

# Club Management IN AUSTRALIA

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September 2008  
Vol 71, No 196



Gold Crest Security & Independent Gaming join CMAA

# NEW PARTNERS

CMAA Executive Officer TERRY CONDON, CCM, with Gold Crest Security CEO MARK WALKER and Independent Gaming Managing Director LAWRENCE SHEPHERD at AGE 2008



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### PAGES 14-19



Just days before he formally took his seat in Upper House of the Federal Parliament, controversial South Australian "anti-pokies" Senator Nick Xenophon entered the "lion's den" when he was the headline speaker at the annual Australasian Gaming Expo at Darling Harbour in late July. In his presentation, Mr Xenophon challenged Prime Minister Kevin Rudd to live up to his pre-election declaration on gaming machines and publicly declared that he would do everything in his power to remove all poker machines from clubs across Australia. His comments stirred gaming industry executives ...

### PAGES 20&21

Card-based "cashless" gaming is the latest weapon in the war against anti-poker machine forces - as well as helping problem gamblers, according to a team chosen to trial the card system in Queensland. Sandgate RSL Memorial Club is the venue for the trial and Secretary Manager Daryl Wilson and his Gaming Manager Craig Ryan are enthusiastic about the system. Originally, the trial was to have taken three months and 75 Sandgate RSL club members volunteered to take part. The trial period was extended by three months, then a further two-month period has been added before the trial is assessed ...



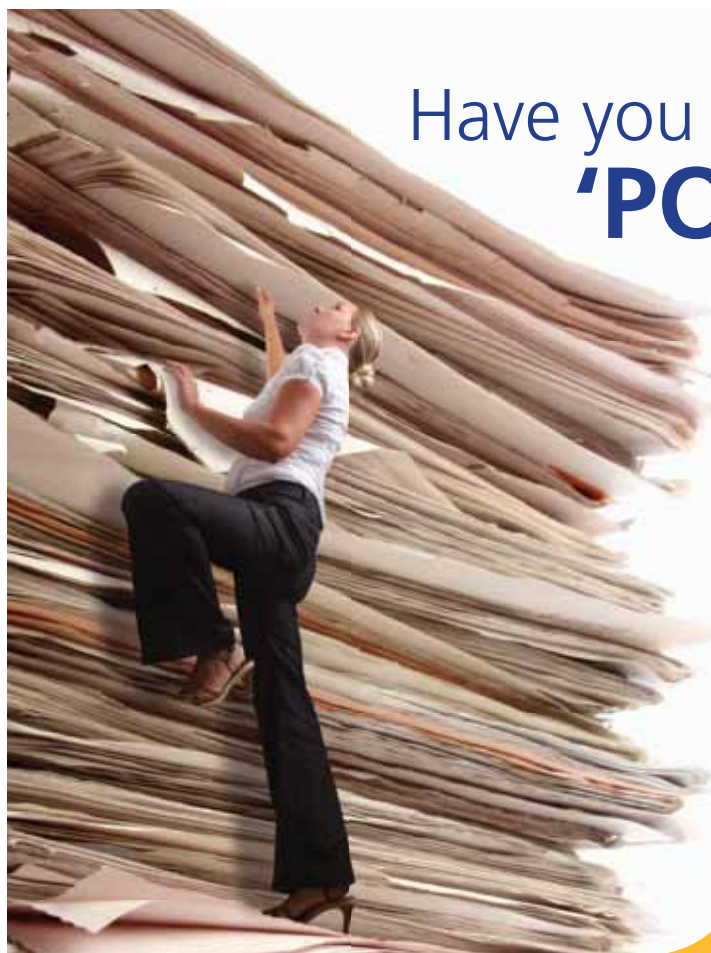
### PAGES 22&23



There's a big month ahead for Geoffrey Holland. The Dubbo RSL Memorial Club General Manager runs the biggest and most successful club in the central western NSW town and, unlike the theory about moving to the bush for a quiet life, Geoffrey is as busy and involved as any metropolitan counterpart. September is going to be even bigger than usual because the NSW Supreme Court is coming to town to inspect his outdoor smoking facility. He has worked his way through the web to become something of an expert on the subject ...

### PAGES 24&25

RETAIL had Dick Smith for big ideas - the man who built his electronics empire off the back of great publicity stunts. For the Club Industry, progressive managers such as Andrew Terry are blazing the trail, determined not to come undone by a barrage of new legislation and pressure on spending. Andrew, who heads up two clubs in NSW - The Albury SS&A Club and SS&A Sports & Bowling Club - and the Wodonga Country Club in Victoria, had all his management experience put to the test during a recent six-month-long legal battle to create an outdoor smoking/gaming terrace ...



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# Award Modernisation the next big step

**At the CMAA's Executive Mid Year Conference on the Gold Coast in early July, Association Federal Secretary ALLAN PETER addressed the General Meeting of Members on the major Industrial Relations issues affecting the Club Industry and club managers across Australia with a focus on the Australian Industrial Relations Commission (AIRC) Award Modernisation and National Employment Standards (NES) ...**

The Federal Government's implementation of its Industrial Relations (I.R.) policy "*Forward With Fairness*" is well under way and there are two main stages to its implementation.

In practical terms, most of the changes have a targeted start date of January 1, 2010.

**Stage One** was affected by the operation of the Transition Bill on March 27, 2008.

The two main parts of this Act deal with, in the first instance, the abolition of Australian Workplace Agreements (AWAs) and allowing for Individual Transitional Employment Agreements (ITEAs).

The second part of the Transition Bill deals with Award Modernisation.

The Act empowers the Australian Industrial Relations Commission (AIRC), on a request by the Federal Employment and Workplace Relations Minister and Deputy Prime Minister, Julia Gillard, to commence a process of modernising all awards.

The Government's true intention is simply to reduce the number of awards operating within an industry to just one, or two, awards.

Ms Gillard wrote to the AIRC President on March 28, 2008, formally requesting the commencement of the Award Modernisation process.

The Minister's request required the Commission to "endeavour by June 30, 2008, to have ...

- identified a list of priority industries or occupations for Award Modernisation
- developed a timetable for completing the award modernisation process
- developed a proposed model award flexibility clause\* which would include:
  1. Arrangements for when work is performed
  2. Overtime rates
  3. Penalty rates
  4. Allowances

The Club Managers' Association Australia wrote to the Commission identifying that the following Awards would be subject to the Commission's review ...

- **AN120138 – Club Managers' (State) Award 2006**  
NAPSA – NSW Members
- **AP817963 Liquor & Accommodation**

**Industry – Licensed Clubs – Managers and Secretaries – Award 2002**

Queensland and Victorian Members

- **AP824122 Liquor & Accommodation Industry – Licensed Clubs – Managers & Secretaries (ACT) Award 2003**  
ACT Members

- **AP821899 Liquor & Accommodation Industry – Licensed Clubs – Hotels, Resorts & Gaming – (Managerial Staff) – Award 2003**  
Hotel Managers – NO Members

On June 20, 2008, the Full Bench of the Commission issued a decision dealing with a list of priority industries, together with a completion timetable and a new "general award flexibility clause", to appear in all modernised awards.

## The Priority Award List

The Commission determined that the priority areas for Award Modernisation should be:

- Coal Mining Industry \*
- Glue & Gelatine Industry
- Higher Education Industry \*
- **Hospitality Industry \***
- Metal & Associated Industries \*
- Mining Industry \*
- Private Sector Clerical Occupation \*
- Racing Industry \*
- Rail Industry \*
- Retail Industry \*
- Rubber Plastic & Cable-Making Industry \*
- Security Industry
- Textile, Clothing & Footwear Industry\*
- Vehicle Manufacturing Industry \*

## Timetable

The timetable for the priority industries is tight and the work required to be undertaken in a short period is extensive.

## Date & Task

### June 23 – July 25

\* Written submissions to be completed and lodged on:

- Content
- Scope
- Transitional provisions of the proposed Modern Awards

### July 28 – August 13

Pre-drafting consultation on each Modern

Award. Specific days are allocated to specific industries.

### September 12

The Full Bench of the AIRC will publish Exposure Drafts of the proposed Awards.

### October 10

Exposure Draft submissions to be lodged. Second round industries to be announced.

### October 16 to 22

Public consultation on Exposure Drafts in Sydney.

### December 19

Publication of priority Awards

Also, on June 16, 2008, the Federal Government released the final version of the National Employment Standards (NES).

The NES set out 10 basic workplace entitlements applicable to all employees.

In the Federal system, regardless of industry, occupation or income, they cover:

- Maximum weekly hours of work
- Requests for flexible working arrangements
- Parental Leave and related entitlements
- Annual Leave
- Personal / Carer's Leave and Compassionate Leave
- Community Service Leave
- Long Service Leave
- Public Holidays
- Notice of Termination and Redundancy Pay
- Fair Work Information Statement

The Government intends that Parliament will enact the NES as part of the substantive Bill - due later this year - and will operate from January 2010.

The NES have been finalised and released in advance of the balance of the Bill to provide guidance to the AIRC in developing Modern Awards.

**Stage Two** is the Substantive Bill, which will create "*Fair Work Australia*", the body to replace the AIRC as a "one-stop shop" to deal with all employment-related matters, inclusive of a revised unfair dismissal jurisdiction and dispute resolution system.

After wide consultation with employer and employee groups, Minister Gillard hopes to introduce the Bill in the Federal Parliament in late August, or September, 2008.

The CMAA and *ClubsNSW* believe that an independent **National Club Industry Award** should be distinct from a wider **Hospitality Industry Award**.



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## Seasonal weather brings improved forecast

**The seasonal** winds and rains of July and August have also brought with them some relief to our clubs across Australia with Queensland clubs reporting that July 2008 gaming figures were up 8% on July 2007 figures and 15% up on June 2008 figures.

This data is coupled with Victorian figures returning to and - in many cases - surpassing pre-non-smoking figures. Clubs in NSW that have spent massive amounts in providing outdoor recreational areas for their smokers are reporting that turnover in July and August were promising.

With the advent of spring, reduction in mortgage interest rates, and personal taxation rates cuts, our members are venturing out more often and more particularly in a "positive" mood.

Let's hope that this trend continues and the Club Industry can move forward and continue to do what it has done for so many years and that is to support their members and their communities.

If nothing else, perhaps members and these communities will no longer take for granted the great work their local club does and support them into the future.

**The AGE** has come and gone once again with many exhibitors reporting that the hospitality industry is starting to show some confidence in the future.

Unfortunately, that "serial pest" **Nick Xenophon** was able to use the AGE Conference as a platform to push his "no pokies" philosophies.

Senator Xenophon is critical of anyone and everyone involved in the gaming industry.

However, I believe that he gains a great living and lifestyle courtesy of poker machines - from very little effort, other than a lot of rhetoric, which is too often

far more sensational than accurate.

Many who have read my columns in the past, or attended CMAA Zone meetings are aware that I will always ask the question of these impostors: "What are you doing to stop the illicit drug trade that is destroying many of our future generations?"

The answer, perhaps, is that it's all "too hard" for the "headline hunter".

Senator Xenophon would have a clearer view of life's realities had he led his protest rally of 12 people up George Street, the main street of Sydney, and witnessed first-hand the illicit trade in drugs that is killing people in broad daylight in Sydney on a Sunday afternoon.

The world-wide trade in illicit drugs in 2005 was \$322 billion, which equates to more than the GDP of 88% of global nations and, lately, we have read how some of the biggest drug "busts" are happening here in Australia with the Australian Federal Police admitting these busts "are only the tip of the iceberg". Let's get some perspective into what is and what is not 'harming' Australians at present.

**The decision** by MEMBERS of **South Sydney Leagues Club** NOT to remove gaming machines when their club is reopened delivers a stiff slap in the face to people such as **Peter Holmes a Court**, who made a point of grabbing the headlines in March with HIS views on how other people should conduct their lives.

It's amazing how a "silver spoon" automatically makes you an expert on how everyday Australians should conduct themselves.

If it wasn't for the clubs, Australian workers might never have had the opportunity to be involved in sporting and social activities that, in other

countries, are reserved for the rich and advantaged.

It's not hard to envisage Peter, sitting in his \$3.5 million penthouse at "Moreton on the Park" overlooking South Sydney Leagues Club, squirming as pensioners go into "his" club for a \$5 "flutter", a game of bingo and socialise with life-long friends in a friendly environment and seek release from the four walls on their not-so-salubrious units.

The profit from our clubs are turned back into facilities for "all" of the community - not just the members of the club, many who have toiled endlessly to establish the facility only to be criticised by non-members who benefit from the facilities or taxes paid by the club.

**The CMAA** has received strong corporate support recently from industry suppliers with **Infogenesis, Russell Corporate Advisory Services, Gold Crest Security, James Clifford Constructions and Independent Gaming** joining our loyal band of sponsors, many who have been with us for more than a decade.

Sponsorship money is used exclusively to fund the education arm of the CMAA - **Club Management Development Australia (CMDA)**.

The **CMDA** was mentioned in the **NSW IPART** Inquiry as playing a commendable role in the education of club managers.

We sincerely thank all of our sponsors for putting their money where their mouth is in making a considerable contribution to the Club Industry and not just taking the profits.

I urge all club managers to give **CMDA** sponsors the opportunity to tender for your business.

**Support those who support your Association.**

**CMAA Executive Officer, Terry Condon** and **ClubsNSW Executive Manager - Policy and Government, Anthony Ball** recently were involved in one of the numerous airline scares that have hit the headlines across Australia during last month. The pair was en-route to Moruya and **Tomakin Country Club** to attend their respective **Far South Coast Zone** meetings and CMAA dinner. Anthony takes up the story ... "On what could be termed an easy, 50-minute Sydney-to-Moruya flight to the NSW Far South Coast, the situation suddenly turned into a hair raising experience for Terry and me ... well, perhaps not for 'TC', but definitely for me. The pilot advised that one of the two engines on the REX SAAB 340 had closed down and we would be returning to Sydney to be met by Emergency Services. He requested that all passengers read the safety card in case emergency

procedures were needed. After what seemed an almost-eternal 40 minutes, the plane was back on the ground in Sydney, accompanied by the flashing lights of the Emergency Services and the 34 passengers very appreciative of the job done by the two pilots. Terry, who probably flies on average at least four times a week, admitted that the mood on the plane was quite scary, with the passengers on the starboard side of the plane, pointing and commenting on the closed down engine throughout the trip."

**FOOTNOTE:** **ClubsNSW** CEO **David Costello** has advised that, in future, **ClubsNSW** staff are "barred" from travelling with Terry Condon due to his ability to "stop" aeroplanes, boats, four-wheel drive vehicles, trains, buses, football teams and racehorses.

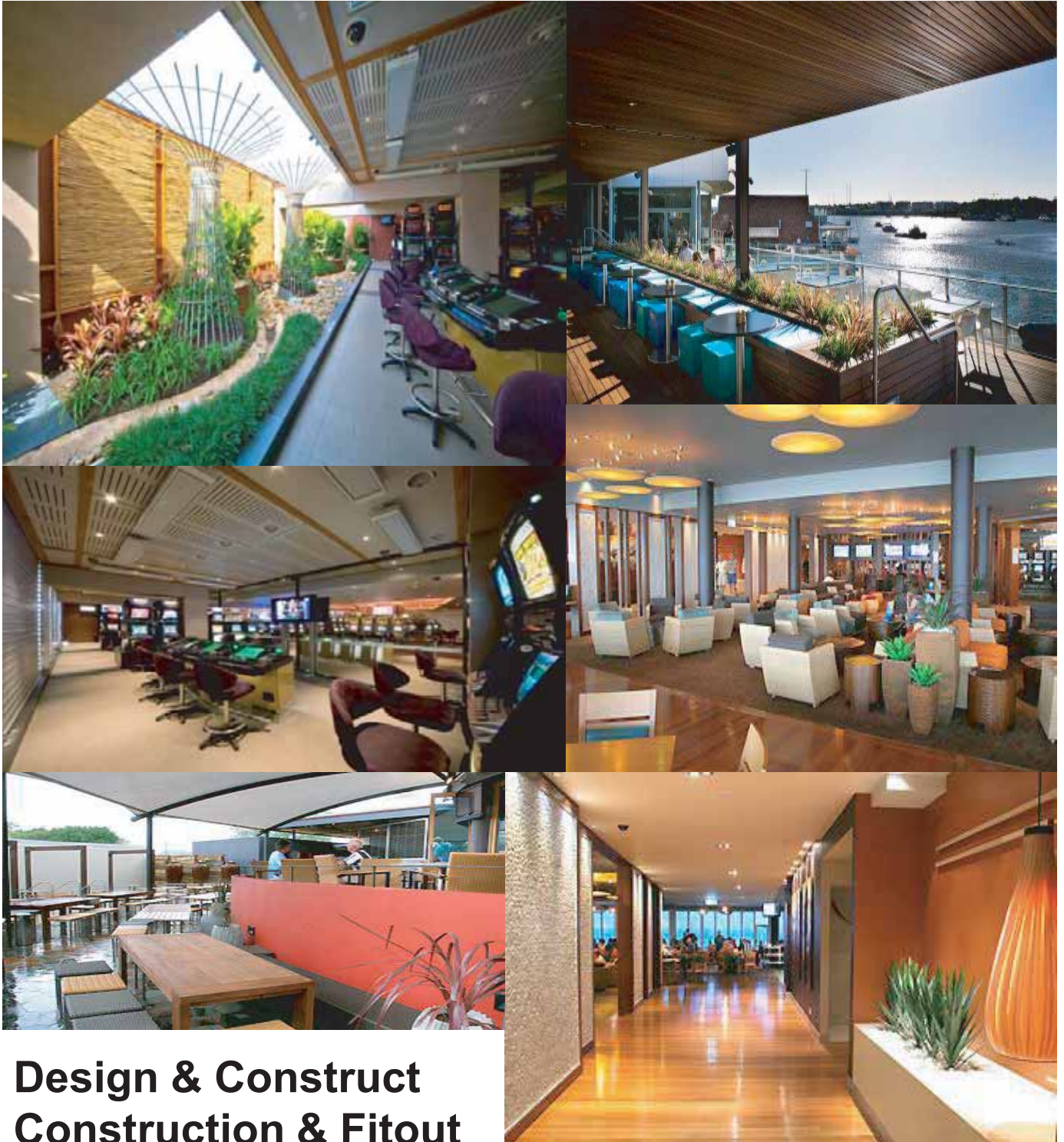
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# Mark makes most of accidental opportunity

It was almost by accident that **Mark Walker** got into the security business.

