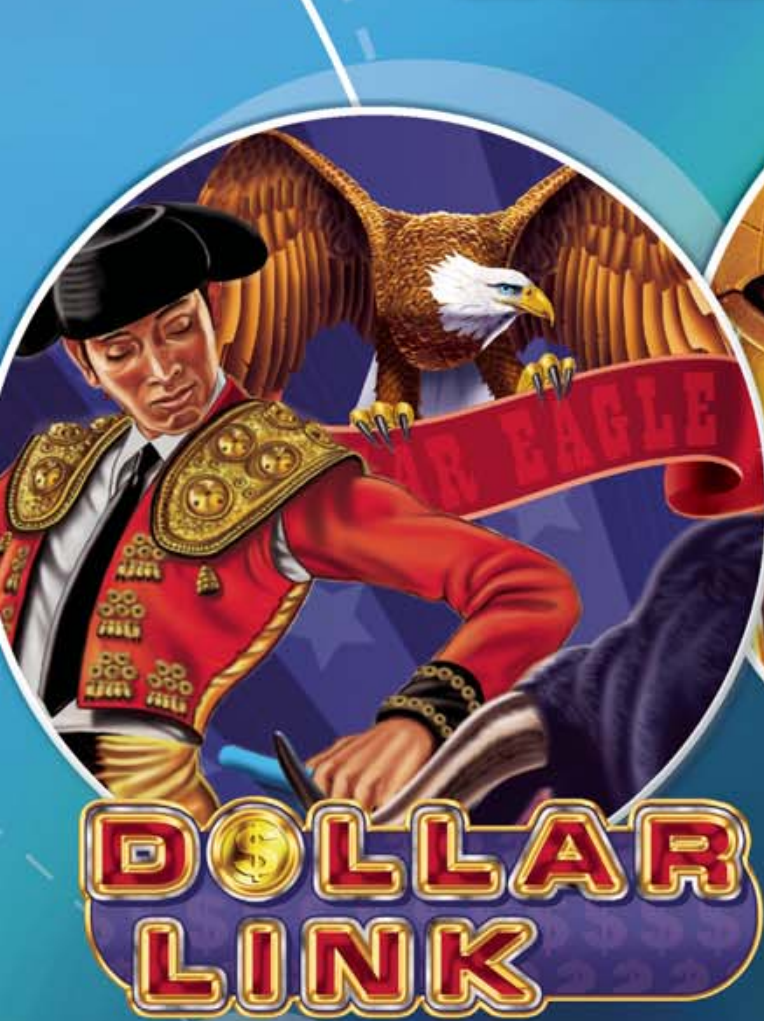
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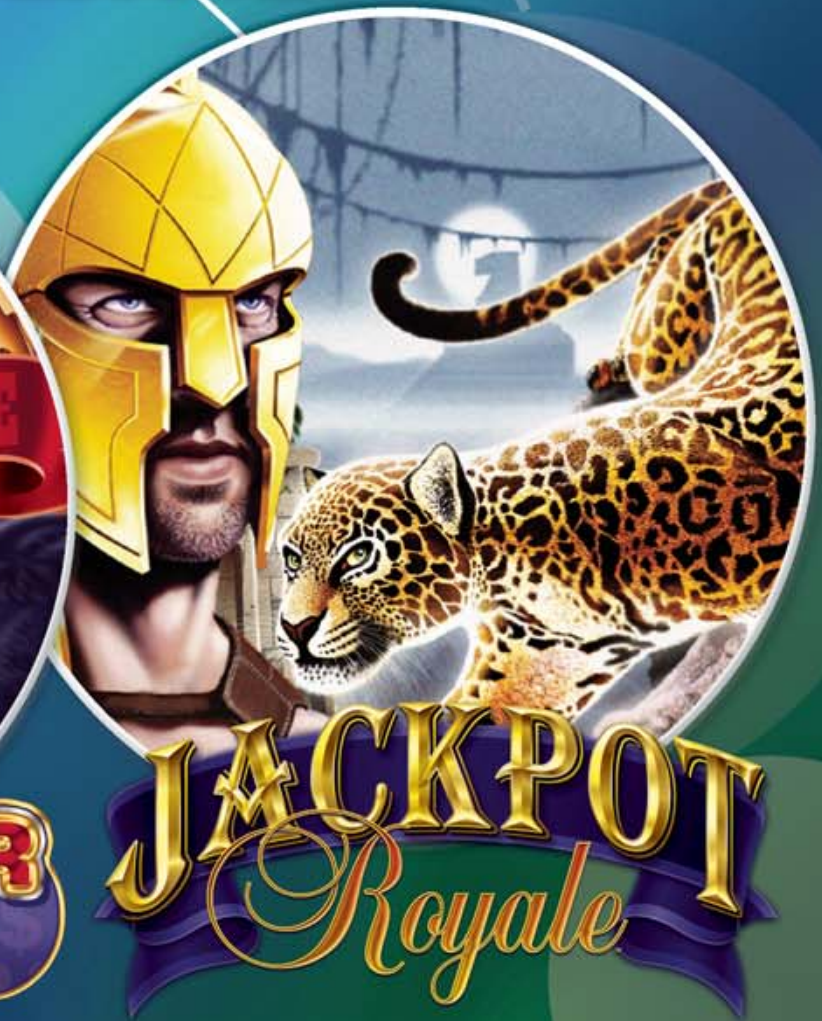
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The **NSW Independent Pricing and Regulatory Tribunal (IPART)** last month released its final Report into the NSW Registered Clubs Industry. The report strongly supports the NSW Club Industry, finding that clubs make a significant social and economic contribution to the State and that they should be supported by Government policy. The report recognises clubs make an \$811 million social contribution to NSW communities every year and concludes that, despite club efforts to diversify income streams, it's poker machines that allow them to best earn the revenue required to support local communities ...

Paul Barnes and his team at the **Moama Bowling Club** were flat out coping with the new business generated by the \$6 million renovation to their already successful organisation on the banks of the Murray River. All aspects of the business were strong and getting stronger. Paul had patiently watched the new work materialise and was confident it would provide a springboard for the club to move to a new level of service and success. Early on Thursday, June 26, those hopes and ambitions lay in charred ruins when fire destroyed more than half of the property. The recovery and rebuilding process has started again ...



Recent ructions in the licensed Club Industry in Queensland have lent weight to a long-standing argument that the industry there needs its own Parliamentary Act to operate under. **Logan Diggers' General Manager Pam Shelton** is a strong advocate of a separate Act for clubs in this State. Pam is rallying the troops to the cause, urging the entire industry to get behind the initiative and lobby the State Government. And, while Pam was among those who cheered the Maroons to victory in this year's State of Origin competition, she believes Queensland can learn from the licensed Club Industry in the Blues' state...

The CMAA's annual **Mid Year Executive Leadership Conference** tackled the most challenging issues facing the Club Industry in 2008 and beyond. More than 220 delegates attended workshops, presentations and panel sessions over two-and-a-half days at Conrad Jupiters on Queensland's Gold Coast in early July. The Conference confronted personal, professional and corporate issues associated with managing a club in highly-charged times governed by tough gaming, taxation and alcohol consumption legislation.



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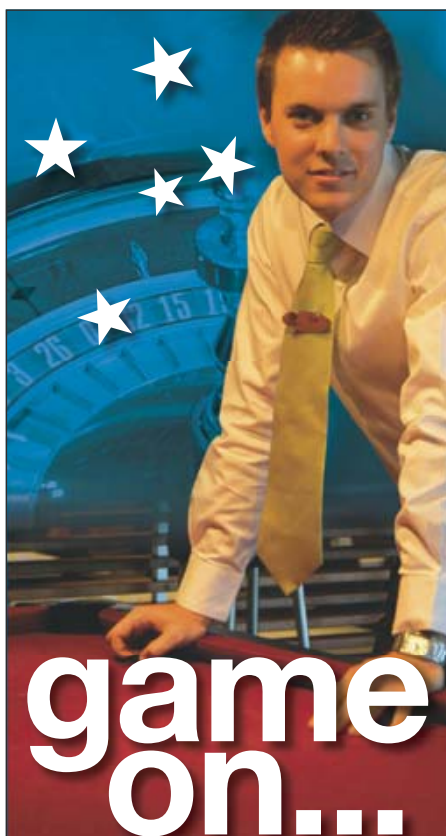
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Executive reviews Association's strategic direction and values

Central to the CMAA Federal Executive's role is the Association's strategic direction.

The Executive embarked on a planned course and direction for the Association four years ago and recently the Strategic Plan has been revisited and updated - particularly for the challenges facing the membership and, in turn, the Association.

The Association's structure was addressed first.

There was a need to review and create a structure that focused on communication with the membership, acknowledge the role and importance of career development and education while creating the structure for the Association's future and growth.

Included in this review was an introspective review of how the Executive and Federal Council relates to the membership and the contributions required to drive the Association forward.

A change introduced more than 18 months ago was the Federal Council restructure.

It is particularly pleasing to report that we are seeing positive results from that change - due to the efforts of the Federal Councilors in their respective Divisions.

Increasing numbers at Zone Meetings highlights the relevance of membership networking.

The Zones remain integral to the Association and will continue to be the focus for our inter-personal contact.

With the structure in place for the Executive staff to pursue the Association's effective management, it was time to implement our Strategic Goal.

The Executive determined that solidifying the CMAA's relevance to its existing and potential stakeholders was the cornerstone the CMAA was to build on.

If our mantra ... **"The CMAA develops (and GROWS) the people who grow your business"** ... is to be valid, the Executive had to determine

not only what our roles would be, but what would be the CMAA's strategic priorities.

Along with member development, increased relevance, Registered Training Organisation (RTO) status and industry support was values - what we are as individuals and as an organisation.

This most challenging task was initiated - and completed - during the year with the input of the staff, Board of Management Studies and Federal Council.

To publicly declare what we value as an organisation is one thing ... to also advise how we will conduct ourselves and act to achieve our goals is the commitment.

Redefining the purpose, values and behaviour of the people that comprise our Association and those that deal with

us as individuals and collectively, marks from this time forward how this Association will act and be viewed.

Assisting the Executive team over the past years is Roma Gaster - a person familiar to many members, who has become an integral member of the crew that has been assisting in the Association's future direction.

Within club management, Roma has prepared a synopsis on the worth of organisational values, providing insight to the process and need for behavioural examples.

I commend the matrix of the **CMAA's Purpose, Values and Behaviour** to all stakeholders. The matrix is published on **pages 40 & 41**.

The Strategic Planning session also highlighted the Association's need to consider and move forward on **"e-learning"** opportunities.

I'm sure all managers can see the benefit of providing more-structured learning with a mixture and balance of "at work", "at home" and "face-to-face" education.

The decisions required to provide this new format of education and infrastructure are complex and require a significant commitment to the future.



Roma Gaster

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Industry can tolerate the reality and facts of life - forget the sensationalism

Last month I wrote of my concern about my "negative perception" of too many things happening directly to and around the Club Industry.

While the battle goes on and clubs fight for survival, I was greatly heartened by some positive and constructive decisions and reports delivered recently.

The first was the NSW Government's IPART Report into the NSW Club Industry and its realistic outlook on the current situation, an appreciation of the industry's considerable community contribution and an encouraging perception of offering clubs direction and incentive to survive and – ultimately – prosper.

The NSW Club Industry is hemorrhaging, with clubs going to the wall on a weekly basis and, although these IPART recommendations will not turn this around immediately, they can form the foundation for those clubs that survive into the future.

That the report highlights the social benefits that clubs provide outweighs costs and government support is justified and significant.

Numbers such as more than 43,000 employees in the Club Industry and the same number of volunteers (43,000) giving up their social time amounted to contributing more than 6.3 million hours last year must raise some level of awareness and appreciation in the halls of government at federal and state levels. If that doesn't attract attention then, perhaps, the agenda against the industry is more than we can combat.

The ball now is firmly in the court of NSW Premier Morris Iemma and his Gaming and Racing Minister Graham West to act – without delay – to implement every one of the 69 recommendations so that clubs survive and prosper and maintain a

network that provides more than \$811 million annually to people and communities across NSW.

The second significant moment was when the Council of Australian Governments (COAG) directed the Productivity Commission to review it 1999 study of problem gambling in Australia.

For too long the industry has been forced to wage an almost silent campaign against the sensationalist headline hunters – Nick Xenophon, Steven Fielding and Reverend Tim Costello – who have trotted out misleading and outdated data to exaggerate and hype the problem gambling issue and debate.

It's not that the industry doesn't have an argument to put – in most states, due to the work of clubs and government agencies, the problem gambling figure has dropped significantly – it's just that constructive news doesn't make sensational newspaper headlines or great show "grabs" for television.

At least now, once the study is complete and published, both sides will have a level playing field to argue their cases and – hopefully – the media will offer an objective response.

I commend to you the article of Page 28 of this edition. Clubs NSW Chairman Peter Newell wrote to the **Opinion Page** of the *Sydney Morning Herald* outlining the dangers and consequences of people gambling on line and anonymously and his point – as usual – is powerful and well made.

I want to welcome InfoGenesis and its Managing Director Justin Reynolds to the CMDA Education Centre "Sponsor Team".

Justin and his InfoGenesis team are well-known to the Club Industry and they fit in

comfortably and professionally with our impressive array of sponsorship partners. InfoGenesis has a strong position within the Club Industry and I look forward to a long and mutually productive relationship.

In closing, some well-earned accolades for the people who helped make the CMAA's Mid Year Executive Leadership Conference and major success.

Ralph Kober and his CMDA team Narell Harrison, Brad Jones and Maria Hudson along with CMDA Board of Management Studies Chairman David O'Neil and his team assembled and presented an impressive and interesting array of speakers and topics over the three days at Conrad Jupiters.

CMAA Administration Officer Gerry Sarlemyn pulled together all aspects of the event in her own thoroughly professional style.

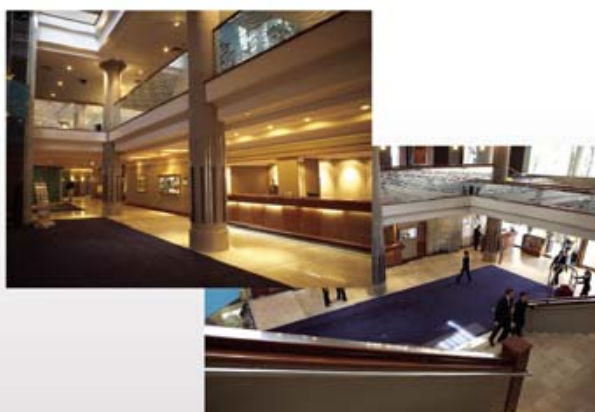
I want to single out Steve Condren for his dedication and commitment to the CMAA through his generous work in organising, first, the Charity Golf Day at Robina Woods with the help of Dermott McEnroe, Ian Amos and the Gold Coast Zone Committee and, second, the Charity Race Day - again with his Gold Coast Zone Committee and his Brisbane Zone counterpart Jan Walters and her Committee.

Although the weather prevented any racing at Gold Coast Turf Club on the Saturday, it was a superb social event and raised \$12,000 for local charities Bravehearts and the Gold Coast PCYC. Bravehearts founder Hetty Johnston was overwhelmed by the generosity of the guests who supported the day and the charities.

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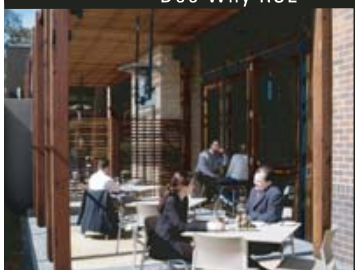
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Industry Issues

Productivity Commission revisits gambling study

PROBLEM gambling will again come under the Productivity Commission's microscope with the economic think tank to update its landmark 1999 study that found 2.1% of Australian adults were addicted to poker machines.

Melbourne's *Age* newspaper reported that a statement following the Council of Australian Governments (COAG) meeting in Sydney on July 3 said that almost a decade after its first study, the Commission would do new work to quantify the extent of problem gambling.

State governments collect billions from gaming revenue.

Under pressure from anti-pokies activists, Prime Minister Kevin Rudd has already signalled that Canberra will take steps to curb addiction to poker machines. Several states, including Victoria, are moving towards bans on ATMs in gaming venues.

The Federal Government will face significant pressure over coming months from the new South Australian Senator Nick Xenophon, and Family First Senator Steve Fielding, to take on the gaming industry. Senator Xenophon welcomed the new COAG agreement, but he said community groups and people affected by problem gambling needed to have input into the terms of reference, and there needed to be a focus on "binding solutions". He also expressed surprise at the low-key announcement. "I'm surprised that this was only a throw-away line in the COAG communique," Senator Xenophon said.

CMAA Executive Officer Terry Condon, CCM, welcomed the COAG announcement, saying that the CMAA had always supported "evidence-based" reform and was looking forward to the submissions by the vocal minority when they have to back up their rhetoric with cold hard facts. "I'm not surprised that No Pokies Party Senator Xenophon considered the announcement a throw-away line in the communiqué because it's apparent that he doesn't realise Governments are elected to govern for all the people of Australia - not just for singular-issue, minority-vote-getting senators," Terry added.

Oneile leaving Aristocrat

Five years after arriving at Aristocrat Leisure, Chief Executive Officer Paul Oneile is moving on.

Business Day on smh.com.au reported that Mr Oneile, 59, has less than five months left at the helm after deciding not to renew his contract, which is due to expire at the end of the year.

The former movie distribution and cinema executive took over from Des Randall following a series of write-downs and losses on sales of machines in the U.S. and South America.

Mr Oneile is the sixth CEO since the company floated in 1996.

Aristocrat's Chairman David Simpson said he did not know what Mr Oneile's career plans were. "Chief executive jobs are always stressful ... I guess he wants to do other things," Mr Simpson added.

Mr Oneile informed Mr Simpson of his decision on July 28.

Asked whether Mr Oneile would leave sooner, rather than later, Mr Simpson said the board would "see how it works out".

"He will work well with us, but once you have decided that you are going to leave somewhere and you get toward the end of that period you are sort of concentrating on what you are going to do next," he said.

The company has begun an international search for a new CEO and Mr Simpson would "not preclude" an American executive, as this is the company's biggest market.

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Anti-pokies Senators flex majority muscle

Senators Nick Xenophon and Steven Fielding are flexing their Senate balance of power muscle by pressuring the Federal Government to take action on poker machines and demanding states lose their huge revenues from gambling.

Melbourne's *Age* newspaper reported that before a meeting between State Gaming Ministers and Victorian Community Services Minister Jenny Macklin in Melbourne on July 25, anti-gambling campaigner Tim Costello has called on Prime Minister Kevin Rudd — who has said he "hates pokies" and wants to see states weaned off their \$4 billion annual revenue — to match his rhetoric with tough action.

South Australian Senator Nick Xenophon, who has been campaigning against poker machines in his home state and, with Family First Senator Steven Fielding, will hold the balance of power in the Senate, has been asked by Ms Macklin for advice on what changes he would like

to see to current government gaming regulations.

In a letter to Ms Macklin, Senator Xenophon said the new Productivity Commission inquiry into gambling should review the current model of state government reliance on poker machine revenue.

Senator Xenophon said authorities needed to monitor more closely new gambling technology available on the internet and mobile phones.

They also needed to pressure venues to provide details of "loyalty card" data kept on machines "to regulators, health professionals and health researchers, to help reduce the incidence of problem gambling".

