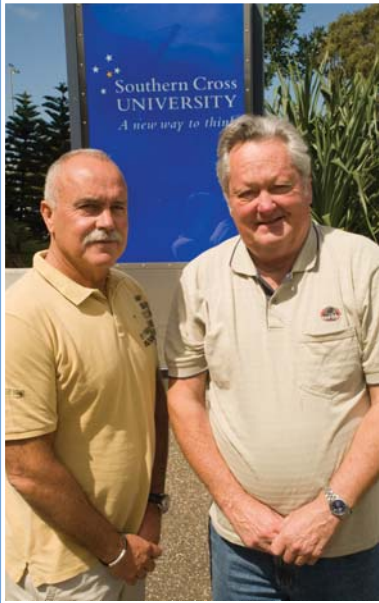


# Club Management IN AUSTRALIA

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November 2008  
Vol 73, No 198



## 'Fair Dinkum' Graduates

CMAA - SCU  
Corporate  
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- James Clifford Construction Group joins CMAA Sponsor Family - P11
- Club F&B Summit serves up feast of innovation - P18-25
- Clubs launch problem gambling solution in Canberra - P38-41



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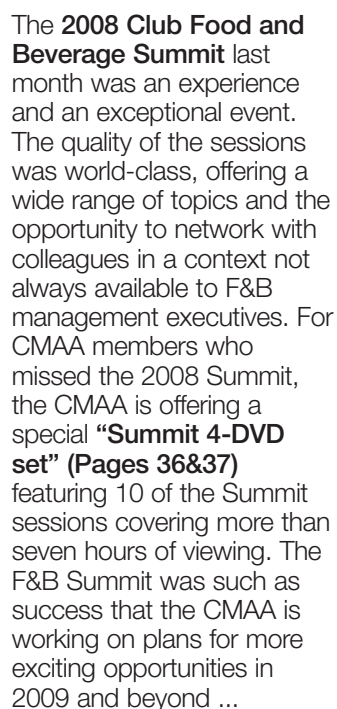


## PAGES 14-17

In recent months, the **CMAA and Southern Cross University's Graduate College of Management** hosted a pilot **"Corporate Governance" Program** at the University's Tweed Heads Campus. This pilot program was an outstanding success with all of the participants glowing in their evaluation of the program. Testimonials from senior managers and directors who undertook the the intense four-day program are glowing in their appreciation of the program's value. Dates for the program in 2009 have been decided and it's anticipated that places will fill quickly ...



## PAGES 18-25



**PAGES 29-31**

The response to the **CMAA Values Matrix** has been loud and impressive. In recent months, members have taken the opportunity to provide input into the **Values Matrix**, ensuring it is relevant. The **Values Matrix** is a guidepost of what your Association values and holds as important in dealing with members, suppliers and the wider community. The **CMAA** welcomes ongoing feedback of the membership and this month presents an updated version of the **Values Matrix**...

[illegible]6 Club Management [www.cmaa.asn.au](http://www.cmaa.asn.au) November 2008

# Cairo

## Hold'Em™

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## Appreciating the strengths of your team in tough times

The Club Industry has been able to stop and take stock of the consequences since we have arrived at the end of our first financial year of the anti-smoking legislation.

Coupled with increased gaming machine taxation, many clubs are finding a substantial downturn in revenue.

Some clubs have posted losses for the first time.

Many CEOs are feeling immense pressure from Boards that - sometimes mistakenly - believe it is due to poor management performance.

It is in this time of financial strain that most of us bunker down, work harder and are glad to see our team right beside us for a long day's work.

That combined effort goes on, day after day, to help pull the club out of negative territory and, eventually, back into "the black".

But, how many of us actually notice what pressure we are "handing down" to our team?

It is in these tough times that we definitely, more than ever, need our team to be in their collective "best shape".

Our team surrounds us to give us the creative know-how to build customer loyalty, build the club's image and brand name.

We have employed these members of our teams for these traits.

When we are under pressure, we tend to force our teams to curtail their creativity and focus on survival - basic needs only.

Sometimes, we can react with indecision and uncertainty when someone raises what seems to be a "wild and zany" scheme.

The importance of giving time, resources and a healthy work/life balance to your team of managers is vital for your club because, if the members want to know if the club is really doing it hard, they only need to look no further than the behaviour of senior managers and Directors.

So, it's important to continue to think strategically and

keep the pressures away from your team because this negative pressure can become infectious.

In some instances, the poor financial result could, indeed, come from the members themselves, when, in fact, the achievements of the management team may have been outstanding.

Importantly, communicate clearly ...

- your communication to the membership should be clear and concise about the causes and issues behind the financial position
- your communication with the staff should always be positive
- communicate your needs with your management team effectively
- show them the trust you have in them by asking for situational reports, instead of micro-management
- make it clear to your Board that you are happy to pass on performance indicators to your team that may assist you in getting the club trading in the right direction
- protect your team from the non-essential stresses that can arise.

During these difficult times, it can seem that the CEO's role is a lonely one as you buffer the team from the hard knocks, absorb all of the comments from the Board, the members and the staff.

However, this is when the team of managers that you have built will be there for you ... and you must trust in that.

So, in hard times, we must ...

- Communicate clearly
- Trust in the team
- Support your team



Ralph Kober with Bill Clegg, Dr Michael Singleton and Terry Condon

Working together builds better results and, with these three objectives, management teams will thrive and produce great results for the business.

Two CMAA experiences this year have helped me better understand and cope with the stresses attached to these challenging times for the Club Industry and club managers across Australia.

The first was the process of developing, defining and finalising the composition of the all-important **CMAA Purpose Values and Behaviour Matrix** (see pages 29-31).

This is a constant, permanent and tangible reminder of what it takes to be the type and quality of manager that we all strive for and that a reference point is a major assistance in times of pressure can help to remain focused and positive.

The second was the remarkable four days of the **CMAA's new Corporate Governance Program** that went "online" at **Southern Cross University's Tweed Heads Campus** in September and October.

I attended with my **Club Marconi President Tony Campolongo, OAM**, and feel the experience is perhaps the most enlightening and positive of any education or training course I have ever experienced.

Both Tony and I came away with a new level of respect and understanding for each other's roles and responsibilities - particularly in this difficult and challenging period for the industry.

I commend this course to every CEO, GM and Secretary Manager with his/her Chairman or President.

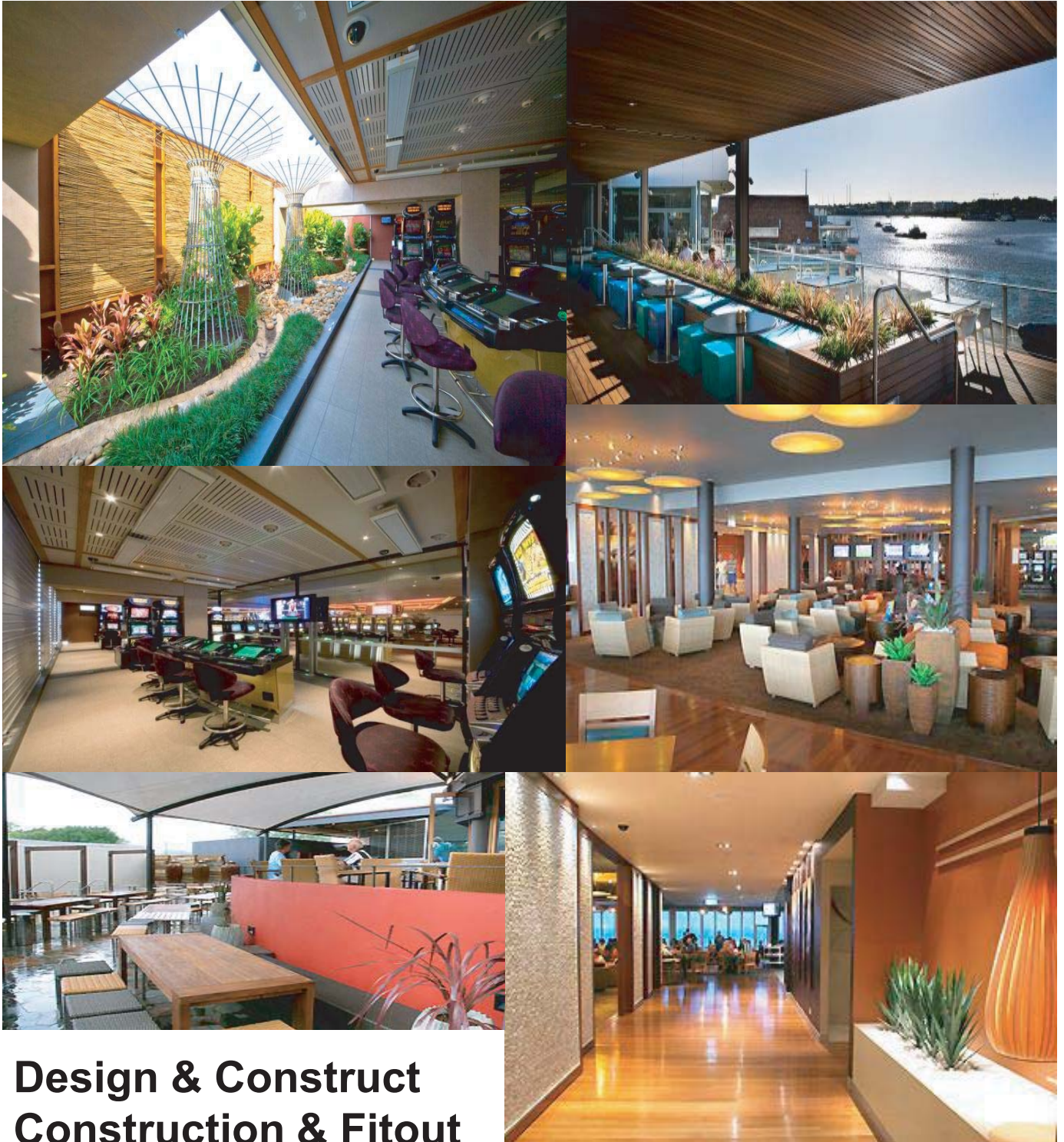
I believe the industry has to embrace Corporate Governance learning and this program is structured in a way where the knowledge from both sides of management and the Board is shared, made easy to understand and that the program's aim is to give strength to clubs' strategic planning. In closing ... stay strong and remain positive because the Club Industry is famous for excellence and resilience under great adversity.

➤ **DEBORAH FEENING, ACCM**, is a CMAA NSW State Executive Member and Chief Executive Officer at Club Marconi in western Sydney



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# Corporate Governance the 'next frontier' in Club Industry compliance

In September and October, the CMAA, with Southern Cross University, hosted a four-day Corporate Governance "pilot program". I can only say that Corporate Governance is not a "boring" subject, as many would have us believe. The same high standard of this program will meet the needs of our CEOs and club Presidents into the future of our Club Industry. The pilot program was developed by CMAA Education Manager Ralph Kober in association with SCU's Dr Michael Singleton to meet the needs of club CEOs and club Presidents to address Corporate Governance in operating their clubs. The recent NSW Government IPART Report highlighted the outstanding role that the CMDA plays in educating club managers. This prompted the CMAA Executive to ask Ralph to address the shortfall they saw in Corporate Governance education and the relationships between the CEOs and club Presidents. The Association approached SCU's Tweed Heads Campus and, after months of hard work and input from many club managers, the pilot program was completed and will be offered to the Club Industry – CEOs and club Presidents - in 2009. I urge all forward-thinking club managers and directors to look at the testimonials given by the CEOs and Presidents who attended the pilot program (see pages 14 to 17), then ask themselves if they truly are addressing good Corporate Governance in their clubs.

I wish I could be as sure of backing horses as I was about the success of the Paul Matthewson Benefit Day at Club Mudgee last month. The Club Industry – managers, trade executives and Club Mudgee – exceeded every expectation with a spectacular outpouring of respect and affection for a "good bloke" in our business. Paul, whose beautiful wife Lyn lives with Multiple Sclerosis, was diagnosed with bone cancer earlier this year. As he has done with every moment of his life, Paul is staring the battle in the eye with the same infectious smile that has endeared him to people over more than 25 years on the road with Coca-Cola and various gaming machine companies, including Konami Australia where he works now. Peter Black, Gary Freeman and the Konami team were there to support Paul and Lyn, along with around 75 mates playing a game similar to bowls in the afternoon before more than 150 friends gathered for

dinner, drinks and an auction. I was immensely proud of the work and effort of CMAA members in travelling and organising an event and experience that will lift the spirits and options for Paul and Lyn in meeting this challenge. Paul Gordon, Chris Chapman, Jamie "The Hammer" Gallen and Phil Wheaton helped "The Whiz" make the night tick like clockwork and the result was a massive financial boost for the Matthewson family. Well done, also, to our CMAA Riverina Murray Zone President Gus Lico for his support of the event. It's a great shame that some of our critics and politicians weren't there to see that the Club Industry is about much more than poker machines. Good luck to Paul and Lyn.



A memorable night amid remarkable friendship and generosity at Club Mudgee with Paul and Lyn Matthewson.

On to another Club Industry "champion" in Peter Newell, OAM, and his presentation to the National Press Club in Canberra on October 22. It was a "full house" event, again with impressive support from the Club Industry, particularly the ClubsNSW and the CMAA, headed by Federal President Bill Clegg, ACCM, Federal Councillors David Hiscox and Stephen Byfield along with many club CEOs and Board members. It's a significant invitation to address the National Press Club, which is broadcast live on ABC TV, and Peter's efforts in responding to - and correcting - the "anti-pokies" media barrage by independent Senators Nick Xenophon and Stephen Fielding with Reverend Tim Costello. Peter, as ClubsAustralia President and ClubsNSW Chairman, opened his address (see full report – pages 38-41) by saying how proud, after more than 30 years in newspapers, he was to be at the club. His presentation, with Senator Xenophon and Rev Costello a matter of metres away, was concise, direct and tackled every issue that has been clouded or

misrepresented by the powerful lobby group. Former Federal Coalition Leader Brendan Nelson sat at our CMAA table and was impressed by Peter's address – particularly the extensive six-point plan to add another layer to the already-strong problem gambling strategies covering all Australian states and territories. Perhaps my only disappointment out of the event was that the questions that followed Peter's speech, from media representatives, Senator Xenophon and Rev Costello, highlighted the problem that they had attended to ask questions to further their agenda rather than actually listen to the Club Industry's ambition and commitment to assist members and/or guests with gambling problems. Well done, Peter ... our battle continues.

Hearty congratulations to Ralph Kober, Ken Burgin and everyone involved in the CMAA's revolutionary 2008 Club Food & Beverage Management Summit at Auburn and Bankstown Sports Club. Reaction to the event has been nothing short of impressive and has prompted excitement and immediate planning for extensions of the Summit across 2009. I had the opportunity to sit in on several of the workshops and presentations across the two days at the CMAA's Training Centre and witnessed the network and camaraderie that the F&B sector enjoys. As with the earlier Club Security Summit, facilitated by Barringtons Managing Director Allen Barry, Ralph and Ken - with their respective teams - did a superb job of bringing together world-class industry experts to stir the imagination and plant the seeds of change for club managers across the Association. Both Summits showcased the quality of education and professional development that the CMAA and CMDA offers to the Club Industry and why, in its IPART Final Report, the NSW Government endorsed the status and importance of the Association's training and education programs and initiatives. With this in mind, I pass on an urgent request from Ralph and his CMDA team – Narell Harrison, Brad Jones, Estelle McDonald-Birch and Maria Hudson – regarding the 2009 training program. The CMAA and CMDA are keen to address the specific education and training needs of Zones across the Association and it would greatly assist in finalising next year's calendar if Zone Education Officers could speak to Ralph – 02 9643 2300 or [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au) - about topics, times and venues.