**Gold Crest Security** provides staff to more than 75 venues, but its Chief Executive Officer got started thanks to a phone call from the Secretary Manager of the Grosvenor Club, in Darlinghurst - better known as the "Taxi Club" back then.

In 1983, Mark was training for the Australian heavyweight kick boxing title when the call came through to the gym seeking doormen.

Mark started at the club and sourced other security staff to work the club's long and varied shifts.

"The club was open until 6 o'clock each morning, so being in the heart of Darlinghurst it boasted some of Sydney's most colourful members and guests," Mark recalled. "We spent 12 enjoyable years servicing the Grosvenor Club and I couldn't have picked a better club to learn about the Sydney security scene."

Mark's latest decision is to accept the CMAA's invitation to join the Association's family of sponsors.

"It's an exciting moment for **Gold Crest** and an ambition of mine for many years to become a CMAA sponsor," Mark said.

"Since I got into the security business and started working with the Club Industry, I got a close appreciation of the quality of people running clubs and the remarkable work they do for communities around Australia.

**"Since I got into the security business and started working with the Club Industry, I got a close appreciation of the quality of people running clubs and the remarkable work they do for communities around Australia ..."**



*Gold Crest Security Chief Executive Officer Mark Walker got started in security almost by accident.*

"I'm looking forward to a long and mutually beneficial partnership with the CMAA."

Mark's 1984 kick boxing title win brought offers from several more hotels to do their security ... "but I still only had the one registered club", Mark recalled.

"I decided to call up the Club Managers Association to inquire about advertising and editorial and met **Judy Rayner** ... I have the honour to be Judy's first advertising client - and I've never looked back. Judy helped me write and place my first advertisements and editorial in the *CMA Magazine*."

During the first few years this attracted many quality clients, including the **Bankstown RSL Club, Blacktown RSL Club, Parramatta Leagues Club** and **Cronulla Workers Club**.

**CMAA Executive Officer Terry Condon, CCM**, welcomed Mark and his **Gold Crest Security** team to the CMAA Sponsor "family".

"Mark and his company have an impressive presence and reputation in the security industry and join the CMAA highly recommended by club managers across the industry, so we are delighted to have **Gold Crest** join our team," Terry added.

"Mark goes back a long way with clubs and as an advertiser with *CMA Magazine*, so it's already a well-established and well-respected relationship."

By the late 1980s, **Gold Crest Security** had taken on **Rooty Hill RSL Club, Cabra Vale Diggers Club, Wentworthville RSL Club, Cabramatta Golf Club** and many more.

"I soon learnt that the most important factor in choosing professional door staff was not size, or ability to fight ... it was simply about 'presence' - that feeling you get when you meet someone for the very first time ... they either have presence or they don't."

Mark says he also learnt that just as important as presence is support - being able to contact a **Gold Crest Security** service executive 24 hours and seven days to discuss ever-changing and immediate security needs.

"Much has happened to our business and the security industry as a whole in the ensuing 25-odd years, but I'll keep these stories for future issues of *Club Management in Australia Magazine*," Mark said.

**Gold Crest Security** services more than 75 public venues, including more than 40 registered clubs and engages more than 300 licensed staff across Sydney.

For more information, contact **Gold Crest Security** (24 hours) on 1300 137 339.





# Independent Gaming builds on *Flexi-NET* success

**Lawrence Shepherd** knows he has hit the jackpot with **Independent Gaming's Flexi-NET Ticket IN Ticket OUT (TITO)** product.

The **Independent Gaming** Managing Director was beaming about how much business the company had written across three days at the annual Australasian Gaming Expo at the Sydney Conference and Convention Centre at Darling Harbour.

"This has been a remarkably successful Expo for **Independent Gaming** and the response to our Flexi-NET system has been as impressive as the product," Lawrence said.

"I'm also very pleased and excited about the opportunity of becoming a **CMAA** sponsor ... I have seen the good work and the opportunities that other **CMAA** partners enjoy and I'm looking forward to partnering with the Association.

"I'm grateful to **Terry Condon, Bill Clegg** and the **CMAA Federal Executive** for their support in this partnership.

"The **CMAA** does so much important work in education, support and professional development for club managers and I'm pleased that **Independent Gaming** is able to offer our support to the Club Industry."

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The **Flexi-NET** system, which is highly configurable, can run card-based cashless TITO, direct credit transfers and PC jackpots on the one platform while running a full back-of-house suite, including player bonusing and promotions. Other options are video EGM displays, BIometric security and a secure PIN system.

Standard system functionality includes player loyalty and bonusing, membership management, back-of-house reporting with gaming analysis



*Independent Gaming Managing Director Lawrence Shepherd with the Flexi-NET TITO booth that is proving popular in gaming venues.*

management and reporting.

The **Flexi-NET** system requires a broadband connection for remote support with various levels of **Independent Gaming** support available.

**CMAA Federal President Bill Clegg, ACCM**, said he was delighted with **Independent Gaming** becoming a **CMAA** sponsor partner.

"The **CMAA** is proud of its relationship with its group of sponsors ... the organisations and companies are leaders in their fields and **Independent Gaming** fits comfortably into that team," Bill said at the AGE.

"I welcome **Lawrence Shepherd** and his team and thank them for their support of the work that the **CMAA** delivers to club managers in education, professional development and industrial support.

"It remains a pivotal period for the Club Industry and club managers across Australia, so the support of companies such as **Independent Gaming**, **Gold Crest Security**, **InfoGenesis** and our other **CMAA** sponsors and bursary sponsors only strengthens the Association's capacity to keep the industry strong, united and educated."

For more information on the **Independent Gaming** range of products and services, call 02 – 8858 1000 or go to [www.independentgaming.com.au](http://www.independentgaming.com.au)

**"I'm also very pleased and excited about the opportunity of becoming a CMAA sponsor ... I have seen the good work and the opportunities that other CMAA partners enjoy and I'm looking forward to partnering with the Association."**

# 97-3: a big win for Souths

SOUTH Sydney Leagues Club delivered a humiliating defeat to Peter Holmes a Court and Russell Crowe in their bid to ban poker machines.

**smh.com** reported that three members supported the proposal among more than 100 who voted on August 17. Club members said it was up to them to spend their money how they wanted, and not up to "some blow-in from the west" to tell them not to play poker machines, was how one member put it.

Souths Leagues Club president Bill Alexiou-Hucker said the Crowe-Holmes a Court vision was something that a lot of people embraced. "However, no-one ... not one charity, no corporations, no community that flooded the football club with congratulations over a no-poker machine venue ever contacted me to see how they could help. We were left to do it ... it was going to be a very tough ask. The board felt it couldn't offer the members the sorts of things that it wants to without the poker machines."

But Peter Holmes a Court said it was not a blow to his plan, which was backed by the actor, to completely ban poker machines. He praised the board and said despite the defeat of the "no-

pokies resolution", the club still planned to divert revenue streams away from poker machines. "Their plan is about good food and beverage and a gathering place and de-emphasising revenue from poker machines," Mr Holmes a Court added.

The vote, he said, showed that "very significant progress had been made".

Souths, which is closed for redevelopment, has 60 poker machines, which generate half the club's annual income of \$3.5 million. The idea was to sell the poker machine licences and use the proceeds to reshape the club so that it could rely on income from renting out facilities to generate the revenue shortfall.

Mr Holmes a Court had said it was not ideal for the club to rely on pensioners and others on a fixed income to put money through poker machines at the club. "It was nice in theory, but as a business practice, it was suicidal," Souths member and Katoomba publican Sean Glassford said.

Bill Alexiou-Hucker said the rebuilt Souths Leagues club still hoped to be ready for business by January or February, 2009.

## President's Perspective

A simple resolution at a suburban club's AGM should have significant ramifications for the Club Industry. The much publicised "no pokies" issue for South Sydney Leagues Club was overwhelmingly put down by the members. On the back of editorials again demonising poker machines, the members were incensed that their community had been vilified over the issue. The members know the worth of having a financially viable club and, above all else, that playing poker machines is an individual's choice. Importantly, the new Board of Directors were mindful of the responsibilities that come with the concession to operate community gaming and the club will re-open with best-practice harm-minimisation measures in place and a commitment to the community it supports. Let's hope that those people with a mindset to damage the Club Industry - and politicians with agendas that don't appropriately reflect community attitudes - reflect on the decision by South Sydney Leagues Club members and realise that the community is far more aware of the issues surrounding gaming than they are given credit for.

> CMAA Federal President BILL CLEGG, ACCM

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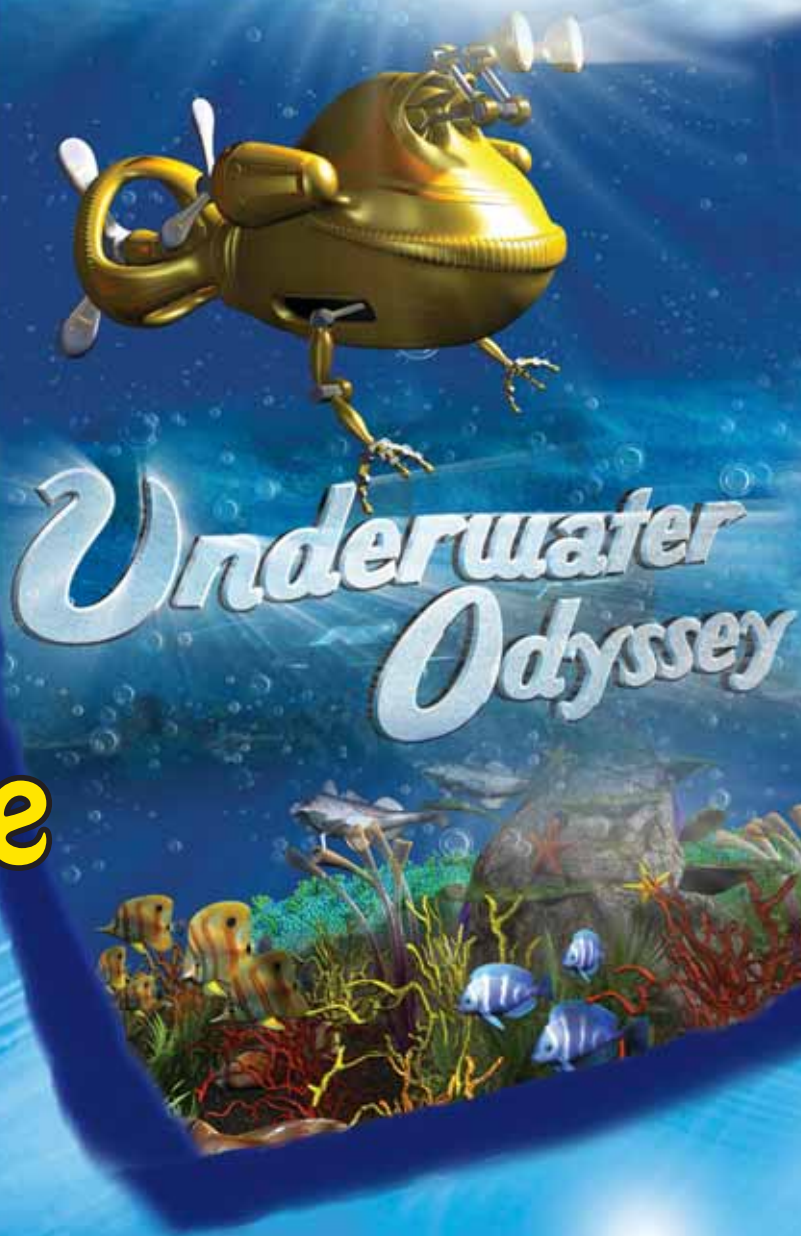


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# Xenophon taunts gaming industry with AGE speech

It took Nick Xenophon just 15 minutes to convince an audience of club and gaming industry executives that he was on his way to Canberra to shut down Australia's poker machine industry

The always-controversial South Australian Senator, who took his seat formally in the newly-formed Federal Senate on August 26, stepped into the lion's den when he accepted Gaming Technologies Association CEO Ross Ferrar's invitation to speak at the annual Australasian Gaming Expo (AGE) at the Sydney Conference and Convention Centre at Darling Harbour last month.

Senator Xenophon used the gaming forum to challenge Prime Minister Kevin Rudd to live up to his pre-election declaration on gaming machines. Mr Rudd's now-famous quote that he "hates" poker machines prompted Senator Xenophon to switch from South Australian politics to run for the Federal Senate and he left conference delegates in no doubt about his intentions. He called on Mr Rudd to use his moral authority to remove poker machines from Labor clubs to stop the ALP profiting from misery.

"Kevin, if you really hate poker machines, let's work together and let's start by taking the poker machines out of the Labor Club in Canberra," he said. "There is a long history of pokies funding his party. If there is one person who has the moral authority and suasion to break the link between pokies and Labor, it's the PM."

In his speech, Senator Xenophon told poker machine manufacturers and operators he wanted to shut down the



Senator Nick Xenophon

poker machine industry. "Your machines are inherently unsafe," he said. "When other products have been found to cause significant harm to a significant number of users, they have been banned."

Senator Xenophon used 1999 Productivity Commission data to claim that one-in-20 poker machine users went on to become a problem gambler.

"The people who make your industry so wealthy are so addicted to your product that they will jeopardise their own financial well-being and the well-being of their families," he said. "They will steal from their partners, their bosses and their children, just to churn money through your machines. You call it entertainment or gaming ... I call it obscene."

After the speech, Clubs Australia Chairman Peter Newell said figures provided by state and territory governments showed a decline in pokies-related problem gambling. "I know that clubs have done an enormous amount in the last 10 years, and there's more to do," Mr Newell said.

The recent IPART Report, he said, also noted many NSW clubs, including leagues and RSL clubs, would be unviable without poker machine revenue. "You've got IPART, who are beholden to nobody ... they've said that clubs can't survive," Mr Newell said.

Senator Xenophon said he first became "sickened" during the mid 1990s when, working as a lawyer, he would see people lose their personal injury payouts to poker machines, including an intellectually impaired man who lost almost \$30,000.

State governments, he said, also are "addicted" and reluctant to wind back poker machine numbers because every year they reaped almost \$4 billion in gaming taxes.

"I also believe there is one more group of poker machine addicts - and that group is you, the manufacturers, the owners, the operators," he said. "I'm not willing to accept that you don't see the harm that you do ... you do, yet you choose to do it anyway and that may be the saddest part of this sad, sad situation."

Senator Xenophon said if he could not shut down the poker machine industry, then he wanted to ban ATMs from gambling venues, introduce smart cards to limit outlays and reduce opening hours.

He won a South Australian Parliament seat on a "no pokies" ticket and holds one of the seven Senate votes Labor needs to pass any legislation opposed by the Coalition.

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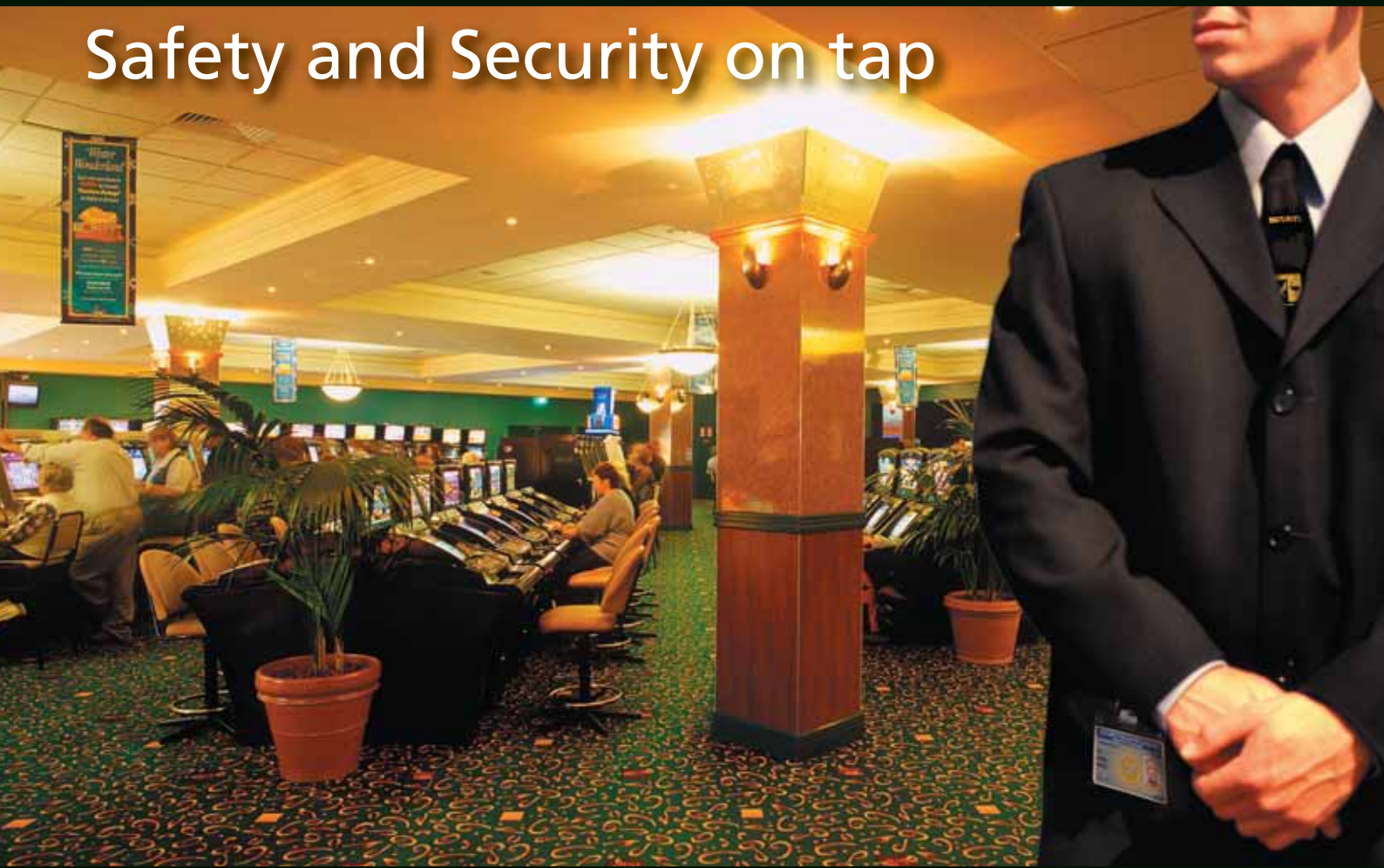
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**SYDNEY WIDE**

# Protest rally struggled to find its voice

By PETER SHARP, *CMA Magazine* Editor

Obviously, it was a case of the size of the fight in the tiger, rather than the size of the tiger. Just before 10:20am, as gaming industry representatives and club managers with their board members in tow made their way towards Hall 2 of the Sydney Conference and Convention Centre, I wandered purposefully to cover the protest march. My boss, CMAA Executive Officer Terry Condon, thought it only fair that, if anti-pokies Senator Nick Xenophon was going to address a protest rally in Tumbalong Park, just outside the annual Australasian Gaming Expo, that we should, as a responsible journal, cover the event. The email, heralding the 10:30am protest, had hit TC's desk earlier in the week and Duty of Care President Sue Pinkerton was appealing for "up to 3,000 marchers to join us on a 'Silent Scream' Pokies Protest March to let gambling machine manufacturers know they must introduce smart card technology capable of reducing the unacceptable incidence of addiction that occurs in 10% of all poker machine users." Senator Xenophon would, the email assured, attend the march and address the rally on the plans he will bring to the Federal Parliament. The journalist in me sensed the message had missed its mark, somewhat, when, by 10:30am, 12 people – including three Sydney City Council rangers – were conversing near the flagpoles outside Hall 1 of the Convention Centre. It appeared the rangers believed the protesters were in the wrong place in setting up their two banners. The senior ranger headed off to check the paperwork. I headed over to Tumbalong Park where,



'Silent Scream' protesters at Darling Harbour

perhaps, the bulk of the protesters were gathering. A young couple sharing a McDonald's breakfast, a dad kicking a soccer ball with his two children and two Asian women starting their day with a Tai Chi session ... no protesters here. Back to the flagpoles and the protester group had grown to a dozen, some wearing the "silent scream" facemasks that were downloadable from the group's website. No sign of Senator Xenophon. The rangers took a nearby bench in the sunshine, deciding it probably wasn't worth pursuing the technical or geographical aspects of the rally. I can't report how big the rally group became, but I was told, by a reliable source, that they were seen having a coffee with Senator Xenophon near the Conference Centre just before he arrived to address the AGE delegates. In terms of achieving its goals, the protest, obviously, was a massive success ... the silence was deafening.