Senator Xenophon endorsed a \$100 Commonwealth levy on Australia's 200,000 poker machines to fund treatment for addicts.

The Productivity Commission produced a study in 1999 that found that 2.1% of the Australian population was addicted to poker machines, and

42.3 cents from every dollar raised from poker machines came from addicts.

Senator Fielding said the Federal Government had to force states to stop reaping revenue from addicted gamblers.

"The state governments have to dehook themselves off the pokies profit and show some leadership before they're forced to by the Federal Government," he said.

Mr Costello said state ministers needed to limit revenue from problem gamblers to about 10 cents in every dollar and called on Mr Rudd to take a tougher line with the states.

He welcomed Victorian Government moves to ban ATMs from gaming venues by 2012 but asked: "Why wait until 2012?"

A spokesman for Victorian Gaming Minister Tony Robinson said he would urge other states to adopt standards for gaming venues similar to those enacted in Victoria.



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The NSW Independent Pricing and Regulatory Tribunal (IPART) last month released its final Report into the NSW Registered Clubs Industry.

The report was the culmination of a 15-month public review process involving extensive consultation.

The report strongly supports the NSW Club Industry, finding that clubs make a significant social and economic contribution to the State and that they should be supported by Government policy.

The report makes 69 recommendations to ...

- help understand and enhance the social contribution made by clubs
- improve clubs' financial performance and long-term viability
- strengthen corporate governance
- assist clubs in managing diversification
- encourage the establishment of new clubs
- facilitate amalgamations
- remove unnecessary regulatory restrictions on clubs
- provide a framework for an industry management plan

CMAA Executive Officer Terry Condon, CCM, said the CMAA welcomes the report and called on NSW Gaming and Racing Minister Graham West to start the process to have the 69 recommendations implemented.

"The NSW Club Industry is hemorrhaging, with clubs going to the wall on a weekly basis and, although these measures will not address this, they will form the foundation for those clubs that survive into the future," Terry added.

"It's significant that the report highlights

that the social benefits clubs provide outweigh costs and government support is justified.

"It's also significant that the report found that there was more than 43,000 employees in the Club Industry with the same number of volunteers (43,000) giving up their social time which was quantified as contributing over 6.3 million hours in 2007."

The report recognises that clubs make an \$811 million social contribution to NSW communities every year and concludes that, despite club efforts to diversify income streams, it's poker machines that allow them to best earn the revenue required to support local communities.

In the past decade, more than 165 clubs have closed their doors and the IPART Report concluded the Club Industry has more rationalisation ahead, but recommended making it easier for new clubs to be established.

IPART acknowledged clubs are burdened by red tape and that much of that bureaucracy must be eliminated for clubs to eradicate wasteful expenditure and improve operational efficiency.

Among the key recommendations is a Club Viability Panel to assist clubs at risk of closure.

The panel, comprising representatives from ClubsNSW, the Government and independent advisers to the industry, would assist clubs to develop and implement strategies to become financially viable.

Some of the key findings and recommendations are ...

➤ **Social Contribution of Clubs** -

IPART values the social contribution of clubs at \$811 million in 2007. This is in addition to the economic and employment contribution. It is a conservative valuation as it does not include intangible social benefits provided by clubs like the health benefits of playing sport or the sense of community generated by clubs.

➤ **Financial Viability** - IPART found that clubs are inevitably dependent on gaming revenue and that some degree of industry consolidation is inevitable. IPART has recommended the establishment of a Club Viability Panel (CVP) to produce and publish industry benchmarks, identify and inform clubs that are at risk of being in financial distress and assist distressed clubs to develop and implement recovery strategies. IPART has also recommended that standardised financial reporting formats be developed for clubs.

➤ **Corporate Governance and Training** - IPART has recommended the introduction of compulsory core training modules for club directors to improve board skill-sets and industry knowledge. Requirements would be scaled according to club size. IPART also recommends constitutional changes should be encouraged to overcome barriers to electing directors and that board-appointed directors be allowed.

IPART acknowledged clubs are burdened by red tape and that much of that bureaucracy must be eliminated for clubs to eradicate wasteful expenditure and improve operational efficiency ...



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value of clubs

- **Amalgamations** - IPART found that steps could be taken to improve clubs' understanding of the amalgamation process and to reduce the need for professional advice. This could be achieved by the development of a step by step guide, the introduction of pro-formas and the provision of information by *ClubsNSW*.
- **Diversification** - IPART found that diversification of club operations was not a panacea for reducing reliance on gaming revenue, but was an effective means of broadening the revenue base and maintaining relevance with members and the community. IPART recommends that clubs be educated about the risks of diversification and advised on how to make informed judgements on diversification strategies.
- **Establishment of New Clubs** - IPART found that the Government should do more to facilitate the establishment of new registered clubs. IPART recommends that in new release land areas councils should reserve land suitable for club development and that 10 free gaming machine entitlements should be made available for new clubs.
- **Removing Regulatory Restrictions** - IPART examined a number of regulatory restrictions put forward by *ClubsNSW* that create an unnecessary compliance burden. IPART recommends that limitations on club membership size should be removed, seven-day temporary memberships should be introduced, the prohibition on clubs providing off-site catering should be removed and that the circumstances under which contract caterers can serve alcohol on club premises be clarified.



Terry Condon

- **Industry Management Plan** - IPART recommends the development of a framework based on their recommendations, including the establishment of a "Clubs Charter" that outlines the broad obligations that apply both to clubs and the NSW Government in regulating clubs.

In its Final Report Fact Sheet Overview, IPART stated that there are over 1,400 registered clubs in NSW, employing more than 43,000 people in full and part-time positions.

More than 43,000 volunteers were involved in registered clubs, contributing 6.3 million hours in 2007.

Clubs received rebates on their gaming machine tax of \$40.2 million for eligible contributions through the Community Development and Support Expenditure (CDSE) Scheme in the year to August 2007.

Social, demographic and commercial changes over the last 10 years have affected the registered clubs industry in many ways.

"The NSW Club Industry is hemorrhaging, with clubs going to the wall on a weekly basis and, although these measures will not address this, they will form the foundation for those clubs that survive into the future ..."

In light of the varying ability of individual clubs to deal with these changes while remaining financially viable, the NSW Premier Morris Iemma asked the Independent Pricing and Regulatory Tribunal (IPART) to conduct a review of the NSW Registered Clubs Industry.

The review's outcome is a framework for a management plan that will support and guide a sustainable Registered Clubs Industry for the next 10-to-15 years.

As part of developing the framework, IPART was asked to make recommendations on many individual aspects of the industry, including its social contribution, financial performance measures, corporate governance, amalgamations and club establishment.

IPART considers that each aspect on which it has been requested to make recommendations falls into one of two areas:

- Examining the role of clubs in the community and better defining and recording the value of the social contribution made by the Club Industry.
- Identifying threats to the financial viability of the Club Industry and developing measures to assist clubs in addressing these.

CMAA Members can access the final report from the IPART website at www.ipart.nsw.gov.au by following the 'Other Industries' link.

- The **IPART Fact Sheet** attached to the **Final Report** will be published in full in the *CMA Magazine* September edition.

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InfoGenesis joins CMDA Sponsor team

CMAA Executive Officer Terry Condon has welcomed **InfoGenesis** to the **CMDA Education Centre** "Sponsor Team".

"**InfoGenesis** is an industry leader and **Justin Reynolds** with his team make a wonderful partnership with our impressive array of sponsorship partners," Terry added.

"**InfoGenesis** has extensive expertise in providing solutions for hospitality operations and has a strong position within the Club Industry. We look forward to a long and mutually productive relationship with **InfoGenesis**."

Since 1995, **InfoGenesis** has specialised in the supply, installation and support of feature rich, robust management solutions for the hospitality industry.

During the past 13 years **InfoGenesis** has carved a significant niche within the Australian club sector thanks to its purpose-ready applications and dedicated local development providing integration with the industry's best-of-breed vendors.

Whether it's a wireless network, hand-held terminals, hotel room charging, retail POS or point reward/redemption interaction with loyalty systems, **InfoGenesis** has a proven solution.

InfoGenesis Australia's Managing Director, Justin Reynolds said the company prides itself on creating reliable, integrated, and guest-centric technology that helps businesses realise their goals.

"**InfoGenesis** technology enhances business processes, increases speed of service and positively impacts on how customers view an operation," Justin said. "**InfoGenesis** has a range of reliable, applications to assist business managers increase the bottom line," Justin said.

The **InfoGenesis** suite of hospitality business solutions include point of sale (POS), inventory control, customer relationship management, self-service, reservations, dining management and

analytics of clubs, leading hotels, resorts, casinos, theme parks, stadiums, restaurants and managed food service operations.

"Cashless payment, multiple loyalty options, plus wireless and mobile systems have provided many of our customers' significant increases in revenue and efficiency," Justin added.

InfoGenesis has extensive expertise in providing unique solutions for all hospitality operations - from one to thousands of POS terminals.



CMAA Executive Officer Terry Condon (left) and Education Manager Ralph Kober (right) welcome **InfoGenesis** Managing Director Justin Reynolds at the CMAA's Head Offices at Auburn.

From multi-location operators to local community clubs, **InfoGenesis** club industry clients include Dee Why RSL Club, Mingara Recreation Club, Rich River Golf Club, Drummoyne Sailing Club and Canterbury Hurlstone-Park RSL Club.

Other installations include, Melbourne Cricket Ground (MCG), Warner Bros theme parks, and Hyatt International Hotels (Australia and New Zealand).

"We are delighted to become a CMDA Education Centre Sponsor and I look forward to **InfoGenesis** extending its relationship with clubs and managers



around Australia," Justin said.

"I have always been impressed with the philosophy and operations of the CMAA and we see the work of the CMDA in education and career development of club managers as a valuable and important facility to support.

"Like Terry, I'm looking forward to a long and happy partnership with the CMAA."

With its global partners, **InfoGenesis** applications are installed in more than 20,000 venues in 40 countries world-wide.

"Besides being incredibly reliable, **InfoGenesis** provides a unique suite of applications that can have a dramatic effect on business," Justin added.

> **InfoGenesis POS** is an award-winning solution, designed to meet the demands of the hospitality or food service environment, built on a reliable, feature-rich platform.

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> **InfoGenesis Virtual Manager** is a complete membership and customer relationship management application that provides a powerful business tools to understand where revenue is coming from, reward customers seamlessly through a host of loyalty and promotional functions, and promote business through target marketing.

Following installation, the **InfoGenesis** national support team

provides technical and operational support 24 hours a day, year-round. "Our team provides information and support on all aspects of your **InfoGenesis** system from cashier balancing to data warehousing," Justin added.

The **InfoGenesis** product range will be on show at **Stand 331** at the **Australasian Gaming Expo** at Darling Harbour this month.

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GENUINELY DIFFERENT GAMING SOLUTIONS

Despite fire tragedy, Paul says Moama

By PETER SHARP

Paul Barnes and his team at the Moama Bowling Club were flat out coping with the new business generated by the \$5 million renovation to the already successful organisation on the banks of the Murray River.

All aspects of the business were strong - and getting stronger. "We were defying the state-wide trend with gaming revenue and attracting new locals and more tourists than ever before."

Paul had patiently watched the new work materialise over seven months and was confident it would provide a springboard for the club to move to a new level of service and success.

On Thursday, June 26, those hopes and ambitions lay in charred ruins when fire destroyed almost half of the property.

The club's security firm sounded the fire alert at 4.30am with Echuca and Moama fire brigades responding and the blaze was under control two hours later.

No-one was injured.

More than one-third of the club was badly damaged, including the bistro and bistro terrace, cafe, bottle shop and reception.

The Club is fully insured - a lesson, Paul says, for every club manager in Australia: "It's critical that club insurance policies are up to date and up to scratch ... it's what will allow us to come back bigger and better than ever."

Some of these areas were newly renovated, while others, including the kitchen, new Pavilion Bar, Jubilee Room, the President's Lounge and the gaming lounge largely escaped, however smoke and heat caused damage in some areas.

A fire investigation team and a police forensics team conducted a full investigation for the cause and



Moama Bowling Club General Manager Paul Barnes considers the future after fire destroyed his newly-refurbished club in late June.

circumstances of the fire.

"It was an amazing experience to have the club doing so well after the renovation, then see it devastated overnight," Paul said.

"But it's far from the end of the world ... we have insurance cover that will put us back on our feet, a management team that has been nothing short of amazing and a community that has offered remarkable support in a difficult moment.

"I am encouraged every day by the support and phone calls from fellow club managers and even people who just ring to say 'keep going' ... it has been a remarkable personal and professional experience."

The club's damage assessor and business interruption specialists have completed their work and reinstatement

work has started, including ceiling remake and scaffolding construction.

Paul expects the club will reopen for trading in October at around 70% capacity of its trade before the fire

"It will be 12 months until we are back at 100% and another year before we are back to the full operation plan ... this fire and the damage is bigger than people first understood," he added.

Fire restoration experts Johns Lyng have been appointed to oversee stage 1 of the restoration process with the local builders KGB, who won a Master Builders Association award for their work on the club renovation will complete master plan.

Paul expects that, by October, all gaming machines will be back online with the new pavilion lounge and piano lounge, while the auditorium will become the club bistro.

In the meantime, Paul and Marketing Coordinator Kate Greer are formulating a major relaunch and marketing campaign, including a roadshow promoting the club in major centres such as Bendigo, Geelong and Melbourne, a major campaign through the membership database and full-page information ads weekly in the local newspaper.

"It's all ahead of us, but the team is focused and working hard ... we achieved a lot in delivering the renovation, but I believe we will be a better and stronger team once we are trading again," Paul said. "It's a cliché, but this will make us better at what we do and appreciate what a great club this is and what remarkable people work here ... I'm very proud of everyone of them and honoured to be their GM."

The primary concern for Moama Bowling Club's directors, Paul and his management team is the welfare of its

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160 full-time, part-time and casual staff.

All staff arriving for work on the day of the fire were advised and the rest were systematically contacted to inform them of the situation. Employees were given a phone number of a senior staff member to contact about individual concerns.

Well-known CMAA presenter Paul Lyons, a psychologist and professional counsellor who has done training work with the club previously, was called in to assist with the personal impact of the fire.

"Paul already has spent important time with groups and individuals, helping them come to terms with the impact and consequences of the fire," Paul Barnes added. "It's important that everyone is kept informed about what has happened and what it means for them and Paul Lyons is doing wonderful work for the club and the community."

Although Paul Barnes is working directly with a support crew of around only 20 senior people, club staff have been placed with businesses and organisations around the Moama-Echuca area, including aged care facilities, education, sporting clubs and regional health facilities.

"It's important for the staff and the community to maintain the relationship that we have worked so hard to foster and develop through the club network," Paul added. "The staff are enjoying the experience and the community is benefiting from the expertise, time and contribution. It's one of those intangibles that has come out of the fire experience and something that will make us a better and stronger organisation once we are back on our feet again."

Moama Bowling Club has 14,000 members and contributes more than \$400,000 annually to the community in



Paul Barnes with Moama Bowling Club Marketing Coordinator Kate Greer.

donations, sponsorship and in-kind support. "We are very conscious of our role and will be striving to be back in operation as soon as possible," the club's Marketing Coordinator Kate Greer added.

Importantly, the club's three bowling greens were not affected and social bowls continues with a can bar operating and the new competition season starting on time.

On a personal level, it has been a challenge Paul didn't see coming, but quickly comprehended and met head on.

"I had no option ... I had a management team and 160 staff looking to me for leadership and direction," he said. "It's not something any of us wanted, but it's an experience we will be stronger and better for having to meet and we have learned a new level of respect for each

other as we work our way back towards reopening."

Paul has insisted that life – beyond rebuilding the club – goes on for all of his management team.

"Kate has a wedding in September, while others have partners and children at home ... it's important that we are not consumed by the fire and what's happened to the club," Paul said.

"I had a holiday planned for December with my wife to visit two daughters living in America ... I was going to cancel it because of the works, but everyone here encouraged me to go.

"I have told everyone else to make sure they get on with their lives and it's important that I set that example, so we are going to the States."

Life goes on and Moama Bowling Club will be back, bigger and better than ever with "Barnsie" at the helm.

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Pam strongly renews call for Queensland

By HENRI LACH

Recent ructions in the licensed Club Industry in Queensland have lent weight to a long-standing argument that the industry there needs its own Parliamentary Act to operate under.

Logan Diggers General Manager Pam Shelton is a strong advocate of a separate Act for clubs in this state.

Pam is rallying the troops to the cause, urging the entire industry to get behind the initiative and lobby the State Government.

And, while Pam was among those who cheered the Maroons to victory in this year's State of Origin competition, she believes Queensland can learn from the licensed Club Industry in the Blues' state.

"In Queensland, when gaming was introduced, some of the clubs were incorporated and some were just associations," the former CMAA Brisbane Zone President said.

"So the requirement was that we all become incorporated associations.

"It's an act that was written for the little cricket clubs and football clubs and the 'old boys' club' and whatever.

"The rules that associations operate under are soft and very vague.

"With the sudden explosion in income from gaming machines, we went from being little club houses to very large business.

"So the Government, in its wisdom, put lots of rules and regulations in place as to how we operate, but we're not companies, so we don't come under the Companies Act.

"We're still under the Associations Act, which comes under the office of Fair Trading, which is virtually a rubber stamp to say, 'Yes, you've done your returns,' but there is no power there.

"It's time we had our own Act ... take from all the good things in the NSW Act [Registered Clubs Act], particularly since they've now done that brilliant review of the Club Industry, and incorporate all the issues that they found wanting or needed to be addressed, into draft legislation and submit it to the Government."

Pam said the recent case of Steve Condren - dismissed from his position as General Manager by the board of the Southport Workers Club - highlighted deficiencies in the way clubs operate in Queensland.

"No-one, but no-one, had the power



Logan Diggers Club CEO Pam Shelton is a strong advocate for a new Queensland Clubs Act.

to come in and say, 'okay boys, we need to have a look at the way you're operating this board'," Pam added.

"The Office of Fair Trading has no jurisdiction other than to approve our constitution.

"No Minister is responsible for us in any way, other than to control liquor and gaming that's now under the Treasurer's department.

"It's all fragmented."

A separate, new Act for the Club Industry could include provisions for control over board membership.

Pam sees a need for some sort of qualification for club board members, with a form of training for a percentage of members.

"How many clubs go out and hire a manager that has no qualifications?" the former CMAA Federal Councillor asked.

"These days, a club manager has to be an accountant, a lawyer, a social worker, a psychologist, a politician, ... you've also get no life and have no

friends and no time for family.

"Then, if some board member with no qualifications whatsoever thinks you're getting too much money for all that, you get fired.

"Who'd want our job?"

"The Steve Condren matter illustrated the inability to manage anything by a bunch of people called a board.

"There are not enough qualified people on boards of clubs.

"They should serve a qualifying period.

"Why the hell do we have to work under these people?"

This was not said with any bitterness ... from Pam Shelton, this was a statement of facts.

Pam also is concerned that clubs and hotels were lumped together recently on the issue of trading hours.

Something, she said, would not happen if clubs had their own Act of Parliament and their own State Minister.

"If we had an Act that said, 'okay, you'll operate under these conditions, you'll meet these standards and, if you don't, then this is the penalty', we'd then be able to go to the Government and say, 'you can't treat us the same was as you do the hotels on such issues as trading hours, because we open for breakfast for the community so, under the Act, we should have an exemption for those who are opening for community reasons'.