# CMAA builds family with James Clifford Construction Group

It has been yet another big year for **James Clifford Constructions Group** in the Club Industry.

The delivery of more major quality projects for clubs across NSW and a new partnership with the CMAA.

**James Clifford Constructions Group Chairman James Clifford** recently signed an agreement with **CMAA Executive Officer Terry Condon** to join the impressive and extensive list of **CMAA Career Development Centre** sponsors.

Mr Clifford said he was proud of his company's record and reputation for construction and development works for Club Industry clients since 1980.

"Because of our success in helping clubs reach for improved and enhanced facilities for their members, I believed it was appropriate to accept the **CMAA's** invitation to become a sponsor and corporate partner," Mr Clifford added.

"I have great respect for the place of clubs in communities around Australia and the contribution that clubs make to our society is irreplaceable.

"The **CMAA** represents the club managers charged with continuing and improving this community relationship, contribution and facilities so I am proud that **James Clifford Constructions Group** is able to support this work."

**James Clifford Constructions Group** is the fifth organisation to join the **CMAA** in 2008, along with **Russell Corporate Advisory, Independent Gaming, Gold Crest Security** and **Infogenesis**, which brings to 31 the **CMAA** "family of sponsors".

**CMAA Federal President Bill Clegg, ACCM**, welcomed **James Clifford Constructions Group's** addition to the Association's corporate partnerships.

"When I look at the status and quality of companies now associated with the **CMAA**, I am pleased to welcome **James Clifford** and his organisation to our team," Bill said.

"We are proud of to be associated with companies that set the standard for quality in the delivery of products and services."

**James Clifford Constructions** was founded in 1980 to support the hospitality industry with a mission to set a new benchmark in building, based on commitment to bringing value to customers and providing innovative solutions that meet, or exceed, the needs of each project.

Australian-owned and operated, with head offices in Liverpool, Sydney, the company's project experience ranges from the hospitality industry, retail, aged care, office refurbishments, industrial and commercial building.

**James Clifford Construction Group** employs a range of project delivery methods including:

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**James Clifford Construction Group** is proud of its high



*CMAA Education Manager Ralph Kober welcomes James Clifford Construction Group Chairman James Clifford to the CMAA's family of sponsor companies.*

standards of safety, quality and regulatory compliance, supported and controlled by using well-developed and proven processes and management systems.

"With almost 30 years of contracting experience, we have developed a significant knowledge base across the industries," **Mr Clifford** added. "This knowledge delivers value-based savings to our customers by quickly understanding their issues and challenges and providing effective, well-thought-out solutions.

"Most of our customers have considerable operational risk to manage and we assist them with careful planning and only utilising appropriately qualified and experienced people who are disciplined, competent and safety conscious.

"**James Clifford Construction Group** is characterised by our people ... honest, hardworking, professional and energetic. Working together, our team, through their dedication and integrity, have formed a collaborative relationship with owners, architects, engineers and sub-contractors, enhancing the company's reputation for superior workmanship and performance."

**James Clifford Construction Group** continues to build its commitment to a business philosophy dedicated to trusting relationships, excellence in performance workmanship and meeting customer expectations every time.

"We look after the entire project ... from design to handover - on time and within budget," **Mr Clifford** added. "Our clients deal with one point of contact and we keep clients totally involved and fully informed throughout the project."

For more information, go to [www.jamesclifford.com.au](http://www.jamesclifford.com.au)



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# Clubs say Police have powers to crack down on rogue venues

Being drunk would no longer be a defence or a mitigating factor to a crime in NSW under tough new laws to come before the NSW Parliament.

Sydney's *Daily Telegraph* newspaper reported the proposal is an attempt to strike at the soaring incidence of alcohol-related violence and would include a mandatory 2am close of all hotels, clubs and bottle shops.

The aggressive changes to criminal and liquor laws, contained in a Cabinet Minute, remove intoxication as a defence or a mitigating factor in crime - particularly assaults.

It would become an "aggravating factor" in sentencing.

Home delivery of alcohol would be banned unless approved by special licence, in a bid to stamp out under-age drinking parties.

Under-18s caught intoxicated would have driving licences suspended or have their application for licences delayed by up to 12 months.

The changes include a demerit-point system, akin to driving licences, for pubs and clubs, which would face being shut for accumulated breaches of the licensing laws.

The proposals, drafted with the help of Police Commissioner Andrew Scipione, is expected to come before Premier Nathan Rees.

It's understood the initiatives already have been approved by a special Cabinet sub-committee, set up by former premier Morris Iemma in May, to tackle alcohol-related crime.

Mr Scipione flagged changes in early October when he vowed to close down problem hotels after figures showed alcohol-related assaults double every year in NSW.

"It is incongruous that the criminal law still regards intoxication as a factor that



NSW Police Commissioner  
ANDREW SCIPIONE

can lessen culpability for violent anti-social behaviour," the Cabinet minute states.

The 11-point plan also includes drink marshals in hotels and mandatory CCTV for late-trading premises.

*ClubsNSW* CEO David Costello said Police already have sufficient powers to crack down on rogue operators within the hospitality industry where alcohol-related violence is occurring.

Mr Costello said if police had genuine concerns about a club or hotel, they should take immediate action to make the venue safe.

"Police have the power to issue on-the-spot fines of \$500 to any member of the public who is drunk and disorderly," he added. "The fines can be increased to \$5,000 if the matter is brought before a court."

"If police start issuing fines then people will quickly get the message that the days of irresponsible drinking are well and truly over."

"If police can send several hundred

officers to Bathurst [for the Bathurst 1,000 car races] on the weekend to ensure responsible consumption of alcohol, then surely they can send an appropriate number of police to known venues where alcohol is being irresponsibly served and consumed."

"The Club Industry does not want to be tarred with the brush of alcohol-fuelled incidents."

Figures from the Bureau of Crime Statistics & Research (BOCSAR) show there was no increase in alcohol-related incidents at clubs during the past decade despite a 30% increase in patronage.

"Clearly, the problem is occurring from other areas of the hospitality sector," Mr Costello added.

"That said, if Police believe there is a club not operating with the best interests of the community in mind, then they should act immediately."

"Venues and individuals who are fined will quickly get the message that irresponsible behaviour will not be tolerated by police or the community."

"A solution to rising alcohol-related violence does not lie with earlier shut down hours."

"Closing all venues at an identical time, whether it be 2am or 6pm, achieves only to bring forward irresponsible drinking."

"Bringing patrons onto the street at the same time simply transfers a problem from the bar to the footpath."

"On top of this, we have neither the public transport nor taxi numbers in place to handle tens of thousands of people emptying onto the streets at the same time."

"Clubs have worked extremely hard with police and local councils to ensure they are safe, responsible venues where people can enjoy a night out without fear of incident."

"The success of this work is clearly shown by the fact that, while alcohol-related incidents have increased during the past decade across the hospitality industry, they have not at registered clubs."

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# Clubs defy trend and prove safety record

Official police figures show that there has been no increase in alcohol related assaults in clubs during the past 10 years - a decade when the number of people joining NSW clubs increased by more than 50% or 1.85 million people.

The official data comes at a time of claims in the media that the NSW Cabinet is about to consider a proposal to ban 24-hour trading at all clubs, hotels and bottle shops.

*ClubsNSW* requested the figures the NSW Bureau of Crime Statistics and Research (BOCSAR) issued the latest information.

The figures show there has been a slight fall in the annual number of assaults at registered clubs during the past decade.

The BOCSAR figures show an average of 2.5 incidents during the past 12 months at each hotel, 4.4 incidents at each nightclub and 219 in a category of "other", which includes Star City Casino.

Number of incidents of assault recorded by NSW Police as occurring on licensed premises:

Venue	July'97- June'98	July'07- June'08
Bottle Shop	66	66
Club	1280	1279
Hotel/Pub	2955	5157
Licensed Restaurant	94	101
Nightclub	664	482
Wine Bar	5	6
Other	96	219

• Source: NSW Bureau of Crime Statistics and Research provided on October 17, 2008



Canterbury Leagues Club CEO  
JOHN BALLESTY

*ClubsNSW* Chairman PETER NEWELL



An analysis of incidents occurring during the past five years shows that while the number of assaults in licensed premises has increased by 13%, in clubs, the total number of assaults has fallen by 8%.

During the past decade, the number of people joining a registered club has increased from 3.65 million in 1997 to 5.5 million in 2008.

An average of 400,000 people visit a registered club in NSW each day.

This means that 1,279 assaults at clubs during the past 12 months occurred among a total of 146 million visitors.

That converts to one assault per 114,000 people walking through the doors of clubs.

*ClubsNSW* CEO David Costello said the club industry has an outstanding record when it comes to the responsible service of alcohol and clubs have not contributed to the overall rise in assaults in licensed premises during the past decade.

"If ever there was a case of the facts speaking for themselves, then this is it," Mr Costello added.

"Police already have the power to issue fines to both drinkers and venues where intoxicated people are drinking.

"If Police can show a venue is knowingly breaching the law then yes, shut them down.

"But don't introduce a blanket law that says every club in the state must be punished for the crimes of others."

*ClubsNSW* held a media conference at Canterbury Leagues Club on Monday, October 20, to reveal the latest figures in the wake of an ongoing NSW Police and media campaign to highlight the

issues of assaults on Police officers and a move to restrict trading hours in licensed premises across the state.

CMAA Executive Officer Terry Condon, CCM, said the latest information provided compelling evidence that clubs must not be included in any ban on 24-hour trade.

"The information shows that the increase in alcohol-related assaults is exclusively occurring at NSW hotels and at the casino," Mr Condon said.

"These arrest figures also show that a nightclub is five-times more likely to host an assault than a registered club."

*ClubsNSW* Chairman and Illawarra Steelers Club President Peter Newell, OAM, and Canterbury Leagues Club CEO John Ballesty joined Mr Costello in addressing the media on this controversial issue.

Canterbury Leagues Club trades 24-hours has more than one million visitors annually.

It has had only one assault in the past four years and this was an incident where alcohol was not the cause.

Five years ago, due to a concern it was facilitating underage drinking, the club elected to stop hosting weekend dance parties that were attracting more than 1,000 young people.

The ban cost the club more than \$1 million.





## Is YOUR CLUB fair dinkum about Corporate Governance?

The CMAA and Southern Cross University's Graduate College of Management are celebrating the successful beginning of a new partnership after completing a Corporate Governance Program last month.

The four-day program will be offered to all registered clubs in 2009 and is accompanied by joint research by the CMAA and SCU into Corporate Governance practices within Australia's registered clubs.

The two organisations will present the preliminary results of the research at a conference for the European Institute of Advanced Studies in Management in Brussels later this month.

Dr Michael Singleton, Director of Corporate Programs at SCU's Graduate College of Management, said there was growing demand for professional training programs tailored to suit the specific needs of industry.

"In a recent review of the Registered Club Industry, the Independent Pricing and Regulatory Tribunal (IPART) stressed the need for improved Corporate Governance in the sector, so the CMAA approached us to provide high quality training that specifically addressed this need," Dr Singleton said. "The program has been customised, but is based on the Graduate College of Management's Corporate Governance Unit, so attendees also can claim one unit of credit towards the MBA course, should they wish to continue their studies.

"As well as exposing them to a higher level of learning with regard to Corporate Governance, it encourages closer relationships between colleagues and is a fantastic opportunity to network with others in the industry."

The course examines the 10 essential Corporate Governance principles defined by the Australian Stock Exchange (ASX) and their application to the Club Industry, as well as comparing and contrasting the responsibilities of managers with those of the board.

CMAA Education Manager Ralph Kober said the feedback from the pilot cohort of students had been overwhelmingly positive.

"Each club that attended sent both a senior manager and their President or Vice President ... the response from them all has been tremendous," Ralph said. "It's essential for us to skill our managers in the best way to administer their clubs and to provide the community and Government with assurance that clubs are good corporate citizens.

"We're excited to have an industry-specific course and SCU was the obvious choice. More than 400 of our clubs managers have successfully undertaken studies at SCU in recent years.

"We see the program and the research as the beginning of a productive, long-term relationship."

Here's what the participants thought about the CMAA-SCU Corporate Governance program ...



### **The norths group**

Hans Sarlemyn, CEO & Barry Alliston, President

**HANS:** My expectations attending this pilot were mixed. I wasn't sure what to expect however, I thought a four-day program on Corporate Governance would enhance my existing knowledge, an opportunity to pick up new skills and increase my awareness of my ongoing responsibilities as a CEO around Corporate Governance. As a result of my doing this program, I have determined that, while *the norths group* is doing a good job addressing Corporate Governance issues, if we were to improve that by another 50%, we would certainly close the loop on any areas we were not paying enough attention to and be more aware of our obligations and responsibilities as a corporate citizen under Corporations Law. The program has also enabled my President [Barry Alliston] to address a non-performance issue with one of the Board, which has seen immediate benefits to the way the Board functions and the

relationship between management and the Board has improved significantly as a consequence. I believe this program is a pre-requisite for all senior managers of Registered Clubs. I will be sending more of my senior management team to the upcoming programs in 2009 and to sum up the program in one word ... **"EXCELLENT"**.

**BARRY:** When Hans encouraged my participation onto the program, I was unsure of what I was getting myself into. However, I have been pleasantly surprised by how beneficial this program has been to myself and, ultimately, the rest of my Board. I have been also reassured that the focus that management, through Hans and the Board, has on Corporate Governance is the right thing to be focussing on. My working relationship with Hans is very good and this program has ensured that it will become stronger as a result of the trust and confidence I have in his ability to master the complexities of compliance to Corporate Governance matters. If I was to sum up the program in one word ... **"EXCITING"**.



## Moama Bowling Club

Paul Barnes, CEO & Lindsay Rankin, Director

**PAUL:** I was pleasantly surprised and honoured to be invited onto the pilot program by the CMAA that I understood would help enhance the Corporate Governance knowledge of CEOs and Directors. Significantly, I have found that the sharing of how each of the clubs attending the program addresses Corporate Governance issues to be very beneficial and educational. Dr Michael Singleton, our facilitator, has done an outstanding job researching and customising this program to meet the Registered Club Industry context. The impact of the program on me has been the realisation of how important Corporate Governance is and where it fits in with the proper management of clubs and that we have to be more clever and innovative in our approach to meeting the requirements of Corporation Law. I would recommend all progressive CEOs and Directors to do the program. If I had to use one

word to sum up the program ... **"FANTASTIC"**.

**LINDSAY:** When Paul suggested that I join him on the program, I thought it would be a tiring and drawn-out exercise. However, I have been delighted that it has been an enlightening and better experience than I anticipated. I have found the knowledge Dr Michael Singleton has shared with the group to be most beneficial and that my relationship with Paul has become more trusting and open. I recommend the program to all Directors who are serious about tackling Corporate Governance matters and my summation of the program ... **"FIRST CLASS"**.



## Club Marconi

Debbie Feening, CEO & Tony Campolongo, OAM, President

**DEBBIE:** My expectations in doing this program was to get a clearer understanding of how to better assist the Board with regard to Corporate Governance and help the Board in creating the Corporate Governance guidelines. I have learnt a great deal, particularly where the program addresses the principles of Corporation Law and the Code of Practice. It has had a huge impact on my relationship with the Board because it has allowed me to think differently and to create a line where the "Elephant in the Room" ... 'who is responsible Corporate Governance in the club? The CEO or Directors?' ... is firmly established and understood. I now have the tools to implement a rigorous Corporate Governance culture at Marconi. I believe the industry has to embrace Corporate Governance learning and this program is structured in a way where the knowledge from both sides of management and the

Board is shared, made easy to understand and that the program's aim is to give strength to clubs' strategic planning. I can sum up the program in one word ... **"REWARDING"**.