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## Gaming Expo features new technologies

Gaming Technologies Association (GTA) Chief Executive Ross Ferrar (right) with "anti-pokies" campaigner Senator Nick Xenophon at AGE 2008.



There is a quiet, but tangible, feeling that the downturn that has hit gaming in the Club Industry for more than a year is beginning to turn around.

Club and gaming industry executives attending the annual Australasian Gaming Expo at the Sydney Conference and Convention Centre at Darling Harbour are talking about improved turnover figures in the past few months.

"We are cautious about the figures and the trend, but there are solid indicators that club patrons and gaming players are returning to pre-smoking legislation patronage," one club manager said.

The Sydney Expo kicked off on Sunday, August 24, with a series of conference sessions with controversial "anti-pokies" campaigner Nick Xenophon headlining the list of guest speakers.

The South Australian Senator made no bones about the fact his mission is to have every gaming machine removed from every club across Australia and his presentation received polite applause from more than 250 delegates who attended the 30-minute session.

Gaming Technologies Association (GTA) Chief Executive Ross Ferrar told the audience he believed it was important that the gaming industry heard first-hand from the man who is trying to shut down their businesses.

"I'm sure there was no support in the room for Senator Xenophon's argument but, now, our industry has had first-hand experience of the man," Ross added.

Business is steady and the outlook is optimistic for Australia and New Zealand's gaming and hospitality industry, according to many exhibitors at this year's Australasian Gaming Expo.

"Certainly, we're receiving feedback from exhibitors that their products are generating strong interest and sales orders during the show," Ross added.

"The timing of the show has been great for a number of suppliers who maximised the trade event as an opportunity to launch their products to gaming venues before the busy Christmas period."

More than 200 exhibitors showcased the latest gaming technology and hospitality products and services, including GTA's members, who displayed poker machines, gaming systems and services over the three-day industry-only trade event.

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# AGMMA becomes GTA

AGMMA – the Australasian Gaming Machine Manufacturers Association – has decided on a new identity.

Association Chief Executive Officer Ross Ferrar said that, as a representative of some of the world's leading gaming technology suppliers in the Asia Pacific region, AGMMA recognised it was time to change its name to something that best reflects

the gaming machine industry's future direction.

"So, we're changing our name to Gaming Technologies Association – GTA," Ross said at the annual Australasian Gaming Expo at Darling Harbour late last month.

"You saw our new logo on signage and printed material at AGE 2008.

"Recent dramatic changes in

computer technologies have delivered significant change for players and venues alike.

"The convergence of these technologies means that gaming terminals are now an essential part of the hospitality experience."

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

GTA's new website is [www.gamingta.com](http://www.gamingta.com)







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# Sandgate RSL Club on a mission of hi-tech

By HENRI LACH

Card-based "cashless" gaming is the weapon that may prove crucial in the war against anti-poker machine forces - as well as helping problem gamblers, according to a team chosen to trial the card system in Queensland. Sandgate RSL Memorial Club, on Brisbane's northern bay side, is the venue for the trial and Secretary Manager Daryl Wilson and his Gaming Manager Craig Ryan are enthusiastic about the system. Originally, the trial was to have taken three months and 75 Sandgate RSL club members volunteered. The trial period was extended by three months, then a further two-month period has been added before the trial is assessed.

At the end of the trial, an independent body will download all the statistical information from the club's computer site and prepare a third-party report for the Queensland Government.



Queensland Office of Gaming Regulation officers then will interview those people who volunteered to take part in the trial to gauge their opinion of the system.

Daryl Wilson and Craig Ryan say the initial reaction from the volunteers has been very positive. So, why was the Sandgate RSL Club chosen as the test site? "The Queensland Office of Gaming Regulation wanted a venue in

the Brisbane Metropolitan area that has been using the e-Bet system," Daryl Wilson explained.

e-Bet is a gaming monitoring/reporting system, used by 80% of NSW clubs, but restricted to only three, or four, across Queensland. The card gaming program BETSMART runs in the e-Bet system. Daryl smilingly attributed the reluctance of Queensland clubs to adopt e-Bet as another example of NSW versus Queensland rivalry. "Queenslanders just don't

like anything from NSW. But e-Bet is a far superior product to other monitoring systems. Our clubs are just starting to learn that now," he said.

Surprisingly, Australia is one of the last gaming frontiers not to have adopted a card-based betting system. "It's compulsory in South Africa, and Canada, New Zealand, Europe, Britain and the indigenous casinos in the United States - all have some form of card-based gaming," Daryl pointed out.

From the club perspective, Daryl and his Gaming Manager see the advent of "cashless" card-based gaming as a natural progression in responsible gaming. "The system allows people - any person who thinks they have a problem with gambling in any way - to set limits," Daryl said.

The card works just like a bank debit card. Holders deposits funds into it. Gaming limits can be set by the players themselves, or after consultation with club management.

Craig Ryan explained that while the limits can be adjusted by the individual player, any increase in the



Sandgate RSL Club is the venue for "cashless" gaming card trial in Queensland.

## State's gaming future may be in the cards

"We are definitely pioneers," says Sandgate RSL Club Secretary Manager Daryl Wilson as he and club Gaming Manager Craig Ryan closely monitor the trial of the "cashless" card-based gaming system at their venue.

At 50, Daryl, an ACCM in his 25th year as a member of CMAA, has been around the block a few times, with stints in clubs both sides of the border - and back again. His first assignment in Queensland was in 1990 when he helped a couple of clubs on the Gold and Sunshine Coasts prepare for the advent of poker machines.

He arrived at the Sandgate RSL Club more than three years ago when the club was doing it tough and raised its profile and its income substantially.

Gaming machine numbers have increased from 63 to 90. Membership has gone from about 3,000 to 7,000 at last count.

Daryl expects a record profit of more than \$500,000 this calendar year.

He feels he's found his niche, with a major redevelopment of the club's freehold premises on the drawing board.

"This club has a great future," he said.

Craig, 31 and a staunch CMAA member, was there before Daryl by a couple of years, with a background in the hotel industry.

"I could see he had potential, and I promoted him to gaming manager ... we work well as a team," Daryl said.

Craig now has his sights set on a permanent career in the Club Industry.

"I'm hoping to get a place of my own to manage one day," he said.

Meanwhile, he and his current boss are united in their quest to promote card-based gaming as the beacon in the stormy seas of the Club Industry.

And they welcome inquiries from other club executives who want to know more about the system, including costing. Daryl or Craig can be contacted on 07 269 2704.



## responsible gaming



*Sandgate RSL Club Secretary Manager Daryl Wilson (right) and the club's Gaming Manager Craig Ryan strongly support the "cashless" gaming card system.*

limit takes 24 hours to kick in. "You can't just come in and decide that you want to gamble \$1,000 today, but we can change your limit *down* straight away," Craig said.

Daryl Wilson was quick to point out that this was not a "Big Brother" situation - it provided a watchful help line. "By this system, we can tell when members arrive at the club, when they leave the club, and how much they spend on gaming," Daryl said.

"If we have a problem gambler, they're identified very quickly in our system. We would just ask them to come in and speak to them privately ... we'd inquire if everything was okay and if we could help in any way. We would tell them we noticed that - through their player activity statement - they're here five hours a day, every day, spending an amount of money and is there anything we can do to help. Do you need help?

"If they say 'No', then that's the end of the session. But, if they say, 'Well, I am spending a little too much', then we go back to the beginning and set them a limit, or they can self-exclude if they want to. In a venue-responsible way, we can identify the players who are here for five or six hours a day, every day of the week and we simply speak to them privately and ensure that their enjoyment is purely that - enjoyment - and that they are in no way creating hardship for themselves.

"The bottom line is responsible gaming and, with this system, we are being totally pro-active. If we want the Xenophons [newly-elected anti-gaming machine crusader South Australian Senator Nick Xenophon] of the world to go away, every venue with this system will have stolen his thunder because we are looking after our patrons to the extent that nobody else is. Clubs are not-for-profit ... we are very responsible ... we've been doing this for a long time and, with this system, we can solve a lot of problems. At this stage, the Queensland Government is not saying that they will make card-based gaming mandatory. But what governments look to is harm minimisation and they are certainly going to get it with this system. The next step is for clubs to pick this up and run with it ... to say 'This is our tool as part of our responsible gaming initiative to address problem gambling'. If we do that, we'll have beaten the Xenophons of this world," Daryl concluded.



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# Country living might mean the quiet

By PETER SHARP

There's a big month ahead for Geoffrey Holland. The Dubbo RSL Memorial Club General Manager runs the biggest club in the central western NSW town and, unlike the theory about moving to the bush for a quiet life, Geoffrey is as busy as any metropolitan counterpart.

September is going to be even bigger than usual because the NSW Supreme Court is coming to town to inspect his outdoor smoking facilities. When the NSW Department of Health decided to take on a few clubs about the technical specifications of their outdoor smoking terraces, *ClubsNSW* elected to contest the department's interpretation. To ensure it would not become a legal marathon, *ClubsNSW* decided to choose one club and run a test case.

Geoffrey Holland accepted the invitation and responsibility for stepping through the legal minefield that has been more than six months of legal debate and argument – louvres, roof area, open space, sliding doors, outdoor gaming and entertainment ... he has worked his way through the web to become something of an expert on the subject.

The Supreme Court arrives to inspect Dubbo RSL's outdoor areas on September 11 before returning to Sydney the following day and, hopefully, a decision in the saga.

"To boil it down to its simplest argument ... it's the analogy of a glass being half full, or half empty," Geoffrey says philosophically. "The clubs see the glass as half full and meeting all of the technical conditions, while the Health Department see the glass half empty and some clubs not conforming.

"It's about what is defined as an outdoor area where people can smoke. I think it will come down to an issue of centimetres and interpretation of what are general guidelines ... but it has been an interesting experience."

*ClubsNSW* might have chosen another manager to test the legality of their argument, but could not have chosen a more astute or committed representative.

When Geoffrey was elected to the



*Dubbo RSL Memorial Club General Manager Geoffrey Holland.*

Education Officer's role for the CMAA's Mid State Zone, he got everyone's attention when, in accepting his nomination, he said: "You'd better be ready to part with what money is in the bank for training because I intend to make it work for our members."

It was a direct and uncompromising statement that sums up a manager who believes fiercely in the club movement ethic of giving back to the community and appreciates the role, significance and responsibility that clubs carry – especially in regional Australia.

Geoffrey brought his family to Dubbo from Barham on the Murray River a decade ago so that his son, Dale, would have broader and better educational opportunities.

"We love living in regional NSW and, although it was hard to leave the club and the friends in Barham, it was important to take the opportunities that moving to a much larger regional centre, such as Bathurst, Orange or Dubbo and this has been the right fit for me at the club, for Dale at university and the family," Geoffrey added.

As he has done with most of his planning since taking over at the Dubbo club, Geoffrey achieved that educational goal with Dale in his final year of a double degree in Law and I.T., studying at the Australian National

University in Canberra.

In 2007, Dubbo RSL Memorial Club celebrated its 60th anniversary and Geoffrey has become something of a historical reference for the organisation. He comfortably cites the historical milestones and its journey from a small social club in 1947 to its move to its current location 20 years later and its place as a major employer and one of the biggest and most successful clubs in regional NSW.

The growth and development work, including more outdoor areas, continues around the inner-city block that accommodates the club, swimming and health centre, youth centre, hotel accommodation just across the road and two houses that accommodate the club's administration and function booking outlet. It's a vast, impressive organisation and network that is the social hub

of a city that Geoffrey Holland is very proud of. The fact his club was nominated in the "large club" category of the 2007 *ClubsNSW* Awards of Excellence provided a lot of pride and satisfaction for Geoffrey.

"To be nominated alongside the biggest and best clubs in the industry was an honour and, I think, an indication of the club's growth and importance to our community," he added.

"Our reputation has been built in bricks and mortar but, more importantly, our reputation also has been built by people through various committees of the club over six decades ... and that's something that makes Dubbo RSL Memorial Club a special place.

"Just as importantly, despite our size and status in our region, we are club that continues to grow and develop in meeting the changing needs of our members and our community."

That work includes the club's impressive aquatic centre and health club, 340-seat theatre and outdoor smoking areas.

"It's important that we continue building and not resting on our reputation ... it's my job to seek continual improvement in all aspects of organisation – particularly the staff," Geoffrey added.

"The challenge is to continue to provide



# life, but not for a dedicated manager

reasons for people to come to the club and to provide an experience that inspires them to come back for mere.

"It's obvious that almost every club offers quality food and beverage, gaming and entertainment but making them feel good about coming to the club is the experience that will bring them back. If our members and guests walk away feeling good about their experience at the club, then they will look forward coming back ... and that's our challenge.

"The quality of the service our staff delivers defines that experience and we look to continually assess and upgrade their skills to deliver a quality of service that enhances that guest experience."

Club membership has grown from just under 12,000 when Geoffrey arrived in 1998 to almost 17,000. An advocate of country life, Geoffrey says that Dubbo may be simply a dot on the map to many people, but for the families and businesses that surround it, Dubbo is a social, business, education and health hub of the central west.

"So many people travel to Dubbo for the next level of support and service that can't be provided in their smaller towns and it's a place that is always busy and working hard," he adds.

"The Newell Highway is a major artery of business and tourism but we are a region that has been in drought for more than seven years and it's a big factor in the economic survival of many people and the prosperity of this region.

"I continue to be impressed by the resilience, loyalty and sense of community that country people show every day."

It's probably why Geoffrey Holland feels so comfortable there and so much a part of a community that looks to him and the Dubbo RSL Memorial Club for that special experience that his club proudly provides.



Geoffrey Holland with swim instructor Emma Kearins at the Dubbo RSL Memorial Club swimming centre.



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# It can be tough in the great outdoors - the

By KATIE CINCOTTA

RETAIL had Dick Smith for big ideas – the man who built his electronics empire off the back of great publicity stunts like the fake iceberg in Sydney Harbour.

For the Club Industry, progressive managers such as Andrew Terry are blazing the trail, determined not to come undone by a barrage of new legislation and pressure on spending.

Here's a man who's thinking outside the square, infusing tourism and leisure activity into club redevelopments, partnering with shopping centres for financial clout and moving gaming machines outside to keep smoking punters happy.

Andrew, who heads up two clubs in NSW – The Albury SS&A Club and SS&A Sports & Bowling Club – and the Wodonga Country Club in Victoria, had all his management experience put to the test during a recent six-month-long legal battle to create an outdoor smoking/gaming terrace.

While the club has an existing internal smoking courtyard - dubbed "the



fishbowl" - Andrew thought al fresco gaming would be a better way to combat the downturn, with revenue dropping by 9% in 2007.

In 2005, the Albury SS&A Club spent \$3 million to build their outdoor "Oasis", with its spectacular waterfalls and entertainment zone.

The development application was approved without conditions, so it was only logical to expect that putting poker machines in would get the nod.

But, when the club sought planning permission, Albury Council knocked them back.

The main detractor was a councillor who lives at the perimeter of the club's car park, who began objecting to the noise from Oasis.

"Within two weeks we were getting complaints about the noise from this councillor, and it was for music from jazz bands - not rock bands," Andrew said.

The club was forced to hire sound engineers and planning lawyers to argue their case, which was a frustrating and costly exercise.

"We got well and truly run around," Andrew said. "We spent \$50,000 in consulting and legal fees, including three acoustic reports which was ridiculous. It was \$12,000 every time the guy from Sydney had to do a report."

Andrew says his Council had no legal right to impose conditions on the development application retrospectively, which is why they hired senior urban planners Urbis to represent them.

But, ultimately, they decided to abandon music in the Oasis zone to get the smoking terrace approved.

"In the end, it was going to end up in the Land and Environment Court and would have gone on for another year and cost us \$250,000 to contest," he added. "At the 11th hour, we agreed to disconnect all our outdoor amplifiers and they approved the D.A. and the area opened in July."

The \$90,000 project saw the club spend \$40,000 on construction – and \$50,000 trying to get planning approval.

Now, the Oasis has its new gaming terrace, but no music.