"This is something that should be done under the clubs' own Act - not as a general up-for-discussion issue.

"Leave the hotels out of it ... we are not the same ... we'll never be the same.

"It's like making rules for an apple and an egg."

Pam also has a forceful word of advice for all of her contemporaries ... join the CMAA if you haven't done so already.

Without direct reference to any particular situation, she sounded this warning: "If any club manager who is working for a large club that had no qualms about getting rid of a previous

Pam sees a need for some sort of qualification for club board members, with a form of training for a percentage of members ...

Clubs Act

manager thinks they're untouchable and it's not going to happen to them, they're crazy," she said adamantly.

"There but for the grace of God go I."

When Pam Shelton has something to say, her contemporaries are inclined to listen.

After all, she wears some pretty impressive credentials.

Her 18 years at the head of the Logan Diggers Club are a testament to her skills and astuteness as a club executive.

It is a matter of record and common knowledge that, under her guiding hand, the club has risen from a suburban RSL meeting place to one of the most successful licensed clubs in south-east Queensland.

Pam has served as CMAA Brisbane Zone President on four occasions, and was inducted into the Association's Hall of Fame in 2003.

Retirement is the furthest thing from her mind.

"I'll keep working for so long as I feel I can make a contribution to my club and to the Club Industry," she said.



The Logan Diggers Club is a tribute to Pam Shelton's managerial skills.

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AGE offers free entry for gaming executives

The Australasian Gaming Expo (AGE) will feature a world-class education program along with the latest gaming products on the trade show floor as part of its new format in 2008.

Gaming executives and professionals must register at the AGE website - **www.AustGamingExpo.com** - to receive complimentary admission to the exhibits and conference.

The three-day exhibition at the Sydney Convention and Exhibition Centre runs from 10am to 5pm on August 24 to 26, with the conference sessions starting at 9am until early afternoon over the show's three days.

Australasian Gaming Machine Manufacturers Association (AGMMA) Executive Officer Ross Ferrar said the 2008 expo is a "must-see" event to keep up to date with the most current

gaming trends and technologies and to connect buyers with sellers.

"It's also a great opportunity for those involved in the gaming and hospitality industries to sharpen their competitive edge," Ross added.

"Today's gaming visionaries are implementing tomorrow's technology – and that's good news for the player, good news for the operator and good news for the regulator."

The AGMMA members – Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Global Gaming Industries, IGT (Australia), Konami Australia and Stargames Corporation - will showcase the latest in gaming machine design and release a number of new games.

All in all, the AGE will host more than

200 exhibitors at Halls 1, 2 and 3 of the Darling Harbour venue.

Companies will display their products and services from a diverse range of sectors associated with the gaming industry such as beverage service and equipment, cash handling and equipment, food products and catering equipment, furniture, gaming equipment and systems, security systems and hardware.

AGMMA is a not-for-profit industry association with members providing technology and equipment to hospitality venues in more than 250 jurisdictions around the world.

AGMMA hosts and operates the Australasian Gaming Expo (AGE) and the New Zealand Gaming Expo. For more information, contact AGMMA at **info@agmma.com**

G2E evolves to keep pace with industry

Staying true to its roots as a show "by the industry, for the industry," Global Gaming Expo (G2E) again has responded to industry demand and customer feedback with additions showcasing the newest products, trends, and provide a memorable experience for professionals from across the club and gaming industry.

G2E 2008 will feature everything from a spotlight on the growing retail and entertainment sector to the G2E Casino Design conference and added amenities to maximise the event's value.

G2E 2008 – from November 18 to 20 at the Las Vegas Convention Centre - features the *G2E Training & Development Institute*, the *G2E Leadership Academy* and adds *Casino Design* on November 17.

The 2008 event acknowledges the industry's rapid diversification by complementing the existing F&B at G2E, which focuses on the dining experience within the gaming industry, with two other specialty areas dedicated to non-gaming amenities - the *Entertainment Arena at G2E* and *Retail Promenade at G2E*.

American Gaming Association (AGA) president and CEO Frank J. Fahrenkopf Jnr said G2E understands the value of evolving to meet changing industry demands. "Each year, we make it a top priority to not only take the pulse of the industry but also listen to our customers and what they want," he said.

The CMAA's preferred conference travel co-ordinator, **CCM Travel**, has prepared a high-quality 11-day

package to G2E 2008.

The tour runs from Tuesday, November 11 until Sunday, November 23. Go to **www.ccmtravel.com.au** for tour package details.

CMAA Executive Officer Terry Condon, CCM, also will host **IGT**-sponsored Peter Clareborough Memorial Bursary winners Stephen Byfield, ACCM, (Secretary Manager at diggers@the entrance) and Stuart Jamieson (Operations Manager at Club Rivers) along with other club managers and industry corporate partners on the 2008 tour.

G2E is the leading trade event for the international gaming entertainment community, attended by more than 30,000 industry professionals annually from around the world.

For more information, visit the G2E website at **www.globalgamingexpo.com**



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Chris is making a difference out west

By PETER SHARP

When you sit down with Chris Chapman, you get an immediate understanding that he's in his special place doing something important for his community.

The welcome is warm and genuine and it makes you feel good that you took the time to travel west to the quiet, slower pace of life in Gilgandra.

It's late May and Chris, the Zone President, is hosting the CMAA's Mid State Zone Meeting, dinner and entertainment later that evening at Gilgandra Services Club where he's the General Manager.

"It's going to be a good night and it's good that you could come out to Gil for the meeting," Chris, 32, says with a handshake and smile that's unmistakable and authentic.

Politicians and social activists thumping tables around the nation about the evils of playing poker machines and having a drink at a local club could learn a lot from a few minutes talking to Chris Chapman - and club managers just like him providing social and community support to entire towns just a few hours drive from capital cities.

"This is a special place ... we know each other, look after each other and the club is a place where people are welcome and comfortable," Chris says, "I love working here, living here and the people are what make it special and worthwhile."

The club has one bowling green which is supervised by a club director and maintained by a couple of staff, but the club only plays social bowls ... "it gets very busy around here in the summer with twilight and barefoot bowls," director/greenkeeper Robert says.

There's also a bowling club in town with two greens, run by Mick Handley, who signed on as a CMAA member that afternoon.

It's there that Chris got his start in clubs, behind the bar working part-time while helping run the family's cabinet-making business.

The Chapman family moved west from Penrith, where Chris was born, when he was 17. He finished his schooling by

correspondence with the house and workshop out of town and moved into sales and marketing while his father and brothers did the construction work.

"I was one of six kids and the only boy who didn't get a trade in carpentry or cabinetmaking, so I did the selling and learned business and accounting along the way," Chris said.



Mid State Zone President and Gilgandra Services Club General Manager Chris Chapman.

Chris headed an hour further west to Gulargumbone and a bar operations course and eventually got some bar work at Gulargumbone Golf Club with a few extra shifts at the local hotel - all while still working in the family business.

He eventually met and married Debbie, who works in the local real estate office, and they have three children - Melanie 12, Nathan 8 and Andrea 6.

The financial responsibilities that marriage and a family bring, saw Chris back behind the bar at the Gilgandra Bowling Club where, again, the shifts and responsibilities increased.

It came to a crunch between the Chapman family business and the Club Industry. The bowling club board

helped resolve that when they offered him the Secretary Manager job in 2000. The rest, as they say, is history.

Chris spent five years learning the management ropes and turning one of the club's bowling greens into a tennis court, mini-golf course and barbecue area.

"We gave the club a great family feel and it paid off immediately ... it was a great learning experience and provided something new for the club members and community," Chris said.

"I attended every *ClubsNSW* and, eventually, CMAA meeting and went to every course I could manage to learn this business."

He was there five years until he got the job at the services club almost three years back.

"David Veness was here three years, then John Crane for the same period, which meant there were three managers in five years when I arrived," Chris added. "The club was looking for someone to settle and establish a management plan and strategy for the club. I'm enjoying the challenge and, while I might finish up somewhere else one day, it's not on the radar right now."

The club has a good parcel of land, including an adjoining house and large block of land across the road, and has a few development options, including accommodation in their long-term plans.

"The CMAA is a vital support network for every manager in the country and I was honoured to be elected President of the Zone," Chris said. "It can be isolated out here, but we talk to each other often and look forward to every meeting and opportunity to network and discuss our work and our challenges."

"I was at the bowling club when John Crane was here and he got me involved with *ClubsNSW* and the CMAA ... we'd share travel and accommodation costs when we'd go to meetings and courses."

As an illustration of the role clubs play in the lives of non-metropolitan Australians look no further than the fact Gilgandra's population is 2,000 people and club membership is 2,000.

Chris Chapman is another manager delivering on the club movement's ethic of making a difference in every community.

"The CMAA is a vital support network for every manager in the country ..."



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Make menu room for new food and old favourites

By **KATIE CINCOTTA**

Is the heaving plate of chicken parmigiana covered in melting cheese and a mountain of chips a dying breed on the club menu?

No, is the answer ... most operators agree that one's here to stay, including food and beverage (F&B) guru Ken Burgin.

"Parmi and chips remains the great Australian dish," says the Profitable Hospitality director.

But what is changing is the drive for healthier, cook-to-order food at clubs – lighter meals with more exotic ingredients, more vegetarian options and grazing platters.

Former chef Michael Foulkes, now the Catering Manager at Cabra Vale Diggers Club, says that since transforming his bistro to an open cook-to-order kitchen, business has shot up by 30%.

"Two years ago we moved from the horrible bain marie, cooking five portions at a time back-of-house behind a wall to a full open kitchen with a cook-to-order bistro," Michael says.

"The wok station is right out the front with the flames roaring up through the vents for a sense of theatre.

"People enjoy that and it's been very successful."

Michael says the health and safety of food is a growing concern for patrons, especially after an 81-year-old diner recently died after eating contaminated asparagus sauce at an up-market North Shore restaurant.

"There are a lot of issues coming out with people's health, horrible things including someone who died from food poisoning," Michael adds.

"It pushes you towards cook-to-order operations in the clubs because people are looking for safe, good quality fresh food."

Michael says 98% of his club's patrons are Asian, which makes the noodle bar a popular cultural choice, with beef brisket soup, Singapore noodles and the wok combination with oyster sauce consistently in the top 10 sales of the week.

Consumer research, he says, was critical in the new noodle bar's success.

"Do your research on what your patrons want, not want you want to give them," Michael says. "We did surveys with patrons and talked to them on a regular basis. Gone are the

days when kitchens should be dictating to clientele what they should be eating."

Michael says he learnt a lesson only recently about local tastes, after diners rejected several varieties of fish that he thought would sell well.

"We were doing all different kinds of fish for 'fish of the day', but they didn't take to fresh snapper or flatheads, all they wanted was smooth dory."

And no twist on the bangers and mash please – just keep it straight for Cabra Vale Diggers.

"Gourmet grilled chicken sausage didn't work at all," he adds. "They all wanted beef sausage with mash potato and gravy."

Of course the cry from all club chefs is about rising food costs, and how to keep dishes affordable and creative.

Ken Burgin says chefs need to be up front with their boards of directors to alert them to the impact of rising food costs and not leave price rises too long.

"The situation is not helped by chefs who often don't bring the extent of price rises to the attention of senior management, or show how it affects individual dishes," Ken says.

"Some staples like milk, bread, rice, beef, vegetables and fruit are around 25% more costly than this time last year.

"Others, such as flour, oil and butter are up to double the price.

"There is really no alternative but for menu prices to increase."

Food Managers, such as Troy McCooke at Albury SS&A Club, use several suppliers for meat, dry goods and fruit and vegetables, playing them off against each other to get the best deal.

Michael Foulkes also recommends a balance of profit margins on the menu.

"You can't price everything to be 60% profit ... you have to balance your menus out, and there's an art to that," he says.

The winner of the CMAA's 2008 Profitable Hospitality Bursary says it also pays to stick with seasonal produce, which demands a flexible menu and attention to what's in season.

"Go with seasonal products and whip it off the menu when it goes up in price," Michael says. "Be careful when you write menus to make them flexible for the change in produce."



The new wok station at Cabra Vale Diggers Club.

To cater for growing concerns about obesity and offer women lighter menu options, Albury SS&A has introduced Mediterranean sharing platters, which Troy McCooke says have been a big hit since the trend towards food "grazing".

He says the popularity of cooking shows has also seen diners' expectations lift with demand for more exotic options like baked salmon.

And it's an absolute given that all catering staff must understand about food allergies like coeliac disease and the need for gluten-free options on the menu.

Troy says innovations like gluten-free pizza bases are making specialist food catering much easier than it was a few years ago.

Ken Burgin says while the "steak religion" continues, seafood is still in demand but clubs are limiting the selection because of high prices and opting for cheap imports such as "basa" from Vietnam and Nile perch.

And, when all else fails, count on the humble "roast of the day" – that hearty meal just like mum used to make on Sunday is the easiest way to make the bistro feel like home.

"Go with seasonal products and whip it off the menu when it goes up in price. Be careful when you write menus to make them flexible for the change in produce ..."



The new wok station at Cabra Vale Diggers Club.



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Clubs face up to problem gambling responsibilities

ClubsNSW Chairman Peter Newell, OAM, has led the domestic and national campaign against outrageous and unsubstantiated claims by anti-gambling campaigners. The recent decision that the Productivity Commission will assess and quantify the problem gambling issue will bring some measured data to this emotional debate. Peter Newell wrote to the *Sydney Morning Herald's* Opinion pages on June 30 to tackle the online gambling topic ...

I like to think I know a thing or two about gambling.

After all, I've been associated with the industry for almost 40 years, the past decade as president of my local club. I have also spent countless Saturday afternoons at the track with a form guide full of tips and a pocket full of losing tickets.

However, because of my role for the past three years as Chairman of ClubsNSW, people have been reluctant to see my warnings about online gambling as anything more than scaremongering about a competitor to the Club Industry.

Perhaps last week's revelation by the *Herald* that people are being randomly called and offered \$60 of free betting credit if they go to a sports betting website might start to change things.

The marketing practices of these

companies do not stop with random phone calls. Sportsbet offers up to \$100 when you join. Centrebet, whose gambling revenue increased 49% last year, offers a \$100 refund on your first bet. We have all heard it said before: the first one is free. Some of these online companies will even call you if your account has been inactive for a time and tell you they have placed \$50 credit in it, but only for the next 24 hours.

The typical profile of an internet gambler varies according to the type of betting (for instance, casino or sports) but internet gamblers have a one-in-five chance of being a "severe problem gambler", according to recent report from the school of psychology at the University of Sydney (Monaghan 2007).

That's right, 20% of all online gamblers are severe problem gamblers. To place

it in perspective, "land-based" severe problem gambling is 0.8%.

The U.S. Government has responded to the problems of internet gambling by making it illegal. To ensure the law is upheld, federal laws restrict U.S. banks and credit card companies from processing transactions to and from internet gambling sites.

The Australian Government permits us to bet with online casinos if they are based overseas. However, no restrictions apply to online sports betting companies such as Tabcorp, whose internet revenue grew 23% last year, topping \$1 billion for the first time.

The appeal of internet gambling is obvious. It is confidential, available 24 hours a day, accessible from anywhere and accepts credit cards. This appeal applies equally to both responsible and irresponsible gamblers.

People such as the (then) Senator-elect Nick Xenophon demonise poker machines and those who play them. The consequence of such unfounded claims is to drive gamblers away from the supportive environment of the clubs and into the unregulated world of the internet. Consider for a moment what I mean by support for gamblers. In a club you bet only with cash. Online gambling companies accept credit cards, allowing you to bet until your card is at its limit. When you place this first credit-card bet, online betting companies give you 90 days to provide photo identification, creating enormous potential for fraud.

Every club offers a problem gambling service as well as dedicated staff to speak with those who request help. When you gamble online you deal with a computer. Clubs allow you to identify yourself as someone who is better off not gambling. Should you later attempt to gamble, the club can use reasonable force to prevent you from entering the venue.

The Family First Senator Steven Fielding is pushing a bill that if successful would ban poker machines from clubs, while leaving them at casinos and race tracks. Not only does his bill fail to recognise that problem gambling rates have fallen by up to 50% in recent years, largely thanks to the work of the Club Industry and state governments, he also fails to acknowledge the real threat of online gambling. How ironic that a politician would campaign to ban gambling inside clubs when it is so clearly the safest way to gamble.

– **Peter Newell**
Chairman, ClubsNSW



ClubsNSW Chairman Peter Newell.

NSW Govt invests \$1.8mill in anti-gambling ad blitz

Young men with a "dangerous gambling habit" are the prime targets of a \$1.8 million awareness campaign launched across NSW on July 1.

Sydney's *Daily Telegraph* reported that anti-gambling posters would appear on buses and at train stations, complemented by saturation advertising on radio and other media until September.

For the first time, problem gamblers will be able to receive text messages of support on their mobile phones during peak gambling periods.



Graham West

A "Gambling Hangover" is the catchphrase for the Government campaign that uses shock tactics to warn potential victims.

It's aimed at young men "the morning after", when feelings of regret and guilt are at their worst.

Prompted by a reported spike in young people gambling, the campaign is the first to treat gambling in the same manner as

drugs and alcohol abuse.

"We want to reach these young men before they develop more severe gambling problems, let them know there is help out there and they are not alone," NSW Gaming and Racing Minister Graham West said. "The ads target young men during the morning after remorse phase when they are travelling to work on a train or bus, in the car listening to the radio or reading the newspaper at breakfast.

"The use of SMS and website technology appeals to this age group but also allows them to access help anonymously at any time of the day."

Tas Libs want 75% of poker machines axed

THE State Council of the Liberal Party has voted for a 75% reduction in the number of poker machines in Tasmania. *The Hobart Mercury* reported on July 14 that, if adopted by an elected parliamentary Liberal Party, it would mean a new tax to fund a buyback of machine licences from the Federal Group. Tasmania has a ceiling of 3,680 poker machines and the policy would mean a reduction to 920. The move's advocate, Paul Fenton, said the numbers should be cut to reduce the damage to families, especially those living in "poorer socio-economic areas". "We see no other effective way to stop the damage other than a step-by-step reduction in the number of machines," he said. Mr Fenton said outside the State Council meeting at the Country Club Casino in Launceston that poker machines were one of the greatest evils in the community. "The 25% of machines which remain would allow scope for people who wished to have entertainment but the key objective is to reduce the social damage," he said.



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Conference tackles big-ticket challenges

The CMAA's annual Mid Year Executive Leadership Conference tackled the most challenging issues facing the Club Industry in 2008 and beyond.

More than 220 delegates attended workshops, presentations and panel sessions over two-and-a-half days at Conrad Jupiters on Queensland's Gold Coast in early July.

The Conference confronted personal, professional and corporate issues associated with managing a club in highly-charged times governed by tough gaming, taxation and alcohol consumption legislation.

Delegates praised the Conference agenda, the topics and the speakers as being valuable in their personal and professional worlds.

CMAA Federal President Bill Clegg said he was impressed and satisfied that the Conference had again delivered on the needs and expectations of Association members in challenging times for the Club Industry.

"The most positive and significant comment that I received was how a delegate had been re-energised by the positive sessions and the realisation of the importance of self, after what seems to be age of negative attacks on the industry," Bill said.