**TONY:** I undertook this program to get a better understanding of Corporate Governance for the Board and help them better understand their responsibilities and commitment. The program is easy to understand and what it outlines is easy to put into practice. The program has made my view of Corporate Governance much clearer and has reduced those grey areas around who is responsible for what when it comes to Corporate Governance. Key responsibilities of directors are outlined and it is paramount for all Directors who want to serve on a Board. I would recommend all directors do this program and my word for the program ... **"FRIENDLY"**.



## St George Rowers Club

Tony Lycakis, CEO & Ray Browne, President

**TONY:** I wanted to increase our club Board's effectiveness with management and make sure our processes were right, in accordance with best-practice Corporate Governance. I have learnt that there has to be more transparency between the Board and management regarding Corporate Governance. The program's impact has been to give Ray and myself the opportunity to better resolve issues because of the heightened awareness we have now that communication is essential for our roles to be effective. Over the last couple of months, we have shared information more readily and now empathise with each other's roles in the club. I would advise and encourage small clubs, especially, to do the program because the same issues that confront larger clubs certainly confront smaller ones. My word to sum up the program ... **"DILIGENCE"**.

**RAY:** When Tony approached me to participate on the program, I felt that it would be a good way for us to determine how we were placed in meeting our compliance obligations. I found sharing our experiences with the other clubs represented in the program was a great learning experience because it helped us understand that we were doing it right and that we were not the only club grappling with the complexities of Corporate Governance. Being a small club, we have more of a "hands-on" approach than bigger clubs, so it has opened my eyes to how important talking with Tony is in both of us being able to execute our responsibilities. It has improved the communication between us. Talking through things with other clubs in the program has been helpful and assists in pointing you in the right direction. One word to sum up the program ... **"HELPFUL"**.

Continued page 16



Dr Michael Singleton addresses the Corporate Governance pilot program group



## Randwick Labor Club

Bill Clegg, CEO & Ken Murray, President

**BILL:** I wanted to participate in the program to reinforce what we currently do and explore, in finer detail, the importance of Corporate Governance. Significantly, the program has helped both Ken and me get the Board to focus more on documenting and committing to our strategic plan and management performance through establishing KPIs and embracing the strategic direction of the club through monitoring the plan and giving management feedback. The impact of the program on me, regarding my relationship with Ken, is that it has built on an already-healthy working relationship and given us the opportunity to have more discussion with the Board about succession planning and other high-agenda items such as individual Director performance. As CEO of a medium-size club and as CMAA President, I encourage all my managers to seriously consider undertaking this program. It is

essential for any club that wants to address the recommendations of the IPART Report with respect to Corporate Governance. You will be better off as a result of doing this program. I can sum up the program in one word ... **"ENLIGHTENING"**.

**KEN:** As someone who has undertaken a lot of Corporate Governance courses, I thought that this program would deal exclusively with Director responsibilities. However, I have been delighted to be exposed to this program because it has dealt with a wider range of issues incorporating both the obligations of the Board and management. The range of perspectives that other clubs on the program have put forward has really been a positive approach to the industry as a whole tackling Corporate Governance issues. One of the significant learnings we got out participating in this program is the realisation that we have to put in place succession plans for younger Directors who possess the desired skill base we need as an organisation to be effective into the future. The impact of the program has been to solidify our relationship as President and CEO and has seen the whole Board become more confident in our ability to lead the organisation through some major new developments. I urge all Directors to make a commitment to this program because the increased scrutiny on clubs will be evident as a result of U.S. and Australian corporation collapses. I found the program to be **"EXCELLENT"**.



## Dapto Leagues Club

David Hiscox, CEO & Bill Crowther, Deputy Chairman

**DAVID:** My expectations in doing this program were that I would, hopefully, develop a closer relationship with my Deputy Chairman Bill and the Board and that we would establish a clear vision of where we are and what we need to work on with respect to Corporate Governance. I have learnt a lot from the program, especially that, as an industry, we have now got to face the same challenges that have always been there for other corporations under legislation and that, unless clubs meet their obligations as a business under the Registered Clubs Act and Corporations Law, many will pay the price of complacency and ignorance. Our relationship, individually and with the Board, has become more empathetic because, as a result of sharing common experiences with the clubs in the program, it is obvious that Directors and managers from all clubs are under the

same pressures and, in most cases, behave the way we do accordingly. There has to be a commitment from the Board and management of all clubs to learning more about Corporate Governance and this program is structured in a non-threatening, easy-to-understand and participatory environment. I felt that it was a positive, open forum where different points of view were discussed and accepted - not discounted out of hand. I view the program as **"ENLIGHTENING"**.

**BILL:** My expectations were the same as David's in that I wanted to get a clearer understanding of Corporate Governance issues and to work better with management in addressing these matters. I have been surprised as to the volume that directors have to understand pursuant to the Registered Clubs Act and Corporation Law. And this program has spelled out what we need to put into practice and how to put it into practice. My relationship with management has always been good. It is now better and I would advise other clubs that there has to be more training for Directors in Corporate Governance and no holding back from it, otherwise you will fail. I found the program **"BENEFICIAL"**.



## Sutherland District Trade Union Club (Tradies)

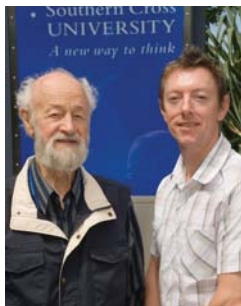
Tim McAleer, CEO & Dennis McHugh, Vice President

**TIM:** My expectations of doing this program were that it would be tedious and that it would be something I should be doing as it would be good for me ... and I wasn't looking forward to it. The program has, however, significantly broadened my understanding of what the role of the Board is and what the role of the Board should be. We need to encourage the Board, not necessarily to be more involved in the operational side of the business, but more involved in the "oversight" of the business. In terms of establishing a working relationship with Dennis, the program has been outstanding in that respect and building trust, understanding and communication, as it can be very difficult between Boards and management at times and having the time to unpack the relationship and process has encouraged that understanding and far better communication. Whatever meeting

we are in at work, we are on the similar page now to what we were before we started the program. I encourage any CEO to bring their President, or any significant other Director to the program. We often think we don't have the time, or money, or resources to do these things, however I believe that the focus on Corporate Governance is one of issues that comes along every two, or three, years that you can't afford not to take the time out or not to spend the money on because of the impact of non-compliance can have on your working relationship with the Board and management. I would sum up the program as **"ENLIGHTENING"**.

**DENNIS:** I wasn't sure what to expect. I was interested in Corporate Governance and anything that would broaden my knowledge base would be worth a shot. It has helped broaden my knowledge and reduced the size of the "Elephant in

the Room" ... the uncertainty of who is responsible for Corporate Governance and help me to define the roles of the Board and management and trying to find that balance between interfering and monitoring. My personal relationship with Tim has certainly been enhanced and my view of the role of the CEO has been broadened from being in the program with so many other CEOs and they have spoken of their own experiences. I would encourage all Boards to do the program or certainly give greater thought to Corporate Governance and to spend more time discussing these issues with their CEOs and discussing broader issues outside the operation. I found the program to be **"CHALLENGING"**.



## South Tweed Sports Club

Gordon Rhodes, CEO & Douglas White, President

**GORDON:** My expectations in doing the program were that we might pick up a few tips to improve on what, I thought, was a fairly rigorous program already in place. As a former SCU student, I knew the content would be of a high quality but the question was how would the facilitator weave so much theory into practical club life and make it interesting? He achieved this - and then some! I also wondered how the interaction between managers and Directors would be. As it turned out, the respect for each venue, manager and Director for all of us was enhanced by the frank and honest comments delivered during the four days. There was some significant learning from the program, including a number of practical resources and tips that will be recommended for adoption in our club. For example, the I.T. compliance checklist, ASX CG Principles and Recommendations and the further development of a

succession plan for Directors. A comment made early on in the program has stuck with me ... *"Directors need to be working ON the business, not IN the business"*. It was not meant to be insulting, but it crystallises what is often the biggest problem between management and Boards. The challenge for management is to redirect that well meaning (or not) Director into a positive area of reviewing systems and controls and the business direction, not the day-to-day operations. I was fortunate to have in place a strong relationship with my Chairman, so this was further evidence for me to appreciate his efforts and the rest of the Board. The program also gave me the confidence and tools to do some of that redirecting I mentioned earlier. I advise all club managers, country and city, to "sign up" for the program. This is not just for the big clubs (we are only a medium-size venue) and, in fact, I suspect the resources (physical such as texts) and the interaction will prove invaluable. If you wanted to do a return on investment, I'm confident the return would be positive for the club. My one word to describe the program ... **"INVALUABLE"**.

**DOUG:** My expectation in doing the program was to get a better definition of what Corporate Governance really is about and how we, at South Tweed Sports, could improve on it. I keep abreast of everything to do with Corporate Governance and I believe it is now one of the biggest issues for stakeholders. Gordon and I have a very good, open and trusting relationship and this program has enhanced the transparency between us. I believe that there is a great need for Directors to take part in the program and they should show an interest in it and support their manager. I am an advocate of learning and training and believe that this program is essential for all club Boards and managers. To sum up in one word ... **"WORTHWHILE"**.



Dr Michael Singleton

The CMAA-SCU Corporate Governance Program is available for all clubs to participate in during 2009.

The essential eligibility criteria for the program is that each club must be represented by the most senior of its management team - in the first instance, the CEO - and a senior director of the club's Board.

No individual registrations will be accepted as the specific aim of the program is to better foster the working relationship of the manager and the Board.

## CMAA-SCU Corporate Governance 2009 Program

### ➤ Cohort 1 - 2009

Workshop 1: Tuesday 17th & Wednesday 18th February

Workshop 2: Tuesday 17th & Wednesday 18th March

### ➤ Cohort 2 - 2009

Workshop 1: Tuesday 21st & Wednesday 22nd April

Workshop 2: Tuesday 19th & Wednesday 20th May

### ➤ Cohort 3 - 2009

Workshop 1: Tuesday 16th & Wednesday 17th June

Workshop 2: Tuesday 7th & Wednesday 8th July

### ➤ Cohort 4 - 2009

Workshop 1: Tuesday 18th & Wednesday 19th August

Workshop 2: Tuesday 15th & Wednesday 16th September

### ➤ Cohort 5 - 2009

Workshop 1: Tuesday 13th & Wednesday 14th October

Workshop 2: Tuesday 24th & Wednesday 25th November

To express an interest in attending any of the programs and for the fee structure and conditions, please contact **CMAA Education Manager Ralph Kober (02) 9643 2300** or email [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)

# Summit defines culinary arts no longer the jester

Bringing together a unique panel of experts ... successful industry operators who provided outstanding practical examples and strategies to building success - and more than 100 Club Industry delegates ... the inaugural CMAA 2008 Club Food and Beverage Management Summit was a triumph beyond the wildest dreams of organisers RALPH KOBER and KEN BURGIN. Both men were hoping for a new direction in education and professional development in the moving feat that is F&B management. It was also a revelation for the 100 industry professionals who sat down to two days of workshops, presentations and a wine dinner at Bankstown Sports Club. The 2008 version is bound to be the foundation stone for a new scope of F&B education and training ...



Ken Burgin and Ralph Kober celebrate the success of the 2008 Club F&B Management Summit over dinner at Bankstown Sports Club.

*"No longer is gaming 'king' and food and beverage the annoying 'jester'. The past over-reliance of clubs on gaming revenue to sustain profitability has diminished through legislative change and increased gaming tax influences. Be it fine dining, casual bistro or coffee-and-cake, F&B has finally come into its own. Our persistence has been vindicated."*

These are the words of **CMAA Education Manager Ralph Kober** following the revolutionary and successful **2008 Club Food and Beverage Management Summit**, staged at the **CMAA's Education Centre** at Auburn on **October 1 and 2**.

Responsible for meeting the professional development needs in the technical and leadership areas of the Association's national membership, **Ralph Kober's** passion for food and beverage is not surprising. With more than 18 years of operational experience in the hospitality industry at a senior management level, including **Star City Casino**, hotels, restaurants and self employment as a caterer, Ralph brings extensive first-hand knowledge and industry know-how to his role.

### WHY?

When **Profitable Hospitality Managing Director Ken Burgin** approached the **CMAA** nine years ago and flagged the need for specific food and beverage training, it was big-picture thinking. At the time, the focus for all clubs was

very firmly on gaming profitability. Realising the potential, **Ralph** and the **CMAA** partnered with **Profitable Hospitality** to develop a structured and unique food and beverage educational program for club industry early adopters.

Today, when traditional revenue streams are being eroded, many clubs are relying more heavily on food and beverage as a major source of income. They are also competing for a larger portion of the market to maintain profitability. *"The response to the pre-event promotion definitely exceeded expectations with the speed that we received bookings and the enthusiasm of the participants," Ken Burgin said. "A full house – sold out weeks before the cut-off date – was a clear indication that the Summit was a winner with those wishing to remain competitive and relevant."*

### WHAT?

The inaugural **CMAA Club F&B Management Summit** offered a series of keynote presentations and nine master class discussion sessions with industry specialists and successful operators across all F&B disciplines. *"Food and beverage is one of the most important growth areas in club management and is long overdue for this concentrated commitment," said Gunnedah Services and Bowling Club CEO James Gallen. "The program covered a wide range of topics and there was plenty for everyone,*

## in King Gaming's court

regardless of their role within their club. The networking opportunities were also outstanding. I am now looking forward to visiting the venues of newly discovered colleagues who are only too willing to share their experience and show me how their workplace functions."

"The networking was a big plus – you can't over estimate the value of spending dedicated time with your peers"

**Coffs Harbour Ex-Services Club CEO John Rafferty** said.

"There was a good cross section of topics ... some of the most beneficial for me being the website marketing with **Ken Burgin**, **Jodie Dickson (Mounties)** and **Jane Grosvenor's (Parramatta Leagues Club)** insightful H.R. discussion, and tips from chef **Detlef Haupt** on how to set menus around market price fluctuations. **Eddie Delves**, our Executive Chef, joined me at this year's event and I will certainly be encouraging other team members to attend the 2009 Summit."

The group dynamic ensured the event worked well, according to co-organiser Ken Burgin: "Involving club managers and staff is an extra bonus, thanks to their generosity and willingness to share ideas. This was an event where the whole was much larger than the sum of

John Rafferty with Eddie Delves.



the parts. There's a real hunger for sophisticated, in-depth information ... how to do it, not just the usual 'what you should do' sermons that are so common."

Presentation topics included sales, improving bar profits, profiling the perfect server, F&B and technology, financial management of bar and food operations, how chefs can jump from the kitchen to front-of-house management,

Continued page 20



Ken Burgin welcomes delegates to the 2008 Club F&B Management Summit

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- Survey your customers and reduce your defection rate
- Seek customer complaints with enthusiasm

## From page 19

creating profitable wine lists. Innovation in food, smart purchasing techniques, new equipment for high volume outlets, compliance traps were others. A motivational presentation from **"Big Dave" Staughton** with, **"Your Staff Can't SELL but can be TAUGHT"**, was a fitting beginning.

Most businesses dedicate more time and energy trying to find new customers than they spend retaining the customers they have, according to **"Big Dave"**. The logic behind customer retention is simple ... it costs far less money to keep current customers happy than to spend much more to recruit new customers. **"Teaching staff to sell reminded me of the importance of dedicating resources and training to assist them in selling their products," Maitland City Bowling Club CEO Paul Cousins** said.