"We can't even have tellies out there ... it's really obscene," Andrew said. "I can understand if we were in a suburban residential area, but we're in the city and there are only six houses that are anywhere near the club. It's a classic example of bureaucracy gone mad."

The upshot is that lost gaming patrons are returning to the club excited by the opportunity to play the poker machines and enjoy their cigarette.

"We're getting great response from our gamers," he added. "We're seeing lost customers come back to the club and we'll see the full effects over spring/summer."

"But, in one sense we're pleasing one set of customers and disadvantaging another, so there's no win-win."

Andrew says with the economic downturn and prohibitive new laws, clubs need to find new and creative ways to keep their business strong.

"As a club manager at the moment

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**"We're getting great response from our gamers, we're seeing lost customers come back to the club and we'll see the full effects over spring/summer ..."**



# fight for al fresco gaming



you've got to fly the plane – you've got to take it off auto-pilot and get behind the controls," Andrew added. "The business requires the utmost attention – it's 'old school' club management, looking at what your customers are doing, what your competitors are doing ... those who do that have a better chance of getting through the next few years than those who don't."

His border clubs have been "future-proofing" for the past seven years, spending \$7 million to diversify the business.

In Victoria, they may finally have the green light for their ambitious redevelopment of the Wodonga Country Club.

"We've invested \$5 million in the Wodonga Country Club and its golf course, and are currently at version three of our planning proposal," he said. "We've pulled out the retail component, so it will be a convention, hotel and high residential area ... we should see it approved by Christmas."

And, like every club in Victoria, Wodonga is keenly awaiting details about the costs of gaming licences, which industry estimates have put at around \$30,000 each.

"We've estimated between \$30,000 and \$100,000 per 10-year licence," Andrew said. "That figure has come out of discussions that the RSL has had with Tattersall's and the Gaming Minister. That means for our 60 machines in Wodonga, we need to raise \$1.8 million capital."

Andrew says he's hoping to secure that money through the club's partnership with Pacific Shopping Centres, with the likely construction of a \$100 million retail centre in Albury.

"By the time the licensing in Victoria occurs, we suspect that shopping centre will have been signed off and we can borrow against our equity which will be half ownership," he concluded. "We've got eight months of holding our breath to make sure that goes through."



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SCU2231

# Clubs help deliver world-class stroke prevention unit

A \$740,000 donation from the Club Industry has helped Sydney's Westmead Hospital purchase life-saving cutting-edge technology.

The equipment, which cost a total of \$3.8 million to install, allows doctors to operate on the brain of potential and actual stroke victims without touching the outside of the head.

NSW Health Minister Reba Meagher officially unveiled the INR service at Westmead Hospital on August 11.

*ClubsNSW* CEO David Costello said the organisation decided to get involved after being approached in 2006 by the Hospital's fundraising arm, The Millennium Foundation.

"Stroke is Australia's No.2 killer, only heart disease claims more lives," David said. "When told that almost 60,000 people suffer a stroke every year and that the technology to prevent the aneurysm from rupturing was available, I knew clubs would find the money to support its purchase.

Clubs have been financial contributors to many elements of the NSW health system for decades.

Through this latest support, the doctors at Westmead have the opportunity to perform this pioneering surgery which will literally, save tens of thousands of lives. It's common knowledge that clubs are under enormous financial strain. The fact that despite this, so many clubs saw the

absolute community necessity of securing the INR unit for regional NSW and western Sydney, is one I hope people recognise and appreciate. I certainly feel very proud of the role that clubs have played in taking what was just a neurosurgeon's dream two years ago, and helping making it a reality today."

The number of people suffering a stroke is increasing every year. Across the next decade, doctors expect more than 500,000 people will suffer a stroke at a combined cost of more than \$20 billion. A neurosurgeon uses the INR Unit (Interventional Neuroradiology) to insert a catheter into the artery of a patient's groin, which is guided through the body until it reaches the aneurysm.

Once there, metal coils are fed through the catheter to make the blood inside the aneurysm clot, effectively disconnecting it from the normal blood supply inside the brain. An aneurysm

is like a bubble in the wall of a blood vessel that will slowly grow to the size of a large grape before eventually bursting and causing massive bleeding on the brain.

More than 20% of people who suffer a stroke die. Of those who survive, 33% make a complete recovery and only then after months of costly hospitalisation and rehabilitation. Today, the INR service means a patient can be back at work just two days after the operation.



## Warning for clubs over scanning details

Clubs, hotels and nightspots are increasingly scanning and recording patrons' driver licences but authorities are warning them to take seriously their responsibilities under privacy laws.

*The Illawarra Mercury* newspaper reported that dozens of the machines that scan and record I.D. cards or take photographs and record the basic details of club visitors can be found in the region's clubs.

Clubs have praised their impact on reducing anti-social behaviour but Australian Privacy Commissioner Karen Curtis says if clubs are reckless with the information, they risk having a privacy complaint lodged against them.

According to results of a national privacy survey, only 18% of Australians believe it's acceptable for their I.D. to be copied or scanned when entering licensed premises.

Ms Curtis said her office received its first complaint on I.D. scanning in

December 2001 but there had been an increase in inquiries and complaints on the issue in recent months, possibly due to a growth in the number of clubs and hotels using the scanning technology.

"People are understandably concerned that having their I.D. scanned could lead to identity theft, or that their details will be used by the clubs or pubs for unrelated purposes, such as direct marketing," Ms Curtis said.

Tony Heatherwood from Kiama Downs said he was refused entry to Oak Flats Bowling and Recreation Club recently because he asked that his driver licence not be scanned.

"I was quite fine with the club having my name, address and signature but there are other details on the licence that I don't think they need," he said. "My concern is that a driver licence contains a lot of information and an image and if it fell into the wrong hands someone could create a

fraudulent licence. I also couldn't be sure what would happen to my information and how long it would be kept."

Oak Flats Bowling and Recreation Club CEO Matt O'Hara said the machines had become more common around the Illawarra because of the positive effect they had in keeping undesirable elements out of clubs.

He said the club stored information for no longer than two weeks and has a strict privacy policy.

"We noticed the impact straight away and they did slow down business a bit," he said. "But we want to make sure the right people get into our club."

Mr O'Hara said the technology meant that at another club where a crime had been committed, Police could be given the person's name and photograph within hours.

A NSW Office of Liquor, Gaming and Racing official said clubs must comply with privacy laws but hotels had no legal reason to obtain the information.



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Fairfield City Mayor Nick Lalich with Member for Smithfield Ninos Khoshaba.



Mounties President Kevin Ingram with club Vice President Steve Fitzpatrick and Fairfield City Mayor Nick Lalich.

## \$4 million 'gifts' benefits Mounties community

Mounties has provided a massive financial boost to the local community, distributing \$547,000 in funding at the club's 10th annual Community Grants Dinner in early August.

This is in addition to the \$3.4 million provided in the past financial year to support local sports, schools, welfare and community groups.

Mounties Group President Kevin Ingram and club directors presented the funding to a broad range of organisations, including Telstra Child Flight, the Australian Breastfeeding Association, Liverpool Migrant Resource Centre, Ted Noffs Foundation and Disability South West.

Kevin described the 2008 community grant recipients as diverse.

The grants covered initiatives from youth and health awareness programs to projects providing assistance to people who are intellectually disabled. Many local schools also will be able to

upgrade facilities and implement programs thanks to the donations.

"The organisations which have received funding are providing essential services to the community and rely heavily on our grants for assistance," Kevin Ingram said. "In addition to local schools and health services, there are many smaller community groups and cultural organisations that have benefited."

A \$17,000 grant to the Cabramatta Community Centre will be used to employ a Vietnamese Community Development bilingual worker, while Learning Links will use their \$20,000 donation to provide children with disabilities and learning difficulties the specialist learning support they need. Other significant beneficiaries on the night included the Australian Red Cross which will use its \$35,000 donation to fund the "Good Start" Breakfast Club and Telstra Child Flight which will use its \$50,000 donation to provide

emergency helicopter services for seriously ill and injured children.

The Ted Noffs Foundation, the CMAA's preferred charity, will use its \$90,000 to continue work on the "Street University" and run and manage workshops.

Eighteen local public schools also received grants on the night, including Fairvale High School, Cecil Hills High School, Fairfield High School, Cabramatta High School, Harrington Street Public School, Mt Pritchard East Public School, Lawrence Hargrave SSP, Marsden Road Public School and Marion Catholic School.

Special guests who attended the dinner include Fairfield City Mayor Nick Lalich, Liverpool City Council General Manager Phil Tolhurst, Member for Liverpool Paul Lynch, NSW Ports Minister and Member for Fairfield Joe Tripodi, Member for Smithfield Ninos Khoshaba and ClubsNSW Chairman Peter Newell OAM.

## Outdoor areas prevent smokers moving to the footpath

Any change in outdoor smoking area laws would force smokers to light up outside on the street, according to the largest Club Industry body in NSW.

Both NSW Health and the Minister Assisting the Minister for Health (Cancer) have publicly acknowledged the success of the indoor smoking bans with a virtual 100% compliance rate.

A NSW Health report, released last month, makes the obvious claim that air quality in outdoor smoking areas is inferior to the air inside a club where smoking bans are strictly enforced.

ClubsNSW CEO David Costello said

outdoor areas are the most effective way of policing the indoor smoking ban.

"Clubs have invested well over \$400 million building outdoor areas so that smokers wouldn't take their habit onto our streets," Mr Costello said.

"To their credit, smokers have been very understanding and have been willing to move to an outdoor area when they wish to have a cigarette.

"The NSW Government when introducing the indoor smoking bans was mindful of the need to protect the public amenity.

"Having congregations of people

smoking outside on the footpath, often in built up residential areas, would be a nightmare for those living nearby as well as those walking on the street.

"Common sense says large, comfortable outdoor areas are the only way to control smokers and restrict their butts from ending up in our street gutters and ultimately our waterways.

"This unpublished study, which visited just 0.01% of venues across the state, is most likely part of a campaign for a complete ban on smoking.

"Clubs should not be used as a pawn in any such campaign, which should instead be taken up directly with the Federal Government."



# Dangers of jumping the starter's gun in property development

Registered clubs have been warned to avoid jumping the starter's gun when considering property development projects or risk potential financial losses.

The rise in property development activity in the club industry has seen some clubs jumping straight into a development without conducting critical preliminary feasibility studies and legal due diligence.

According to commercial law firm Thomson Playford Cutlers (previously Thomson Playford), a leading provider of legal services to the registered clubs industry in NSW, club boards making hasty, sometimes ill-informed, decisions risk missing out on more lucrative development opportunities which may be available to them.

Phillip Wade, who is Special Counsel with Thomson Playford Cutlers, said clubs with considerable land banks and/or strategically located land holdings were often the target of property developers with proposals that may seem extremely enticing on their face.

"As with any proposed business venture, it pays to conduct the necessary research, seek out professional advice and explore what other options may be available before proceeding," Phillip said.

"Unfortunately it is common for this preparatory work to be put aside or overlooked by a club presented with what appears to be an attractive development proposal. Clubs acting in haste may be unwittingly throwing away sizeable profits to another party or selling themselves short financially by opting for development projects which may not deliver the best possible return to the club.

"No matter the size of the club involved, we are talking about what may be major undertakings for the particular club involved that will have a significant impact on the future financial health of the club, so it pays to get it right from the very start."

The issue of property development has grown in significance for the industry recently, particularly as clubs look to generate additional income streams as a result of the impact on revenue from the introduction of non-smoking legislation and higher gaming taxes.

"There are also many clubs with

facilities that may be outdated and in need of an upgrade. Clubs opting for what may turn out to be short-term solutions with developers to upgrade their facilities by way of developer funding in exchange for the developer being given development rights over other land owned by the club may in fact be courting long-term headaches by giving away significant assets which have been built up over many years and at considerable expense to the club," he said.

Seeking the appropriate legal advice is a crucial pre-requisite.



Thomson Playford Cutlers  
Special Counsel **Phillip Wade**.

From a legal perspective, Mr Wade said that "our experience in both the registered club and property industries enables us to:

- advise on the appropriate legal structure for a particular development proposal;
- help ensure that any agreements entered into by a club in connection with the development appropriately allocate the risk associated with the development; and
- advise on whether or not the proposed development complies with the legislation governing clubs and does not prejudice the club's current position under that legislation.

Other necessary preparatory work for clubs can include:

- Engage appropriate consultants to analyse and advise on any development proposals presented to the club
- For finance purposes, obtain a current valuation of the club's land holdings
- Determine the current zoning of the club's land holdings and the need for any re-zoning



- Investigate alternative development options to determine the highest and best use for the club's land holdings
- Hold preliminary discussions with possible anchor tenants to gauge their potential interest in any proposed development
- Seek preliminary advice on the estimated costs of any proposed development
- Review existing club operations
- Explore financing options, in particular whether the club has the financial capacity to undertake the development itself (without a joint venture partner)

"The last thing any club would want is to carry out a development that diverts resources from the club's main operations without showing an appropriate return to the club on its investment, which we have seen happen in the industry," he said.

"Unfortunately once contracts are signed, it can be too late to salvage.

"Seeking expert advice can sometimes be overlooked because it is seen as an unnecessary expense. However, at this early stage it is critical, as it enables a club to adequately explore the viability of a project and what other opportunities may be available.

"It also means a club does not solely rely on the one option, and in the case of a possible joint venture, the arguments being put forward by the proposed joint venture partner (who will not be putting the club's interests ahead of its own). For example, the club may, in fact, find it has the capacity to obtain the finance necessary to fund the development without the need for a joint venture partner.

"The long-run return on investment in seeking appropriate advice is high, particularly given that the financial downside for not doing so can be significant and long lasting."

Phillip Wade is a Special Counsel in Thomson Playford Cutlers' Hospitality, Registered Clubs and Gaming team. He primarily acts for registered clubs on their property development projects and their general property transactions.

He can be contacted on **02 - 8248 5822** or at [pwade@thomsonplayford.com.au](mailto:pwade@thomsonplayford.com.au)

# No butts about Gamucci cigarette substitute

There were several product launches at AGE 2008 last month and Gamucci was perhaps the most unusual.

Gamucci, essentially, is an electronic smoking device, or an "electronic cigarette".

It's a non-flammable product that uses state-of-the-art micro-electronic technology to provide users with a smoking "experience" without the tobacco and tar found in real cigarettes.

It looks, feels and tastes like a real cigarette.

Gamucci's manufacturers claim it is a healthier alternative and that it is the future for smokers, who still get their nicotine hit, but suffer none of the negative side effects of smoking tobacco.

Gamucci offers many advantages over smoking traditional cigarettes and one Gamucci cartridge is equivalent to 20 traditional cigarettes.

Gamucci is simple to operate, inhale on



the device and it switches on but there is no switch to turn on/off.

It's free of tar and other carcinogenic substances, is non-flammable and without the danger of exposing the user to the 4,000 chemical substances produced by cigarettes.

It's pollution-free and harmless to others with no danger of second-hand smoke and is reusable, so there's no problem with disposing of cigarette ends - and no ash.

Gamucci performs similarly to traditional smoking, delivering all the effects of smoking without the problems.

The secret is what's inside this revolutionary product with Gamucci driven by modern micro-electronic technology.

The cigarette "body" is an integrated structure of a cartridge, atomisation chamber, smart chip controller and built-in lithium battery.

An operating mode indicator in the front of the device lights up when it's used.

Gamucci's atomisation chamber is where the "magic" happens, creating the vapour-like smoke, which is the result of the nicotine dilution found in the cartridge, heating up or atomising.

This is what produces the vapour that, when inhaled, delivers the nicotine hit smokers crave - without the negative side effects of smoking tobacco.

The simulated smoke that is emitted is a vapour mist that harmlessly evaporates into the air within a few seconds.

For more information, visit the Gamucci website at [www.GAMUCCI.com](http://www.GAMUCCI.com)

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*\*Recipients of an overseas tour award in the last 3 years (2006-2008) at any CMAA level are ineligible as are previous winners of this bursary.*

**ELIGIBILITY** All senior management positions in particular Gaming /Poker Machine Managers.

**ACTIVITY** A minimum of 40 points required within the last 12 months.

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*\*Recipients of an overseas tour award in the last 3 years (2006-2008) at any CMAA level are ineligible.*

**ELIGIBILITY** All senior management positions.

**ACTIVITY** A minimum of 40 points required within the last 12 months.

Bursary sponsored by  
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## ASIAN GAMING CONFERENCE & EXPO BURSARY\*

**SIX** bursaries for a study tour to the **MACAU Gaming Conference & Expo** in June 2009. Includes travel (economy class), twin share accommodation, conference registration costs, hospitality dinner and shows. Each recipient is also entitled to US \$500 in spending money.

*\*Recipients of an overseas tour award in the last 3 years (2006-2008) at any CMAA level are ineligible.*

**ELIGIBILITY** All senior management positions.

**ACTIVITY** A minimum of 40 points required within the last 12 months.

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**ELIGIBILITY** All management positions in particular Gaming/Poker Managers.

**ACTIVITY** A minimum of 20 points required within the last 12 months.

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**ELIGIBILITY** All management positions.

**ACTIVITY** A minimum of 20 points required within the last 12 months.

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**TWO** bursaries to the value of \$3,000 each to undertake studies in the Southern Cross University Bachelor of Business Club Management Degree.

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**ELIGIBILITY** All management positions.

**ACTIVITY** A minimum of 20 points required within the last 12 months.

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## CMAA VISIONARY LEADERSHIP PROGRAM BURSARY\*

**TWO** bursaries to attend the CMAA's Executive Leadership Development Program. Includes travel, accommodation, meals and registration fees.

*\*Recipients of an overseas tour award in the last 3 years (2006-2008) at any CMAA level are ineligible.*

**ELIGIBILITY** All senior management positions.

**ACTIVITY** A minimum of 20 points required within the last 12 months.

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Scott & Broad



## CMAA EXECUTIVE LEADERSHIP CONFERENCE BURSARY\*

**TWO** bursaries to attend the CMAA Executive Leadership Conference at Conrad Jupiter's, Gold Coast in July 2009. Includes travel, accommodation, conference registration, and \$500 spending money.

*\*Recipients of an overseas tour award in the last 3 years (2006-2008) at any CMAA level are ineligible.*

**ELIGIBILITY** All management positions.

**ACTIVITY** A minimum of 20 points required within the last 12 months.

Bursaries sponsored by  
enterprise development  
network



## CLUB BUSINESS MANAGEMENT BOOTCAMP BURSARY\*

**SIX** bursaries to attend the CMAA Creating Synergy 'Club Business Management Bootcamp' scheduled for May 2009 at the CMAA Career Development Centre, Auburn.