Norths Leagues Club Operations Manager and CMDA Board of Management Studies member Luke Simmons said the Conference provided a great opportunity to discuss industry issues, changes in liquor laws, declining revenues and the many opportunities in moving forward.

"I took a number of points from each of the sessions," he said. "The opportunity to be challenged and engaged by the speakers of various workshops often triggered many points of relevance for our businesses. The relationship between board and management again was highlighted as enormously important for unity and decision-making. The conduct of club

directors and managers continues to be closely scrutinised by club members, suppliers, trade unions, government and the wider community."

Paralympics gold medalist and wheelchair tennis world No.1 player David Hall provided the perfect springboard to inspire delegates as he told his life story to Paul Lyons in front of almost 250 people.

The Conference agenda



incorporated networking and social aspects, including the annual "Footy Fever" State of Origin telecast (**page 50**), Australian Outback Spectacular dinner and show (**page 44**), Gold Coast Zone Charity Golf Day at Robina Woods (**page 47**), along with the Combined Brisbane and Gold Coast Zones Charity Race Day (**page 49**).

Sadly, the racing was cancelled by heavy overnight rain on the eve of the meeting, but close to 400 people still turned up at The Gold Coast Turf Club's "Dome" reception venue and raise more than \$24,000 for the Zones' preferred charities – Bravehearts and the Gold Coast PCYC.

Despite challenging times, managers, directors and industry trade supporters showed that education, professional development and the remarkable network and friendship that the Club Industry has always enjoyed is alive and well.



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Environment dictates confronting issues

CMAA Federal President Bill Clegg, ACCM, welcomed more than 200 members to the CMAA General Meeting to open the 2008 Mid Year Conference in early July.

In his President's Report to a packed room at Conrad Jupiters on the Gold Coast, Bill described the Conference as "a timely and well themed conference – particularly in the face of the new moral crusade against our industry, there is a need for positive energy".

Bill went on to say that since the last meeting ...

in Queensland

- There is a freeze on gaming machine numbers and moratorium on new gaming machines
- Treasurer and Gaming Minister Andrew Fraser had announced a fall in problem gambling numbers – from 0.83% in 2001 to .047% in the latest survey
- The rebound from smoking bans could be related to the severe restrictions on smoking, while in the other states the return is slower



CMAA Federal President Bill Clegg delivers his President's Report to the Members General Meeting at Conrad Jupiters.

in Victoria

- ATM bans are likely for clubs
- New gaming machine licensing legislation from 2012

"It's interesting to note that a recent research project by the *Cairnmillar Institute of Victoria* supports the concept "there are no problem gamblers, but gamblers with problems" ... many with long-standing personal, emotional and social problems dating back to childhood. "I apologise to our Victorian delegates, but it appears that the southern state is leading the moral crusade against the rest of Australia."

in NSW

- New Liquor Act with the OLGR positioning itself to act decisively with closure orders and increased restrictions on trading hours
- Difficult 12 months of trading with smoking bans and economic pressures
- Anti-drinking campaign in schools announced
- The imperative for the Government to return to clubs the tools – gaming advertising and cash promotions - needed to combat the current economic impact.

Nationally

- RTD or "alcopops" taxation grab
- Senators Nick Xenophon and Steven Fielding have directed the main focus of their anti-gambling attack on gaming machines

- The threat to ATMs in clubs
- All clubs need to support their State Associations under the Clubs Australia banner to aggressively combat the lies and misinformation being circulated and perpetuated.

"Earlier in the year it was reported that, with the changing role the Association now plays, it was time to reassess and redefine the Association's ideals and objects in a more modern framework. This has been a challenging process.

"At the time of inception (1959) the Association's primary objective was to improve the educational and professional development of club managers.

"It was not until almost 30 years later (1992) that the Association's purpose was reinforced with the 'professional pledge'.

"Today our strategic goal is ... to consistently ensure the relevance of the CMAA with the intent of sustaining and growing membership.

"Our purpose is to grow the people that grow your business; We value human dignity, insight, belonging/fraternity, accountability/ethics, innovation and self actualisation.

"A behaviour matrix – see **Pages 40 & 41** – also has been prepared, which reflects the shared belief that *the CMAA is a place for guidance and advice and providing people with the opportunity to grow.*

"I commend this document to all members and would value your input.

"In anticipation of another great day for the Club Industry and local charities, I congratulate Gold Coast Zone President Steve Condren and Brisbane Zone President Jan Walters for your efforts and your Committees towards the golf day on Friday and the race day on Saturday."

Bill then called on CMAA Division H – Victoria Zone, Riverina/Murray Zone and ACT Zone - Federal Councillor, Victoria Zone Treasurer and Numurkah Golf & Bowls Club Secretary Manager Grant Duffy to address the meeting on the changes to Victoria's gaming machine licence legislation.

CMAA Federal Executive Members Danny Munk (Vice President), Allan Peter (Federal Secretary), David O'Neil (Board of Management Studies), Tim McAleer (Membership) and Executive Officer Terry Condon also gave reports to the meeting before questions from the floor and General Business.

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CMDA continues quality work and commitment

CMAA Federal Executive Member and CMDA Board of Management Studies Chairman **DAVID O'NEIL, ACCM**, delivered this CMDA Report to the Members General Meeting at the CMAA's 2008 Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast ...

I am pleased to report to members that since the last Jupiters conference 12 months ago, the CMDA has continued its excellent work and commitment to the membership in terms of growing training numbers and the diversity of products and services on offer.

The industry has been challenged by a raft of external pressures including, increased gaming taxes, full smoking bans, increased scrutiny of alcohol and gaming compliance, declining consumer confidence, increase in interest rates and more.

All of these have impacted on how clubs do business and how they prioritise their efforts and dollar spend. This, of course, has flowed on to the CMDA.

You are the CMDA's customers and if you don't spend money with us then,

obviously, revenue falls and costs increase.

Despite all of this, I am pleased to report to members that the CMDA administration is working diligently to ensure that none of its activities, nor the quality and professionalism that we have all grown accustomed to expecting from the CMDA, has not been compromised.

In fact, training numbers have remained static in the past year, however it is the type and duration of courses selected that have seen a decrease in revenue.

For example, there has been a significant increase in numbers on to the *RSA (Responsible Service of Alcohol)* program, yet the dollar spend per-day per-participant is only \$85.

Rest assured the CMDA team is working hard to exceed forecasts and control costs.

I urge all of you to continue to train your staff and your selves and consider the CMDA as a provider.

The year in review:

- The free Darling Harbour Annual CMAA Conference and Trade Show in March, where almost 2,000 delegates attended, was deemed a success. The exhibitors and the Conference attendees reported the event was of a high quality and very beneficial
- This Mid-Year Conference has attracted well over 200 delegates, which is great result given the current business climate we are all facing and it promises to be again of a high quality and the industry's premier management conference
- Close to 2,500 club personnel have participated in CMDA training and seminar courses across the states
- More than 30 ACCM awards have been conferred to members
- A number of new training courses, such as the **"Supervisors Bootcamp"**, the **"Introduction to Cost Control Principles"** and **"Marketing Fundamentals"** were developed



CMAA Federal Executive Member and CMDA Board of Management Studies Chairman David O'Neil, ACCM, delivers his Education Report to the 2008 Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast.

and launched, with strong take up from members

- Continued collaboration with Ken Burgin from Profitable Hospitality in presenting a suite of quality F&B management seminars has seen strong support

The CMAA **"Duty Manager Program"** continues to attract many junior managers and supervisors across the states. In 2008, 10 **"Duty Manager Development Programs"** have been scheduled in Coffs Harbour, Brisbane, the Illawarra, Albury, Tweed Heads, Canberra, Tamworth, and Sydney.

We hope that you as club managers see the value in placing more of your supervisors and line managers on to the courses.

All members here would be aware of the launch of the **CMDA Affiliate** program where non-management staff, including line staff, supervisors and directors can join the educational arm of the Association and enjoy a professional development relationship with it that will see individuals have access to the *CMA Magazine*, all CMDA marketing materials, free career consultations, free RPL assessment processes and of course member rates on training fees.

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CMAA 2008 Mid Year Conference – Members General Meeting

Furthermore, I'm delighted to announce to the membership, a number of new initiatives which the Board of Management Studies believes will strengthen your position and your ability to meet the challenges of the current business climate.

I am pleased to launch what will be the industry's premier **"Corporate Governance Program"**, a collaboration between the CMAA and Southern Cross University's Graduate College of Management in offering managers and directors a high-level business, no-nonsense, four-day program that will assist the key members of club management to foster healthy and positive relationships and business outcomes.

The **Corporate Governance Program** is the only one of its kind on offer in the Club Industry and is ideal for every senior manager and director.

The partnership with the Southern Cross University in this program reflects the professionalism and the high standard the CMDA wants to project to the Government and the public that club managers are well-rounded business professionals with a deep commitment to ensuring their clubs are run ethically and with the best interests of their members at heart.

A pilot program has been scheduled for later in the month and dates for programs for 2008 will be made available shortly after.

Expression of Interest forms and details of the Program are available at the Conference Secretariat.

I am also pleased to announce two significant events the CMDA has put together in the areas of Food & Beverage (F&B) Management and Club Security.

The first is a two-day **"Club F&B Management Summit"**, which will be presented at CMA Auburn on October 1 and 2, featuring 18 F&B specialists and workshop presentations and a



"Food & Wine Tasting Dinner" at Bankstown Sports Club.

The Summit is a partnership with Ken Burgin from *Profitable Hospitality* and will be a "must-attend" event for F&B Managers and senior managers who want to make their F&B operations more successful.

A full four-page spread of the Club F&B Summit and details is featured in the *CMA Magazine* July edition and there are copies available at the Secretariat.

The **Club F&B Management Summit** is limited to the first 100 registered delegates.

The second event to be presented to members will be a one-day **"Club Security Management Summit"**, which is scheduled for Wednesday, August 27, at the CMAA's Education Centre at Auburn - the day after AGE 2008. - **Summit brochure: p54-57.**

This Summit is scheduled on that date so that managers who are from out of Sydney can plan to stay on for an extra day and minimise travel and accommodation costs.

The **Club Security Management Summit** will feature a number of Australia's Law and Enforcement Agencies leaders including:

- Deputy Commissioner Nick Kaldas – NSW Police Force

- Paul Mahi – Head of Crisis and Security Management Westpac
- Chief Security Officer Konrad Buczynski – Business Continuity Program Manager, Thales Australia
- Dr Michael Kennedy – Bachelor of Policing, University of Western Sydney

The Summit will address issues such as:

- Psychology of Crime
- Funding Terrorism
- Business Continuity
- Financial and Credit Card Fraud
- Information Security
- Drug Testing in the Workplace
- Anti Money Laundering

Summit details are available at the Secretariat with places at the Summit limited to the first 100 registered delegates.

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

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

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



Delegates focus on strategy and preparing for change

CMAA Education Manager RALPH KOBER, who planned and co-ordinated the 2008 Mid Year Executive Leadership Conference at Conrad Jupiters in early July, looks back on the three days of conference and networking events that tackled the most challenging issues facing the Club Industry and club managers ...

Anthony Ackroyd



For the more than 250 delegates attending the 2008 CMAA Mid Year Conference there could be no mistaking the Association's intent in these challenging and turbulent times.

It was to make managers think more deeply about how to plan for the future and prepare themselves and their teams for the inevitable change that will challenge the Club Industry in the next two to three years.

The Conference theme, **"Power of Positive Energy in Business, Relationships, Sport and Life"** was an appropriate platform on which many of the presenters based their message.

Certainly, it was that same message the Federal Executive identified as being the cornerstone of it's

deliberations in the annual Strategic Planning session held prior to the Conference at Conrad Jupiters on the Gold Coast .

The Conference opened with the CMAA Members Meeting and Federal President Bill Clegg, ACCM, presenting the Executive's top five priorities for the Association going into the next two to three years.

These priorities will help to shape the Association's direction, the Board's actions and the head office operational team's working agenda:

- Member development
- Relevance
- Sponsorship and Branding
- Sustainability
- RTO Status

The CMAA Values will be the starting point and the foundation which will inform all of the decisions made by CMAA executives.

Innovation and adding value to all CMAA products and services will influence the actions of CMAA executives.

Bill Clegg launched the CMAA Values rationale and Values Matrix at the meeting and these are featured in this edition of *Club Management in Australia* magazine on **pages 40 & 41**.

Federal Secretary Allan Peter, ACCM, delivered his Industrial Relations Report and advised members that the Rudd Federal Government is close to finalising its Workplace Relations legislation featuring the 10 national standards.

Members also were advised that there was a strong likelihood that the Club Managers' State and Federal Awards would be incorporated into a broader hospitality award, rather than left to stand alone in its current position.

Executive Officer Terry Condon, CCM, advised members that the Association is in a sound financial position, despite a slight downturn in training course revenue, which has been influenced by the general decline in clubs' bottom-line profits and a rationalisation of training dollar spend as a consequence.

CMDA Chairman David O'Neil, ACCM, presented a comprehensive education report which featured the launch of a number new initiatives, including the Southern Cross University and CMAA **"Corporate Governance Program"** aimed at CEOs and directors, the inaugural **"Club F&B Management Summit"**, the **"Club Security Management Summit"** and training courses such as the **"Introduction to Cost Control Principles"**, and **"Supervisor Bootcamp"**.

David's full report is featured on **Pages 34 & 35**.

The Conference opened with a Welcome Address from Conference Sponsor Aristocrat's NSW State Sales Manager John Gould.

This was followed by the popular **"30+ Minutes"** session facilitated by Paul

Paul Lyons

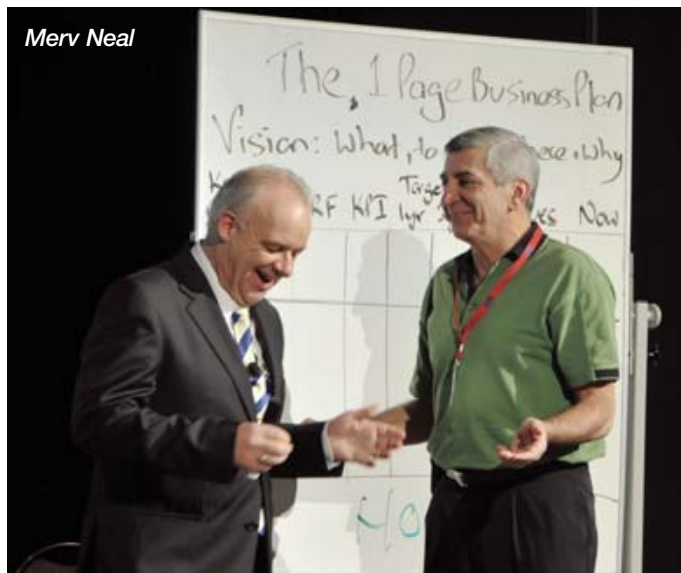


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Lyons who interviewed Australian Paralympics gold medallist David Hall.

David's candid responses and stories inspired many with his determination, humility and humour in overcoming a tragic accident to become one of the world's top wheelchair tennis players.

Celebrity comedian and motivator Anthony Ackroyd had many delegates thinking hard about how their own actions and behaviour either attracts or inhibits the energy that others pick up on and how the lack of positive energy transmitted in these interactions can influence adverse reactions and relationships.

The conference then went into two-and-a-half days of intense workshops with some of Australia's leading exponents of change management, humanistic behaviour marketing and strategic planning leading over eighteen sessions.

Topics included ...

- **Managing in Turbulent Times**
with **Roma Gaster** from Karibu ... Personal, team and organisational achievement
- **Strategies for Building a Healthy Relationship with Your Board**
with **Paul Lyons** from Effective Training Solutions ... How to influence a change in board behaviour
- **The Change Game Times**
with **Roma Gaster** from Karibu ... Understanding the various reactions and responses to change and uncertainty
- **Clarifying the Role of the Board and of Management**
with **Paul Lyons** from Effective Training Solutions ... Club Managers do what? Club Boards do what?
- **Online Marketing Made EASY**
with **Stuart Ayling** from MarketingNous ... What is it and how do I use it in my club effectively?
- **Engage with your team – Turning GRUMPY into GREAT!**
with **Big Dave Staughton** ... Strength-based leadership, self talk, character traits and improving staff attitudes.
- **Strategic Business Planning and Implementation**
with **Merv Neal** from Marraunt ... Simple A4 Business Planning Techniques for your club's future.

Continued page 38

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Stuart Ayling



Wayne Forrest



Jennifer Chiplin

Continued from 37

- > **HR Manager – The Case for the Internal Consultant**
With **Jennifer Chiplin** from The Brief Group ... The function and role of the HR Manager - how to utilise it effectively.
- > **Rules of the Change Game**
with **Wayne Forrest** from EDN ... Creating the 'Game Plan' for structuring change in your organisation.

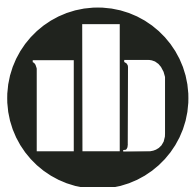
- > **How to find GREAT staff in a TOUGH Market**
with **Big Dave Staughton** ... Unusual ways of attracting staff are now 'on the table' in desperate times.
- > **Strategic Management and the HR Manager Role**
with **Jennifer Chiplin** from The Brief Group ... Align HR management with operational management for seamless integration.
- > **Captaining the Change Game**
with **Wayne Forrest** from EDN ... Are your people ready to accept the rules of the Change Game?
- > **Marketing Made Simple - Using a 1-Page Marketing Mind Map**
with **Stuart Ayling** from MarketingNous ... Forget complex marketing plans: Create your own 1-page plan to suit your club.
- > **Little Things Make a Big Difference**
with **Ian Harvey** from BIOADV ... Success is a function of HABIT –

- what's blocking your success?
- > **Get of your Arse! A Lesson in Inspiration – "Service as a Business Strategy"**
with **Ron McLean** from Creating Synergy ... The customer service journey is the only differentiator left for business.
- > **CEO / CMAA Sponsors Forum**
with **Ian Harvey** from BIOADV and **Danny Munk**, *Panthers* Operations Manager ... Presentation & industry forum.

The Conference again was lauded as the Club Industry's premier management event with a high level of delegate satisfaction reported.

The CMAA thanks all delegates and corporate partners who attended this Conference, whether a club manager, club director or trade representative.

The CMAA looks forward to your support in the upcoming years as the challenges of the business and economic environment continue.



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Big Dave Staughton

The true value of Organisational Values

By ROMA GASTER

from KARIBU Education International Pty Ltd

In July 2007, the CMAA's Executive Board identified the need to explicitly state the values of the Association.

Why? Because, while it was believed that guiding principles existed within the CMAA, it was unclear to the Executive Board, Executive Officer Terry Condon and Education Manager Ralph Kober exactly what the "shared core values" were.

In addition, it was agreed that the Executive was needed to create the link between WHAT is done and HOW it gets done in the CMAA.

Clearly, the CMAA Strategy represents the WHAT we want to achieve, WHAT work needs to be done to achieve desired results and WHAT value we add along the way.

However, the link to HOW we go about achieving those results was less clear.

In January 2008 the Board, Terry Condon and Ralph Kober met for half a day to agree on a draft version of the CMAA's core values.

It was a relatively simple exercise, given that all participants were familiar with their own values, having completed a "Values Inventory" during the Visionary Leadership Program.

What are Organisational Values?

Values are the core principles that define our lifestyle, our "workstyle" and the way we interact with others.

Behaviours are the most obvious reflection of our individual and organisational values.