## Sydney Convention and Exhibition Centre (SCEC)

**Executive Chef Detlef Haupt** gave an insight into **"Catering Secrets"** at Australia's largest convention centre. Having introduced restaurant-style cooking in a banquet environment to much acclaim, **Detlef** shared secrets to creative purchasing using non-loin cuts of meat, for example, to produce "fine dining" results. In an environment of rising costs, **Detlef** has pioneered the use of new meat selections, moving away from a reliance on expensive cuts that are low in flavour. The menu changes have been accepted easily and not only has this resulted in an improved bottom line, but also a very favourable



response. **Detlef's** creative copy writing skills have improved also, coming up with menu descriptions which are imaginative, enticing and avoid spelling out exactly what the meat cut is. Kangaroo is a favourite that sells well in Australia. It's also a winner when it comes to sustainable meat.

Sustainability and waste management is another big issue that definitely has to be on every club's horizon, with ...

- 68% of clients taking into account environmental issues in planning an event
- 80% of the community believing that such issues will become more important in the near future
- 73% saying they avoid venues known for lack of positive support for environmental issues, the message is clear

Where possible, deal with suppliers who are certified **"Green Globe"** benchmark status. It's time to act - and you heard it first at the **2008 F&B Summit**.

*"Hearing practical suggestions from presenting chefs on ways to improve gross profit, while maintaining standards in terms of food quality and presentation, was most helpful to my head chef," said James Gallen, who was accompanied by his Chef in Charge Scott Williams and Operations Manager Carol Hardy. "Scott picked up some valuable costing tips and discovered ways of doing things he had not known before. Carol and I also were interested to keep up with the trends around sustainability and environmental issues, which touch us all, no matter the size of the club or location."*

## "Café and Restaurant Makeover": Exploring the trends in restaurant and café design

The problem with trends is that they reflect the latest fashion, and are very fickle. To be viable, a restaurant fit-out needs to last many years.

**Yuri Bolotin** of **Design Portfolio** said it's important to be aware of trends, but to take a strategic approach, remembering that the design is only a tool in your hands. To achieve what you are aiming for it is helpful to answer these questions.

What is your definition of "successful restaurant design"?

Looks good? Attracts customers? Wins prizes?

**Yuri's** response: *Design that increases client's profit.*

If you have ever asked that perennial question ... *"why are some newly redesigned restaurants*



*"Big Dave" Staughton with Yuri Bolotin.*



Wendy Mills with Robina Whitehouse and Janelle Barraud.

empty, while others that don't look nearly as good are buzzing?" ... it's often because the retail design tool was misused.

"Design must be part of your business differentiation strategy, that is, it must support your offer/product," Yuri said. "Your offer is almost always is more than just food, it is also the ambience and service in your café, bistro or restaurant. It's so important to ensure that the design elements are based on a strategic consideration of these more intangible assets, to ensure that a re-design will result in increased profits."

Following the lunch break - when conversation was non-stop and networking at its best - it was time for the "Master Classes" ... small groups of 20 headed off to a 90-minute intensive session with a selection of presenters on various topics, including "Wine Selection", "Franchising", "Cost Control", "Menu Design", "OH&S", "Wine Profits".

"The Joy of Dessert: Easy New Ways to Boost your Bottom Line" with Pete Di Pino of Nestlé Professional was a popular session, tempting the taste buds.

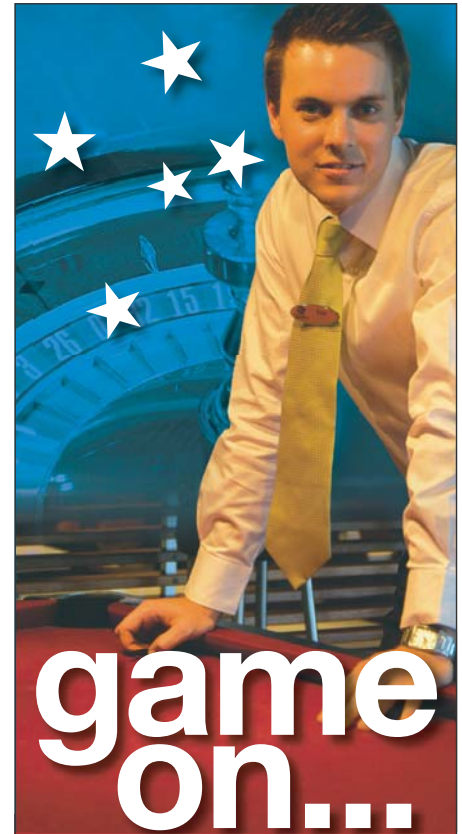
This practical session was based on the question "which will boost your bottom line more - scratch versus convenience?"

"In order to boost your bottom line, you need to attain maximum yield," Pete

**Continued page 22**



Pete Di Pino presented "The Joy of Dessert".



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Philippe Liniere with Brett Cameron and Guy Chapman.



## From page 21

says, "maximum yield does not always mean ... 'I used all of it, or I scraped the bowl down and didn't throw any away'. In some instances, attaining maximum yield means accurately producing the dessert mix within its application."

The penny dropped when, in preparation of a **Nestlé** Dehydrated Mousse Mix, Pete demonstrated how the whipping fat reacts to the temperature of the liquid used in combination with the mousse mix, creating a light creamy texture. Without adequate and correct aeration of the mousse mix, the product will simply not yield the optimum number of servings, thus impacting the bottom line. **Food Cost Management** is critical, so ensuring maximum yield is not only important from a quality outcome.

**Head Chef Nicole McMaster**, who attended the session,

agreed. She is an advocate of pre-mix desserts, utilising them to good advantage at the **Commercial Club** in **Albury**. "The trick is to make sure that staff are trained - and willing - to follow instructions to a 't'. There is no room for artistic license in the preparation, if you want to make good margins ... keep that for the finishing and presentation," Nicole says.

**"TXT your MSG & DVD sales"** - TXT, SMS or email ... if clubs don't use these communication channels for marketing, they might need to get with the times. **Ken Burgin** opened many eyes to the marketing opportunities available to clubs, which are not only cost-effective, but the way of the future to remain relevant in a changing world.

Many clubs still rely on old-fashioned - and costly - print marketing material. As most of their members are online, and 99% of those have a mobile phone, this is an expensive approach. With membership information that most marketers would drool over, it's easy for clubs to slice and dice the database to send targeted messages to different segments.

Text message marketing shows that Friday at noon is an ideal time to promote meal deals on Friday night - and certain combinations will bring loyal niche groups together ... trivia lovers also enjoy wine, so the combination makes for a great event members who ticked "jazz" for their music preference, also may enjoy cocktails - the *Jazz and Cocktails* on Sunday event should be popular.

TXTing, or email marketing, is a powerful and cost-effective tool but, make sure the target audience is appropriate. People get annoyed when the message is irrelevant.

**The Brief Group "Mock Court" "Is This Your Worst Nightmare? A Day in Court?"** was entertaining and confronting - both, at once. Many in the audience were shocked by the implications of neglecting to be on top of OH&S issues and on the ball at all times when it comes to workplace safety and compliance traps.

Clubs spend thousands of dollars on OH&S manuals, but how often do these then just sit on the shelf? The "mock" prosecution concerned a



young worker who was electrocuted and died. The “supervisor” and “managers” in the dock (summit delegates played the parts well) all had “good” reasons why they weren’t responsible ...

- common sense should have prevailed
- too many other demands on their time
- assuming another had given the safety training
- can’t find responsible staff, etc

The shock came when the senior manager and company were found guilty of neglect and incompetence and fined heavily. It’s not enough to do the paperwork. Safety has to be a daily part of a club’s culture and practices.

*“Once I returned from the F&B Summit, I immediately contacted the Nambour TAFE College to investigate the 2009 WH&S certificate training so that the club can increase the number of certified staff,” Bribie Island RSL Club Food & Beverage Manager Janelle Barraud said. “The mock court made it very clear that complacency is the enemy of any business and the vigilance is the only way to minimise the risk to our staff.”*

## Wining and Dining

Delegate, and special guest, **Rob Morrison**, CEO of the **Frankston RSL Club** in Victoria, was a popular presenter at the **Bankstown Sports Club** dinner. Ninety guests gathered to hear how **Rob** has “**Built Wine Sales**” and made it a popular and profitable part of **Frankston RSL Club’s** F&B offering.

First up, **Rob** addressed the assumption that his club had “the right” demographic for selling wine and food. As he explained to those not from Melbourne, Frankston is certainly not renowned for its fine dining or wine bars – quite the opposite! Building a quality F&B operation comes from hard work and imagination - not luck. Having grown from a \$2.5 million turnover, employing 26 staff in 2005, to \$7.5 million in 2008, 85 staff and membership more than doubling to 5,450, Frankston’s breakdown is different to

## Top 5 Tips ...

- Get the right staff
- Ensure the Wine List is different to what you’ll get everywhere else, and that it suits your members
- Train/Reward staff
- Build a strong relationship with suppliers
- Promote! Promote! Promote!

*Jane Grosvenor enjoys wine and company at Bankstown Sports Club.*



most clubs - and **Rob** knows all about hard work.

While gaming turnover was up 35% in 2008, bar sales was up 60% and food an astonishing 400%, which **Rob** is hoping to see even higher in 2009. He shared his tips on how he plans to do this.

The club’s wine selection does not include the popular brands and **Frankston RSL Club** has an active “Wine of the Month” program, including wine tours, a wine book

**Continued page 24**



## From page 23

library and the enthusiastic support of local growers who display their produce in front of the bar.

*"I thoroughly enjoyed Rob's presentation, the meal, the networking and the wine, of course," Tamworth Golf Club General Manager Rick Watt said. "Wine, as a topic, was perfect timing from my point of view as we are re-doing our wine list – some good points came out of all the sessions. I now feel very confident at getting into this task."*

*"It's hard to pick a highlight from the many excellent presentations," Ralph Kober summed up. "However, if pushed, I would say the discussion around what more the industry can do to attract, recruit and retain professional cooks and chefs was a most important discussion."*

Presenter **Troy McCooke**, Albury SS&A Club's Food and Beverage Manager, teamed with **Jeremy Glew**, Director of **Placed Recruitment**, a specialist hospitality recruitment company, to present **"From Head Chef to Operations Manager"**.

Both chefs in former lives with extensive experience in Australia and internationally, they know first-hand what it takes to retain good chefs.

In a high-pressure environment, with a high-pressure job, **Troy McCooke** says chefs have an expiry date. The opportunity for career advancement in learning new skills such as budgeting, K.P.I. reporting, beverage knowledge, gaming, promotional and marketing, H.R. and employee relations and project planning is re-energising and motivating. Career progression, responsibility, ownership and leadership-training opportunities are all seen as great incentives.

The opportunity to create a "wish list" when employing a new chef should not be overlooked. This is the chance to identify the "right" person for your environment. It should

Joe Trad with Ross Parr and Paul Cousins.



be someone who can grasp the bigger picture and aspire to fill the proposed role. What will it take to attract this person and have them stay to develop over time? How can you assist them get there? Chefs will stay and thrive if they are learning, are challenged and are supported to manage their role in growing the business.

Some chefs, however, are unsuited to jumping from the kitchen to front-of-house management, mountains of paperwork, or, perhaps, there is simply not the capacity within the club for such a career path? **Jeremy** urged even smaller clubs to keep chefs interested with opportunities to experience change and growth. *"Even short training courses such as Ken Burgin's 'Kitchen Management and Costing' courses are appreciated,"* said **Jeremy**, citing one chef who mentioned that attending one of these courses completely changed his view of his role, and his approach to his job.

Ken Burgin with Steve Sidd and Michael Foulkes present "Smart Purchasing Techniques".





Ralph Kober (centre) celebrates with Joe Trad and Leigh Fitzgerald.

"This aspect of the industry is a long-festering sore which doesn't seem to get any better. It is one I have been addressing through my roles at **Star City Casino** and the **CMAA** particularly, and which I am committed to reversing," **Ralph Kober** added.

"**Smart Purchasing Techniques**" from **Cabra Vale Ex-Active Servicemen's Club Catering Manager Michael Foulkes** and **Snives and Forks Catering CEO Steve Sidd** prompted some lateral thinking around the potential of collaborative purchasing, the need for competitive advantage and clever purchasing options.

It's always good "sport" when you see two males competing to show who can get the cheapest deal. This time, it wasn't tyres or beer slabs, but catering supplies for a busy club. Whether it was finding a better deal with the milk supplier, or tough contract negotiations with vegetable and fish vendors, this session was an opportunity for two of the smartest operators in the business to spill the beans on cost control. **Steve Sidd** and **Michael Foulkes** know the importance of smart purchasing. **Steve** is under pressure to keep his business profitable, while **Michael** has to meet club expectations of menu pricing and marketing objectives. Both highlighted the need for constant and microscopic attention to the detail of invoices and supply costs, along with a willingness to "go in hard" when it's time to negotiate prices. As in all such sessions, the question session was illuminating ... the audience asked for - and got - the detailed answers they came for. As **Parramatta Leagues Club Catering Co-ordinator**

**Stacey Dawes** said: "This very informative session offered much useful and practical information. Michael's experience of the Club Industry, in particular, makes him a wealth of specialist expertise. He knows exactly what we need to do in the Club industry to remain competitive."

Delegates experienced first-hand the current trends in food marketing, service delivery, systems operations and equipment. They left with an insight into current and future trends, providing invaluable knowledge for the profitable development of their business. They take this knowledge and implement their plans to improve and develop their services to broaden membership and move forward in challenging times.

In summary, **Ralph Kober** sees a big future for the **Club F&B Management Summit** ... "Training and development can't be done in isolation," he said. "Managers today need information and advice more than ever in order to make prudent business decisions. I see that this event - and similar offerings from the team at the **CMAA** and **Profitable Hospitality** - are essential for all clubs, if they want to survive."

The **Club F&B Management Summit** will become a regular and significant industry event for all those managers who genuinely want to improve their operational capability, profitability and effectiveness. After this success, there will be more demand placed upon the **CMAA** and **Profitable Hospitality** to provide relevant and direct-result learning opportunities and networking events.



Christa Langley with Laura Vitnell.

# A National Snapshot of Harm Minimisation

State and Territory Governments have the primary responsibility for the regulation of gambling in Australia. In the past decade, State and Territory governments have introduced a wide range of measures to reduce the incidence of gambling-related harm through various mechanisms ...

- **Legislative and Regulatory changes**
- **Voluntary or Mandatory Codes of Practice implemented and administered by Government regulators and/or industry stakeholders.**

In general, over the past five years, States and Territories have spent more than \$200 million on responsible gambling and harm minimisation. This includes telephone and face-to-face counselling services, public awareness and education, campaigning, research, intervention strategies, partnerships with community groups and support for individuals and families.

## The regulatory environment

Providing a snapshot of harm-minimisation measures in Australia is not an easy task. Regulatory and legislative environments across States and Territories differ considerably and are continually evolving. For example, NSW has announced its intention to bring forward further significant amendments to legislation governing the use and operation of gaming machines. This is largely a reflection of the history of the legalisation of gambling in each State and Territory and the specific political context at the time. For example, NSW has had electronic gaming machines in clubs since the 1950s, whereas, in Victoria, they were introduced as late as 1992. In Western Australia, electronic gaming machines are confined to the Burswood Casino.

## Money Management

All States and Territories have a range of mechanisms in place to support players to gamble within their monetary limits.

## Access to Credit

All States and Territories have a ban on accessing credit to gamble.

This includes a ban on cash advances from credit cards through ATM facilities and prohibiting operators from offering credit to a patron for the purposes of gaming.

## Restricted access to ATMs and EFTPOS

ATMs and EFTPOS facilities are not permitted in gaming areas of clubs, hotels and casinos across Australia. Tasmania is the only state that currently prohibits ATMs in hotels and club gambling venues, however Victoria has announced legislation to take effect

from 2010 that will also remove ATMs from gambling venues.