**ELIGIBILITY** All management positions.

**ACTIVITY** A minimum of 10 points required within the last 12 months.

Bursaries sponsored by  
Creating Synergy





## Submitting your Application

\*\*\*Applications for bursaries **are to be submitted no later than Friday 7 NOVEMBER 2008**\*\*\*

Applications should be marked: **Private and Confidential** and forwarded to:

C/O The Education Manager, CMDA Board of Management Studies,  
Club Managers Association Australia  
PO Box 845, AUBURN 1835 NSW  
Telephone: (02) 9643 2300 Facsimile: (02) 9643 2400 Email: [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)

*Winners are required under the Rules & Conditions of the Bursary Awards 2009 Program to take up their bursary at the time and to the destination stipulated within the bursary and to be financial members of the CMAA at the time of taking up the bursary. Applicants must meet the eligibility criteria and complete the application requirements.*

## Rules and Conditions

An independent Selection Panel will assess an application on the basis of how successfully it meets the application criteria. The selection of award winners will be based on the merit of the application. The decision of the Selection Panel will be final and NO further correspondence or communication will be entered into. The awards are **NOT** transferable.

The CMDA Board of Management Studies reserves the right to cancel or re-issue any bursary that cannot be undertaken by an award recipient. Other conditions may apply. Contact the CMDA for further clarification on any of these matters on (02) 9643 2300. Details of bursaries are accurate at the time of printing, but may change without notice.

**Successful applicants are required to be present for the Award Ceremony at Darling Harbour during the CMAA Annual Conference in March 2009.**

## Application Criteria

For current CMAA financial members who hold a minimum 12 months membership from the launch of the Bursary program.

**Applicants can apply for a maximum of two (2) awards of which only one (1) can be an Overseas Bursary.**

### Provide the following information in this sequence

Note that applications will be deemed incomplete if any of the criteria are not addressed as required.\*

*\*Refer to the Sample Bursary Application Layout*

### CRITERIA - SECTION 1 – NOMINATION

**Include** a letter from your General Manager / Secretary Manager or President indicating that the information submitted is correct. The letter should also indicate the level of support undertaken by the club i.e. that ***the club will assist you*** initially as an award winner ***with the financial costs and time from work to attend the CMAA Annual Conference Award Presentation Ceremony at Darling Harbour in March 2009 to receive the award***, and importantly with the financial support and time from your workplace to undertake the bursary.

### CRITERIA - SECTION 2 – APPLICATION STATEMENT

#### Overseas Bursaries

1. Applicants can apply for **1 overseas bursary** only
2. A ***separate application statement*** must accompany any overseas bursary applied for (clearly identify the Bursary)
3. ***Describe*** in up to 500 words:
  - i) How winning the bursary will assist you and your role within the club; and
  - ii) The implications of your winning the bursary to your club operation and its future.

#### Non Overseas Bursaries

1. If you are applying for more than **1 non-overseas bursary**, indicate your bursary order of preference on your non-overseas bursary application statement
2. You can use the same application statement for more than **1 non-overseas bursary** applied for.
3. ***Describe*** in up to 500 words:
  - i) How winning the bursary will assist you and your role within the club; and
  - ii) The implications of your winning the bursary to your club operation and its future.

### CRITERIA - SECTION 3 – EMPLOYMENT

1. ***Describe*** briefly your current role and attach your job description to all applications. List in chronological order from present to past your employment history – include titles, name of clubs, positions, levels, tenure, dot point summary of your duties and responsibilities; and
2. ***Insert*** a current organisation chart of your club's management structure and ***highlight your position*** on it.

### CRITERIA - SECTION 4 - INDUSTRY and EDUCATION ACTIVITY

**List** and **provide evidence** of your professional development activities over the last three years with regard to:

1. Industry activities – e.g. conferences, seminars, CMAA meetings, industry consultation meetings; and
2. Education activities – e.g. attendance on CMAA approved accredited and non-accredited courses.

# Sample Bursary Application Layout

In order for you to submit a complete application that meets all the CMAA 2009 Bursary Awards criteria, you are encouraged to format your application similar to the layout summarised below.

*Note that each Criteria – Section should be addressed on a separate page.*

## REFER TO THE FULL APPLICATION CRITERIA

Note: You Can Apply for a **Maximum of TWO** Bursaries only.

If you are applying for an Overseas Study Bursary as well as a Non Overseas Bursary you will need to write and submit **a separate** application statement to support each application.

Page 1	Page 2	Page 3	Page 4
NOMINATION	APPLICATION STATEMENT	EMPLOYMENT	INDUSTRY & EDUCATION ACTIVITY
<p>Ensure that you have, on club letterhead, a signed statement from your General Manager or President verifying the information within your application is correct.</p> <p>Ensure that the letter has clearly highlighted the level of support* your club will provide you as an award winner as per the full nomination criteria.</p>	<p><b>NON OVERSEAS BURSARIES:</b> Rank in order of preference the awards you want to apply for if you are applying for two non overseas bursaries e.g.:</p> <ol style="list-style-type: none"> <li>1. Professional Development Education Bursary.</li> <li>2. maxgaming Club Gaming Management Bursary.</li> </ol> <p><b>OVERSEAS BURSARIES:</b> You must submit a separate application statement supporting your application for the overseas bursary. Remember you can only apply for one overseas bursary.</p> <p>Any application statement you submit must meet the following criteria:</p> <p>Describe, in no more than 500 words, how winning the bursary will assist you and your role within the club <b>AND</b> be <b>specific*</b> as to what are the implications i.e. the results of your winning an award to your club's operations and it's future.</p>	<p>Describe your current role briefly and verify it by supplying your job description. If you do not have a formal job description to hand you will be required to create one.</p> <p>List, underneath your description of your current job role, in order from present to past, your employment history as per the full employment criteria.</p> <p>Attach your club's current management or organisational chart structure and ensure you highlight with a marker pen your position within that management structure.*</p>	<p>Create two headings; one 'Industry Activities' the other 'Education Activities'.</p> <p>Under each heading list your attendance at these activities. Ensure you include dates, activity descriptor, and provider name. List the activities in order, most recent to past.</p> <p>Examples of 'Industry Activities'* include CMAA Zone meetings, industry consultation meetings, CMAA office bearer e.g. Zone President &amp; Zone Education Officer.</p> <p>Examples of 'Education Activities'* include training with CMAA or other accredited providers such as TAFE, attendance at industry conferences, seminars and workshops.</p>
<p><b>*TIP</b> – make sure the level of support is clearly defined otherwise you could find that you may not be able to take up the award without the club's support, financially or otherwise.</p>	<p><b>*TIP</b> – be very specific in your explanation.</p>	<p><b>*TIP</b> – you can draw your management structure if you do not have access to a computer generated organisation chart.</p>	<p><b>*TIP</b> – to work out your Industry/Education activity points for eligibility for any of the bursaries; refer to page 3 of the CMAA 2009 Bursary Awards.</p> <p>You can confirm your activity points by logging on to the CMAA website <a href="http://www.cmaa.asn.au">www.cmaa.asn.au</a> . Click onto Member Services and enter in your password (if you don't have one contact Gerry Sarlemyn at the CMAA (02) 9643 2300). Access your member file and click on to the Other Info button. Click on to the CCM History button. Your activity will be recorded as will the points allocated to each activity. Note that it is up to members in the first instance to ensure that the CMAA is advised of any activities that are undertaken for entry onto your file.</p> <p>If you feel your CCM record does not reflect your activity contact Narelle Harrison at the CMAA (02) 9643 2300.</p>



# What's happening at the CMDA

By RALPH KOBER,  
CMAA Education Manager

The CMDA continues to work hard at making sure you the member have access to professional development opportunities and activities.

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

**How often**, as senior managers, do we discover that there is a large gap in the level of understanding of our junior managers and supervisors in how to work out basic cost control principles such as Gross Profit, Labour Cost and Cost of Goods?

This lack of real understanding can potentially lead clubs into a state of inefficiency and confusion.

Assumptions by senior management that everyone understands these basic concepts can end up skewing overall financial reporting and make much more work for senior management in identifying and remedying mistakes.

Managers and supervisors are now benefiting from the CMDA's newest training course released this year, *"Intro to Cost Control Principles"*.

The course has been designed to meet the needs of those junior managers and supervisors who have to interpret and manage cost control activities at the line level.

The overview of the course:

## ➤ CALCULATE PROFIT

1. Explain gross profit and how we obtain the gross profit figure
2. Have an understanding of ethical practice and staff integrity
3. Explain the significance of the gross profit figure
4. Understand the implications of a decrease or increase in the gross profit figure
5. Calculate Cost of Goods/Sales (COGS) accurately
6. Stocktake to obtain COGS
7. Identify factors that affect COGS
8. Determine how waste is recorded and calculated

## ➤ UNDERSTAND PERCENTAGES

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

## ➤ IDENTIFY FACTORS AFFECTING PROFIT BY DEPARTMENT

1. Perform basic exercises from different operational areas

## 2. Understand best-practice purchasing

There are still a number of scheduled courses for 2008 open for registrations.

Contact **Brad Jones** at the CMDA [brad@cmaa.asn.au](mailto:brad@cmaa.asn.au) or 02 - 9643 2300 to discuss this further.

For more than three years, the CMAA and Barringtons have partnered to offer the Club Industry's premier security training products, including the popular and highly impactful *"Online Armed Robbery Survival Skills Induction Training Course"* and the *"Face to Face Armed Robbery Survival Skills Training Course"*.

Close to 200 registered clubs utilise both the *Online Induction* and *Face to Face* courses with more signing up on a weekly basis.

These courses are tried and tested as many club managers can verify.

A number of managers, who have made one of the most responsible business decisions of their careers by using the CMAA-Barringtons *Security Survival Training products*, have cited the training received from these courses as being the sole reason why their staff survived traumatic and often dangerous situations where their club were robbed by violent perpetrators.

There is no doubt that the current crisis facing the Club Industry, with respect to being the targets of armed robbery, continues with no real decrease in the incidence of these horrific crimes abating.

As a manager and/or a director of a club you need to ensure that your most valuable asset – your staff – are well

prepared to survive an armed robbery.

Not to do so places lives at risk as well as incurring the on-going cost of liability - financially and morally.

For more information contact ...

➤ **Philip Browne** Sales Representative with the **Barrington Group** on 0439 643 157 or [Philip.browne@barringtongroup.com.au](mailto:Philip.browne@barringtongroup.com.au)

➤ **Ralph Kober** at the CMAA 0418 963 057 or [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)

To view a demonstration of the *Online Armed Robbery Survival Skills Induction Training Course* click onto the **Armed Robbery Survival** tile on the CMAA's website at [www.cmaa.asn.au](http://www.cmaa.asn.au)

The upcoming *Club Food & Beverage Management Summit* – on **October 1 and 2** at the CMAA Career Development Centre - has attracted strong support from managers across the states.

Limited to 100 delegates, the Summit features many high-quality speakers who have specialist skills and knowledge across a wide range of F&B areas.

If you haven't registered for the Summit, you need to soon as places are limited and filling fast.

To view the full **Summit** brochure and registration form, visit the CMAA's web site at [www.cmaa.asn.au](http://www.cmaa.asn.au)

The CMDA will offer the THHGLE10B *"Manage Workplace Relations"* course from September until the end of 2008 in an abridged format in response to member requests.

The revamped three-day course will run over two days pre-2009 and the third day post-January 2009 when the legislative changes to the *Award Modernisation* process and the Industrial Relations context finally will be determined.

Participants will be required to complete all three days to receive the nationally recognised Statement of Attainment.

The CMDA acknowledges that there are many aspiring ACCM applicants waiting to complete this course to satisfy the Education Criteria of the ACCM award and that this will help achieve their goal.

Please contact **Narell Harrison** at [narell@cmaa.asn.au](mailto:narell@cmaa.asn.au) or 02 - 9643 2300 for dates and details.



# Club Food & Beverage Management Summit 2008

Wednesday, October 1  
Thursday, October 2

CMAA Career Development Centre  
Auburn, Sydney

Register at [www.cmaa.asn.au](http://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](http://www.cmaa.asn.au)



PROFITABLE  
HOSPITALITY

[www.ProfitableHospitality.com](http://www.ProfitableHospitality.com)



# Confront the key challenges for F&B in clubs

Your club can beat rising supply costs, labour shortages, fast-changing food trends and increase the bottom line with more effective marketing.

For most hotels, restaurants and cafes, life is very tough right now.

For smart clubs, these challenges are a way to move ahead of the crowd and confirm their position as value leaders in the community.

Twenty key presenters who've done the hard yards, and come through in brilliant style, will share their secrets at the CMAA's **"Club Food & Beverage Management Summit"** next month.

Advice "from the trenches" and networking with colleagues will motivate, educate and inspire as no other event has done.

## The changing labour market

If we offer the best jobs in the industry, why is there a shortage of talent?

Recruiter and chef **Jeremy Glew** and Operations Manager (and former chef) **Troy McCooke** from the Albury SS&A Club will bring new light to the topic of recruitment and retention in their presentation *"From Head Chef to Operations Manager: Finding and Keeping Real Talent"*.

HR experts **Jodi Dickson** from Mounties and **Jane Grosvenor** from Parramatta Leagues Club will share their practical experience on *"Finding The Perfect Server - Who are They? Where do I Find Them?"*

If you've had situations when a good person is placed in the wrong job OR the wrong person in a good job, this is a session not to be missed.

## Fast-changing Food & Beverage Trends

It's not about jumping on the "trend treadmill", or tossing out the bain-marie.

But customers of all ages are smarter and more demanding, whether it's for imported beers, smart cocktails, lighter food choices or a great steak.

Topical sessions on modern desserts and smarter menus will be a feature of the Summit, and for those considering contracting out the catering, **Rob Sawkins's** presentation on *"Choosing a Franchise for your Club Catering"* will be full of practical advice.

Sydney Conference and Convention Centre Executive Chef **Detlef Haupt** will reveal how productivity, efficiency and profitability have soared at his venue, where massive numbers are no



Sydney Conference & Convention Centre Executive Chef Detlef Haupt with 2007 Profitable Hospitality CMAA Bursary winner Mandy Ne'Roi.

impediment to serving contemporary food, restaurant style.

Equipment can either leave a huge hole in the pocket, or offer extraordinary opportunity to save you \$1000's and reduce stress.

But how to make the right investment?

If you're still serving the same old boxed wine, tap beer and RTD bottles after spending a motza on the new bar, the master operators from Canberra's Mawson Club and Frankston RSL Club will bring a breath of fresh air to the discussion.

Hear their secrets and ask all your questions – club seminars are noted for the open sharing, and this Summit will take it to a new level.

## Rising Food Costs

Have you tracked the soaring cost of basic food supplies over the last 12 months?

It's not just meat and seafood, but basics like rice, pasta, flour and oil.

Whether it's tighter control of purchasing and costs, or avoiding food poisoning, the demands on modern chefs and catering managers for greatly increased management skills and innovative management can be frightening.

Each day has key sessions focused purchasing, food safety and cost control.

## Smarter Marketing

Our members and guests are well-informed, hungry for information and

not nearly as loyal as they used to be.

Whether it's filling your stunning new function venue, managing the design process for a new food space or effective marketing using today's technology, economical and dynamic SMS and email campaigns, expert advice is on hand.

Finally, reward yourself, between Day 1 and Day 2 at an enjoyable social and sumptuous four-course **Food & Wine Dinner** at Bankstown Sports Club.

Hear wine expert and CEO of Frankston RSL Club, **Rob Morrison** give us his tips on creating a profitable wine culture in your club.

"Our bistro bar sales contribute nearly 40% to the overall bar sales," Rob said. "We have changed the culture from a beer driven clientele to a much broader market, which has greatly increased wine sales, and the bottom line."

Under Rob's leadership, venue sales growth has trebled over the past three years.

In an area generally regarded as economically depressed this is a sure indication that if you do it well, and get the formula right, nothing will stop you increasing your profitability.

Be quick ... there are only 100 seats available for this unique event on October 1 & 2 and already 60 are taken.

Phone the CMA on 02 - 9643 2300 for bookings, or find more information online at [www.cmaa.asn.au](http://www.cmaa.asn.au) or [www.ProfitableHospitality.com](http://www.ProfitableHospitality.com)

The Club Managers  
Association Australia &  
Customer Service Institute  
of Australia are proud to  
offer the

# Certified Customer Service Manager Course

Certificate and Diploma for Customer Service For Club Managers

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

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

Clubs across Australia can now benefit from qualified service professionals.

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

Government Funding is available for eligible candidates.



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





## Fond farewell and warm welcomes as Bill's team returns

It has been another busy and successful year for the CMAA's Mid North Coast Zone and the three-person committee was unanimously returned at the AGM in mid-August.

Division E – Far North Coast Zone, Mid North Coast Zone, North West State Zone and Mid State Zone – Federal Councillor Gordon Rhodes, ACCM, made the 3.5-hour trip from his South Tweed Sports Club to report on the CMAA's Strategic Planning Day at Conrad Jupiters before the Mid Year Executive Leadership Conference in early July.

CMAA Communication Services Manager Peter Sharp conducted the election of office bearers and presented the Head Office Report to the meeting of 24 members at the Urunga Golf Club, which is part of the Coffs Harbour Ex-Services Club group.

The Mid North Coast Zone Committee for 2009 ...

- President: Bill Larkey – Nambucca Heads RSL Club
- Secretary Treasurer: Daphne Parker – Woolgoolga Diggers Club
- Education Officer: Glenn Buckley – Woolgoolga Diggers Club



The Mid North Coast Zone Committee for 2009 (from left) Glenn Buckley, Daphne Parker and Bill Larkey at the AGM at Urunga Golf Club.

In his President's Report, Bill Larkey, who received his 30-Year Service Award at the Darling Harbour earlier this year, thanked his Committee members for their energy and support and congratulated members on their participation in all Zone events.

Gordon, who is passionate about education and training for club managers, joined Glenn in delivering the Zone Education Report, including the CMAA's Values Matrix, which was determined at the Association's Strategic Planning session on the eve of the Mid Year Conference.

Glenn reported increased numbers at all Zone Meetings over the past year with the Golf Day at Woolgoolga Golf Club returning almost \$9,000 for the Zone Education and Bursary Fund.