In any organisation, the sum total of collective behaviours helps to define the culture.

Importantly, having a *consciously defined and agreed code of conduct (Values and Behaviour Matrix)* creates a powerful guide for decision making, problem solving, recruiting, induction, conflict management, performance management, career management and recognition.

A values-led organisation brings their values to life

People are encouraged to discuss the meaning of these values, translating



Roma Gaster, from KARIBU Education International, facilitated the CMAA Values workshop at Conrad Jupiters last month.

them into day-to-day behaviours.

In other words, they are given the opportunity to openly discuss and agree on "how will we, in our team, live this value? How will we demonstrate to each other that we are serious about behaviours that define how our effort makes a tangible difference?"

Common Mistakes include ...

- CEO and/or Senior Team create and impose the values
- The values, along with the vision/mission statement, become a plaque on the wall
- No dialogue is entered into between those that created the values and employees who are expected to uphold the core principles
- Values are rarely defined in terms on day to day behavioural examples.



People make up their own interpretation of what each value means (their interpretation may be different from that of others, which can lead to conflict and poor decision making)

- The constructive intent of the values are not demonstrated behaviourally by the Board and/or Senior Managers (leaving the door wide open for other to also not live and work by the values)

The following six CMAA Values were proposed by the Executive Board and agreed by the Board of Management Studies and Federal Councillors on July 1, 2008, at the Mid Year Executive Leadership Conference at Conrad Jupiters:

- Human Dignity
- Insight
- Belonging / Fraternity
- Accountability & Ethics
- Innovation
- Self Actualisation

Importantly, each of these six values has been defined in day-to-day behavioural examples to reflect:

- "Above and Beyond" exceptional behaviours
- "Above The Line" expected behaviours
- "Below The Line" unacceptable behaviours

The end result is a double-page "CMA Values and Behaviour Matrix", including the CMA Purpose and Belief statements – see Pages 40 & 41.

The **Values and Behaviour Matrix** will be distributed to the CMAA staff at Auburn for dialogue, agreement and buy in/ownership. Additionally, it will be used in all Zone Meetings to define how people contribute in the meetings.

Finally, the **Values and Behaviour Matrix** will be the guiding posts to inform all decision making at the CMA Executive and CMDA Board Meetings.

For more information, please contact the "Values Champions" - Terry Condon, Ralph Kober, any member of the CMA Executive, CMDA Board or Federal Councillors.

- CMAA Values and Behaviour Matrix is presented on Pages 40 & 41

CMAA – Purpose, Va

Our Purpose: ‘To Grow the Pe

We Value: Human Dignity, Insight, Belonging/Fraternity, A

Our Behaviour: Reflects the shared belief that “the CMAA is a place for

	Human Dignity	Insight	Belonging/Fraternity
Beyond the Line Exceptional	<p><i>I am known for:</i></p> <p>Encouraging others to encourage others</p> <p>Leading by example</p> <p>Always being fair</p> <p>My reputation and admired by others for treating others with dignity and respect</p>	<p><i>I am known for:</i></p> <p>Being sought out as a mentor</p> <p>My opinion which is valued</p> <p>Acknowledging wisdom in others</p> <p>Leading others to learn, grow, develop and succeed beyond previous experiences</p> <p>Encouraging others to challenge me in the search of wisdom•</p>	<p><i>I am known for:</i></p> <p>Promoting others over self</p> <p>Mentoring others enthusiastically</p> <p>Celebrating success of others and self</p> <p>Benefitting others through my knowledge and success</p> <p>Challenging myself and others to think beyond the present</p>
Above the Line Expected	<p>I/we respect others i.e. ideas, beliefs, opinions and individuality</p> <p>I/we treat others with respect and dignity</p> <p>I/we nurture positive relationships</p> <p>I/we listen generously</p> <p>I/we demonstrate fairness</p> <p>I/we support people</p>	<p>I/we search for knowledge and information</p> <p>I/we apply what I/we have learned for the benefit of all</p> <p>I/we openly/willingly share</p> <p>I/we support others in their search for meaning and relevance</p> <p>I/we own mistakes and share the lessons</p> <p>I/we focus on “how to” not “can’t do”</p>	<p>I/we lead by example</p> <p>I/we contribute to the team’s success</p> <p>I/we are always willing to help members</p> <p>I/we support and promote peers</p> <p>I/we proudly talk about and support the benefits of CMAA</p> <p>I/we are proud about achievements of CMAA and others</p>
Below the Line Unacceptable	<p>I/we do not show respect for others</p> <p>I/we criticise and ridicule others</p> <p>I/we are negatively sexist</p> <p>I/we belittle others</p>	<p>I/we do not listen</p> <p>I/we do not share experiences</p> <p>I/we hide knowledge</p> <p>I/we do not allow people access to information</p> <p>I/we do not trust others</p> <p>I/we do not allow people to make mistakes and to learn</p>	<p>I/we are self centred</p> <p>I/we criticise and undermine others</p> <p>My/our behaviour has a negative impact on membership</p> <p>I/we do not encourage other’s involvement</p> <p>I/we alienate and outrage others</p> <p>I/we misuse the Association for personal benefit</p>

Values and Behaviour

People that Grow Your Business'

Accountability and Ethics, Innovation and Self Actualisation

guidance and advice and providing people with the opportunity to grow"

Accountability and Ethics	Innovation	Self Actualisation
<p><i>I am known for:</i></p> <p>My reputation which is admired for my being accountable and ethical</p> <p>Always taking personal responsibility for my decisions, actions, mistakes and behaviour</p> <p>Always giving credit where it is due</p> <p>Encouraging others to do what is conscientiously correct and appropriate (i.e. living the values)</p>	<p><i>I am known for:</i></p> <p>Using various methods of communication to maximise results</p> <p>Challenging myself and others to think beyond the known</p> <p>Being a role model for working through the consequences of change</p> <p>Experimenting and testing new principles</p> <p>Taking the extra step to think outside the square</p>	<p><i>I am known for:</i></p> <p>Bringing out the best in others</p> <p>Celebrating achievements of self and others</p> <p>Always taking the extra step to be a positive role model</p> <p>Being optimistic and calm in a conflict or crisis</p>
<p>I do what I say I will do / We do what we say we will do</p> <p>I/we are honest to ourselves and colleagues</p> <p>I/we accept responsibility for delivering on commitments</p> <p>I/we take ownership for what I/we say and do</p> <p>I/we tell the truth with compassion</p> <p>I/we openly and willingly share</p>	<p>I/we are open to change</p> <p>I/we explore new ideas</p> <p>I/we encourage others to explore new ways</p> <p>I/we encourage working together to work things out</p> <p>I/we move outside the comfort zone</p>	<p>I/we set realistic goals in order to grow and develop</p> <p>I/we accept responsibility for what I/we say and do</p> <p>I/we deliver on commitments and actions</p> <p>I/we acknowledge and accept my/our current abilities and limitations</p>
<p>I/we take no ownership or responsibility for my/our actions</p> <p>My/our actions contradict my/our word</p> <p>I/we do not care as 'it's just a job'</p>	<p>I/we do not want to change</p> <p>I/we do not accept change</p> <p>I/we espouse 'my way or the highway'</p> <p>I/we accept that "near enough is good enough"</p> <p>I/we blame others for our mistakes</p> <p>I/we oppose new ideas/any ideas</p>	<p>I/we resist opportunities for growth</p> <p>I/we believe I am /we are so unlucky</p> <p>I/we say 'I can't it's too hard'</p> <p>I/we say 'Why me?'</p> <p>I/we say 'It wasn't my fault'</p> <p>I/we are afraid</p> <p>I/we avoid responsibility</p> <p>I/we say 'It's not my job'</p>

Executives tune in to relationships



Ian Harvey and David O'Neil.

The CEOs and CMAA Sponsors Forum broke new ground in 2007 and moved to a new level at Conrad Jupiters on Friday, July 4.

Ian Harvey took the room of almost 90 executives through an interesting journey, investigating the topic, "Do You Know Who You Are Talking To?"

Ian's humorous style allowed the audience to relax into the topic and produced some insightful responses.

Following this entertaining and revealing hour, it was time to roll up the sleeves and take the gloves off for an hour with CMAA Vice President Danny Munk.

For the CMAA's Federal Executive Committee, the Conference experience had started four days earlier with another confronting day of reality in the CMAA's Strategic Planning "think tank".

With this experience and opportunity fresh in the minds of the CMAA Executive, Danny took the opportunity to open the floor to debate and round-table workshops defining and analysing the CMAA's relationship with its corporate partners.

Most of the CMAA's CMDA Education Centre Sponsor company executives were represented at the Forum, so it was the perfect opportunity to explore the relationship and where it was headed.

There was consensus about the challenges facing the Club Industry that flow on to industry-related organisations.

"If you, the clubs, are not doing well, then we are not doing business," CMDA Education Centre Sponsor Maxgaming Marketing Manager John Newson summed up.

Conference Sponsor Aristocrat's NSW State Sales Manager John Gould also assessed the environment for gaming machine manufacturers in light of the downturn aligned to indoor smoking bans in NSW clubs and legislation in Queensland, NSW and Victoria.

CMAA Federal President Bill Clegg said the CEOs and Sponsors Forum covered a wide range of issues "that not only our Association but the Club Industry needs to address".

"What we are able to provide in the



Danny Munk.

way of professional development is made possible only by the support of our sponsors," Bill said.

"To receive their input into what we, as an Association need to do to build our partner relationships, is invaluable."

Rather than package a consensus regarding the Club Industry and the CMAA's corporate relationships, the Forum actually provided a starting point for more extensive debate and discussion.

CMAA Executive Officer Terry Condon said he was pleased with the level of direct honesty in the Forum.

"The Club Industry is facing – and meeting – one of its sternest challenges in the back half of this decade, but we can only achieve success by talking, listening to each other and working together to achieve the best possible outcomes for an industry and social network that achieves and delivers so much to communities across Australia," Terry added. "This was an excellent outcome."

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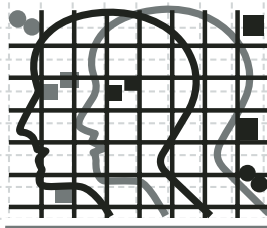
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Big surprise was out front at Outback show



Mid Year Conference delegates and CMAA corporate partners got an impressive surprise when they were treated to some old-fashion Australian outback hospitality.

The show – “Australian Outback Spectacular” – lived up to its name, but it was the quality and efficiency of the food and drink service at the Coomera organisation that left managers’ heads spinning.

Just on 150 guests - wearing CMAA bush hats for the occasion - boarded buses at Conrad Jupiters for the 30-

minute ride south, most unsure of precisely what they were in for.

However, the polished presentation of horse riding, sheep mustering, whip cracking, bush poetry and a three-course meal served in what might have been world-record time, left the CMAA gang thoroughly entertained.

The performance arena, packed with more than 1,000 guests has been designed as viewing and dining terraces and wait staff – each with five dishes on carriers - were able to serve every person within five minutes with each course.

“That’s very impressive ... I’d love to see how this is organised out in the kitchen,” Mounties CEO and CMAA Life Member Greg Pickering commented.

The Outback hats became something of a collector’s item during the course of the Conference, especially popular with patrons at the Combined Zones – Gold Coast and Brisbane – Charity Race Day.



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David serves up inspirational session

Brant Webb and Todd Russell set the bar high in 2007, but as he has done throughout his career David Hall was up to the challenge.

When the Beaconsfield Goldmine disaster survivors sat down with Paul Lyons at the 2007 Mid Year Conference, it was an inspiring and memorable 30 minutes.

David Hall's remarkable journey from losing both of his legs as the pedestrian victim of a car accident at age 16 to becoming the No.1 wheelchair tennis player in the world and winning a gold medal at the Sydney Olympic Games was equally moving and inspirational.

Paul, a tennis fan and accomplished player, enjoyed every moment of his interview with David and took away an important message, himself.

"David was the No.2 player in the world, yet he went away with his coach and reworked his service – and everything he knew – to become the best and win an Olympic gold medal," Paul said.

"There is a very powerful message there for everyone – particularly club



Popular CMAA presenter Paul Lyons (right) spent 30 minutes interviewing the remarkable David Hall.

managers who are at the top of the field, or making their way in the industry ... that it's important to accept quality advice and analysis and put your ego to the side to become a better manager."

David's direct responses about his

accident, the aftermath and his decision and determination to become a world-class tennis player kept the crowd of more than 200 thoroughly entertained and ready for the challenges and opportunities of the subsequent days at the Conference.



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Mid Year Conference and Charity Golf Day Sponsor John Gould, from Aristocrat, presents the trophy to the winners (from left) Peter Shaw, Matt Humphries and Fred Teasdell.

Gold Coast Zone takes great shot at event

Golf's a funny game – as long as you have a good sense of humour.

There were plenty of smiles and great yarns of miraculous and disastrous shots when the dust settled on the inaugural Gold Coast Zone Charity Golf Day at Robina Woods as part of the CMAA's Mid Year Conference at the Gold Coast last month.

The CMAA this year turned over the event to Zone President Steve Condren and his Committee as a fund-raising opportunity for their preferred charities.

The golf day matched up well with the Combined – Gold Coast and Brisbane zones – Charity Race Day that was

scheduled for the Gold Coast Turf Club the following day.

Zone Secretary Dermot McEnroe took on the job of organising trophies, taking player registrations and co-ordinated the event with the staff at Robina Woods.

However, Dermot was called to Sydney on the eve of the Friday event and Zone Vice President Ian Amos stepped in to ensure the final details and smooth running of the four-person ambrose event.

The weather was fine, the course in excellent condition and 80 players teed-off, then headed off in golf carts

for a relaxing and entertaining 18 holes of fun and excitement.

Ian conducted the presentations with Conference and Golf Day Sponsor Aristocrat's NSW State Sales Manager John Gould handing the trophy to the Burleigh Bears team of Peter Shaw, Steve Foster, Matt Humphries and Fred Teasdell from Aristocrat.

The course was buzzing with reports of "a player" going head-first into a water hazard in attempting to play a shot. However, the golfing ethic, "what happens on tour ... stays on tour" will be preserved to protect the guilty.



Gold Coast Zone Vice President Ian Amos conducted the presentation of trophies.



Chris Whitworth and Lindsay Verdon from Paynter Dixon with Penrith RSL Club General Manager Dominic Connaughton.

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Bill Clegg with Echuca Workers Club General Manager Erin Langman, ACCM.



Jim Smith receives his ACCM award from CMAA Federal President Bill Clegg.

Proud trio achieve ACCM ambitions

It was a special venue and a special moment when Erin Langman and Jim Smith received their Active Certified Club Manager awards last month.

CMAA Federal President Bill Clegg, ACCM, presented Erin and Jim with their ACCMs during the Members General Meeting at the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast of Queensland.

Erin, who was the Victoria Zone Assistant Manager of the Year in 2007, recently took over from Jim as General Manager at Echuca Workers Club.

Jim is the General Manager at Maryborough Golf Club and the Education Officer for the CMAA's Victoria Zone, while Erin moved up from promoting the Zone to become Secretary at the recent AGM.

Meantime, Chatswood RSL Club Operations Manager Andrew Hoschke also joined the growing list of club executives to achieve the ACCM this year.

CMAA Executive Officer Terry Condon, CCM, attended the CMAA's Manly Northern Suburbs Zone Quarterly Meeting at Ryde Eastwood Leagues Club on Thursday, July 24.

Andrew told the Zone gathering that it was an honour to receive an award that so many respected industry colleagues have already received.

"After working in the Club Industry for 18 years, it is a great personal achievement to finally obtain my ACCM Award from the CMAA," Andrew added. "The knowledge I have gained through both my studies and CMAA activities has been invaluable to my development as a Club Manager.

"I am very grateful to both the CMAA and my club, Chatswood RSL, for giving me the opportunity to reach this goal.

"It is an honour to follow in the footsteps of so many respected leaders in the industry who hold the ACCM title."



Chatswood RSL Club Operations Manager Andrew Hoschke, ACCM.

No horses, but Dome full of winners

When it comes to race days, it appears the CMAA's Brisbane and Gold Coast Zones should be in the rain-making business.

It happened again.

After a pleasant day for the Gold Coast Zone Charity Golf Day, the skies opened overnight and dumped enough rain on the Coast to force Gold Coast Turf Club officials to abandon the Saturday race meeting. More than 450 people had accepted invitations for the Combined Zones Charity event and, with not much else to do, almost 400 turned up for a "phantom" meeting, lunch and fundraiser in The Dome.

The rain and lack of "live" racing failed to dampen the spirits and generosity of the brave partygoers with the women turning out in their finest outfits and hats and strong betting syndicates on the races in Brisbane, Sydney and Melbourne.

Gold Coast Zone President Steve Condren and Brisbane counterpart Jan Walters thanked their support teams and sponsors for their superb efforts in delivering the event.

The race-day raffle and auction raised more than \$24,000 that was shared between the Bravehearts and Gold Coast PCYC charities.

Bravehearts founder Hetty Johnston was overwhelmed by the support and donation, saying it would do wonderful work in assisting the children and families affected by child sexual abuse.

"This is a remarkable show of support and generosity by Zone Committees, members and clubs across the Gold Coast and Brisbane ... they should be very proud of their efforts," CMAA Federal President Bill Clegg said.



'Home' win for Queenslanders

Delegates and guests rode the rollercoaster of emotions when 200 guests packed the Pavilion Convention Centre at Conrad Jupiters for the deciding game of the 2008 State of Origin rugby league series.

It was footy food – pies, sausage rolls, hot dog and chips – for **"Footy Fever"** to conclude Day 1 of the annual Mid Year Executive Leadership on the Gold Coast.

It's history that Mal Meninga's Queensland Maroons over-ran Craig

Bellamy's NSW Blues at ANZ Stadium in Sydney, but you could almost hear the roars from Jupiters when the parochial home fans started celebrating the series-deciding triumph.

Supporters dressed in their team colours and enjoyed the atmosphere, fun and opportunity to "sledge" each other mercilessly before the result became a formality.

The good news ... it will all be on again at the 2009 Conference.



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Managers pleased with format and topics



This was my third successive Mid Year Conference at the Gold Coast.

The sessions have been historically - and remain - of the highest quality, including speakers, topics and relevance to the Club Industry.

On each occasion, I walk away at the end of the week with at least one idea to implement in my club.

I also leave the Conference feeling inspired to change something about my personal management style for the better of the club and myself.

"Captaining the Change Game" session, presented by Wayne Forrest, was entertaining and relevant to everyone in the Club Industry as our "worlds" are constantly changing

- no matter what state your club is in with legislation

Networking is a large part of the conference and highly useful for a young club manager like myself.

With many ongoing changes, it's great to be able to pick the brains of club managers that have been - or are going - through comparable problem and challenges.

The Conference was very well organised and the workshops topics were relevant with speakers able to hold the attention of the room in almost all cases.

I also appreciated the opportunity for discussion during the workshop breaks.

It's also important to know that the CMAA is there working to assist managers in the workplace and continue to offer education and professional development opportunities.

Again, it was well worth attending and I would recommend the professional opportunity to managers at all levels.

> **ERIN LANGMAN,**
General Manager
at Echuca Workers Club

The Conference provided a great opportunity to discuss industry issues, changes in liquor laws, declining revenues and the many opportunities in moving forward.