## Limits on withdrawals from ATMs

The Northern Territory, Victoria and South Australia have limited the amount of cash that can be withdrawn from ATMs at gambling venues to \$200 per transaction per card. In Tasmania, EFTPOS transactions are limited to one transaction for gaming per day.

## Certain winnings to be paid by cheque

In all States and Territories - except South Australia - there is some provision for paying certain winnings by cheque. In the Australian Capital Territory and NSW it is mandatory that winnings over \$1,200 and \$2,000 be paid by cheque. In the NT, Queensland and Tasmania winnings over a certain amount must be paid by cheque - the amounts vary from \$250 to \$2,000. In Victoria, accumulated credits from gaming machines of \$1,000, or more, must be paid by cheque. Accumulated credits under \$1,000 must be paid by cheque, if requested by the patron.

## Cashless / card-based gaming

Clubs, hotels and the casino in NSW have approved ticket-in, ticket-out (TITO) technology, while clubs and hotels in the ACT have been approved for ticket-out only. Queensland has recently completed a second trial of a pre-commitment card-based gaming system.

## Pre-commitment Tools

Queensland and SA are implementing trials of systems that allow patrons to set monetary and time limits on their gambling. These systems track player behaviour to notify the patron, and potentially the venue, if limits are

exceeded. They can also provide a record of gambling behaviour to the patron and, with consent, to gambling help services. This work is in its early development stages, but it offers direct support to patrons who want to better manage their gambling expenditure. NSW has provision for pre-commitment on loss limits on cashless/card-based gambling only. Victoria will be mandating pre-commitment mechanisms on all next generation gaming machines from 2010.

## Structural Characteristics and Machine Design

Caps on number of electronic gaming machines

Restrictions			
	Clubs / hotels	Casinos	Total
ACT	5,200	Nil	5,200
NSW	104,000	1,500	105,500
NT	1,190	Nil	1,190
QLD	44,023	Limited by ratio of tables to gaming machines	44,023
SA			12,900*
TAS	2,500	1,180	3,680
VIC	27,500**	2,500	30,000
WA	N/A	1,750	1,750

\*Declining to 12,118 through forfeiture requirements in the approved trading system.

\*\* Regional cap limits apply in 19 local government areas and a maximum of 105 machines per venue.

## Rate of loss – bet and win limits

Bet limits are in place in hotels and clubs across all jurisdictions, these range from \$5 to \$10. NSW has a bet limit of \$100 for multi-terminal gaming machines. Most casinos do not have a bet limit, however Victoria has a limit of \$10 for gaming machines approved before July 1, 2008, and \$5 on games approved after this date, unless located in a specified area. WA has a range of bet limits depending on the game. Win limits are in place in NSW hotels and clubs (\$10,000 to \$500,000), Queensland (\$10,000, for stand-alone machines), and SA (\$10,000). There are no win limits in casinos, except for WA where there is a \$10,000 limit for non-jackpot prizes.

## Note acceptors

In SA, note acceptors are prohibited in gaming machines. Tasmania and NT

# Strategies

have banned note acceptors in clubs and hotels, but not in casinos. Other states and territories, aside from NSW, have placed limits on the maximum denomination of notes accepted. These range from \$20 in Queensland and ACT to \$100 in WA.

## Display of odds and return to player

Odds are displayed for gaming machines in clubs, hotels and casinos across all jurisdictions. The minimum return to player ranges from 85% to 92% in clubs, hotels and casinos.

## The Gambling Environment

### Provisions for exclusion/self-exclusion

All jurisdictions have provisions for self-exclusion. In NSW, Queensland, ACT and NT it is mandatory for a venue to have self-exclusion schemes in place. In Tasmania, people can be excluded from gaming in a number of different ways – self-exclusion, third-party exclusion, venue operator exclusion and self-exclusion from internet-based gambling. In Victoria, from December 2008, it will be mandatory for venue operators to have a self-exclusion program approved by the regulator. In SA, the Independent Gambling Authority will conduct an inquiry into exclusion provisions which is expected to report in late 2009.

### Clocks to be displayed

All jurisdictions, other than WA, require clocks to be displayed, either on the gaming machine or within the gaming area. Clocks have been installed on a voluntary basis in the casino in WA.

### Limitations on 24-hour gaming in clubs and hotels

All jurisdictions have some enforced break in gaming operations in pubs and clubs (WA does not have gaming machines outside of the casino). The period of the enforced break in operation over a 24-hour period ranges from three to six hours. This is legislated in all States and Territories. In Tasmania, the limitation on 24-hour gambling for clubs and hotels is specified in the Tasmanian Gaming Commission Rules. Disciplinary action can be taken against a venue that does not comply with Commission Rules. SA is planning to impose additional responsibilities on late trading venues.

### Requirement for proper lighting

The ACT and Victoria have requirements for proper lighting in gambling venues. It should be noted that the ability to provide natural light in



gambling venues is inhibited in some cases by licensing conditions which state that gaming machines must not be visible from public thoroughfares. In WA, developments to the Burswood Entertainment Complex provide for natural lighting in areas of the approved gaming floor.

### Advertising restrictions

All States and Territories have restrictions on advertising related to gaming machines, except for WA. The nature of the restrictions varies across jurisdictions. For example, in some States and Territories advertising restrictions apply to all gambling products, while, in others, they apply only to gaming machines.

### Restrictions on player loyalty systems / programs

The ACT, NSW, NT, SA and Victoria have restrictions on player loyalty systems/programs. For example, in some States cash cannot be offered as a prize, participants are able to limit time play and net loss, and excluded persons are prohibited from participating.

### Ban on inducements

Gambling-related inducements are banned in NSW, NT and SA (from December, 2008).

### Minors banned from gaming machine areas

Minors are not permitted in gaming areas across Australia. Penalties are in place for the individual, venue operator and staff.

### Ban on smoking in gaming areas

There is a compulsory ban on smoking in gaming areas in all States and Territories, except NT, WA and Queensland. The NT has a provision for equal amenity for smoking and non-smoking areas, although a smoking ban in being introduced from January 2010 except in high-roller rooms. In WA, smoking is banned in all casino gaming areas other than those in the international gaming facility. Queensland currently only allows

smoking in the premium gaming areas of its casinos.

### Staff training in responsible gambling

All States and Territories, except Queensland and WA, have mandated for staff training in responsible gambling. In Queensland, staff training is listed under the voluntary Responsible Gambling Code of Practice, however the Queensland Government is proposing to introduce mandatory training for the responsible service of gambling in 2009. In WA, the Casino Licensee has voluntarily introduced Responsible Service of Gambling (RSG) training for all staff.

### Educational, Public Awareness Programs and Treatment Services

In addition to harm-minimisation strategies, State and Territory Governments also fund a range of gambling help services, prevention, and community education programs.

### Public awareness

All States and Territories provide information on problem gambling, through ...

- > gambling awareness weeks
- > gambling websites
- > media campaigns
- > problem gambling information materials (provided in various languages), and
- > school education materials on problem gambling.

### Treatment Services

All States and Territories provide treatment services for problem gamblers. These include a newly introduced national gambling hotline number (1800 858 858) which links to State gambling hotlines, face-to-face counselling (including the option of financial counselling). All jurisdictions have also collaborated on a national website for the online treatment of problem gamblers. The service will provide online 24-hour, seven-day-a-week counselling for problem gamblers.

# 11% drop is tip of the iceberg for NSW clubs

NSW clubs experienced their worst financial year in 2007-2008, with overall income falling by \$385 million - a fall of 11% on the previous year.

The downturn is largely the result of the indoor smoking ban that started on July 2, 2007 but the overall financial impact on clubs is much greater, with clubs spending \$422 million building outdoor smoking areas to prevent smokers moving to the footpath or street.

Another 25 clubs closed or amalgamated during the year, putting the total number of clubs lost during the past decade at 270.

The worst-affected region during 2007-08 was the Sydney CBD, where club income fell by 21.7%.

The second-worst-affected area was outer western Sydney where revenue fell by 15.5%. Sydney's eastern suburbs lost income by 14.2%.

The massive fall in club revenue should



send shockwaves through Government and community groups.

Many not-for-profit organisations rely on club donations by more than \$120 million a year.

With corporate Australia drastically cutting back its support for charity and community groups this year, clubs are

increasingly the glue that is holding many groups together.

Massive cuts in sporting grants are having a significant impact on junior and senior teams.

The impact of leagues clubs being forced to reduce annual football grants by millions of dollars is playing out daily in the media, with the long-term viability of some Sydney NRL teams in question.

The final figure for the first year of the indoor smoking bans comes just a month after IPART found that clubs make an overall positive social contribution to the community of \$811 million a year.

With clubs closing or amalgamating and a record number of clubs currently in administration, this social contribution is now buckling under the enormous strain of the smoking bans and the devastating increases in poker machine tax.

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## Economy may force opening delay for Packer's City of Dreams casino

**James Packer's Macau** casino joint venture is tipped to delay opening its \$2.4 billion casino and hotel project by three months amid a downturn in the world's largest casino market.

**Business Today** on [smh.com.au](http://smh.com.au) reported the company is relying on the **City of Dreams** to win back some of the 10% market share it has lost since April, and to climb back to its perch as the third most successful casino operator.

**Merrill Lynch** gaming analyst **Daniel Renshaw** said the 1,400-room hotel and 500-table casino was likely to be unveiled on July 1, 2009, instead of early April.

**Crown** said, at its half-year results in August, it would open **City of Dreams** in the first half of next year, to allow for delays.

It does not want a repetition of its experience with its first casino-hotel project in Macau, which opened in May 2007 without all its gambling rooms in operation.

**Daniel Renshaw** noted the 83% slump in the share price of the joint venture, **Melco Crown**, in the past year could mean **Crown** has to write down the value of its share in it.

**City of Dreams** has experienced cost blow-outs during construction and is facing difficult gaming conditions.

Rival casino operator **Wynn** said that Macau revenues fell as much as 45% in the third quarter, while its V.I.P. revenues were down 23%.

Macau hotels also are bracing for a slide in room rates as travel budgets fall and gamblers stay home. In figures released in mid-October, gaming revenues across Macau slumped 4% in September, compared to growth of up to 67% earlier this year. Macau officials expect revenues will be flat until March.



James Packer.

# Values Matrix continues to evolve and grow

By RALPH KOBER

CMAA Education Manager

The response to the **CMAA Values Matrix** has been loud and impressive.

Over the past few months, many members have taken the opportunity to provide input into the **Values Matrix**, which has ensured that it is relevant and applicable.

**CMAA** staff at the Association's Head Offices at Auburn also have provided their perspectives of the Values and how they reflect on their roles within the greater **CMAA** community context.

This is also a reminder to all members that the **Values Matrix** is a guidepost for what this organisation values and holds as important in its dealings with members, suppliers and the wider community.

The **CMAA** continues to welcome members feedback and please direct any comments to any of the **CMAA** Federal Executive, Federal Councillors, the Board of Management Studies members and **CMAA** administration staff.

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

Leadership Conference at Conrad Jupiters ...

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

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

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

The end result is the double-page **"CMAA Values and Behaviour Matrix"**, including the **CMAA Purpose and Belief Statements** – see Pages 30 & 31.

The **Values and Behaviour Matrix** will be used in all Zone Meetings to define how people contribute in the meetings.

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

**CMAA Federal President Bill Clegg, ACCM**, said the **Values and**

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

"Redefining the purpose, values and behaviour of the people that comprise our Association and those that deal with us as individuals and collectively, marks from this time forward how this Association will act and be viewed.

"I commend the matrix of the **CMAA's Purpose, Values and Behaviour Matrix** to all stakeholders."

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

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

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

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

## Gaming Industry forms Piracy Alliance

To address a concerning increase of piracy in the gaming industry, the major players of the industry have come together to form a Gaming Industry Piracy Alliance (GIPA).

The Alliance will provide a structure where members can jointly participate in the enforcement of intellectual property rights and other anti-piracy



activities and initiatives.

Aristocrat Technologies Australia, WMS Gaming Inc,

International Game Technology (IGT), Austrian Gaming Industries GmbH a 100% subsidiary of Novomatic AG, Bally Technologies Inc, Konami Gaming Inc, SPIELO Manufacturing ULC, Progressive Gaming International Corporation and ATRONIC

International have joined forces to carry out investigative and other operations targeting piracy on an international scale. The regions that this group's anti-piracy efforts are targeting include North America, South America, Asia, Central and Eastern Europe (CEE Countries) and the Middle East. WMS Gaming President Orrin Edidin said GIPA members expend significant resources in creating intellectual property.



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

## Values and Behaviour

People that Grow Your Business'

Accountability and Ethics, Innovation and Self Actualisation

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

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

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# Productivity Commission announces timetable for Gambling Inquiry

The Australian Government recently released the timetable and Terms of Reference for the Productivity Commission's update to its 1999 inquiry into Australia's gambling industries. The inquiry will commence on November 24, 2008, with the Commission expected to provide a draft by mid-2009 and a final report before the end of next year.

Minister for Families, Housing, Community Services and Minister for Indigenous Affairs Jenny Macklin said it was important for the Commission to investigate problem gambling nearly a decade after its report on the industry in 1999. "Problem gambling wrecks lives. For people who are addicted, gambling is a dangerous, damaging drug that hurts, not just gamblers, but also family, friends and workplaces," Ms Macklin said. "The Government is determined to tackle problem gambling. That's why the Government has re-convened the Ministerial Council on Gaming and requested an update to the Productivity Commission's 1999 problem gambling inquiry."

There have been many changes to the gambling environment over the past decade, including the growth of internet and sports betting. The regulatory landscape has changed considerably since the 1999 report. State and Territory Governments have introduced a wide range of measures to address the concerns raised in the original Productivity Commission inquiry. This includes a ban on credit gambling, limitations on access to cash and ensuring players have accurate information on the odds of winning.

The Australian Government also released a *National Snapshot of Harm Minimisation Strategies in Australia* (see pages 26 & 27). The snapshot was developed by the Ministerial Council on Gambling and contains up-to-date information, on a state-by-state basis, of measures to protect people from the dangers of gambling.

Assistant Treasurer and Minister for Competition Policy and Consumer Affairs Chris Bowen said the new inquiry would be beneficial for all levels of Government. "The inquiry will help shape Government action to tackle problem gambling," Mr Bowen said. "It will inform policy responses to minimise the prevalence of problem gambling in Australia. The Commission will have the scope to provide additional research into the impacts of harm minimisation measures and how effective they are in countering problem gambling."

The gambling industry and those affected by gambling are encouraged to contact the Commission for information on contributing to the inquiry process. A snapshot of "*Harm Minimisation Measures in Australia*" contains the most recent information on State and Territory regulatory frameworks and will be updated regularly.

It can be viewed at [www.fahcsia.gov.au](http://www.fahcsia.gov.au)

Terms of reference for the Productivity Commission Inquiry into Australia's Gambling Industries, 2008 ...

1. the nature and definition of gambling and the range of activities incorporated within this definition

2. the participation profile of gambling, including problem gamblers and those at risk of problem gambling
3. the economic impacts of the gambling industries, including industry size, growth, employment, organisation and inter-relationships with other industries such as tourism, leisure, other entertainment and retailing
4. the social impacts of the gambling industries, the incidence of gambling abuse, the cost and nature of welfare support services of government and non-government organisations necessary to address it
5. the contribution of gambling revenue on community development activity and employment
6. the effects of the regulatory structures – including licensing arrangements, entry and advertising restrictions, application of the mutuality principle and differing taxation arrangements – governing the gambling industries, including the implications of differing approaches for industry development and consumers
7. the implications of new technologies (such as the internet), including the effect on traditional government controls on the gambling industries
8. the impact of gambling on Commonwealth, State and Territory budgets

(assessment of Harm Minimisation Measures since 1999)

9. the impact that the introduction of harm-minimisation measures at gambling venues has had on the prevalence of problem gambling and on those at risk
10. evaluate the effectiveness and success of these harm minimisation measures used by the State and Territory Governments.