The Zone's education incentive program allowed 17 Zone members, directors and club staff to attend the CMAA's 2008 Annual Conference and Expo at Darling Harbour.

Bill also welcomed three new members – Paula Stanton, Eve Price and Dennis Crossley – to the AGM and luncheon.

Guests and speakers at the meeting included Zone Golf Day sponsors Trevor Redding from ElGas, Rob Avery from North State Finance and Richard Welch from Insurance Advisor Net Australia, while Club Plus Member Services Manager – Northern Craig



Bill Larkey makes a presentation to Harry Morton, who attended his last CMAA Zone Meeting before he retires next month.

O'Laughlin summarised the fund's new range of products, costs and services.

Host club General Manager Damon Gordon welcomed more than 50 guests to lunch which featured a presentation to Sawtell RSL Club General Manager Harry Morton, who retired at the end of August. Harry's comments were in keeping with his forthright and honest opinions at Zone Meetings over recent decades.

Mid North Coast Zone's Christmas Meeting and Luncheon will be at North Beach Bowling Club on Tuesday, November 11.



Mid North Coast Zone President Bill Larkey (right) welcomes new members (from left) Dennis Crossley, Paula Stanton and Eve Price.

## **CMAA “Duty Manager Program”**

**October 20 to 22 ... and ... November 15 & 17 - 2008**

**CMAA Career Development Centre**

**67-73 St Hilliers Road, AUBURN**



- All presenters have specialist Club Industry and Hospitality Industry skills and knowledge ...  
**IDEAL for Level 5/6 Supervisors, Level A, B & C Managers & Trainee Managers**
- 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](http://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](mailto:brad@cmma.asn.au)





## Another full field for John Wilkinson Charity event

Club Manager Michael Villa welcomed a full field of 136 players to The Grange Golf Club for the annual Illawarra Shoalhaven Zone Charity Day in early August.

It was a perfect winter day when the 34 teams teed-off in the John Wilkinson Memorial event, a four-person countdown with the course matching the superb conditions.

Joe Trad from Global Coffee Solutions

provided a great start to the day and the lunch was well equally well-received before trophy presentation, auction and raffle prizes were drawn.

The Konami team - Paul Primmer, Ty Barton, Darren Humphries and Tony Harris - were the gross winners with the Collegians team - John Mussared, Tony Stephens, Graham Hill and Len Smith taking the nett trophy.

Major sponsors on the day were

Aristocrat, IGT, Konami, Stargames, Aruze, Ainsworth, CashCode, United Technology Services, Figtree Travel Centre, Foster's, Tooheys, Cadbury Schweppes, Coca-Cola Amatil and Barringtons.

Illawarra Shoalhaven Zone's AGM will be held at Dapto Leagues Club on Friday, October 24, and the Zone Christmas Luncheon at Collegians Balgownie on Friday, December 5.



## September - October 2008

For full content details of each of the programs contact the CMDA or refer to the 2007 calendar on our website.

Phone: (02) 9643 2300 [www.cmaa.asn.au](http://www.cmaa.asn.au) Email: [training@cmaa.asn.au](mailto:training@cmaa.asn.au)

COURSES	SEPTEMBER	OCTOBER
Provide Responsible Service of Alcohol (THHBF09B) (LAB approved) ACCM Unit - 1 Day	M 1 (Tradies) W 3 (West's Ashfield) W 17 (Mounties)	M 13 (City Tatts) W 22 (Mounties)
Provide Responsible Gambling Services (THHADG03B) (LAB approved) ACCM Unit - 1 Day	T 2 (Tradies) Th 4 (West's Ashfield) Th 18 (Mounties)	T 14 (City Tatts) Th 23 (Mounties)
Train the Trainer - 1 Day (THHGT01B Coach Others In Work Skills) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	M 8	
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		T 21 & W 22
Plan & Establish Systems & Procedures THHGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	T 9	
Duty Management Development Program - 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.		(S1) M 20, T 21 & W 22 Continues Nov.
Financial Fundamentals (THHGFA06A & THHGLE13B) 2 Days (Prerequisite for Financial Management THHGLE14B & THHGLE15B)	M 22 & T 23	
Financial Management ACCM Units - 5 Days (Prepare and Monitor Budgets THHGLE14B & Manage Financial Operations THHGLE15B) * Financial Fundamentals is the prerequisite for this program.		(S1) M 13 & T 14 Continues Nov.
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) T 16 & W 17	(S2) W 8 & Th 9
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.		W 22
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.		M 13 & T 14
Legal Knowledge Required for Business Compliance THHGLE20B ACCM Unit - 6 Days Covers the range of legislative compliance issues including: Trade Practices, OH&S, Privacy, RSA, RCG and more.		(S1) T 7 & W 8 Continues (S2) Nov. & (S3) Dec.
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	SEPTEMBER	OCTOBER
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 (THHGT01B Coach Others In Work Skills) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.		Belconnen (ACT) T 7
Deal with Conflict Situations THHGCS03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	Kedron (QLD) M 22 & T 23	
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.		Corrimal W 15
Duty Management Development Program - 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	Tamworth (S2) M 8, T 9 & W 10 Coffs Harbour (S1) M 8, T 9 & W 10 Albury (S1) T 30 – cont Oct.	Coffs Harbour (S2) M 13, T 14 & W 15 Albury (S1) W 1 & Th 2 Continues Nov.
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	Coffs Harbour M 27 & T 28
Marketing Fundamentals - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	Kedron (QLD) M 24 & Th 25	Nambour M 27 & T 28
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.	Coffs Harbour T 9	Albury W 1
Monitor Staff Performance THHGLE06B ACCM Unit - 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		Gosford M 20 & T 21
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.	Forster M 29 & T 30	Melbourne M 27 & T 28
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	Coffs Harbour M 13

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





Far South Coast Zone Education Officer Michael O'Sullivan and Zone President Mark Bellette welcome new member Kerri Ralph from Milton Ulladulla Bowling Club to her first Zone Meeting at Tomakin Sports and Social Club.



## Mid-air drama adds to AGM story at Tomakin

There was some real life drama attached to the Far South Coast Zone Annual General Meeting at Tomakin Sports and Social Club in mid-August.

CMAA Executive Officer Terry Condon and ClubsNSW Executive Manager - Policy and Government, Anthony Ball, were on a Rex airlines flight to Moruya for the dinner on August 13 when their plane lost an engine and the pilot was forced to return to Sydney.

No plane was available until noon the day of the AGM, so CMAA Communication Services Manager Peter Sharp stepped in to deliver the Head Office Report before the election of office bearers for 2009.

The 20 members present were unanimous in their support and endorsement of the incumbent executive and committee members, with each position re-elected unopposed.

The Far South Coast Zone Committee for 2009 ...

- President: Mark Bellette - Tomakin Sports & Social Club
- Secretary Treasurer: Craig Clark - Moruya Golf Club
- Education Officer: Michael O'Sullivan, ACCM - Milton Ulladulla Bowling Club
- Committee: Craig Madsen - Mittagong RSL Club; David Fenner - Highlands Golf Club; Tony Casu - Narooma Sporting and Services Club; John Weir - Yass Soldiers Club.

Mark Bellette also welcomed a new member, Kerri Ralph, Duty manager at Milton Ulladulla Bowling Club, who was able to attend the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters in early July.

In General Business, much of the

discussion centred around providing a major education bursary and the benefits of the Zone Club Study tour to clubs in Wollongong and Bankstown Sports Club.

Mark, the host club manager, welcomed 60 members and guests who attended the CMAA Zone Dinner the previous night, while John Hennessy, from Hennessy Coffee, provided some much-appreciated coffee to start the day.

CMAA Sponsor partner company Club Plus Superannuation's State Member Services Manager Charlie Sala briefly addressed the meeting with an update of the fund's range of products and services.

Far South Coast Zone's Christmas Meeting and Luncheon will be at Narooma Sports Club on Thursday, December 11.



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## CALCULATE PROFIT

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- 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](mailto: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 &  
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# Golf and Nepean big winners on the day

Golf is enough of a challenge without adding the worry of winning and losing to the experience.

So, organisers took the pain out of the process when Nepean Zone hosted its annual Charity Golf Day at Club Fox Hills on August 19.

More than 90 players – club managers, directors and Club Industry trade suppliers and supporters – got the day off to a good start with a heart-warming brew offered by Joe Trad from Global Coffee Solutions and a sausage sizzle.

Nepean Zone President John Turnbull and Club Fox Hills General Manager David Kim welcomed the mingling golfers before “starter” David Marsh dispatched the teams to all corners of the challenging Prospect layout.

It was a four-person Ambrose event and the presentation ceremony became as relaxed and entertaining as the action on the course when “Marshie” and Nepean Zone Education Officer Joe Baysari decided that all of the cards would go into the barrel with luck deciding the result.



There were long drive and nearest-the-pin winners among the scrubbers and choppers, but golf and Nepean Zone were the big winners on the day. Nepean Zone's next event will be a

Zone Meeting at St Mary's Leagues Club on Thursday, September 18, with the Zone Christmas Luncheon and Meeting at Club Marconi on Thursday, December 11.



Day	Date	Meeting	Venue	Zone
<b>SEPTEMBER</b>				
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
<b>OCTOBER</b>				
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
<b>NOVEMBER</b>				
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 <a href="http://www.ccmtravel.com.au">www.ccmtravel.com.au</a>
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
<b>DECEMBER</b>				
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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# Forum inspires look at the gaming future

There was plenty of discussion, questions and professional networking at the annual CMAA Victoria Zone Meeting and Industry Forum at the Foster's Brewhouse in Melbourne in early August.

More than 50 Zone members, club directors and club industry representatives attended the presentation, luncheon and Industry Forum.

Victoria Zone President Barry West convened the Zone meeting with CMAA Federal Vice President Danny Munk, ACCM, delivering the Head Office Report and updating members on current industry issues.

Coffee followed the meeting before CMAA Federal Executive Member Tim McAleer, ACCM, provided a presentation on his career as a club executive, which also involved some much-appreciated humour on a serious subject.

Tim, the General Manager at Sutherland Trade Union Club, gave an insight into the positive energy and optimism required of club leaders to ensure clubs achieve their potential.

A pleasing aspect of Tim's presentation was a series of questions from Victoria club directors that provided an interesting perspective on the importance of a common vision for boards and senior managers.

Much of the comment from managers



*The Victoria Zone Industry Forum, "Victoria Gaming – 2012 and Beyond".*

and directors related to Tim's positive and interactive approach and were impressed by the size and scale of the Tradies Club.

Following the luncheon, the Industry Forum, "Victoria Gaming – 2012 and Beyond", involved a panel of four vastly experienced club managers discussing the brave new world ahead for clubs in Victoria.

Danny, the Chief Operations Officer for the Panthers Group, and Tim provided the NSW philosophy and experience with Yarraville Club General Manager Barry West and Numurkah Golf and Bowls Club Secretary Manager Grant Duffy defining the past, present and investigating the future for Victorian clubs and managers.

Forum facilitator, Victoria Zone Secretary Kevin Morland, touched on many topics, including the acquisition of gaming machines, taxes, maintenance contracts, assessing business plans to incorporate gaming entitlements, compliance, server-based gaming, pre-bet

commitment and entrepreneurial flare in successfully operating a gaming installation.

The Forum prompted several questions from the floor and responses that produced interesting discussion.

The day finished with Barry West thanking zone sponsors, members and guests, encouraging everyone to support the CMAA and attend the next Zone meeting at Greensborough RSL Club on Wednesday, November 12.



*CMAA Federal Executive Member Tim McAleer addresses the meeting.*



*CMAA Victoria Zone Committee members (from left) Grant Duffy, Kevin Morland, Erin Langman and Barry West.*

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# North West State Zone again raises the bar



*CMAA North West State Zone President Phil Wheaton.*

The CMAA North West State Zone Meeting and Bursary Auction at Armidale Ex-Services Club last month again proved that you don't need hundreds of members in a Zone to be progressive, relevant and of immense value to the membership.

The 40 members of the Zone that

takes in remote areas such as Walgett, Lightning Ridge, Bogabilla, Tenterfield, Armidale, and Coonabarabran came together, as they do regularly, to network, socialise and gain information from each other in the spirit of what the CMAA is all about - fraternity.

Proceedings kicked off with a great night at the newly-renovated Armidale Ex-Services Club where CEO Bob Ryan hosted the dinner with local groups entertaining guests and the annual bursary auction took place.

Auctioneer "extraordinaire" Jamie Gallen, CEO of the Gunnedah Services and Bowling Club, entertained and encouraged guests to raise more than \$28,000 towards the annual zone education and professional development bursaries.

Zone President Phil Wheaton, ACCM, said he was delighted by the support that local suppliers and clubs had shown in helping to raise the funds which so many managers will benefit from.

There was a "lawn bowls challenge" before the dinner and auction.



*Gunnedah Services and Bowling Club CEO of the and top-class auctioneer Jamie Gallen.*

CMAA Education Manager Ralph Kober presented the Head Office Report at the Zone Meeting the following day, encouraging members to consider and become pro-active in their education and professional development.

## Coast network meets

Sunshine Coast Zone President Laurie Williams welcomed 60 members to the Zone Meeting at Bribie Island RSL Club in early August. CMAA Executive Officer Terry Condon, CCM, presented the Head Office Report and touched on many issues affecting clubs and club managers in Queensland, including the State Government's decision to impose a moratorium on new gaming machines in the state until 2010.

Following the Zone Meeting, there was a free Educational Workshop with creative director and brand strategist Jack Perlinski providing an insight into the importance of building a well-defined brand strategy.

The Director of DAIS, a business focused on elevating

## Sunshine Coast Zone Meeting

brands, Jack highlighted the value of building a brand as an asset that can be owned and protected, which is an increasingly important issue in business management and governance.

More than 100 members, directors and industry trade representatives sat down to lunch following the meeting and Education Workshop with comedian Jimmie Poulos providing the laughs.

Sunshine Coast Zone's next event is their annual Charity Bowls Day at Bribie Sports Club on Friday, October 24, with the Christmas Luncheon at Caloundra RSL Club on Tuesday, December 2.



*CMA Sunshine Coast Zone President, Laurie Williams with comedian Jimmy Poulos and Bribie Island RSL Club General Manager Michael Effting.*



*The Caboolture Sports Club crew.*

# VISIONARY LEADERSHIP PROGRAM

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



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- ◆ Understand the impact of your leadership and interpersonal behaviours on **your team and organisation's effectiveness**
- ◆ Learn how to be **more resilient in the face of change** and uncertainty
- ◆ Learn how to **engage** the hands, minds and hearts of the people you lead

### Where, When and How?

**Date:** October 23/24 and November 20/21 2008

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

**Time:** 8am – 5pm

**Venue:** CMA Education, Auburn

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

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### To reserve your place:

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

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





# Maurie's determination honoured at Newcastle Leagues Club luncheon

This time last year, Maurie Anlezark was still trying to work out how much damage floodwaters had done to his Newcastle Leagues Club.

The June 2007 floods devastated the inner city area and it took almost 11 months to reopen the doors of the historic CBD club.

To celebrate Maurie's achievement of refusing to be defeated by the challenge of time and size of the reopening project, the CMAA's Hunter Zone held its August meeting there.

Zone President Tony Mullroy welcomed 37 members, CMAA Division D – Central Coast Zone, Hunter Zone and Great lakes Zone – Federal Councillor Steve Byfield, ACCM, along with *ClubsNSW* representative John Chin and new member Kate Lyon, Secretary Manager at Maitland Ex-Servicemen's & Citizens Bowling & Sporting Club.

Adamstown RSL Club Secretary Manager Lynette Harrison has taken over the purse strings as Zone Treasurer from East Maitland Bowling Club General Manager Steve Duggan.

CMAA Communication Services Manager Peter Sharp travelled to Newcastle for the meeting and luncheon, presenting the Head Office Report and covering several "big-ticket" issues facing the Club Industry and club managers along with news of the CMAA's National Bursary program for 2009.

General Business produced several matters, including an offer from PALTRONICS of a gaming bursary to Macau in 2009, which could encompass the G2E Asia Conference.

PALTRONICS, a CMAA Sponsor partner, already annually supports the CMAA's National Bursary Program with a Gaming Bursary to Macau.

The meeting also discussed and resolved meeting dates and venues for 2009, including a switch from the charity golf day at Richard Jones's Muree Golf Club to a charity bowls day at Beresfield Bowls Club in February 2009.

Following the meeting, Zone members joined trade representatives in the auditorium for an informal luncheon and fund-raising raffle.

Hunter Zone's final meeting and 2008 Christmas Luncheon will be at Cardiff RSL Club on Wednesday, November 26.



*Hunter Zone Secretary Richard Jones (left) with President Tony Mullroy and new member Kate Lyon, Secretary Manager at Maitland Ex-Servicemen's & Citizens Bowling & Sporting Club.*



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#### GREAT LAKES

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## Inaugural Conference a major triumph

**Report: TROY SHEARY**  
Central Coast Zone Publicity Officer

The CMAA's Central Coast Zone embarked on new territory at Zone level and enjoyed great success.

A vigorous fundraising program allowed the Zone to subsidise a two-day Education Conference at Crowne Plaza, Terrigal, on August 13 and 14.

Around 90 members, representing a range of clubs and management positions within those clubs attended the event.

Clubs within the Zone were encouraged to send supervisory staff and others who may not have been aware of what the CMAA has to offer by receiving discounted conference packages for members and CMDA Affiliate members.

This initiative resulted in 10 new members for the Zone and a great experience for everyone involved.

The Conference comprised six sessions, all delivered with professionalism and passion.

The first speaker, Carsten Pedersen from Westpac, offered an outlook on the Australian and global economies, explaining the much-maligned sub-prime mortgage collapse, the Asian economic boom and how these factors influence the Australian market.

Paul Lyons presented a personable



look at leadership and how it can help managers get better performance from their staff. Wednesday's sessions finished with an energetic presentation from Big David Staughton on "how we can be more effective at work and life".

A networking session and dinner followed that evening with a chance for delegates to unwind and discuss the day's events and topics.

Thursday's sessions began with gaming industry guru John Anthony sharing his valuable experiences on topics ranging from gaming floor layouts, promotions, sales and customer service.

Peter Baines from the National Institute

of Forensic Science stole the show, providing a fascinating journey into the world of crisis management and his experiences in handling the Boxing Day Tsunami.