Businesses of all sizes are being affected by any number of external influences currently, including - but not limited to - taxation, legislative change, economy or general trend.

I took a number of points from each of the sessions.

The opportunity to be challenged and engaged by the speakers of various workshops often triggered many points of relevance for our businesses.

The relationship between board and management again was highlighted as enormously important for unity and decision-making.

The conduct of club directors and managers continues to be closely scrutinised by club members, suppliers, trade unions, government and the wider community.

Located at Jupiters on the Gold



Coast, it was pleasing to see the number of interstate visitors to the conference.

It was good to network with managers from interstate and discuss both the limiting factors of each jurisdiction and the opportunities we can embrace.

> **LUKE SIMMONS,** Operations
Manager at Norths Leagues Club



It was anticipated that the Conference theme - *"The Power of Positive Energy in Business, Relationships, Sport & Life"* - was well suited considering the past 12 months and the uncertain future.

The most positive comment that I received was how a delegate had been re-energised by the positive sessions and the realisation of the importance of self, after what seems to be age of negative attacks on the industry.

David Hall, former ITF world wheelchair tennis champion set the scene for what can be achieved with courage.

Anthony Ackroyd reinforced that it's okay to have fun at work while stressing the need to stay focus and positive.

Generally, all sessions that I attended I found of great value.

That saying, "you're never too old to learn", was reinforced.

From the simple understanding of how "Gen Y", as employees, think and useful websites for finding great staff in tough times to managing in turbulent times.

There was information provided for all levels of management and certainly areas that CEOs need to be aware of.

The CEOs and Sponsors Forum discussed a wide range of issues that not only our Association but the Industry needs to address.

What we are able to provide in the way of professional development is made possible only by the support of our sponsors.

To receive their input in to what we as an Association need to do to build our partner relationships is invaluable.

The CEOs who attended the Forum provided an internal viewpoint of some of the pressing needs for the Industry.

The Executive seeks to be challenged on the CMAA ... luckily, there's no shortage of those happy to assist.

> **BILL CLEGG,** General Manager at
Randwick Labor Club



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Industry Issues

Tabcorp probes gaming options



Tabcorp

the bigger better game

Tabcorp CEO Elmer Funke Kupper claims he may set up a management entity inside the group and charge smaller club and hotel operators wanting to outsource management of their poker machine operations from 2012.

The *Australian Financial Review* reported that the fee-for-service concept would enable Tabcorp to generate some profits from the poker machine industry in Victoria from mid-2012, even though it will be stripped of its existing licence to run 13,750 machines.

Tabcorp executives are believed to be involved in early planning on several different concept models for the post-2012 structure to enable them to at least utilise some of the expertise the company has built up since the early 1990s in running poker machines.

The share prices of Tabcorp and rival Tatts Group, which also lost its licence to run 13,750 poker machines in Victoria from mid-2012, have been hammered since Victorian Premier John Brumby's early-April shock announcement.

On June 23, Tatts announced it would write off the entire \$776 million value of its gambling licence and Tatts Pokies brand as a result of the decision.

Tatts already runs a separate poker machine monitoring services, Maxgaming which operates in NSW and Queensland, and generates about 8% of the company's overall profits.

But the Tabcorp management company would be a different model, offering management, marketing, maintenance and service support functions to small club and hotel operators, which would bid for the actual poker machine licences under the Brumby Government's new industry structure.



Elmer Funke Kupper

In Victoria, the net machine revenue is up to \$280 per-day per-machine, compared with Queensland, NSW and South Australia at up to \$180 per-day per-machine.

Tabcorp said the gaming division was "reviewing its business plans to maximise returns from the gaming operations", but declined to comment on any specific proposals.

Tabcorp's gaming division produces about 25% of the company's profits.

CMAA partners Barringtons in Club Security Management Summit



The CMDA continues to work hard at ensuring members have access to professional development opportunities and activities.

Here's a few items for your information ...

The CMDA and the Barrington Group have partnered to present a one-day **Club Security Management Summit** on **Wednesday, August 27**, at the **CMAA's CMAA Career Development Centre** at **Auburn** - the day after **AGE 2008** at Darling Harbour.

The day has been purposely selected so that out-of-Sydney visitors can plan to stay over an extra day to take in the Summit to defray accommodation and travel expenses.

The aim of the Summit is to help club managers better understand the complexities of a number of high-level security issues facing clubs at the present time.

Barrington Group Managing Director Allen Barry will be one of the high-profile industry experts who will present workshops to offer managers, directors and industry associates with a clear picture of what's expected of clubs through existing and upcoming legislation.

These include:

- **Psychology of Crime and Deviance** with Dr Michael Kennedy, Senior Lecturer, School of

Social Sciences at the University of Western Sydney.

- **Funding Terrorism** with Deputy Commissioner Nick Kaldas, APM, from the NSW Police Force.
- **Financial Fraud** with Paul Maihi, Head of Crisis and Security Management at the Westpac Banking Corporation.
- **Business Continuity** with Konrad Buczynski, CPP, CPRM, Chief Security Officer Business Continuity at Thales Australia.
- **Computer Forensics** with Gary Coulthart from Maxwell Coulthart and Associates
- **Drug Testing In The Workplace** with Cameron Murphy from the Council of Civil Liberties.

The day will be a gathering of some of Australia's leading security experts.

Generous discounts apply for CMAA members and CMDA Affiliates.

To register, contact **Maria Hudson** at the **CMAA (02) 9643 2300** or email maria@cmaa.asn.au

If members wish to establish a new criteria to achieve the **ACCM** and / or any other professional development undertakings, you need to contact **CMAA Career Development Administrator Narell Harrison** at the CMDA for a free assessment. Narell is experienced in assisting managers to identify what educational gaps need to be filled in attaining qualifications and professional development. If you can take the time to put together an updated resume, job description, attach copies of qualifications / training certificates and other significant documents and send them to Narell at the CMDA and she will undertake to assess discuss your situation and discuss how the CMDA can assist. Call Narell on **(02) 9643 2300** or email narell@cmaa.asn.au

The **CMDA's Supervisor Bootcamp** continues to be popular.

Some clubs now are requesting that the course be purchased in-house for their team of supervisors and delivered at a pace that suits the club. The course can be delivered one day per week over four weeks and is perfect in helping supervisors and key line staff prepare better for the rigours of management. Contact **Brad Jones, CCM**, at the **CMDA (02) 9643 2300** or email brad@cmaa.asn.au for details on in-house events.

If you have any ideas on how the CMDA can better accommodate you and your staff needs regarding professional development and training, contact the CMDA team – Ralph, Narell, Brad and Maria.

Barrington Group Managing Director Allen Barry will be one of the high-profile industry experts at a one-day Club Security Management Summit later this month.



Club Security Management Summit 2008

FOREWARD



The world is changing at a remarkable pace. As we deal with the changing commercial environment of our industry, there is a significant need to understand potential changes in your security/risk environment and how to deal with these issues. We have brought together some of the leading forward thinkers in the security/risk industry who will share with you, their views of the world and how it impacts on the Club industry in Australia. This will be essential information for Senior Managers and Human Resource professionals. We look forward to your company on the day.

Allen Barry
Executive Director, Barringtons

When: Wednesday, August 27, 2008

Where: CMAA Career Development Centre, Auburn, Sydney

Contact: Ralph Kober, CMAA Education Manager

Ph: (02) 9643 2300 **E:** Ralph@cmaa.asn.au

CMAA Members & CMDA Affiliates \$240pp (GST included)

Non-CMAA Members & CMDA Affiliates \$280pp (GST included)

Limited to the first 100 registered delegates.



CMAA SECURITY SUMMIT SCHEDULE



8.30am **Opening - Terry Condon / Ralph Kober**

M.C. **Allen Barry**

8.45am – 9.45am **The Shaping of Crime & Deviance**

Dr Michael Kennedy
Senior Lecturer in Policing Studies
School of Social Sciences
University of Western Sydney

Does ultimate power corrupt? Dr Kennedy will discuss the development of criminal behaviour and criminal cultures within organisations. He will share with you some of his vast experience in dealing with organised crime, from an investigative role and dealing with corruption from within, specifically from within the organisations that have been established to combat this cancer.

9.50am – 10.50am **History of Terrorism**

Deputy Commissioner Nick Kaldas APM
NSW Police Force

Terrorism is now a part of our lives. Deputy Commissioner Kaldas has been at the forefront of the fight against this modern day phenomenon. Mr Kaldas will provide a background to terrorism and how we have come to be where we are now. He will discuss the current world situation and how it impacts on the western world, including Australia. Mr Kaldas will discuss the roles and relationships that must be in place between business and government to ensure that the fight against terrorism continues.

10.50am – 11.15am **Morning Tea**

11.15am – 12.15pm **Financial Fraud**

Paul Maihi
Head of Crisis & Security Management
Westpac Banking Corporation

The banking industry has been at the forefront of the fight against organised crime, specifically in money laundering, identity fraud and credit card fraud. The Club industry can learn many valuable lessons through the experiences of Paul Maihi, who is considered an authority in this area.

12.15pm – 1.15pm **Business Continuity**

Konrad Buczynski CPP CPRM
Chief Security Officer
Business Continuity
Thales Australia

An essential part of any risk management strategy is business continuity. Konrad Buczynski is recognised around the world as an expert in this discipline. He will share with you some of his experiences and the important practices that your organisation should be adhering to.

1.15pm – 2.00pm Lunch

2.00pm – 3.00pm Computer Forensics

Gary Coulthart
Maxwell Coulthart & Associates

Gary will explore the intricate network of recovering electronic evidence, whether it be data and password retrieval, analysis of data, hard drive imaging, email tracking. How much information do our mobile phones and blackberries hold? You will learn how information is retrieved from these devices and the latest techniques used to combat industrial sabotage.

3.00pm – 4.00pm Drug Testing In the Workplace

Cameron Murphy
President of NSW
Council of Civil Liberties

Drug testing in the workplace is gaining momentum. Have you stopped to think about the consequences? Have you considered what civil liberties might be breached by undertaking drug testing? Cameron Murphy will look at this provocative issue from a civil liberties perspective.

4.00pm Close – Terry Condon



Registration Form

Club Security Management Summit



CMAA Auburn, Sydney – Wednesday, August 27, 2008

For those delegates visiting the AGE 2008 - August 24-26 - we encourage you to stay over an extra day and take in this great event.

CMAA Members & CMDA Affiliates	\$240 pp GST included	Non CMAA Members & CMDA Affiliates	\$280 pp GST included
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One form per person registering - photocopy this form if you need extra forms

Please print clearly

(MR, MRS, MS)	FIRST NAME										
SURNAME											
YOUR POSITION TITLE											
YOUR ORGANISATION											
BUSINESS ADDRESS											
SUBURB											
POSTCODE				STATE		PHONE					
FAX						MOBILE					
EMAIL				ADDRESS							

To Register Your Place on the Club Security Management Summit fill out this Registration Form and Fax: 02 9643 2400 or Mail to CMAA PO BOX 845 AUBURN 1845 NSW

<input type="checkbox"/> I WILL BE PAYING BY CREDIT CARD (tick which type of card)	<input type="checkbox"/> Visa	<input type="checkbox"/> Mastercard	<input type="checkbox"/> AMEX
Card Number _____ - _____ - _____ - _____		Card Expiry Date ____ / ____	
Card Holder Name _____		Signature _____	
<input type="checkbox"/> I HAVE PAID BY DIRECT DEPOSIT into the CMAA account – (attach a copy of the deposit slip) Payment for: Security Management Summit			
Account Name: CMAA Bank: Bankwest Amount \$ _____		Account Type: Cheque BSB 302 100 Account No 1185176	
<input type="checkbox"/> I WILL BE PAYING BY CHEQUE (please find attached) – Cheque payable to CMAA			

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- Places are allocated in order of receipt of registration form and payment of fees. Payment is required prior to class commencing or position cannot be guaranteed.
- Written cancellation received more than 7 days prior to the commencement of the course will be subject to an administration fee of \$25 per person. Written advice should be directed to the Training Course Administrator.
- No refund will be given for cancellations received within 7 days of commencement of the course.
- If no written cancellation is received prior to the course, & the participant does not attend on the day(s), then the participant or the authorising club or company are liable for full course fees.
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- If a course is cancelled participants will be booked onto the next available course, or you may request a full refund at no cost.

CMDA Privacy Policy:

The CMDA is committed to protecting your privacy & the confidentiality of information provided to us as per the Privacy Act 2001. The information you provide is necessary for the processing of your registration & updating your current records with us. The information will be used to contact you regarding registrations & cancellations, a range of current & future development opportunities, & other prospective events that may be of interest to you. Information provided by you will only be disclosed to a relevant third party as a part of the registered training organisation TQS requirements. Students may opt out of receiving marketing material by contacting the CMDA Training Course Administrator & requesting to 'unsubscribe'.

Invest in your career at the CMDA knowledgebank....

“Intro to Cost Control Principles”

In this course line staff, team leaders & supervisors will learn how to:

CALCULATE PROFIT

- Explain gross profit and how we obtain the gross profit figure
- Have an understanding of Industry averages or acceptable industry percentages
- Explain the significance of the gross profit figure
- Understand the implications of a decrease or increase in the gross profit figure
- Calculate Cost of Sales/Goods accurately
- Stock-take to obtain COGS
- Identify factors that affect COGS
- Determine how waste is recorded and calculated

UNDERSTAND PERCENTAGES

- Use simple calculations that show how to express percentages including COGS, Labour and Overheads

IDENTIFY FACTORS AFFECTING PROFIT BY DEPARTMENT

- Perform basic exercises from different operational areas



9:30am – 4:30am (Catering & Workbook supplied. **Participants are to bring their own calculators**)

\$240 + GST CMAA Member or CMDA Affiliate* **\$340 + GST** Non Member

*To find out more about the CMDA Affiliate Program contact: Brad Jones P: (02)9643 2300 E: brad@cmaa.asn.au



Location	Venue	Date
NSW	NSW	NSW
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



To register for any of these course dates complete the Registration Form & Return to Brad Jones at the CMDA F: 02 - 9643 2400

Save training, accommodation & travel \$\$\$\$... buy the course for a set price for delivery in your club for up to 15 staff & find out how!

Call Brad 02 - 96432300

Invest in your career at the CMDA knowledgebank....

'Intro to Cost Control Principles' Course Registration Form

Your Contact: Brad Jones CMDA e: brad@cmaa.asn.au P: (02) 9643 2300 F: (02) 9643 2400

NOTE: Full or Partial completion of this form is taken as acceptance by those people listed &/or authorising this form, of the CMDA Booking & Cancellation Policy shown below.

Select your preferred course date & location by ticking ☒ the aligned circle

Date	Location		Date	Location
<input type="radio"/> Mon 23 June	Sydney CMAA Career Centre AUBURN		<input type="radio"/> Mon 10 November	Illawarra/Shoalhaven Dapto Leagues Club
<input type="radio"/> Tue 1st July	Central Coast Mingara Recreation Club		<input type="radio"/> Mon 17 November	Sydney CMAA Career Centre AUBURN
<input type="radio"/> Tue 29 July	Far South Coast Milton Ulladulla Bowling Club		<input type="radio"/> Mon 24 November	Mid State Dubbo RSL Club
<input type="radio"/> Mon 11 August	Hunter East Maitland Bowling Club		<input type="radio"/> Mon 1 December	Riverina/Murray Griffith Ex Services Club
<input type="radio"/> Mon 18 August	Mid North Coast Coffs Ex Services Club		<input type="radio"/> Mon 8 December	Great Lakes Taree Leagues Club
<input type="radio"/> Mon 15 September	Sydney Northern Suburbs Balgowlah RSL Club		<input type="radio"/> Mon 14 July	Queensland Kedron Wavell RSL Club Brisbane
<input type="radio"/> Mon 22 September	Far North Coast Tweed Heads Bowling Club		<input type="radio"/> Tue 26 August	Queensland Currumbin RSL Gold Coast
<input type="radio"/> Mon 20 October	North West State Narrabri RSL Club		<input type="radio"/> Mon 13 October	Queensland Nambour RSL Club Sunshine Coast

Name	Position	CMAA Member	CMDA Affiliate	Non Member	Total \$
		<input type="radio"/> \$240	<input type="radio"/> \$240	<input type="radio"/> \$340	

Mobile No: _____ Email: _____

Club/Company: _____

Club/Company/Private Address: _____

Postcode: _____ Phone: () _____ Fax: () _____

Authorised by: _____ Position/Title: _____ Email: _____

Email addresses will be used to provide updates on CMDA Training & confirmation of your registration. Indicate if you wish to receive updates: Yes/No

Select your preferred payment option by ticking ☒ the aligned circle

<input type="radio"/> I WILL BE PAYING BY CREDIT CARD (tick which type of card)				<input type="radio"/> Visa	<input type="radio"/> Mastercard	<input type="radio"/> AMEX
Card Number <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>				Card Expiry Date <input type="text"/> / <input type="text"/>		
Card Holder Name _____				Signature _____		
<input type="radio"/> I HAVE PAID BY DIRECT DEPOSIT into CMAA account – (attach a copy of the deposit slip)						
Payment for: Intro to Cost Control Principles Course						
Account Name: CMAA		Bank: Bankwest		Amount \$ <input type="text"/>		Account Type Cheque
				BSB 302 100		Account No 1185176
<input type="radio"/> I WILL BE PAYING BY CHEQUE (please find attached) – Cheque payable to CMAA						
Mail to : CMAA 67-73 St Hilliers Road AUBURN 2144 NSW OR Fax to: (02) 9643 2400						

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Club Food & Beverage Management Summit 2008

Wednesday, October 1
Thursday, October 2

CMAA Career Development Centre
Auburn, Sydney

Register at www.cmaa.asn.au



Limited to the first 100 registered delegates, this inaugural Summit is for all Food & Beverage professionals and senior managers who need ...

IDEAS
INSIGHTS
INSPIRATION
INFORMATION
NETWORKING

The Club F&B Summit will challenge and inspire you to examine and review your club's Food & Beverage operations.

The Club F&B Summit's panel of experts will provide practical examples and strategies to build a plan for your Club's success.

Presented by



www.cmaa.asn.au



PROFITABLE
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Detlef headlines innovative Summit speaker list

October 1 and 2 are dates no CMAA food and beverage, operations, or catering manager will want to miss or, for that matter, anyone involved in managing dynamic, profitable club catering operations.

The **2008 Club Food & Beverage Summit** will offer a wealth of knowledge, expertise and opinions of many industry experts, including keynote presenter **Detlef Haupt**, Executive Chef of Australia's leading convention venue, the Sydney Convention and Exhibition Centre (SCEC).

With his team of 24 chefs, Detlef is responsible for more than 700 events a year.

While the SCEC offers a range of catering packages, Detlef custom designs the menus for about two thirds of the events at the venue, taking into account issues such as the nationality of guests and the ratio of males to females.

He also believes a dinner for 6,000 guests should be prepared with the same care as a dinner for 60.

Detlef brings to his role first-hand experience of a range of cultures and cuisines.

Having started work as an apprentice chef in Germany in 1972, Detlef spent more than 15 years in senior roles in Switzerland, Japan, Saudi Arabia, Taipei and New Zealand, arriving in Australia in 1993, where he commenced with the 6-star Park Lane Hotel - now Sheraton on the Park - in Sydney, before joining the SCEC in 1994.