## Victoria gaming reaching 'maturity'

Victoria's Gaming Minister claims the state's poker machine industry is "reaching a point of maturity". Launching a new problem gambling advertising campaign, Tony Robinson revealed figures from the Victorian Commission for Gambling Regulation's annual report, released in the last week of October. [heraldsun.com.au](http://heraldsun.com.au) reported Mr Robinson said the figures showed 500 machines were withdrawn from operation last year because of the Government's municipal capping policy. Of 27,500 machines allowed in the state, 800 are not operating - the most since gaming was legalised. The report also showed the number of gaming venues has fallen by 17 in the past seven years.

"I think the industry is reaching a point of maturity and we're starting to see that clearly now in the figures and data that comes through," Mr Robinson said.

He said more than \$4.5 billion was spent on all forms of gambling in Victoria in the 12 months to June. But Mr Robinson contested a recent Monash University study that showed about half of all poker machine revenue came from problem gamblers and said the Government was doing its own research. "That's a contested point," he added. "We certainly are engaged in research. We're undertaking the biggest prevalence study ever done in Victoria as to what the problem gambler rate is."

Opposition Gaming Spokesman Michael O'Brien accused Mr Robinson of being "quite disrespectful" to Parliament by releasing selected figures from the Gambling Commission's annual report. He accused the Government of slashing its spending on problem gambling, while reaping increasing profits from gaming. He said a 35% cut to problem gambling spending was "disgraceful" while the Government was taking record amounts - \$1 billion last year - of tax from poker machines.

## November – December 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	NOVEMBER	DECEMBER
<b>Provide Responsible Service of Alcohol</b> (THHBF09B) (LAB approved) ACCM Unit - 1 Day	M 3 (Tradies) W 5 (Wests Ashfield) W 19 (Mounties)	M 1 (City Tatts) W 17 (Mounties)
<b>Provide Responsible Gambling Services</b> (THHADG03B) (LAB approved) ACCM Unit - 1 Day	T 4 (Tradies) Th 6 (Wests Ashfield) Th 20 (Mounties)	T 2 (City Tatts) Th 18 (Mounties)
<b>Business &amp; Report Writing</b> - 1 Day	Th 6	
<b>Train the Trainer</b> - 1 Day (THHGT01B Coach Others In Work Skills) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.		T 2
<b>Plan &amp; Establish Systems &amp; Procedures</b> THHGGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		M 1
<b>Food &amp; Beverage Management Development Program</b> - 2 x3 Day Sessions For Supervisors & Managers who want to learn about F&B Mgt, Cost & Stock Control, Menu Design, Preparing Tenders, F&B Reporting, Managing Food Safety, Managing Wine & Espresso Coffee Service, Combating F&B Fraud, Managing Poor Customer Service and more.	(S1) M 24, T 25 & W 26	(S2) M 15, T 16 & W 17
<b>Analyse &amp; Report on Gaming Machine Data</b> THHADG01B ACCM Unit - 2 Days (Prerequisite for Gaming Management Development Program THHADG02A) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	W 12 & Th 13	
<b>Marketing Fundamentals</b> - 1 Day (Prerequisite for Develop & Manage Marketing Strategies THHGLE12B)	M 10 & T 11	
<b>Monitor Staff Performance</b> THHGLE06B ACCM Unit - 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		T 2 & W 3
<b>OHS Risk Management for Supervisors and Managers</b> - 2 Days (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.		M 8 & T 9
<b>OHS Consultation</b> –(Workcover Approved) ACCM Unit - 2 x 2 Day Sessions (Establish & Maintain a Safe & Secure Workplace THHGLE04B) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001. Compulsory training for all OH&S Committee members.	(S1) M 24 & T 25	(S2) W 10 & Th 11
<b>Manage Quality Customer Service</b> THHGLE11B ACCM Unit – 1 Day Deals with the skills and knowledge required to manage customer service quality in the workplace, focusing on the need to develop pro-active approaches to service quality issues.	M 17	
<b>Manage Workplace Relations</b> THHGLE10B ACCM Unit - 3 Days This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.	W 26 & Th 27 (Day 3 in 2009)	T 9 & W 10 (Day 3 in 2009)

## Regional Training

COURSES	NOVEMBER	DECEMBER
<b>Provide Responsible Service of Alcohol</b> (THHBF09B) (LAB approved) ACCM Unit - 1 Day	Tweed Heads W 12	
<b>Provide Responsible Gambling Services</b> (THHADG03B) (LAB approved) ACCM Unit - 1 Day	Tweed Heads Th 13	
<b>Train the Trainer</b> - 1 Day (THHGT01B Coach Others In Work Skills) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Nambour T 25	
<b>Plan &amp; Establish Systems &amp; Procedures</b> THHGGA08B - 1 Day This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.	Ulladulla T 18	
<b>Recruit and Select Staff</b> 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.	Tweed Heads T 18 & W 19	Southport M 1 & T 2
<b>Manage Quality Customer Service</b> THHGLE11B ACCM Unit – 1 Day Deals with the skills and knowledge required to manage customer service quality in the workplace, focusing on the need to develop pro-active approaches to service quality issues.	Albury M 10	

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.

# Corporate Governance with F&B Summit triumphs

The CMDA continues to develop programs and strategies to ensure Association members have access to professional development opportunities and activities.

Here are three more items for you information ...

## ➤ **CMAA & Southern Cross University Corporate Governance Program Pilot**

Over the past few months, Association members would be aware that the **CMAA** and **Southern Cross University's Graduate College of Management** hosted a pilot "Corporate Governance" Program at the University's Tweed Heads Campus.

I am pleased to report that this pilot program was an outstanding success with all of the participants glowing in their evaluation of the program.

A full report is featured in this edition of *CMA Magazine* – **Pages 14 to 17** - and I recommend you read the testimonials of the managers and directors to get a full appreciation of the program's value.

Dates for the program in 2009 are listed in the report and it is anticipated that places will fill quickly.

## ➤ **2008 Club Food & Beverage Summit**

Ask any of the 100 attendees who attended the **Summit** in early October at the **CMAA's Auburn Career Development Centre** about what they experienced and they will tell you that it was an exceptional event.

The quality of the sessions was first-class, offering a wide range of topics and the opportunity to network with colleagues in a context not always available to food and beverage (F&B) management.

Planning already is in place for the



*The 2008 Club Food & Beverage Summit offered delegates a wide range of industry topics and the opportunity to network with colleagues in a context not always available to F&B managers.*

**2009 Club Food & Beverage Summit**, which will build on the solid and impressive platform created by this inaugural event.

A full coverage of the **Summit** is featured in this edition of *CMA Magazine* – **Pages 18 to 25**.

For those of you who missed out on attending the **2008 Summit**, the **CMAA** is pleased to offer a special "Summit 4-DVD set" that features 10 of the **2008 Summit** sessions covering more than seven hours of viewing.

The DVD Set is an excellent record of the **Summit** and is ...

- ideal for staff training
- reviewing content
- great for briefing managers, chefs, directors and staff.

It's an offer and a resource that F&B managers can't afford to miss - all for \$195 (GST included).

The order form is located on **Pages 36 & 37**.

## ➤ **Zone Training in 2009**

The **CMDA** has requested that all **CMAA Zones** assess and send through their requirements for training courses to be scheduled in their Zones for 2009.

A number of scheduled courses in 2008 were unsuccessful in attracting sufficient delegates to conduct them.

The **CMDA** is concerned that, unless members have a say in what they will support and what they need to happen in their Zones, many Association members and their staff will be disadvantaged in pursuing professional development opportunities.

If you are a **CMAA Zone Committee Officer**, or a member who is interested in training and development, I urge you to contact the **CMDA** to request events for your Zone on a date and at a venue that will attract the most support for it to run.

Contact **CMAA Education Manager Ralph Kober** on (02) 9643 2300.

## Are your ACCM points up to date?

ACCM Awardees are reminded that they should check the CMAA website to ensure that their ACCM activity points are up to date.

## 2007-2008 Active CCM Awardees

You are required to show evidence for 50 points of activity between January 2007 – December 2008 to maintain active status for 2009-2010.

**You have until December 31, 2008, to submit your audit form.**

\* Check the CMAA website for details regarding point allocation criteria.

**If you have any queries, or require an audit form, please contact Narell Harrison at CMDA.**

**Phone: (02) 9643 2300 Fax: (02) 9643 2400 Email: narell@cmaa.asn.au**

# Club Food & Beverage Summit 2008

## Special DVD of Summit Highlights

...more than 7 hours of quality video content on 4 DVDs



An excellent record of the **Club Food & Beverage Management Summit**, held in Sydney 1-2 October 2008. Perfect for sharing with colleagues, staff training and reviewing content. Great for briefing managers, chefs, directors and staff.

See DVD Contents on rear of this brochure >>>

**Only  
\$195**

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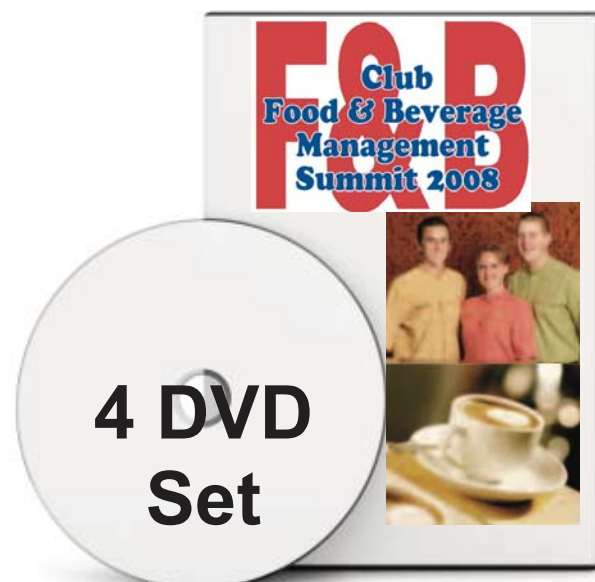
# Contents of the F&B Summit DVD Set

## Day 1 Sessions:

- **Your Staff can't Sell, but they can be Taught** - Big Dave Staughton
- **Keynote Speaker: Catering Secrets from the Industry's Best** - Detlef Haupt, Executive Chef, Sydney Convention Centre.
- **Smart Purchasing Techniques for Clubs** - Michael Foulkes, Catering Manager, Cabra Vale Diggers Club and Steve Sidd, Snives & Forks Catering
- **From Head Chef to Operations Manager: Finding and Keeping Real Talent** - Geremy Glew, Recruitment Specialist, Placed Recruitment and Troy McCooke from Albury SS&A Club.
- **TEXT your Message & DRIVE sales:** Marketing your club with SMS and smart email - Ken Burgin, Profitable Hospitality

## Day 2 Sessions:

- **Promoting Events and Filling Empty Spaces** - Big Dave Staughton
- **The Joy of Dessert:** Easy New Ways to Boost Your Bottom Line - Pete di Pino, Executive Chef, Nestle Food Service
- **Cafe and Restaurant Makeover:** latest trends from Australia and Overseas - Yuri Bolotin, Principal, Design Portfolio
- **Profiling the Perfect Server** - Who are They? Where do I Find Them? with Jodi Dickson, Workplace Relations Manager, Mounties Group & Jane Grosvenor, Parramatta Leagues Club HR Manager
- **Bar Operations that Offer Flair, Creativity and the WOW Factor** with Andrew Izatt, Operations Manager and Scott Cadman, Bar Manager from The Mawson Club



# ClubsAustralia boss delivers direct message to

**On Wednesday, October 22, PETER NEWELL, OAM, The President of ClubsAustralia, Chairman of ClubsNSW and Chairman of The Steelers Club in Wollongong, NSW, addressed the National Press Club in Canberra. Mr Newell again addressed the issue of problem gambling, the stance by Independent Senators Nick Xenophon and Steven Fielding against gaming machines, their manufacturers and, ultimately, the Club Industry. In his speech, Mr Newell also announced ClubsAustralia's six-point plan with a problem gambling policy framework that would strengthen the measures already in place and working ...**

I have to say at the outset how pleased I am to be a speaker at the National Press Club. As a former journalist, this place is like a sanctuary, a spiritual home ... much like a Catholic club or golf or bowler's club is to people with other interests and passions.

And I note for all assembled that this club is much the same: It has an award-winning restaurant, it has a bar, and dare I say it ... it has poker machines.

I have been associated with clubs since learning as a teenager to avoid red-bellied black snakes and Hereford bulls, on a bush golf course at a place named Krambach on the NSW Mid-North Coast.

I have been no stranger to gambling for 54 years. I backed my first winner as a five-year-old when the great Rising Fast won the 1954 Melbourne Cup and my Dad put me in a two-bob sweep at his work. For decades I raced various four-legged conveyances with my newspaper colleagues.

The first poker machine I ever played was an old four-reeler and I'm forever grateful to a lovely lady who pointed out, when I was about to pull off four kings that it was a half-jackpot for which I received the princely payout of \$12.

The most I've ever won on a poker machine is \$2,500 during a holiday in Las Vegas – then immediately lost one-third of it when hit with a gambling tax for being an "alien". And I thought Aussies were on their side!

Today, I am pleased to serve as the Chairman of the Steelers Club, Chairman of ClubsNSW and President of ClubsAustralia.

The local club I head is responsible, among other things, for helping maintain a National Rugby League presence in one of the game's heartlands ... Go the St George Illawarra Dragons!

My club has poker machines. Without them, we would shut the doors tomorrow – 50 people directly would be out of work, one of a region's key sporting, social and economic aspirations would be as lost to Australia as Mark Gasnier. And the thousands of locals who love and frequent their clubs would also feel a great sense of loss and social exclusion. That's the simple fact of it. And the same is true of the many clubs across Australia. If you listen to some, my poker machine



*ClubsAustralia President Peter Newell, OAM, addresses the National Press Club.*

revelation automatically makes me everything from the equivalent of a crack cocaine dealer and conjurer of criminals to a low-life who knowingly and gleefully allows unsafe products to wreak havoc on the community.

At the moment, there is some attention in the Australian Parliament on gambling. This is the product of the election of Nick Xenophon and the make-up of the Senate, which handed the balance of power to a handful of Greens and Independent Senators. This has been compounded by the political opportunism of Senator Fielding, as well, it must be said, as a genuine concern about the impact of problem gambling.

Currently there are three – that's right, THREE – Private Member's Bills before the Senate Community Affairs Committee – all of them designed to reduce the level of poker machine gambling, not the level of problem gambling. And all of them would have a disastrous effect on our community clubs. An Independent Senator asks how I sleep? My answer is: Very well, thank you.

Today, on behalf of clubs around Australia, I will explain why.

First a quote from a person of note who said:

*"One of the most degrading vices of the present day is gambling. It is blighting the youth and manhood of Australia. Like many other forms of moral evil, gambling is ensnaring and fascinating. I propose to tear off the deceitful garb of this exciting fiend, expose his deformed character and, so far as I can, drive him back to the hell from whence he emerged."*

So who was this? Was it World Vision Australia CEO the Reverend Tim Costello? You might be excused for thinking so, but the words are actually attributed to Melbourne anti-gambling activist Henry Varley back in 1890 ... some 118 years ago. That might put into perspective just how long the issue of gambling has been seen by some as Australia's greatest evil. Now it's time to bring a bit of balance back to this current so-called gambling "debate".