His story left everyone in the room astounded with his presentation and on going work in the area through his charity "Hands Across The Water" melted many hearts.

The conference concluded with an interactive panel hosted by Paul Lyons, comprising some of the Club Industry's leaders, including Steven Byfield (CEO, Diggers at the Entrance), Tim McAleer (CEO Tradies) and Deb Feening (CEO, Club Marconi) with the panel answering many questions and openly discussing present and future challenges for the industry.

This Conference, like so many other things that we provide in the industry, would not be a success without the help of the Zone's sponsors.

The Central Coast Zone Committee is proud of what they were able to achieve with special mention to Christine Haynes (Diggers at the Entrance) for all her behind-the-scenes work.

Also, best wishes from the Zone to Central Coast Zone President David Brace who has headed to a new challenge at Wentworthville Leagues Club.





*Ray Agostino, Terry Condon, Pam and Bob Ayscough with Mario Machado.*



*Manly Northern Suburbs Zone President Ray Agostino makes a presentation to Bob Ayscough and his wife Pam.*

## Zone colleagues pay tribute to Bob's career

It was a warm and fond farewell to CMAA stalwart Bob Ayscough at the Manly Northern Suburbs Zone Mid-Year Meeting and Luncheon at Ryde-Eastwood Leagues Club in late July. Zone President Ray Agostino and his Committee took the opportunity of the CMAA Zone gathering to farewell the outgoing Hornsby RSL Club CEO.

CMAA Executive Officer Terry Condon, CCM, and Division A – City Eastern Suburbs Zone and Manly Northern Suburbs Zone – Federal Councillor Mario Machado, ACCM, also attended the meeting and luncheon to present the Head Office Report and assist in presenting Bob with his retirement gifts. Bob's wife Pam also attended the luncheon and presentation with Bob offering his thanks and good wishes to

fellow CMAA members and club managers during his 23 years as CEO at Hornsby RSL Club.

"Bob is an example to club managers of all ages and at all stages of their careers that integrity and professionalism remain the cornerstones of our careers in this industry," Terry said.

Ray spoke of Bob's remarkable longevity in the industry before presenting him with a gift to enjoy beyond his days at Hornsby RSL Club.

At the Zone Meeting, attended by 40 members, Terry spoke about several major issues affecting the careers and lives of club managers, including the impact of non-smoking legislation, the State Government's gaming machine taxation regime, the CMAA's Strategic

Plan that encompasses the Association's "Values Matrix", the potential impact of independent Senators Nick Xenophon and Steven Fielding taking their anti-gaming machine agendas to the Federal Senate and the significance of the CMDA's new courses and summits.

More than 138 guests – CMAA members, directors and industry trade associates – enjoyed drinks and canapés in the Lobby Bar before sitting down to lunch in the Ryedale Room at Ryde-Eastwood Leagues Club.

CMAA Life Member and Norths Leagues Club CEO Hans Sarlemyn will host the Manly Northern Suburbs Zone Christmas Meeting and Luncheon on Wednesday, December 3.



*Tanya Sullivan, from Blaze Events, introduced luncheon guest speakers Justine Jones and James Castrission.*



*Trans-Tasman kayakers Justine Jones (left) and James Castrission with Ray Agostino after speaking at the luncheon.*



## More top-end changes at Aristocrat

There have been more changes at the top of the corporate tree at Aristocrat Technologies.

Following on from Chief Executive Officer Paul Oneile's decision not to pursue a new contract beyond 2008, another senior executive is headed for



Paul Oneile

new challenges.

Steve Parker, Aristocrat's Group General Manager Business Innovation, has left the company to pursue other interests.

Aristocrat also announced the appointment of Paul Kitchin as Group General Manager – Marketing.

Paul started at Aristocrat on August 18 and reports directly to Paul Oneile.

Meantime, a week earlier, **Business Day** on [smh.com.au](http://smh.com.au) speculated on a replacement for **Paul Oneile**.

*"With Paul Oneile cashing in his chips at pokie maker Aristocrat, a few names have already been thrown around as his possible replacement.*

*"Among them is a chap named **Gavin Isaacs**, who runs operations at Aristocrat's competitor, **Bally Technologies**, in Las Vegas.*

*"Isaacs is a fellow-Australian who headed up the U.S. operations of Aristocrat until the harmony between him and Oneile is said to have become too great to bear.*



*"Isaacs headed to rival Bally, which has enjoyed a few jackpots of late and where he is whispered to be in the running to become the new chief one-armed bandit when his boss's contract runs out at the end of the year.*

*"But we hear Isaacs has sold the fancy four-bedroom home in downtown Henderson, Las Vegas, that he bought in 2004.*

*"We're not sure if it's a sign of anything in particular about a possible job movement back home to Aristocrat.*

*"But, given he bought the house for \$US1.1 million and sold it for \$US850,000, we recognise the kind of value creation to which Aristocrat shareholders have become accustomed."*

## Club Plus delivers products and service to clubs

Charlie Sala and Craig O'Loughlin are covering plenty of kilometres in their quest to deliver the best in superannuation products and services to the Club Industry.

**Club Plus Superannuation** earlier this year joined the family of CMAA sponsor companies and, since that time, Charlie, then Craig have been on the road, attending **CMAA Zone** meetings and **ClubsNSW** meetings, spreading the word on the only superannuation option owned and operated by the Club Industry.

Charlie is the **Club Plus State Member Services Manager**, while Craig joined on July 1 and is **Member Services Manager – Northern** with responsibility for the northern region and Newcastle as his southern boundary.

**Club Plus** also has appointed **Virginia Flint** as **Member Services Manager – Metropolitan** with responsibility for clubs in the busy Sydney Basin region.

Charlie said the company also was

looking to appoint a **Member Services Manager – Southern**, based in Canberra, to meet the Club Industry's growing response to the range of **Club Plus** products from Wollongong into Victoria.

"We are delighted with the response and acceptance of clubs and their staff to the range of **Club Plus** products and we are keen to ensure that our service meets the expectations of our current and potential members," Charlie added. "We have been very busy for all of the right reasons and are delighted with the take-up rate among club managers and their staff."

**Club Plus** recently reviewed its suite of products and formulated a new range of services and charges that Charlie says have been welcomed enthusiastically by all clients. "We decided to simplify our pricing structure and upgrade the availability of our first-class income protection," he added.

The **Club Plus** administration fee has been reduced to \$1.25 per week for superannuation and allocated pension products, while **Club Plus** income protection, which provides 90% cover and was 9.4% on July 1, is now 7.56% of the compulsory super

contribution. "These products and pricings are at the top of the superannuation industry tree and we are working hard to offer the best to everyone associated with the Club Industry," Charlie concluded.



Club Plus Member Services State Manager Charles Sala (left) with Member Services Manager - Northern, Craig O'Loughlin.



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# Club Industry gets government's

**On June 27, the Independent Pricing and Regulatory Tribunal (IPART) released a Final Report on its review of the NSW Registered Clubs Industry. This fact sheet provides a short summary of IPART's Final Report. The full report is available on IPART's website <http://www.ipart.nsw.gov.au>**

### Overview

There are over 1,400 registered clubs in NSW, employing over 43,000 people in full and part-time positions.

Over 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. In light of the varying ability of individual clubs to deal with these changes while remaining financially viable, the Premier of NSW asked the **Independent Pricing and Regulatory Tribunal (IPART)** to conduct a review of the registered clubs industry in NSW.

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 industry
- Identifying threats to the financial viability of the clubs industry and developing measures to assist clubs in addressing these.

### Clubs' social contributions

The terms of reference asked IPART to measure the value of clubs' contribution to social infrastructure (not to undertake a cost-benefit analysis of clubs' social contribution).

IPART undertook a calculation based on the sum of clubs' direct cash and in-kind contributions and estimated the value of clubs' contribution to social infrastructure in 2007 was \$811 million.

This figure does not include the indirect or intangible contributions made by clubs which are difficult to quantify consistently and reliably, but are nevertheless important.

One conduit for clubs' social contributions is the CDSE Scheme.

The Scheme provides a gaming machine tax rebate of up to 1.5% to clubs that make eligible community contributions in accordance with the Scheme's guidelines.

IPART reviewed the existing and proposed statutory requirements related to the CDSE Scheme and found them to be reasonable and effective.

However, there is a lack of awareness in the community about registered clubs' social contributions via the Scheme and the clarity of some parts of the Scheme guidelines could be improved.

### Financial viability

IPART investigated what clubs earn and spend, and has confirmed the common perception that most clubs are highly dependent on gaming revenue.

As a result, they are very vulnerable to any change related to the regulation of gaming machines.

This is a key finding of the review, and led to IPART's recommendation that any future changes in Government policy affecting the revenue stream from gaming machines should be preceded by consultation with the clubs industry to determine the likely impact of proposed changes.

IPART found that the financial viability of individual registered clubs across NSW varies greatly.

Some are financially strong, while others are struggling, for a variety of reasons including a lack of understanding of their own financial position, demographic changes, the level of competition from other venues in their communities, and the financial management skills of their boards and managers.

In examining the potential for strengthening the performance of the industry, IPART recommends a coordinated response requiring action from individual clubs, government agencies such as the **Office of Liquor, Gaming and Racing (OLGR)** and industry peak bodies such as **ClubsNSW**.

IPART is proposing the establishment of a new body, the **Club Viability Panel**, to oversee, co-ordinate and advise on many of the financial viability recommendations.

IPART's recommendations involve a strategy of providing clubs with the tools to identify when their financial performance is declining and offering assistance to clubs and their management to adapt and change.

However, even with assistance, IPART recognises that there are some clubs for which no amount of improved financial management will ensure their individual survival and that these clubs may need assistance in exploring options such as amalgamation.

IPART has proposed initiatives across seven areas:

- improving clubs' financial reporting and benchmarking their performance
- establishing a Club Viability Panel to assist clubs in identifying the early signs of financial distress and to advise on options to address these
- improving clubs' corporate governance
- helping clubs better understand the risks and benefits of diversifying their sources of revenue
- making it easier for clubs that are unlikely to be able to improve their financial viability to amalgamate
- making it easier for new clubs to be established
- removing unnecessary regulatory restrictions on clubs.

### Improving clubs' financial reporting and performance benchmarking

IPART recommends the adoption of a standardised reporting format for financial management accounts and performance benchmarking for clubs with gaming machine revenue less than \$5 million per annum (approximately 90% of all clubs).

This will assist clubs to:

- monitor financial performance
- benchmark individual performance against the wider industry



# strong recognition for contribution



All clubs will be required to submit **Earnings Before Interest, Tax, Depreciation, Amortisation, Rent and Donations (EBITDARD)** as a percentage of revenue to the proposed Club Viability Panel (see below) to be assessed as an initial indicator of financial distress.

## Establishing a Club Viability Panel

IPART recommends the establishment of a Club Viability Panel (the Panel), to advise the clubs industry about financial viability issues.

Specifically, the Panel would:

- assist in the process of moving most clubs to a standardised reporting format for financial management accounts
- produce and communicate industry benchmarks to the clubs industry on an annual basis
- based on examination of an initial financial viability indicator, EBITDARD as a percentage of revenue less than 15%, identify clubs that are at risk of being in financial distress
- inform these clubs of its findings and offer to provide further investigation, advice and support to assist the club to assess and, if necessary, improve its financial position

## Strengthening corporate governance

Stakeholders indicated that corporate governance in clubs could be improved if boards operated more effectively.

The key challenges to board effectiveness involved deficiencies in director skill sets as well as difficulties in attracting and electing directors.

IPART proposes recommendations to address these challenges:

- compulsory core professional development training for directors (with recognition of prior learning)
- encouraging the removal of constitutional restrictions on board membership and voting eligibility or, where this does not occur, allowing directors to appoint up to three directors (provided this represents a minority of board members)
- encouraging boards to undertake performance assessments of their directors and the board as a whole
- encouraging boards to have a formal succession planning policy in place
- *ClubsNSW* more extensively promoting examples of effective corporate governance and providing further guidance to clubs on best practice.

In addition, IPART has recommended that *ClubsNSW* examine the feasibility of assisting smaller clubs to meet their compliance obligations under the **Registered Clubs Act** by

employing a pool of compliance officers for clubs to use as needed.

IPART also proposes recommendations to improve the existing club-specific training available to directors and managers.

## Helping clubs better understand the risks and benefits of diversifying their operations

IPART found that diversification is unproven as a means of reducing (to any great extent) clubs' reliance on gaming machine revenue.

However, there still may be merit in adopting diversification strategies in the clubs industry.

In specific circumstances, diversification can be an effective means of expanding a club's revenue base, broadening market appeal and maintaining relevance through the provision of additional services to members and the local community.

IPART recommends that industry stakeholders support the efforts of clubs considering financially sound diversification strategies and help clubs to avoid unsound, risky diversification.

They should provide education about the risks associated with diversification and advice on how to make an informed judgement on the relative merits of any proposed diversification strategy.

## Making it easier for clubs to amalgamate

The consensus from stakeholders is that industry consolidation is inevitable.

However, it is important that consolidation is underpinned by the aim of preserving community assets and maintaining services for the benefit of members and the local community.

IPART examined the current amalgamation process and found a number of barriers to effective amalgamation, including:

- the complexity of the process and the involvement of various government bodies and professionals make it quite a daunting and costly project, especially for smaller clubs with fewer resources
- cultural barriers to amalgamation, including club reluctance to consider amalgamation as an option until it may be too late to undertake one that effectively preserves the club's assets and services.

IPART recommends development and dissemination of information about amalgamation to clubs, both to help clubs to navigate the complexity of the process and to overcome clubs' reluctance to consider amalgamation.

**Continued page 60**

From page 59

## Making it easier for clubs to be established

IPART recommends that changes in three key areas will assist in making it easier for clubs to be set up in areas that need them:

- greater guidance should be provided to groups wishing to establish a registered club
- planning for new developments should include an allowance for land that is suitable for the establishment of a registered club
- until an alternative is developed, new clubs should continue to have access to ten free gaming machine entitlements to assist in keeping the costs of establishment to a minimum

## Removing unnecessary regulatory restrictions on clubs

IPART examined four regulatory restrictions that *ClubsNSW* submitted create an unnecessary burden on the clubs industry: limitations on club membership size, club sign-in procedures and the “five kilometre rule”, restrictions on contract caterers serving alcohol, and the prohibition on clubs providing off-site catering. IPART concluded that:

- limitations on club membership size should be removed
- sign-in provisions and the “five kilometre rule” should be retained, but more flexible provisions for extended temporary memberships should be introduced
- The Office of Liquor, Gaming and Racing (OLGR) should clarify the circumstances under which contract caterers can serve alcohol on club premises
- the prohibition on clubs providing off-site catering should be removed

## Framework for a management plan

The outcome of this review is a framework to assist stakeholders in the industry to develop a detailed industry management plan by mapping out principles, processes and issues to be considered.

The management plan will build on the existing co-operative relationship between the registered clubs industry and the Government by formalising an agreed set of principles and actions for the way forward for the clubs industry.

The plan is intended to provide a blueprint for a sustainable clubs industry which continues to provide substantial and effectively targeted community support, without attempting to ensure the future of every individual club in its current form.

The plan will include a **Clubs Charter**, which will outline the broad obligations that apply to clubs in conducting their operations and to the Government in regulating clubs.

The plan is also a means to draw together all of IPART's recommendations from this review in a co-ordinated manner.

IPART recommends that the **Club Industry Working Group** (a joint clubs industry and Government group) be asked to prepare the management plan, in consultation with stakeholders, by mid-2009.

A complete list of IPART's recommendations is contained in Appendix 1 to this fact sheet.

- **James P. Cox**

*Chief Executive Officer and Full-Time Member*

## Appendix 1 – List of IPART's Draft Recommendations

### List of Recommendations

#### Chapter 3 - Understanding the social contributions of the registered clubs industry

IPART has examined the social, employment and other economic opportunities afforded by the registered clubs industry and ways that these contributions can be enhanced.

IPART recommends:

1. That clubs seek to increase the training opportunities they provide for people in their local area, and increase the promotion of these opportunities, especially in regional and rural locations.
2. That *ClubsNSW* increase awareness of the employment opportunities that clubs provide, particularly in the tertiary graduate and over age 55 segments of the labour market. This should be achieved through better targeting and improved advertising of employment opportunities in the broader labour market.
3. That the registered clubs industry continue to measure and report on the employment and other economic opportunities it provides, for example through *ClubsNSW's* four-yearly industry survey. To better understand these contributions, this information should be provided by club size, type and location.
4. That *ClubsNSW* improve industry awareness of programs targeting regional and state development, by providing information on their existence and assistance to clubs to gain access to these programs.

#### Chapter 4 - Measuring and reporting on club contributions

IPART has considered various methodologies for measuring and reporting on the social contributions made by the industry.

IPART recommends:

5. That IPART's preferred approach for the measurement of club-provided social infrastructure and services be adopted. Under this approach, the direct social contribution of clubs is calculated via the sum of cash contributions, volunteer labour and the market value of in-kind provision and maintenance of community and sporting facilities, less total revenue received for this provision.
6. That *ClubsNSW* assume responsibility for conducting future valuations of the clubs industry's social contributions to the NSW community on a four-yearly basis. If it chooses to use a different valuation methodology from IPART's preferred approach, *ClubsNSW* should be transparent and open about its methodology and results.

#### Chapter 5 - Refining the Community Development and Support Expenditure (CDSE) Scheme

IPART has examined options for improving the CDSE Scheme.

IPART recommends:

7. That local government and clubs enhance their promotion of the Community Development and Support Expenditure (CDSE) Scheme on council and club websites, including publicising CDSE-funded projects on club websites and in annual reports.
8. That *ClubsNSW* encourage smaller clubs below the CDSE threshold to participate in a CDSE local committee process.
9. That the Office of Liquor, Gaming and Racing (OLGR) provide greater support for local CDSE committees through an annual conference for committees and provision of support materials on issues such as priority-setting, decision-making and conflict-resolution procedures, and information to clubs on valuing in-kind contributions.
10. That the CDSE Scheme guidelines be amended to:
  - advise that a market value approach should be used to value the provision of in-kind CDSE
  - include a more comprehensive explanation of in-kind valuation.
11. That *ClubsNSW* encourage clubs to measure, record and report on their social contributions to their members and to *ClubsNSW*, by developing a **Best Practice Guideline** on reporting social contributions.