Continuing in this role until 1999, Detlef then spent a year demonstrating his considerable skills in volume catering as Executive Chef with Millennium Marquee for the Sydney 2000 Olympic Games.

He returned to the Convention Centre in late 2000.

Responsible for overseeing all food and beverage at this leading Australian venue, Detlef remains convinced that quality should not be sacrificed in the interests of quantity.

He is also as excited by logistical challenges as he is by good food.

"Our challenge is to prepare innovative meals that meet the client's brief and budget, are made of quality

ingredients and also take into consideration its environmental footprint," Detlef said.

While his achievements are many, one of the most significant to Detlef has been his success in encouraging a culture of restaurant style cooking to volume "banquet" catering, introduced in 2002.

This has set SCEC apart from many competitors, with food and beverage productivity, efficiency and profitability soaring.

A big supporter of Australia's produce, Detlef sources food locally wherever possible to provide high-quality meals for his clients, often meeting with them to discuss their business/entertainment goals before planning his menus.

"Food is a very important communication tool," he says, "I like to know the purpose and tone of an event so that the meal I prepare complements and enhances the occasion in every way."

As keynote speaker at the CMAA's **Club F&B Summit on October 1**, Detlef's presentation will be an eye-opener, offering inside information and great motivation for catering managers and chefs committed to

being at the cutting edge of hospitality and catering.

Topics include ...

- > Slow cooking in a banquet environment to achieve greater product consistency
- > Tastings plates for dinner service? Trends, or are we spoiled with so much good food?
- > How to balance trends with clients expectations and budget
- > Correct choice of the kitchen equipment is paramount to achieve optimum productivity
- > Smart service delivery in a banquet environment is the brain child of the chef. How to do it.
- > Regional produce/ sustainable farming practise and organics, customer expectations and how to deliver
- > The Sydney Convention & Exhibition Centre's recycling and waste environmental services practises, used on a daily basis, have become legendary.
- > Understand the importance and profit benefits of a total commitment to policy and delivery to the environment.

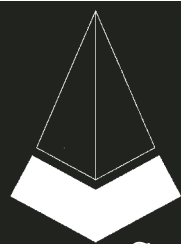
A reputation as big as Detlef's does not come easily, and an opportunity to hear from him what and how he has done it, will provide a wealth of inspiration.

This is a "must" date for your diary.



Sydney Convention and Exhibition Centre Executive Chef Detlef Haupt.

Day	Date	Meeting	Venue	Zone
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
Wednes & Thurs	13 - 14/08/2008	09:00	Crown Plaza, Terrigal	Central Coast Zone Conference
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
DECEMBER				
Tuesday	02/12/2008	09:00	Georges River 16Ft Sailing Club	St George / Cronulla Sutherland Zone Meeting
Tuesday	02/12/2008	11:00	Caloundra RSL Club	Sunshine Coast Zone Christmas Luncheon
Wednesday	03/12/2008	09:30	Tamworth Club	North West State Zone Meeting
Wednesday	03/12/2008	09:30	Norths Leagues Club	Manly Northern Suburbs Zone Christmas Meeting
Wednesday	03/12/2008	09:30		Great Lakes Zone Meeting
Friday	05/12/2008	15:00	Cruise	Inner West Zone AGM
Friday	05/12/2008	10:00	Doyalson Wyee RSL Club	Central Coast Zone Meeting
Friday	05/12/2008	11:00	Collegians Balgownie	Illawarra Shoalhaven Zone Meeting
Tuesday	09/12/2008	18:00	Burleigh Bears	Gold Coast Zone Meeting
TWednesday	10/12/2008	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Thursday	11/12/2008	12:00	Club Marconi	Nepean Zone Christmas Luncheon
Thursday	11/12/2008	09:30	Narooma Sports & Services Club	Far South Coast Zone Meeting
Thursday	18/12/2008	09:30	Auburn	CMAA Executive Meeting



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Rich River turns on hospitality and entertainment



It was another big roll-up of members for the CMAA's Riverina Murray Zone two-day meeting and workshops at Rich River Golf Club at Moama last month.

Zone President Gus Lico from Griffith Ex-Servicemen's Club was still indisposed with an Achilles tendon injury and missed the meeting, but Vice Presidents Greg Ryan and Jack Jolley, ACCM, with Education Officer Paul Barnes welcomed 35 members.

Albury SS&A Club CEO Andrew Terry reported on the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters in the first week of July and spoke about cross-border gaming and his issues with council over an outdoor area.

CMAA Communication Services Manager Peter Sharp presented the

Head Office Report and spoke to members about major Club Industry issues, including the Productivity Commission's latest survey of problem gambling in Australia, the NSW Liquor Act that came into effect on July 1, the National Health and Medical Council's finding that four standard drinks now constitutes "binge drinking", the NSW Supreme Court's hearing of evidence in Dubbo and Sydney in mid-September to determine the disputed "unenclosed (outdoor) space" definition, the change of criteria for superannuation contributions and the IPART Review of the NSW Club Industry.

After the Monday meeting, some members took to the superb Rich River golf course for a two-person ambrose event, then returned to the club auditorium for a first-class meal and memorable entertainment from the

Shane St.James Show.

The second-generation hypnotist produced a remarkable sequence of "behaviours" from some of his well-known subjects, including *ClubsNSW* Chairman Peter Newell.

The Zone also hosted a "send-off" for four managers – Allan Clark from Euston, David Harper from Rich River Golf Club, Philip Johnson from Deniliquin RSL Club and Ron Stockdale from Echuca Moama RSL Club.

Ron, who has moved on to manage the Schweppes Centre in Bendigo, was the only guest unable to attend the function which was held at Moama Bowls Club on the Sunday before the meetings and workshops.

Riverina Murray Zone's next meeting will be in February 2009.



August-September 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	AUGUST	SEPTEMBER
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	M 4 (City Tatts) W 20 (Mounties)	M 1 (Tradies) W 3 (Wests Ashfield) W 17 (Mounties)
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	T 5 (City Tatts) Th 21 (Mounties)	T 2 (Tradies) Th 4 (Wests Ashfield) Th 18 (Mounties)
Supervisor Boot Camp - 5 x 4 hour sessions (12:30pm – 4:30pm) + 1 x 7 hour session (9:30am – 4:30pm) For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence, THHGLE01B Monitor Work Operations & Train the Trainer (THHGTR01B Coach Others in Job Skills)	(S1) M4, (S2) M11, (S3) M18 & (S4) M25	(S5) M 1 & (S6) M 8
Train the Trainer - 1 Day (THHGTR01B Coach Others In Work Skills) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.		M 8
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		T 9
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.	T 12 & W 13	
Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)		M 22 & T 23
Develop & Manage Marketing Strategies THHGLE12B ACCM Unit - 2 x 2 Day Sessions Deals with the skills and knowledge required to develop & manage marketing plans and strategies, focusing on planning, monitoring and evaluation. * Marketing Fundamentals is the prerequisite for this program.		(S1) W 17 & Th 18 Continues Sept
OHS Risk Management for Supervisors and Managers - 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.	M 4 & T 5	
Manage Workplace Relations THHGLE10B ACCM Unit - 3 Days This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.	New dates available – contact CMDA for details.	

Regional Training

COURSES	AUGUST	SEPTEMBER
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day		Tweed W 10
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day		Tweed Th 11
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.	Singleton M 4	
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Griffith M 18 & T 19	Kedron (QLD) M 22 & T 23
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.	Tamworth (S1) M 4, T 5 & W 6	Tamworth (S2) M 8, T 9 & W 10 Coffs Harbour (S1) M 8, T 9 & W 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.		Albury M 22 & T 23
Marketing Fundamentals - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	Griffith W 20 & Th 21	Kedron (QLD) M 24 & Th 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.	Tamworth T 5	Coffs Harbour T 9
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.	Maroochydore W 27 & Th 28	Forster M 29 & T 30
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.		Tamworth M 8

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.

Paynter leads new-look Committee after AGM

Thomas Paynter has stepped into the breach to replace Robert Dwyer as President of the CMAA's Great Lakes Zone, which is celebrating its 21st year.

Thomas, from Port Macquarie Panthers, took over at the Zone Annual General Meeting at Club Forster on July 16, attended by 21 members.

Zone Publicity Officer Trevor Haynes reported that Robert did not seek re-election after seven years at the helm and Thomas said he was looking forward to the experience and opportunity as Zone President. "It's an important time for the Club Industry and Robert has done a wonderful job as our Zone President for quite a few years, now," he said. "With the support of the new committee, I hope to carry on his good work and will rely on Robert for advice as I settle into the new role."

Thomas is General Manager at Port Macquarie Panthers and came to the coast almost five years ago after working at Bathurst Panthers Club.

Tim McAlister, from Taree West Bowling Club, has stepped into the Secretary role that Thomas vacated, while Jason Stone, from Port Macquarie Panthers, takes over from Christine Shannon as the Zone Education Officer.

The Great Lakes Zone Committee is ...

- PRESIDENT - Thomas Paynter, Port Macquarie Panthers
- VICE PRESIDENT - Tim McAlister, Taree West Bowling Club
- SECRETARY - Kim White, Club Old Bar
- TREASURER - Allan Hudson, Laurieton United Servicemen's Club
- EDUCATION OFFICER - Jason Stone, Port Macquarie Panthers
- PUBLICITY OFFICER - Trevor Haynes, ACCM, Port Macquarie Golf Club

In his final address to the AGM, Robert Dwyer said the out-going committee had achieved its objectives set at the beginning of its term. The meeting was pleasantly surprised to learn that this was the 21st year of the Great Lakes Zone that started on August 12, 1981, with Robert's father Greg Dwyer serving as President and Federal Secretary Allan Peter as Secretary.

CMAA Executive Officer Terry Condon, CCM, traveled to Forster for the meeting and presented the Head Office Report, including a summary of the CMAA's Mid Year Executive Leadership at Conrad Jupiters on the

Gold Coast, The NSW Independent Pricing and Regulatory Tribunal (IPART) final Report into the NSW Registered Clubs Industry, which was the culmination of a 15-month public review process involving extensive consultation.

Terry also spoke about the latest legislation and news covering gaming machines, including the two-year moratorium on new gaming machines in Queensland, the Victoria Government's decision to end the Tattersall's and Tabcorp duopoly allowing clubs to tender for gaming machine licences after 2012 and the NSW Government's decision to allow clubs facing financial hardship to stagger their gaming machine taxation installments.

The Zone will conduct its Bursary Tour - a two-day bus tour around selected

Sydney clubs showcasing gaming, catering, HR and building of up to 80 members - from February 17 to 19 next year.

The day started with a free workshop - "Changing Markets - A Discussion Forum", presented by Gary Haworth and investigating the challenges facing clubs following changes to the regulatory and competitive market dynamics.

The AGM guest speaker was Tony Pizzamiglio who tackled the topic, "Market Boomers", using a supply chain management system developed specifically for the hospitality industry.

More than 40 members and industry trade representatives enjoyed lunch together and participated in a fund-raising auction that raised more than \$13,000 for local Zone bursaries.



Outgoing Great Lakes Zone President Robert Dwyer (left) with his successor Thomas Paynter at the Zone AGM.



CMAA Executive Officer Terry Condon presents the Head Office Report to the AGM.

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'Women On Top' forum tackles hot issues



More than 80 guests enjoyed the luncheon and forum at the Inner West Zone Meeting.



Women On Top" Forum members (from left) Rebecca Wilson, Elka Graham, Deborah Feening, Mary O'Neill and Linda Burney.

It was a day when the women were in the spotlight – and they shone brightly. President Jamil Chalhoub convened and hosted the CMAA Inner West Zone meeting at Canterbury Hurlstone Park RSL Club on July 18 with 55 members again showing strong support.

CMAA Executive Officer Terry Condon attended and presented the Head Office Report, covering several high-level topics, including the latest on gaming machine legislation ...

- the two-year moratorium on new gaming machines in Queensland
- the Victoria Government's decision to end the Tattersall's and Tabcorp duopoly allowing clubs to tender for gaming machine licences after 2012
- the NSW Government's decision to allow clubs facing financial hardship to stagger their gaming machine taxation installments.
- The NSW Independent Pricing and

Regulatory Tribunal (IPART) final Report into the NSW Registered Clubs Industry, which was the culmination of a 15-month public review process involving extensive consultation – **See Pages 14 & 15**

- a summary of the CMAA's Mid Year Executive Leadership at Conrad Jupiters on the Gold Coast.

Terry also fielded questions from the floor and discussed the update of the CMAA's Strategic Plan, the Productivity Commission's new research into the extent and effects of problem gambling to replace a 1999 study and National Health and Research Council claims that the consumption of four standard drinks constitutes "binge drinking". Jamil then turned over the floor to sports journalist Rebecca Wilson to host a women-only forum titled, "Women On Top".

Inner West Zone Education Officer Michelle Dennington reported that the

forum proved "interesting, entertaining and thought-provoking" for the 80 luncheon guests who stayed on.

Forum guests included Linda Burney MP, Member for Canterbury and Minister for Fair Trading, Minister for Youth, Minister for Volunteering; dual Olympian swimmer and sports presenter Elka Graham; respected gaming industry executive Mary O'Neill, now Director of O Corporate Services; and Club Marconi CEO and CMAA NSW State Executive Member Deborah Feening.

"The Forum was well received and went a little longer than we had anticipated because it tackled some strong topics and no-one held back with their opinions," Michelle added.

Inner West Zone's next meeting is at the Sydney Rowers Club on Friday, September 5, with the Zone AGM and Christmas Luncheon Cruise on Friday, December 5.



"Women On Top" Forum host Rebecca Wilson.



When the smoke cleared ... (from left) Mary O'Neill, Linda Burney, Rebecca Wilson, Elka Graham and Deborah Feening.

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Zone commits to upgrading service levels across all clubs

City and Eastern Suburbs Zone President Lary Dorman welcomed 26 members to the Zone Meeting at Club Bondi Junction on July 8.

CMAA Education Manager Ralph Kober presented the Head Office Report and spoke about several key issues facing the Club Industry and gave a report on the success of the CMAA's annual Mid Year Executive Leadership Conference staged at Conrad Jupiters the previous week.

Ralph's report also covered the update of the CMAA's Strategic Plan, the Productivity Commission's new research into the extent and effects of problem gambling to replace a 1999 study, National Health and Research Council claims that the consumption of four standard drinks constitutes "binge drinking" and the NSW Government-commissioned final report of the IPART Review of the NSW Club Industry – **Pages 14 and 15**.

Before the Zone Meeting, Ralph joined the Zone Committee and Brett Whitford from the Customer Service Institute of Australia (CSIA) to discuss a program of workshops to standardise the quality of service in Eastern Suburbs clubs.

The CSIA is partnering with the CMAA in presenting the Certified Customer

Service Manager Course, developing a training assessment and certification program.

Lary Dorman said the meeting was an impressive session and that the Zone had committed to the first of three seminars in September with a specific date and venue to be resolved during August.

"Everyone in the Club Industry appreciates that, with the new smoking legislations and consequences for gaming turnover, that it's more important than ever to ensure that service quality is first class," Lary said. "We have committed to the service seminars to help all clubs achieve the level of quality service that members and guests appreciate and remember."

Lary also congratulated Kensington RSL Club General Manager Paul Dalton on the success of the annual Peter Cameron event at the Coast Golf Club in late May.

The luncheon, following the Zone Meeting, attracted 72 guests.

The next City Eastern Suburbs event will be a Zone Meeting at Bondi Icebergs on Tuesday, September 9, with the Christmas Meeting and Luncheon at Randwick Labor Club on Tuesday, November 25.



Brett Whitford from the Customer Service Institute of Australia.

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Shark inspires busy time on the course

It appears Greg Norman's inspirational showing at the British Open last month has inspired a new level of golfing enthusiasm among zones and clubs in their quest to boost bursary programs and support local charities.

First golf cart off the rank is the Illawarra Shoalhaven Zone – John Wilkinson Memorial – Charity Golf Day on August 4. The event is a 1,2,3 Countdown with a field limited to 144 players at The Grange Golf Club, Kembla Grange.

On Tuesday, August 19, Nepean Zone hosts its annual golf day at Fox Hills Golf Club at Prospect in western Sydney.

It's breakfast and registration from 7am with a shotgun start in the four-ball ambrose event at 8 o'clock. The \$77 entry fee includes golf, drinks on the course and clubhouse, lunch and raffle tickets.

Contact Nepean Zone Secretary David Marsh at Ingleburn RSL Club – Fax 02 9618 2130 or dave@ingleburnrsl.com.au by Friday, August 15, to book a place in the event.

The children and their families at Camp Quality will benefit from a charity



Forbes Services Club General Manager David Fitzgerald and Functions and Event Manager Cathy Stibbard planning the Mid State Zone Charity Golf Day.

fundraiser at Muirfield Golf Club at North Rocks on Friday, September 5.

Manly Northern Suburbs Zone Secretary and West Pennant Hills Sports Club CEO Jason Read is organising the event and encourages all clubs and club managers to support this worthwhile organisation that does remarkable work for children suffering from cancer and their families.

It's a four-ball ambrose event with breakfast and registration at 7am and

shotgun start at 8 o'clock costing \$125 per player, which includes golf, breakfast, lunch and drinks on the course.

Contact Jason at West Pennant Hills Sports Club – P: 02 9980 8522 or jread@wphsportsclub.com.au for information or bookings.

Father Chris Riley's "Youth Off The Streets" charity will benefit from the efforts of the Mid State Zone's inaugural Charity Golf Day at Forbes on Tuesday, September 16.

Forbes Services Memorial Club General Manager David Fitzgerald has agreed to host the event on behalf of the Zone and his team is working hard to ensure its success.

Father Riley will join the golfers at Forbes Golf Club for the event and be the Keynote Speaker at the Charity Dinner-Auction after the golf.

Contact David at Forbes Services Memorial Club – 02 6852 1488 - to book your place at the golf and dinner.

St George Cronulla Zone will stage the annual Neville Worton Golf Day at Kogarah Golf Club on Tuesday, September 23.



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World Youth Day pilgrimage starts at Club Marconi



More than 1,400 pilgrims from around the world converged on Club Marconi to celebrate the Multicultural Youth Festival at Marconi Stadium on July 13.

The spectacular youth festival was held as a warm-up for the World Youth Day festivities to follow with the Pope's arrival in Sydney the following week.

From July 9 to 14, Club Marconi was the "home" to global visitors who camped out together, sharing several of the club's rooms and facilities, spending their days meeting with local patrons, singing and praying together during their holy pilgrimage.

For CMAA NSW State Executive

Member and Club Marconi CEO Deborah Feening, her management team and staff, it was all hands were on deck to ensure the pilgrims had a comfortable and enjoyable stay.

On Sunday, July 13, more than 5,000 locals joined WYD pilgrims to celebrate mass and hold a festa promoting multiculturalism and celebrating Christianity.

The crowd celebrated with a spectacular array of live entertainers, a great feast, free rides and dancing well into the evening until 6pm when the festivities were capped off with a phenomenal fireworks display that lit up the stadium.



Anthony signs on at Australian Paging

Anthony Lewy, well-known for marketing and selling paging systems to many club managers across NSW, has stepped out on his own.

In fact, he's working with **Lawrence Shepherd**, but Anthony is the marketing sales face of the new company, **Australian Paging**.

"I enjoy working with the club managers and I'm looking forward to bringing a new range of quality products to the club industry," Anthony said of his exciting new venture.