First, a little background. Clubs are an Australian way of life. There are some 4,000 of them spread across the country ... 45% in regional Australia and they represent 10 million memberships. Clubs cover a wide range of sporting, social, political and cultural pursuits, embracing bodies such as RSL and Services clubs, football, bowling and golf clubs, Workers', Labor and Catholic clubs.

**"My club has poker machines. Without them, we would shut the doors tomorrow ...**

# Canberra on problem gambling

Many were formed by Diggers returning from the wars, entrenching in their fabrics the Anzac spirit of courage, endurance, mateship and sacrifice. These clubs provide employment for 70,000 people and provide a framework for 65,000 volunteers who contribute around 7,000,000 hours annually working for the community good.

The national economic contribution of clubs is more than \$7.3 billion a year, 0.5% of Gross Domestic Product on top of an annual social and community contribution of well over \$1.25 billion.

Poker machines were first approved in Australian community-owned clubs in 1956 – more than half a century ago – when the NSW Cahill Labor Government legislated their introduction. Other States and Territories, with the exception of WA, have followed since then. Poker machines in privately owned hotels were progressively introduced from the early 1990s.

Today, clubs operate about 60% of Australia's gaming machines. Poker machines are the most popular form of gambling in Australia. Latest Government statistics for NSW show a poker machine "return to player" of 92 cents in the dollar. By way of comparison, the TAB returns punters 85.4% of the money they invest, lotteries return 61.1%, the instant lottery returns 58.8%, Lotto 55.9%, Pools

46.4% and bookmakers, who smile when they see me coming at Randwick, can make a book to suit themselves.

There are 8,000,000 gaming machines globally. Australia has 2.4% of them. Even if you exclude Japanese pachinko machines, the figure comes to a little over 7% – nothing remotely like the 21% the anti-gambling lobby likes to parrot.

By law, registered clubs are not permitted to operate for private gain. Under their unique community-owned gaming model, any surpluses after operating costs must go into the communities they serve, or into the provision of facilities or services for their members. They are organisations based on the principle of mutuality and there is no other like model anywhere else in the world.

People will tell you their local club is a source of local pride and a community hub. It is through the revenue derived from gaming machines that many Australian clubs have been able to provide an enormous range of social and sporting facilities. Club services such as entertainment, food and beverage are offered at affordable prices in safe, friendly and comfortable facilities for millions of club members and their guests.

Equally importantly, the revenue allows support for a myriad of charities and good causes ... for the aged, our

returned servicemen and women and, in particular, opportunities to reduce the social isolation of the growing population of our elderly community members and those in remote rural areas.

Clubs are active in establishing and maintaining recreational facilities such as golf courses, bowling greens, sports fields, swimming pools and gymnasiums ... promoting participation in physical activities for children and adults.

Where possible, some have sought to diversify their revenue streams by becoming involved in the provision of child and aged care facilities, hotel and motel accommodation, gymnasiums, retail and residential developments.

But simply walking away from gaming is not a short-term option for clubs who wish to remain viable, as the Independent Pricing and Regulatory Tribunal found in its review of the NSW Club Industry, released in June this year. IPART recognised the importance of gaming to clubs and recommended that Government assistance be given to support the development of clubs on Greenfield sites, including free poker machine entitlements.

Clubs don't have their heads stuck in the sand when it comes to gambling and its consequences, nor are we part of some Machiavellian plot to secretly undermine society. We acknowledge that, while the upside from gaming revenue has produced demonstrably positive results for the quality of life of everyday Australians, there is a downside which accompanies any form of gambling. As a consequence of a complex set of personal or behavioral circumstances, a proportion of individuals gamble to excess and this can have a detrimental impact on that person and his or her family and friends.

That's why clubs all over Australia subscribe to best-practice responsible gambling programs and sign up to codes of conduct. Despite claims by detractors that problem gambling is "out of control", clubs across Australia have worked with governments to see significant reductions in the rates of problem gambling in every single State and Territory.

The Productivity Commission in 1999 found that nationally 2.1% of adults had a serious problem with gambling. We believe that has now been more than halved with the governments of the most populous states reporting major drops – NSW last year down to a rate of 0.8%, Queensland 0.47%, South Australia 0.4%, Victoria 0.97%.

Notwithstanding our progress to date, ClubsAustralia is committed to encouraging more sensible measures to further reduce the number of people experiencing difficulties as a result of problem gambling. We do so while

**“Senator Xenophon makes no bones about it. He wants to see poker machines banned. He said so at the Australasian Gaming Expo in Sydney in August - and to hell with the economic, employment and social fallout from that ...**



Senator Nick Xenophon (left) and Reverend Tim Costello (right) exchange views and ideology with Peter Newell at the National Press Club in Canberra

**Continued page 40**

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applauding the Council of Australian Governments' recent decision to have the Productivity Commission conduct a thorough review of all gambling in Australia ... in effect, updating its work of 10 years ago.

We do so, acknowledging and supporting the Prime Minister's stated position that he has learned in public life to make policy on proper research and evidence ... and not one's own personal prejudices. And we do so in the face of untested, unproven, unresearched "suck it and see" proposals – blatant prohibitionism in some cases - from the anti-gambling lobby.

Senator Xenophon makes no bones about it. He wants to see poker machines banned. He said so at the Australasian Gaming Expo in Sydney in August - and to hell with the economic, employment and social fallout from that. To hell with the finding of the Independent Pricing and Regulatory Tribunal in NSW that poker machines are critical to clubs' viability and allow clubs in NSW to make an \$811 million per year social contribution. And that's on top of their huge economic contribution.

He declared them unsafe and accused the industry of knowingly and uncaringly foisting them on an unsuspecting and gullible populace. He admitted it would take time to get rid of them all but said there were plenty of things that could be done along the way, such as his initial strike by introducing a Bill aimed at wiping ATMs from clubs. A recent poll conducted by the UMR found that the majority of people support ATMs in clubs and pubs - even after they were told about problem gambling.

Among other things, Senator Fielding wants to tax poker machines out of existence in clubs and restrict them only to casinos and racetracks. And to hell with the fallout from that, too.

*ClubsAustralia* believes regulatory intervention to assist problem gamblers must have a solid prospect of success because experimentation leads to unavoidable degradation of clubs' ability to maintain services as well as loss of amenity for the millions of people who play poker machines responsibly and as a form of recreation. More importantly, the measures might have no impact at all on reducing the level of problem gambling. This might not concern the "anti brigade" ... it certainly concerns me and millions of my club-loving colleagues.

Today, I confirm that *ClubsAustralia* has developed a problem gambling policy framework that we believe would strengthen the measures already in place and working. It's a six-point plan and we believe it's the way forward. It also builds on the substantial work already done.

First, there should be a national body as the pre-eminent Australian authority on gaming research and statistics. At the moment, there are numerous bodies in every State and Territory which act independently in research and spend millions of dollars each year duplicating irrelevant information. Among other important objectives, the body should have, as a priority, to regularly review prevalence rates of problem gamblers nationwide across each area of gaming using consistent study methodology. The Ministerial Council on Gambling reported over \$200 million has been spent over the last five years by States and Territories on gambling research. Additional millions have been spent by the Federal Government. A Massachusetts study regards Australia as the world leader in harm minimisation. When considering whether to allow casinos in his state, the Massachusetts Governor commissioned a worldwide study of problem gambling best practice and Australia came out



*Reverend Tim Costello (left) talks with David Costello and Peter Newell after the National Press Club luncheon address.*

head-and-shoulders above other jurisdictions. More work should be done on comparing Australia internationally and assessing international practices. A National Co-ordinating body could track trends in revenue, compare States and make recommendations to Government. Most importantly, it would concentrate research dollars in the hands of an agreed independent body, thereby eliminating disputes over the veracity of various findings. The Productivity Commission announcement is a good start. We were pleased to see the Terms of Reference for the inquiry announced yesterday. The Terms of Reference are balanced and will allow a full investigation of Australia's Gambling Industries, including clubs.

Secondly, in *ClubsAustralia's* view, the Government should consider cutting off a key component in the combination of ingredients that can lead to a downward spiral in gambling behaviour - betting with money you don't have. We believe all

credit betting should be banned and access to money on credit should be banned from all forms of gambling. There is a clear difference between allowing a person to use money from his/her cheque or savings account to gamble as he or she sees fit, as opposed to allowing a person to gamble on credit where losses can be much higher and interest required on those losses. Currently, a person armed only with a credit card can access one of more than 2,000 internet gambling sites, gamble on credit - alone at home - with no problem gambling safety net, no social or supporting environment, no Australian tax and no community benefit to Australia.

Thirdly, we say there should not be any less harm minimisation on one form of gambling than another. We want all forms of gambling to be as safe as possible. That's why we call for tighter regulation of internet/online gambling, as well as interactive television, land-line and mobile

telephone gambling. Juniper research estimates global mobile telephone gambling will reach \$US19.3 billion per year by 2009. What's to stop a minor - or anybody else, for that matter - accessing a mobile telephone and placing bets? PIN numbers don't stop it ... we see that with credit card fraud and misuse now. Punters are attracted to the internet - and to gamble on credit - by the lure of free bets. There are a number of Australian websites currently offering up to \$1,000 in free bets to people who hand over their credit card details. If clubs did such things, we'd be rightly castigated and risk losing our licences for publicly inducing people to gamble. An

American study in 2007 found over 20% of internet gamblers are problem gamblers. The rapid increase of internet gambling should, in our view, be a source of great concern for Government and the broader community. A scenario which fosters people staying at home, alone, gambling on their credit card in a totally unregulated environment, away from any problem gambling safety net or watchful eye is, we believe, the most significant area for the future growth of problem gambling. Officially, casino-style internet gambling is illegal in Australia (as opposed to sports wagering) but, unlike in America, there has been little attempt to stop it. Technology growth in TV and mobile phone gambling is encouraging thousands to log on and already is worth billions of dollars each year. We believe this is an area where the Federal Government must act. *ClubsAustralia* has already written to the Commonwealth Government asking it to act on this proliferation of unregulated gambling.

Fourthly, yet another area where community gaming in clubs is far safer than internet gaming - and can be made safer, still - is in the area of supervision and support of trained staff. Just as bar

staff must be trained in Responsible Service of Alcohol, we believe the Federal Government should make Responsible Conduct of Gaming (RCG) Training mandatory for all frontline gaming staff. Clubs already require staff to complete RCG courses. But the training can be improved and can be extended to other forms of gambling. *ClubsAustralia* believes the experts in the field of problem gambling behaviour and research should develop the training curriculum. This will build on the duty of care that clubs already extend to their members and guests. Let's be plain about this ... it's not in the best interests of clubs to have their members experience difficulties with gambling - or any other club provided activity for that matter. It's worth remembering that our members own our clubs lock, stock and barrel. While not allowed to receive share dividends, they are the shareholders whose financial, social and recreational pursuits keep their clubs alive.

Fifth, strengthen the safety net. We believe there are a number of areas where more could be done, including:

- Improve education for young people ... integrating gambling education into existing school-based lifestyle curricula. *ClubsAustralia* also endorses a national approach to teaching financial literacy where students learn about the management of banking services, including credit card debt and entering into mobile phone and motor vehicle agreements to name a few.
- Family interventions ... presently venues are not obligated to refer the patron to counseling services following such an intervention. While, ultimately, it remains an individual's right how he/she spends his/her own money, allowing families the right to have the person referred to a counseling service may provide some peace of mind. This is currently in practice in SA where, in the three years to June 2007, the authorities received 131 inquiries and, of these, 13 proceeded formally.
- Empower counsellors ... venues should commit to not allowing a problem gambler to re-enter the venue until he/she has been formally cleared by their counsellor. We want counselling to work, so give counsellors the ability to make their work more effective.
- Improve counselling services ... there is no national standard for assessing or accrediting counsellors' expertise and, in many cases, nor do they have to report on how their grant money is spent. Counsellors should be experts and should be able to prove their effectiveness.

The final point in our six-point plan is to establish a national, expert peak body

## **"Let's be clear – poker machines are an inherently safe product, rigorously tested by Governments for integrity and fairness. They are misused by less than 1% of the adult population ..."**

with representatives of Government, industry and independent researchers in the fields of public health, economics and behavioral science. The aim of this forum would be to:

- Develop effective policies to reduce gambling further, which are not driven by political expediency, ideology or knee-jerk reactions
- Measure the extent and severity of harm experienced by gamblers in general and problem gamblers specifically as a direct consequence of their gambling compared with other social harms such as alcohol, illegal drugs, tobacco and domestic violence
- Develop specific minimum standards guiding the provision of responsible service and conduct of gambling in Australia. We believe in benchmarking, in assessing harm minimisation practices against scientifically tested outcomes.

It is one thing to make glib suggestions about steps our industry can take but another thing entirely to show that steps stack up on a cost-benefit analysis and target those in need without affecting those who gamble within their means.

Gambling is, and always has been, an extremely popular pastime in Australia. *ClubsAustralia* believes that regulators need to ensure that when applying interventionist strategies on clubs that operate poker machines, the measures are not experimental or based on perceived popular appeal which, in practice, does little or nothing to lower the rate of problem gambling. The result of doing otherwise will slash revenues for clubs and, therefore, their ability to serve

the community, to employ people, to contribute to the economic and social good of Australians as well as unnecessarily impacting on the enjoyment of the vast majority of poker machine players.

There are those in our society who feel it is their role to conduct a moral crusade against gambling. And it has been going on for more than a century, as the 1890 quote I put forward at the start of this presentation shows. So this debate is not new.

Australians love to gamble and more than 99% do so responsibly, despite a moralistic, paternalistic minority who would deny them such a freedom *ClubsAustralia* regards poker machines as a legitimate form of entertainment. We regard calls to ban or restrict them similarly to calls to ban cars or credit cards. Both of those products can cause harm when used irresponsibly. Ultimately, though, society will not accept that the potential harm requires the products to be banned "at any cost", as those who hate poker machines want.

Let's be clear – poker machines are an inherently safe product, rigorously tested by Governments for integrity and fairness. They are misused by less than 1% of the adult population.

The six-point plan I presented to you today is evidence of *ClubsAustralia's* commitment to providing a safer gaming environment and world-class harm minimisation practices. We look forward to working with Government on implementing these proposals and hope that they will return some balance to the public debate about poker machines.



*Belconnen Soccer Club CEO Geoff Long, ACCM, with CMAA Federal President Bill Clegg, ACCM, Goulburn Workers Club CEO Toni Mitchell and CMAA Executive Officer Terry Condon, CCM at the National Press Club event.*

# Industry on a winner with 'Night at the Races'



ACE Awards Chairman Craig Fantom and ClubsNSW representative Anne Fitzgerald present Paul Field and Morgan Crowley, from *The Wiggles*, with the ACE Lifetime Achievement Award.



Tooheys Regional Manager Jason Pawley (left) and CMAA Executive Officer Terry Condon (right) present Merv Dick (centre) from the *Delltones* with the Showband Award.

**Guy Sebastian** took out the big award, **The Wiggles** were honoured for their excellence, a new voting format and it was a new address for the **2008 Australian Club Entertainment (ACE) Awards**.

The former **Australia Idol** winner was named "Most Outstanding Club Performer of the Year" when more than 500 guests filled the show auditorium of the **Revesby Workers Club** on October 22 for the "Night at the Races" theme.

In its 11th year, it was the first time that the **ACE Awards** had been held away from **Canterbury Hurlstone Park RSL Club** and the first time the organising committee, headed by **Chairman Craig Fantom**, used an online voting format to decide the winners in 24 categories.

"With change, comes lots of new ideas and some resistance but I think the night proved to be an absolute success and **Revesby Workers Club** did a superb job," **ACE Awards Committee** member **Shayne O'Leary** said of the event.