#### Chapter 6 - Strengthening the financial viability of the registered clubs industry





IPART recommends:

- 12 That any future changes in Government policy affecting the revenue stream from gaming machines be preceded by consultation with the clubs industry to determine the likely impact of the proposed changes.

## Chapter 7 - Improving clubs' financial reporting and performance benchmarking

IPART recommends the following to improve financial reporting and benchmarking in the registered clubs industry:

- 13 That a standardised reporting format or formats for financial management accounts be prescribed in the **Registered Clubs Regulation 1996** for clubs with annual gaming machine revenue of less than \$5 million and that:
- Clubs be granted an exemption from this requirement only if they can show that their existing reporting format for financial management accounts can produce the necessary business efficiency and financial viability measures to submit to the Club Viability Panel.
  - The standardised format may vary, with different requirements for clubs with annual gaming machine revenue less than \$1 million and those with annual gaming machine revenue between \$1 million and \$5 million.
- 14 That the Club Viability Panel (*see Recommendation 26*) be asked to develop and recommend the standardised reporting format(s) to the Minister for Gaming and Racing.
- 15 Once the standardised reporting format(s) have been approved by the Minister, that:
- Clubs with annual gaming machine revenue of less than \$5 million be required to submit one set of financial management accounts in their current format to the Club Viability Panel.
  - The Club Viability Panel undertake a high-level review of these financial management accounts to determine whether the club already complies or is exempt from the requirement to use the standardised reporting format on the grounds that its existing format can produce the necessary business efficiency and financial viability measures.
- 16 Where clubs are required to adopt the standardised reporting format, that those with annual gaming machine revenue of less than \$1 million be given two years to comply, and those with annual gaming machine revenue between \$1 million and \$5 million be given 18 months to comply.
- 17 That clubs which have difficulty complying with the requirement to adopt the standardised reporting format due to resource constraints be eligible to apply for funding via the Club Viability Panel to make the necessary changes.
- 18 That all clubs monitor the following business efficiency measures:
- Gaming revenue as a percentage of total club trading revenue.
  - Wages as a percentage of total gaming revenue.
  - Net contribution as a percentage of total gaming revenue.
  - Revenue per gaming machine.
  - Departmental revenue as a percentage of total trading revenue.
  - Departmental gross profit as a percentage of departmental revenue.
  - Departmental wages as a percentage of departmental revenue.
  - Departmental net contribution as a percentage of total departmental revenue.
  - Total club wages as a percentage of total trading revenue.
- 19 That all clubs measure the following financial viability measures:
- EBITDARD %.
  - Working capital surplus/(deficiency).
  - Operating cash flows/working capital deficiency.
  - Operating cash flows/borrowings.
  - Capital expenditure/operating cash flows.
- 20 That the Club Viability Panel be asked to develop and recommend to the Minister for Gaming and Racing a suite of business efficiency and financial viability measures appropriate for clubs with annual gaming machine revenue of less than \$5 million, using the measures outlined in Recommendations 18 and 19 as a starting point.
- 21 Once these measures are approved, that the Registered Clubs Regulation be amended to require:
- Clubs with annual gaming machine revenue of between \$1 million and \$5 million to calculate the full suite of measures on an annual basis.
  - Clubs with annual gaming machine revenue of less than \$1 million to calculate only the "whole of business" measures on an annual basis.
  - Clubs to provide data on the relevant measures to the

Continued page 62

## From page 61

Club Viability Panel by the date and in the format specified by the Regulation.

- 22 That the Club Viability Panel use the data provided by clubs to calculate industry-wide benchmarks for each measure, and segment these benchmarks by club size, type and location to allow clubs to compare their performance with “like” clubs.
- 23 That the Registered Clubs Regulation be amended to require all clubs to calculate their EBITDARD% on an annual basis, and submit this data to the Club Viability Panel.
- 24 That the Club Viability Panel analyse this data on an annual basis, and use a threshold for EBITDARD% of 15% to identify clubs at risk of being in financial distress.
- 25 That clubs which do not comply with the financial reporting and benchmarking requirements recommended for inclusion in the Registered Clubs Regulation be penalised, and that these penalties be the same as those for breaches of section 47H of the Regulation (*i.e.*, maximum penalty 50 penalty units). An offence should also be a penalty notice offence listed in **Schedule 3** of the Regulation.

### Chapter 8 - Establishing a Club Viability Panel

The proposed Club Viability Panel will have a key ongoing role in strengthening the financial viability of the registered clubs industry.

Specifically, IPART recommends:

- 26 That a Club Viability Panel (the Panel) be established to:
  - assist clubs in transitioning to a standardised reporting format for financial management accounts – produce and publish industry benchmarks
  - identify and inform clubs that are at risk of being in financial distress
  - assist financially distressed clubs to develop and implement strategies to become financially viable.
- 27 That the Panel be advisory (not supervisory) in nature, with a club's board maintaining control over the future of the club.
- 28 That the Panel comprise up to seven members, drawn from *ClubsNSW*, other industry associations, individual clubs' management and boards, OLGR and independent industry advisers, to provide a balanced mix of relevant skills and experience.
- 29 That *ClubsNSW* provides secretariat support to the Panel.
- 30 When the Panel identifies that a club is at risk of being in financial distress, that the Panel formally advise the club's board of this finding, and that the club is eligible for a more detailed, comprehensive review of its financial position to determine whether its viability is threatened and, if so, to identify the options for improving its financial position.
- 31 That a club which receives formal advice from the Panel that it is at risk of being in financial distress and is eligible for a more-detailed review of its financial position be required to inform its members and the Panel if it chooses not to take up the offer of a more detailed review, and the reason for this decision, within three months of receiving the advice.
- 32 When a club accepts the Panel's offer of a more detailed, comprehensive review of its financial position, that this review be undertaken by the Panel's secretariat, or an approved consultant. That the review provide the club with a detailed assessment of its financial viability and information about options to address identified weaknesses.
- 33 That a club found to be in financial distress by the detailed review should be eligible to apply for funding (administered by the Panel) up to a maximum of \$50,000 to develop and implement strategies to improve its financial position.

- 34 That the Panel periodically follow up and review the progress of a club identified as being in financial distress.
- 35 That the **ClubBIZ scheme** be discontinued and the funding from this program be redirected to the Panel.
- 36 That the Panel and its funding scheme should be funded initially by residual funds in the **ClubBIZ Trust Fund** and by further monies from unclaimed **Keno** prizes.
- 37 That the Panel be reviewed after three years to assess its effectiveness.

### Chapter 9 - Improving corporate governance

IPART recommends the following to improve corporate governance as well as director and management skills:

- 38 That directors be required to complete two core training modules (unless exempt on the basis of their prior learning) within 12 months of being elected to a club's board. The core training modules should cover understanding financial statements and directors' duties. This requirement should be appropriately scaled according to club size, so that:
  - for clubs with annual gaming machine revenue of greater than \$1 million, all directors need to complete the core training modules
  - for clubs below this threshold, the board needs to ensure that at least two of its directors complete the core training modules.
- 39 That *ClubsNSW* encourage clubs to report any ongoing training undertaken by board directors in their annual reports.
- 40 That *ClubsNSW* encourage club boards to undertake performance assessments of individual directors and the board as a whole on an annual basis, by revising its **Best Practice Guideline for Board Operations**, and including a best practice recommendation.
- 41 That clubs be encouraged to remove constitutional restrictions on board membership and voting eligibility by:
  - Not including any such restrictions in the model club constitution template to be developed by *ClubsNSW* (*see Recommendation 61*).
  - The Government including a provision in the Registered Clubs Act that defines the core features of the various types of clubs.
- 42 That OLGR review the effectiveness of the actions outlined in **Recommendation 41** in facilitating the removal of constitutional restrictions on board membership and voting eligibility three years after their implementation. That a club's board be permitted to appoint up to three directors if:
  - the club has board membership or voting eligibility restrictions in its constitution
  - the club's members vote not to adopt the model constitution developed by *ClubsNSW* or apply the “core club features” provision of the **Registered Clubs Act** once effective.
- 43 Safeguards to manage the risk of this option being abused should include:
  - limited terms for board-appointed directors of between one and three years
  - a requirement that members vote to ratify the appointment of a director by the board and that director's term at the next Annual General Meeting
  - a requirement that the board disclose its reasons for appointing a director in its Annual Report.
  - a requirement that board-appointed directors should not comprise a majority of a club's board.
- 44 That *ClubsNSW* encourage club boards to prepare a formal succession policy that sets out how they intend to renew their membership over time, to achieve a balance between keeping existing expertise and bringing in new ideas and





skills, by revising its Best Practice Guideline for Board Operations and including a best practice recommendation on succession planning.

- 45 That *ClubsNSW* encourage clubs to better utilise the opportunities created by casual board vacancies and committees to attract and train people with appropriate skills for future board positions by revising its **Best Practice Guideline for Board Operations**.
- 46 That *ClubsNSW* encourage clubs to improve their practices regarding recruitment and performance assessment of management by developing a Best Practice Guideline covering recruitment, revising its **Best Practice Guideline for Remuneration of Club Executives** and including a best practice recommendation on performance assessment.
- 47 That *ClubsNSW* encourage clubs to develop board charters that provide greater clarity about the respective roles of the board and management by developing a pro-forma board charter, revising its **Best Practice Guideline on Board Operations** and including a best practice recommendation on board charters.
- 48 That *ClubsNSW* more extensively promote examples of effective corporate governance in clubs.
- 49 That *ClubsNSW* continue to develop its **Code of Practice** and **Best Practice Guidelines** as new corporate governance issues arise. In particular, *ClubsNSW* should develop a **Best Practice Guideline** encouraging boards to move to three-year rolling elections.
- 50 That *ClubsNSW* introduce best practice recommendations into its Best Practice Guidelines, and revise its Code of Practice to require a club which does not follow a best practice recommendation to disclose its reasons in its annual report.
- 51 That *ClubsNSW* examine the feasibility of employing a pool of compliance officers to assist smaller clubs meet their compliance obligations under the **Registered Clubs Act**. These officers would be available on request to clubs with gaming machine revenue of \$1 million or less a year. *ClubsNSW* would be able to charge clubs a fee for using this compliance service, determined on a cost recovery basis.
- 52 That improvements be made to the existing club-specific training available to club directors and managers by *ClubsNSW*:
  - offering accredited training for directors, ideally under the Australian Qualifications Framework
  - offering more flexible delivery options for director training
  - with other providers of club-specific training, increasing their promotion of the programs that they offer.

## Chapter 10 - Helping clubs better understand the risks and benefits of diversifying their operations

IPART recommends the following to assist registered clubs to diversify effectively:

- 53 That *ClubsNSW* develop and deliver material to assist clubs (particularly small to medium-sized clubs) in understanding and managing the benefits and risks associated with pursuing diversification, including:
  - Providing guidance with respect to the measures usually adopted to identify and mitigate diversification risks, such as due diligence and planning procedures to objectively assess the relative merits of a particular diversification strategy.
  - Advising clubs on the merits (and risks) associated with joint ventures with third party business operators in order to obtain management expertise and share operational and financial risks that arise from diversification.
  - Assisting clubs to recognise and leverage their collective strengths when thinking of diversification. These include the size and loyalty of membership bases, underutilised landholdings in strategic locations and extensive geographic reach of the industry.

## Chapter 11 - Making it easier for clubs to amalgamate

IPART recommends the following to assist registered clubs with the complexity of the amalgamation process and to overcome clubs' reluctance to consider amalgamation:

- 54 That OLGR, in consultation with the industry, the Panel and the public, develop a comprehensive guide to amalgamation. It should be a comprehensive guide written in plain English that includes (but is not restricted to):
  - information on ways to approach an amalgamation
  - details on the legal requirements of amalgamation, how they should be carried out and in what order
  - a list of the major issues to consider when amalgamating, including financial, due diligence, operational and strategic planning matters.
- 55 That the **NSW Government** write to the **Commonwealth Government** requesting an amendment to the **Corporations Act 2001** to allow for a simple majority vote for liquidation in the case of a registered club that has already voted to amalgamate.
- 56 That OLGR and the **Casino, Liquor and Gambling Control Authority** develop pro-formas for documents that are required to be lodged with the application for amalgamation, where appropriate. These pro-formas should be easily accessible to clubs. For example, the

Continued page 64

## From page 63

OLGR should develop a pro-forma MOU which clubs can access from OLGR's website and that of the peak bodies. The pro-forma MOU should include the minimum legal requirements but provide flexibility for clubs to add their particular requirements.

- 57 That peak bodies provide more education to club members and directors on amalgamation. This education should provide a balanced view of amalgamation, covering issues such as the pros and cons of amalgamation, the process, and alternative amalgamation models.
- 58 That the management and board of a club be required to inform its members, within 30 business days, after a board decision regarding a formal amalgamation offer has been made. The disclosure to members should include information on the reasons for its decision.
- 59 That clubs explore the use of management agreements in their approaches to seeking amalgamation. Information relating to management agreements should be included in the guide to amalgamation (*see Recommendation 54*).
- 60 That OLGR develop a pro-forma management agreement contract that clubs can access easily, to facilitate clubs seeking to enter into management agreements. The pro-forma should include information about the legal requirements to be met to ensure the agreement does not contravene the Registered Clubs Act.

### Chapter 12 - Making it easier for new clubs to be established

IPART recommends the following to make it easier for clubs to be set up in the areas that need them:

- 61 That *ClubsNSW* develop a model club constitution template to assist and guide clubs to draft their club constitution so that it complies with both the Registered Clubs Act and the Corporations Act.
- 62 That OLGR develop a comprehensive guide, in consultation with peak bodies, to assist groups seeking to establish a club. This guide should include the important facets of becoming a registered club, including the areas of:
  - Who should become a registered club?
  - Preparation for the process to apply for a club licence.
  - Time and cost involved in becoming a registered club.
  - Resources and contacts for assistance and information.
- 63 That councils, in purchasing land for community facilities, make allowance for the establishment of a registered club. Important aspects of this recommendation are that:

- The land is not provided on a first come, first served basis. When an organisation approaches a local council to establish a registered club on that particular piece of land, this should trigger a tender process where all local groups and clubs are invited to bid for the rights to establish a registered club on that land.
  - The winning tender for that piece of land would need to be determined on a merits basis, including financial viability, how well services and facilities meet demands of the community, and any potential negative impacts that may result.
  - The parcel of land should contain a sunset date whereby if after, say, 15 years, no group has applied for the rights to develop a registered club on that piece of land, then council should be able to develop it for other purposes.
- 64 That access to 10 free gaming machine entitlements for new registered clubs be maintained, until suitable alternative measures are developed and in place to assist new clubs.

### Chapter 13 - Removing unnecessary regulatory restrictions on clubs

IPART recommends:

- 65 That the Registered Clubs Act be amended to remove the provision restricting membership numbers in clubs.
- 66 That the Registered Clubs Act be amended to allow clubs to issue seven-day temporary memberships.
- 67 That, in order to clarify that contract caterers in clubs are not prohibited from serving alcohol, OLGR develop and publish enforcement guidelines that clarify what measures and/or arrangements would, if implemented by a club, constitute an adequate retention of "control" by a club upon whose premises a third party caterer sells liquor, for the purposes of **s17(1AA)(a)(v) of the Registered Clubs Act**. Similar measures should be developed for hotels to ensure competitive neutrality.
- 68 That the Registered Clubs Act be amended to remove the prohibition on clubs providing off-site catering.

### Chapter 14 A framework for a management plan

IPART recommends a framework for a management plan to support and guide a sustainable registered clubs industry for the next 10 to 15 years:

- 69 That the **Club Industry Working Group** develops a **Draft Industry Management Plan by the end of June 2009**. The Club Industry Working Group should consult widely with stakeholders in developing the plan.





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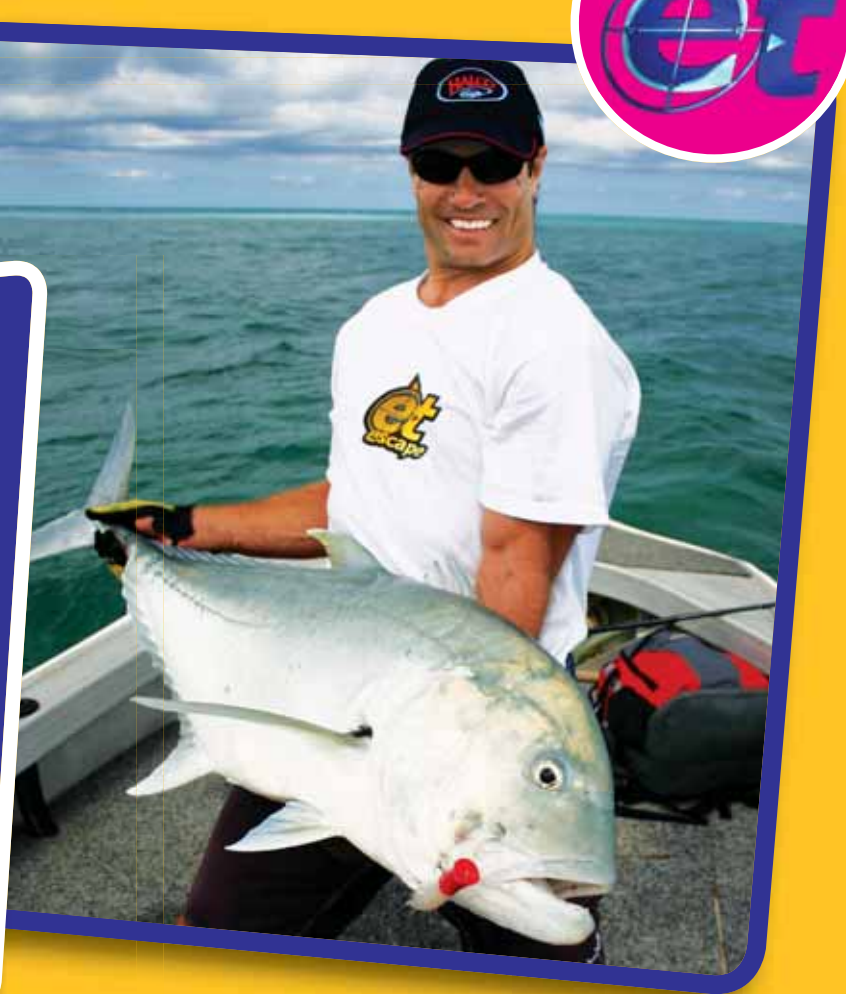
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