Australian Paging offers the newest paging products for the hospitality industry and the product range is supported by more than 60 technicians Australia wide.

The company has opened two showrooms - in Sydney and the Hunter - where products can be viewed and demonstrated. The showrooms are at 17 Brookhollow Avenue, Baulkham Hills and Unit 4, 20 Spit Island Close, Mayfield West.

"**Australian Paging's** aim is to provide the industry with state-of-the-art equipment at an affordable price and customer satisfaction is paramount, reflected in our quality statement focusing on design, manufacture and after-sales service," Anthony said.

Australian Paging specialises in exclusive communication products, including a mobile phone paging system, gift card dispenser, coaster lite system, key call guest allocation system and "table genie" system.

Australian Paging offers two poker machine paging systems, the Cool Blue Coaster and Advertiser guest pagers, Butler 1 & 2 paging system, servers-waiter call systems and alphanumeric pagers.

The company's management and staff have many years experience in the hospitality and paging industry. "We deliver expert advice on all products with a unique service," Anthony added.

Australian Paging will be on **Stand No.321** at the **Australasian Gaming Expo 2008** at Darling Harbour.

For more information on **Australian Paging's** products and services, call **02 - 8858 1055** or Anthony Lewy on **0415 985 477**, email on sales@australianpaging.com.au or visit www.australianpaging.com.au



Anthony Lewy



'Creating a Future' – solving the recruitment headache

What is "Creating a Future" ...

In today's job market, it is becoming increasingly difficult, time consuming and expensive to attract and retain good staff.

It's a problem widely recognised within the Club Industry.

To proactively combat this growing skilled staff shortage, **Barringtons** has initiated the "Creating a Future" program.

The concept behind the program is that students interested in entering the hospitality industry are sourced by job network providers and sent to one of **Barringtons'** network of **Vocational Training Academies** to begin vocational training towards a career path.

As a requirement of training to a Certificate II level, students must complete work experience at a host employer's workplace.

For a majority of students looking to enter the Club Industry, the training will take the form of a "Certificate II in Hospitality Operations".

Students then will be required to complete work experience at a club, ensuring that what they learn can be applied on the job.

Following graduation, one of two things will happen ...

- clubs who were host employers can express interest in employing any of the students who have completed work experience at their place
- qualified candidates are directed to the club portal of the **Barringtons ozjobfindit** job board, where other clubs can list available positions.

How You Can Participate ...

1. Are you a club with job vacancies?

Employers are an integral part of ensuring the success of this model. **ozjobfindit** is a job board that allows you to post vacancies within your club for free – as part of our commitment to easing the skills shortage and recruitment difficulties. Simply go to <http://ozjobfindit.com> and register to start posting jobs right away. As the program is rolled out across more and more industries, the number of qualified candidates job searching on the job portal will increase.

2. Are you an employer looking to take a new approach to recruiting?

Becoming a host employer within



the "Creating a Future" program has many benefits for a club. With the difficulty of finding a quality employee on the rise, many clubs find themselves spending a lot of time sifting through many applications, interviewing, and finally employing someone who shone at an interview – only to find that on the job, the new staff member fails to meet what they promised at the interview. By becoming a host employer, clubs are giving themselves a chance to take part in a worthy initiative while simultaneously searching for new employees. During work experience, clubs are given time to assess their capabilities and suitability to the workplace, and if they're happy with how a student has progressed, can offer them employment. All students will also be qualified to a **Certificate II** level at the conclusion of their training, and encouraged to roll over into a **Certificate III** qualification once employed.

Barringtons will run a "Creating a Future" program at **City Tattersalls Vocational Training Academy** from August 4, 2008.

The training will be conducted to the level of a "Certificate II in Hospitality Operations".

To ensure the success of this program, **Barringtons** is opening the opportunity for clubs around the region to express interest in providing a work experience placement for students.

These host employers are then offered preferred choice offerings to any candidates who complete work experience at their club.

With the increasing difficulty faced by clubs in finding and keeping quality, trained staff, it's hoped that this initiative will ease some of the recruitment burdens and allow managers to devote their time to better serving their clubs' needs.

For more information about participating in the program - as a host employer or finding qualified staff - contact **Troy Schufft** at **Barringtons** - 0408 255 207 or troy.schufft@barringtongroup.com.au



CMAA “Duty Manager Program”
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- All presenters have specialist Club Industry and Hospitality Industry skills and knowledge ...
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- Participants receive a number of text books including “*Club Management in Australia*” and the guru of modern management **Ken Blanchard**’s “*Leadership and the One Minute Manager*”, situational leadership text and his revolutionary customer service book, “*Raving Fans*”.
- Cost of the program is **\$1,450** (plus GST) per person for **CMAA Members** and **CMDA Affiliates**
\$1,590 (plus GST) per person for non-members and is a small investment in the future of your club.

Participants who meet the assessment requirements of the program’s *Rostering*, *Manage Quality Customer Service* and *Leadership* modules receive **Statements of Attainment** for **THHGLE05B “Roster Staff”**, **THHGLE11B “Manage Quality Customer Service”** and **THHGLE08B “Lead & Manage People”** in partial completion of the nationally recognised qualification **THH60202 – “Advanced Diploma of Hospitality Management (Club Management)”**.



Download a **REGISTRATION FORM** from the CMAA website www.cmaa.asn.au ... forward it to **Brad Jones** at the **CMDA** - F: (02) 9643 2400, P: (02) 9643 2300, E: brad@cmma.asn.au

Another REMONDIS partnership paying off

When the **Panthers Entertainment Group** tendered for Waste and Recycling Services late last year, their goal was to increase their recycling rate and decrease waste to landfill. **REMONDIS** was able to step up to the mark and provide 12 of the Panthers Entertainment Group sites with tailor-made waste and recycling solutions that catered to the individual requirements of each site.

Some basic recycling - paper and glass - has been undertaken prior to partnering with **REMONDIS** - a CMAA Education Centre sponsor organisation.

As a leading environmental organisation, **REMONDIS** was able to implement easy-to-use waste separation systems with a training program to educate Panthers staff on source separation and the benefits of recycling.

Recycling is making a substantial contribution to the improvement of our environment by:

- reducing greenhouse gas emissions
- delivering significant energy and water savings
- conserving non-renewable virgin resources.

As an example ... one tonne of recycled paper and cardboard saves approximately 17 trees, 2.5 barrels of oil, 4,100 kilowatts of electricity, 4 cubic metres of landfill space, 31,780 kilolitres of water and 3.98 tonnes of greenhouse gases - that's like taking one car off the road.

Within the first four months of their partnership with **REMONDIS**, Panthers increased paper and cardboard recycling rate from 12.5 tonnes to 18 tonnes per month,

saving close to 100 trees and taking five cars off the road.

REMONDIS takes food waste to a regional Food Waste to Energy facility, thereby supporting Panthers in diverting carbon-producing organic waste from landfill.

The facility is committed to environmental best-practice in processing organic food wastes in a sustainable manner to produce green energy and nutrient-rich fertilizers.

Regarding the working relationship with **REMONDIS**, Penrith Panthers Operations Manager Margaret Diebert said: "Although our relationship with **Remondis** is relatively new, Panthers can already see a reduction in our general waste.

"By ensuring we separate our waste streams at the source, we can reduce the volume of general waste that is sent to landfill.



Towns" and "**Green and Healthy Schools**" programs.

These programs and awards are designated to educate and raise awareness for the environment among communities, schools, youths and scout groups.

By actively encouraging future generations, **REMONDIS** and Keep Australia Beautiful promote grassroots participation across all spectrums of the communities to protect areas in which we live, work and play.

Sustainability, Recycling and Costs

Sustainability is in everyone's mind these days but, for many, it's the flavor of the month. But why not make it work for you?

Recycling is a big step in the right direction for a sustainable future - and a positive impact on the bottom line for any organisation.

Recycling reduces a club's waste to landfill - that's where the costs are.

By annually increasing landfill levies, the government is implementing an incentive to drive potential resource recovery and recycling alternatives.

In NSW, the landfill levy increased to \$46.70 per tonne from July 1, 2008, while landfill operators also have raised tipping fees.

By improving recycling rates, clubs can lower these costs, improve the bottom line and do something for the environment.

Contact **REMONDIS** for more information and assistance to improve recycling and improve saving - **National Service Line 13 73 73** or www.remondis.com.au



"There are financial benefits to the organisation in implementing this source separation plus this has a positive impact on the environment.

"The partnership Panthers is developing with **REMONDIS** is proving to be mutually beneficial and, based on current service, the relationship should continue to grow."

REMONDIS and Corporate Responsibility

"**Recycling, Resource Recovery and Reuse**" are the cornerstones of the **REMONDIS** vision for a sustainable future.

REMONDIS has recently forged a long-term partnership with the NSW and Queensland branches of **Keep Australia Beautiful**, a well established Australian non-profit organisation.

REMONDIS supports the "**Resource Recovery Awards**" for the "**Clean Beaches Challenge**" as well as for "**Sustainable Cities**", "Tidy



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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**



Bourne takes reins at ILG

The **Independent Liquor Group (ILG)** has marked the start of a new era for the hospitality industry co-operative with the opening of its wholly-owned state-of-the-art wholesale complex in western Sydney and re-structure of its operations.

NSW Minister for Regional Development **Tony Kelly** officially opened **ILG's** new premises at Erskine Park on July 1, describing it as a "boost for the western suburbs".

ILG supplies liquor to 865 shareholder members in 1200 clubs, hotels and liquor stores trading under the **Liquorstop, Pubmart, Clubmart, Liquor World** and **Handi Pub** banners.

The **ILG** Board has appointed long-standing Board Chairman **Bob Bourne** to an Executive Chairman's role to oversee the re-structure.

A prominent NSW hotelier, **Bob Bourne** assisted the founding executive chairman **Ivan Markich** when **ILG** was established in 1975. He has been a Board member for more than 30 years and Chairman for 20 years.

The Board invited him to take on a hands-on role as Executive Chairman following Managing Director **Ian Thomson's** resignation at the end of June.

Mr Bourne said he was looking forward to getting on the road in coming months to meet shareholder members and shareholder suppliers of the co-operative. "The Board sees this as exciting opportunity to re-focus our operations, bringing a much stronger focus to buying and promotional activities in both our NSW and Queensland operations," he said. "It's very much the start of a new era for **ILG** and coincides with the opening of our magnificent new wide range wholesale complex in western Sydney,

which is already demonstrating improved efficiencies in the way we service our members."

Mr Bourne said **ILG's** strength was its co-operative structure, with \$250 million in annual sales and a common interest as a group of retailers.

ILG also has announced sales of \$247 million for the 2007-2008 financial year. The unaudited figure represents a 7% increase on the previous financial year results.

Mr Bourne paid tribute to **ILG's** supplier members – wineries, distilleries and brewers – who supported **ILG's** commitment to providing a competitive alternative to the major liquor chains.

"Our supplier members have played a big role in this result," Mr Bourne said. "They are as committed as we are to ensuring that there is a viable alternative to the major chains. Thanks to their support we are able to promote quality products and brands that are competitively priced and give our retail members a real point of difference."

Mr Bourne said the group had registered particularly strong growth in wine sales over the past year, which had countered reduced sales of pre-mixed alcohol beverages.

"This is a very satisfactory result, coming at the end

of a year that saw us move our operations into a new wide range wholesale complex and re-structure our business," he added. "Our new departments are starting to function well and we have a much stronger focus on promotional activities, so we feel we are in good position to help our shareholder members in NSW and Queensland generate even stronger sales in the coming financial year."

The new facility has been designed with the latest environmentally-friendly features, including recycled grey water,



Bob Bourne

rainwater harvesting, solar hot water and a building management system to control lighting and air-conditioning to maximise electricity efficiency.

Mr Bourne said the new facility, with its unique computer system to track wholesaling activities, streamlined receiving and distribution processes, 15,000-square-metres of warehouse space and 1600-square-metres of office space, is sending a strong signal to the industry that **ILG** is in expansion mode.

"This new facility is ideally placed on the Sydney orbital road network, and has been designed to handle **ILG's** expansion in coming years," Mr Bourne said. "We are very excited about the potential for further assistance to individual retailers. Our Board is made up of very experienced people from the liquor and hospitality industries, who well understand the challenges of the current trading conditions and competition. They also recognise the potential for growth, and are as energised and excited about this opportunity for **ILG** as I am."



Industry loses an old mate

The Club Industry recently farewelled and old favourite and a great character with the passing of **Bob Pointer**.

Born in October, 1940, Bob grew up in Port Kembla and completed an electrical trade apprenticeship in 1961 before adding applied industrial electronics qualifications a year later. Bob headed overseas, working as a poker machine serviceman in England

for three years before returning to Sydney in 1964 as a poker machine technician and sales representative with Nutt & Muddle until 1984.

He moved on to Pacific Gaming as a sales representative for the next four years, then to Vidco/Stargames as a sales advisor until late January, 2003. Bob suffered a stroke while on working on secondment for Stargames in New

Zealand in November, 2002, and was repatriated to Tweed Heads, then to Lightning Ridge and, for the past eight months, at Mudjee.

Between his hospital visits, Bob lived with good friends Kevin and Fay Wallace and went most places with Kevin and Fay's daughter Megan and her husband.

At Vidco, Bob was fondly nicknamed "Bloody Bob", because everything he said started with "bloody". And whenever Brian left the building, Bob would say: "It's party time!"

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Level 4, 210 Albert Rd, South Melbourne, VIC 3205

Australia tops again in China

Australia's **Taylors** of Clare Valley "Jaraman" Shiraz 2005 has recently won the trophy for "Best Red Wine of the Show" at the *Shanghai International Wine Challenge*.

Taylors also collected two other gold medals at the same show with a couple of Cabernets Sauvignon – the flagship 2004 *St Andrews Cabernet Sauvignon* and the 2005 *Jaraman Cabernet Sauvignon* - both reaching the top of the podium.

The 2005 *Jaraman Cabernet Sauvignon* and *Shiraz* are both set to be released this month.

The family-owned winery – clearly - is big in China ... last year being awarded the trophy for "Best White Wine of the Show" for their 2005 *Jaraman Chardonnay*.

Two major trophies, two years running is an achievement to be proud of.

The *Shanghai International Wine Challenge 2008 (SIWC)* is China's premier independent and most influential wine competition.

Organised in association with international industry professionals, this challenge is designed to award excellence and recognise quality in wines from around the world.

BRENDAN BATE WINE AGENCIES
M: 0408 683 750
E: batewine@bigpond.com

Australasian Wine of the Year

A Clare Valley Riesling also has been named "Australasian Wine of the Year" after a blind taste-off involving top-rating Australian and New Zealand wines, hosted by the influential *Winestate* magazine.

The **Penna Lane Wines** 2004 *Riesling* is the first white wine to take out the major prize in the 11-year history of the *Winestate* awards.

Winestate judges have tasted more than 10,000 wines over the past 12 months in the largest competition of its kind involving Australian and New Zealand wines.

Only those rated with 4.5 or 5 stars went into the final taste-off.

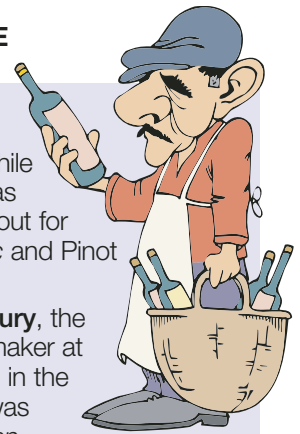
Regional strengths also shone through for several other varietals, with the Barossa Valley and McLaren Vale dominating the *Shiraz* category, the

Hunter Valley doing likewise with *Semillon*, while New Zealand was again the stand out for *Sauvignon Blanc* and *Pinot Noir*.

Kevin Glastonbury, the senior red winemaker at **Yalumba Wines** in the Barossa Valley was named "Australian Winemaker of the Year" for his consistency in achieving the largest number of high-ranking wines during the tasting period.

Yalumba Wines also took the title of "Wine Company of the Year" for best overall performance.

Margaret River producer **Vasse Felix** took out the category of "Best Chardonnay", while up-and-coming Barossa producer **Kaesler Wines** won the coveted "Best Shiraz" category.



Wine Review

A wonderful winter drink is a big glass of premium red – most would agree. I tackled a large tumbler of the **Cockfighters Ghost** 2005 *Langhorne Creek Cabernet Sauvignon* recently, and ended up having a second glass for good measure. Great fruit, really well structured blackberry and cassis flavours, and a harmonious vanillin oak backbone. Drink this alongside a rich winter slow cooked lamb shank dish and try keeping the smile off your face.



Book takes mystery out of enjoying wine

With the recent explosion of international wines into Australia, there has never been a better time for walking through that global vineyard than right now.

Wine expert **Angus Hughson** introduces this world of wine to those who want to spread their wings and familiarise themselves with the many wine varieties of the world.

He explains how to read the labels, provides a rating, and discusses growing regions, grape types and history.

From the old world of France and Italy to the new world of the United States and Argentina, **World Wine** reviews and rates hundreds of the imported wines now available in Australia.

In tiny pockets around the world where the climate mysteriously aligns with local soils, the resulting wines can have unique characteristics.

WORLD WINE
The Imported Wine Handbook
Angus Hughson
Longueville Books,
September 2008, RRP \$29.95



Grab a bottle and a glass and travel from Portugal to Chile, from Canada to Italy and New Zealand to France through your tastebuds.

Selling Points

- Australians bought more than \$150 million worth of imported wines last year
- Australia makes only 3% of the

world's wine

- Imported wine sales doubled over the past year
- Australians are the biggest drinkers of vintage champagne per capita in the world

Stop puzzling over whether to drink or store wines ... this guide lists everyday wines and those that should be put away for a special occasion or investment purposes.

Angus Hughson is a wine expert and regularly writes for **Gourmet Traveller Wine**, **The Daily Telegraph**, **Courier Mail** and **Herald Sun**. He shares his passion with readers in this accessible, no-nonsense and informative handbook that will appeal to both amateurs and experts.

Angus remembers his first glass of good wine ... "I was sitting at a restaurant with a couple of friends, nothing particularly flash, but I can still taste that glass of 1990 Coonawarra Cabernet like it was yesterday."

Keno are giving customers the chance to become a **Velocity** **MILLION-AIR!***



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- The major prize is 1 million Velocity Points
- There's an additional 125,000 Points being given away for 4 weeks across 8 regions
- We are not just rewarding your customers, we are also running a POS display incentive where the top 5 venues will each get 50,000 Velocity Points*
- Keno will be supporting this activity with a TV campaign
- Please refer to the terms and conditions in your POS pack for more details or contact your Area Manager

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Allan Pease



Bill Healey



Bruce Robertson



Michael Foggo



Chris Downy



Mark Taylor



Francis Wevers



Cheryl Vardon



Rod McGeech



Ross Greenwood



Nick Xenophon



Sir Richard Hadlee

24 PRESENTERS YOUR FUTURE



John Duffy



Mike Shackleton



Murray Robson



Peter Capp



Lars Klander



Clive Allcock



Ross Ferrar



Jamie Nettleton



Tan Jose



Jenny Owen



Bill Brown



Allen Barry

A highlight of the Australasian Gaming Expo is the 2008 Gaming Conference. More information and registration for this not to be missed event are now available at www.austgamingexpo.com – or call the Gaming Expo Help Line on 1300 724 030 or +61 2 8282 4949

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