**Fiona Gage** was producer for the "Night at the Races" and she put on a spectacular show ... the room jumping to the racing theme, surrounded by horse racing and crowd scene backdrops - even a life-size horse - and tables decked out in satin racing colours with each seat a different coloured satin sash and matching napkin.



Guest presenters **Lucky Starr** and **Frank Ifield**.

**Explosive Minds** hosted the event and kept the audience thoroughly entertained, at one point pulling **CMAA Federal President Bill Clegg** on stage later in the night for some audience participation.

The entertainment kicked off with three, multi-award winners – **Stephen Fisher King**, **Adam Scicluna** and **Neil Hanson** - performing "I've Got the Ace Right Here in my Hand" from **Guys & Dolls**, followed by **The Fiona Gage Dancers** with "The Long Shot" and the stunning **Deanna Vitaliangi** who spectacularly performed "Luck be a Lady". It's hard to believe that **Deanna** won "Best New Talent" just last year. Comedian **Greg Hayes** had the audience in stitches with his race call and impressions of many celebrities, perfectly matching the night's theme.

**ClubsNSW Executive Manager, Member Services and Marketing Anne Fitzgerald** presented the ACE "Lifetime Achievement" Award to **The Wiggles**. **Paul Field** and



Australian music legend **Brian Cadd** stole the show.

Deanna Vitaliangi wowed the audience after winning Best New Talent last year.



**Morgan Crowley** accepted the award on behalf of the internationally recognised and successful group as a video presentation documented **The Wiggles'** many achievements, including outselling some of the global industry's biggest rock bands and solo performers.

**Bill Clegg**, **CMAA Federal Secretary Allan Peter**, **ACCM**, and **Executive Officer Terry Condon**, **CCM**, also attended the event, presenting awards in categories jointly sponsored with **Tooheys**.

**Leigh Archer** opened the next segment, singing a power-packed "Playing to Win" with the **Fiona Gage Dancers**, followed by master magician **Timothy Woon** and **The McClymonts**, who won "Country Group of the Year".

**Dave Stephens** and **The Fiona Gage Dancers** then exploded onto stage with "Dancing Fool" with Dave backflipping and singing his way around the stage.

Aussie music statesman **Brian Cadd**'s performance behind his piano stole the show, performing as only he can.

**Belinda Marks** and **Mike Mathieson** produced a spectacular and fitting finale with "The Cup of Life".

Guest presenters included **Toni Stevens**, **Frank Ifield**, **Lucky Starr**, **Ross Maio**, **Peter Kaye** and **Mark Loyd**, who has produced most of the **ACE** events.

After a decade at **Canterbury Hurlstone Park RSL**, the **ACE Awards Committee** has decided the event will be moved annually to offer clubs the opportunity to host and present club entertainment's showcase event.



The McClymonts live on stage at the ACE Awards.

**ACE Awards Chairman Craig Fantom** acknowledged **Canterbury Hurlstone Park RSL Club's** outstanding contribution ... "The **ACE Awards** would never have arrived at this successful and significant event without **Canterbury Hurlstone Park's** outstanding dedication to supporting us," Craig added.

Craig also acknowledged the **ACE Awards Committee** members **Denis MacNamara**, **Nigel Lampe**, **Debbie Kelso**, **Anita McMillan**, **Diana Bailey** and **Shayne O'Leary**.

For more information on the **2008 ACE Awards**, go to [www.aceawards.com.au](http://www.aceawards.com.au)

## 2008 ACE Awards Winners ...

Covers Band – 2 or 3 Person	Dean O'Leary
Covers Band – 4 or more Person	The Shy Guys
Technical Support	Blacktown Workers
Accompanying Band	Western Front
Children's Show	Hi 5
Lifetime Achievement Award	The Wiggles
Country Female Performer	Melinda Schneider
Country Male Performer	Troy Cassar-Daley
Country Group/Band	The McClymonts
Original Music Performer	Guy Sebastian
Original Music Group	Thirsty Merc
Best New Talent	Robert Jeffrey
Solo Piano/Vocal	John Watson
Solo Guitar/Vocal	Chris Connolly
Vocal Group	The Robertson Brothers
Sight Act	Darren Carr
Showband	The Delltones
Tribute Show	Forever Diamond – Peter Byrne
Versatile Variety Act	Darren Carr
Variety Production Show	Italian Delight – Joey Fimmano
Comedy Act	Paul Martell
Female Vocal Performer	Karen Beckett
Male Vocal Performer	Adam Scicluna
Most Outstanding Club Performer of the Year	Guy Sebastian

# Lynwood's future as rich as it's Kellyville

By **PETER SHARP**,  
CMA Magazine Editor

Sandra Greaves now knows exactly what "TC" was talking about all of these years.

Sandra is the General Manager of the new Lynwood Country Club golf course at Pitt Town, 50km to the north-west of Sydney's CBD.

"TC" is, of course, CMAA Executive Officer Terry Condon, who hired Sandra in 1985, when he was Secretary Manager of the Kellyville Country Club. Sandra worked as a casual behind the bar, but Terry immediately saw the intelligence and capacity to handle a challenge in the New Zealand-born girl. Like other club managers in those days, Terry helped build Kellyville Country Club's 18-hole - then 27-hole - golf facility, Mungerie Park, with his hands.

"TC told me about how hard he and the staff worked to get Kellyville started and I've heard many stories about sales representatives calling, only to find him out on the course on a mower, working in bunkers ... making sure everything that could be done was being done," Sandra said. "Moving from Kellyville to Lynwood has been an amazing experience and challenge ... I now have a much clearer picture of what Terry went through and took on - it was an amazing result for us to have arrived here after such a fascinating journey."

Pitt Town is one of five towns established by Governor Macquarie in 1810, while Lynwood takes its name from historic Lynwood House, a colonial-style house built around 1814 and located on the course property. Lynwood opened for club business on



*Lynwood Country Club General Manager Sandra Greaves in front of the new course development works at Pitt Town.*

October 1, when the last of the paperwork from Kellyville was moved into filing cabinets at the impressive new premises.

Work started on the golf course in July 2007 and it won't be in action until next February with Construction Manager Vince Flemming, who does a lot of work for Greg Norman's course design company, overseeing the process.

The 93-hectare (230-acre) setting is spectacular, with sweeping clubhouse views to the north-west of rolling fairways and water areas leading to a natural wetland ... it makes a golfer's heart skip a beat. Right now, the development work is as vast as the vista, but things are moving quickly.

"A bit of rain over a week, about now,

would be perfect for the course," Sandra says as she greets Vince, who has just enjoyed lunch in the clubhouse and is headed back to an afternoon of implementing the master plan for the 18-hole, 6,400-metre, par-72 layout.

Designed by Graham Papworth, of GNP Golf Design, and constructed by Mark Parker Golf, the links-style layout takes advantage of natural features. Every tee and green is visible from the colonial-style clubhouse verandah with views to the Blue Mountains.

TC's connection to this tale of Lynwood's evolution is that he was Kellyville Country Club's first Secretary Manager and the original Mungerie Park course.



*Lynwood Country Club General Manager Sandra Greaves with Assistant Manager Carmen Kerr.*



*A prophetic phrase, perhaps ... Sandra Greaves with a cleaner in the days just before Lynwood Country Club opened for business.*

# heritage

As with a lot of club career stories in those days, Terry had no connection to club management, except for the fact that he was running the quickly growing Australian Postal Institute (API) Rugby League Competition and it was looking for a permanent venue, rather than compete for grounds in the city.

The API paid farmers Ian and Robert Scharke \$31,060 for the land in May, 1969. It was everything they were looking for.

Terry's workload increased as the league comp went from strength to strength. Despite his lack of club management, Terry's API bosses recognised his organisational and interpersonal talents and, in 1974, decided he was the man to run the new club.

"I was spending so much time organising the football that the API bosses reckoned I could run the club and the sports side of things at the same time," Terry said. "I had no idea what I was getting myself into, but I loved every minute of it and getting into clubs was the best thing that ever happened to me."

Long days and long weeks working on the course, in the office and in club were Terry's introduction to the club "game". "If I wasn't behind the bar, or in the office, I was on the course helping the boys cutting grass and developing the course ... it was busy, but I loved it," Terry added.

The API Club was registered on June 1, 1970, and Terry opened the doors of Kellyville Country Club in September, 1974, with William Spratt as its first President. The club was developed as a sporting and recreational complex with plans for a swimming pool, tennis and squash courts, bowling greens and, of course, football fields.

"The club was the inspiration of foundation Director Kevin Burgess and was the perfect venue for API members – Postal Institute or Post Master General employees," Terry added.

Mungerie Park Golf Club was next door to Kellyville and Terry, ever the entrepreneur, welcomed the golfers to his club after their rounds ... even hosted their presentation nights.

In 1981, Lucas and Tait sold Mungerie Park to the NSW Government, which called a tender to lease and operate the course. The API Club won that tender. TC, now, was in the golf business as well as running the API Club and the league competition.

Soon, there was more land for the



*Sandra Greaves behind the bar at Lynwood Country Club.*

course and Mungerie Park Golf Club became part of Kellyville Country Club. There was a course redesign in 1983 to take advantage of the extra land and bring the golf course operation closer to the main clubhouse. The "new course" opened in 1984.

The API club's 25 acres was playing fields for various football activities, but teams moved to Hills District venues, so the API club Board quickly saw this new direction was directly linked to golf.

The Board initiated another expansion for the golfers to start and finish at the clubhouse, with the league fields converted to add an extra nine holes for a 27-hole layout. The final Mungerie Park layout came into play in late 1989 and membership growth accelerated further.

The API relinquished its interest in the club in 1991. Five years later, Kellyville Country Club paid \$1.75 million for the API's 25 acres, including the clubhouse, car park and four holes.

It was about that time that Terry, who had been very active in the CMAA, took on the role of the Association's Executive Officer - just two weeks short of serving 22 years as Kellyville's Secretary Manager. Terry's contribution was so significant that he was honoured with Life Membership in 1977.

"I had a great appreciation of how important the CMAA was in the working and personal lives of club managers and, after 22 years at Kellyville, it was a good time and a great opportunity for me to take a new career direction," Terry added.

Terry had no doubt that Sandra Greaves was the right person to take the club into the future and he's proud

of the fact that she's at the helm of the new property at Pitt Town.

"I'm very impressed with what has already been done at Lynwood ... it's going to be a superb golf course and Sandra deserves the opportunity to enjoy what goes with such a beautiful new club," Terry added.

In 2004, the NSW Government resumed part of the leased land to build Ironbark Ridge Primary School, while Kellyville maintained the 27-hole golf course.

At the same time, the Club sold the land it owned and purchased the Pitt Town parcel to build Lynwood Country Club.

Two years later, a large parcel of the remaining land was resumed to build the Rouse Hill Shopping Centre, with the golf course now at 18 holes. More land was resumed to construct a high school and the course was reduced to just 11 holes. Developers took possession of yet another significant parcel in 2007, with the course cut again to its original nine holes.

Finally, on January 31, this year, the balance of the property - except the clubhouse precinct - was handed over and Kellyville's golf course closed.

Kellyville is now a part of history, but, unlike many modern clubs, Lynwood tees off with a rich history inspired by men such as Governor Lachlan Macquarie, Kevin Burgess, Bill Spratt, foundation Director and current President Bob McMurray and Terry Condon, to name a few.

It's a sign of the times in the Club Industry that a capable, hard-working woman is Lynwood Country Club's foundation General Manager.



## Geoff's team keeps building membership momentum

The organising committee of the CMAA ACT Zone hosted its second quarterly meeting at the Canberra Labor Club in Belconnen in late September.

The Committee's hard work over the past year has paid off with a strong show of support by Zone members and Club Industry trade representatives, with some travelling from Sydney.

Zone President at Belconnen Soccer Club CEO Geoff Long, ACCM, told the Zone Meeting that he remains positive and enthusiastic about the way the Committee has gone about reviving

interest in the Zone and the way this work has been received.

Geoff has pledged that he and his committee would continue to grow the participation of local members by offering quality education seminars and networking opportunities at all future meetings.

CMAA Education Manager Ralph Kober made the trip south to present the Head Office Report.

Following the Zone Meeting and networking drinks, Geoff introduced Guest Speaker David Pembroke, who

spoke during the luncheon. David, Managing Director of the Content Group, is a journalist and spokesman for the ACT Brumby's Super 14 Rugby organisation.

David produced an outstanding presentation around how the use of motivation and communication has rocketed the Brumby's to one of the genuine forces in Southern Hemisphere rugby.

David supported CMAA Communication Services Manager Peter Sharp during the CMAA-ClubsACT media workshop in early September.

CMAA ACT Zone members interested in participating in future zone meetings and events are invited to contact Geoff Long on (02) 6259 9900.



ACT Zone Meeting Guest Speaker David Pembroke, the Managing Director of the Content Group.

## Club Plus finds new home

**Club Plus Superannuation** has relocated its headquarters to 66 Hunter Street, Sydney. The CMAA Sponsor partner organisation's **Head of Member Services, Charlie Sala**, said **Club Plus** made the move from its former Sussex Street on October 7. Charlie said that address and landline contact details have changed and he requested that all clubs and any employees already dealing with Club Plus take note of those changes ...



### Club Plus Superannuation

**Office:** Level 11, 66 Hunter Street, Sydney. NSW 2000

**Postal:** P.O. Box 3774, Sydney. NSW 2001

**Office Phone:** 02 - 9376 9400

**Member Services Hotline:** 1800 680 627

**Fax:** 02 9231 6955

**Website:** [www.clubplussuper.com.au](http://www.clubplussuper.com.au)

### Charlie's details ...

**Office Direct:** 02 - 9376 9418

**Mobile:** 0423 212 424

**Email:** [clubpluscharlie@bigpond.com](mailto:clubpluscharlie@bigpond.com)

# Mates hit the road to repay a friend in need

**Paul Matthewson** has spent a "lifetime" on the road attending to the needs of club managers across NSW. Last month, those same club managers caught up a few kilometres when they converged on Mudgee to repay a few favours.

**CMAA "champions" Paul Gordon, Chris Chapman, Jamie Gallen and Phil Wheaton** joined forces with **Konami Australia's Larry Mason** and **Club Mudgee's Angela Martin** to organise a benefit event for Paul and his family.

More than 65 club managers and industry trade representatives traded shots and jibes during a social game of bowls at **Club Mudgee** to kick off the social activities.

**CMAA Executive Officer Terry Condon, CCM, and Communication Services Manager Peter Sharp** headed west to join another 150 guests for dinner, entertainment and an auction with **Konami sales executive and former Balmain Tigers and New Zealand rugby league international Gary "Whiz" Freeman** at the helm of the fun and fund-raising.

"Whiz" had plenty of fun with former football sparring partners **Paul "Nobby" Clarke, Mark Brokenshire, Joe Milthorpe** and **Balmain champion Hal Browne**.

"TC", **David Cassidy** and **Joe** showed previously concealed vocal talent with **Shane Teimaiki** to warm up the crowd before **Jamie Gallen** produced a Herculean effort with microphone and gavel, raising more than \$50,000 in an auction of items donated from far and wide, including the remarkably generous **Maxgaming executive John Newson** and his wife, **Ruth**.

Earlier this year, **Paul Matthewson** was diagnosed with a form of bone cancer and recently started chemotherapy. **Paul's** wife, **Lyn**, suffers from Multiple Sclerosis and also requires ongoing treatment.

But the much-loved country couple put their challenges to one side as friends and colleagues and partied hard and dug deep to ensure **Paul** and **Lyn** have a healthy fighting fund to meet the medical costs.

In the end, the generosity extended to more than \$70,000 and **Paul** told the gathering that he and **Lyn** were taking life and their situation one day at a time, but he was ready for the battle.

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# Forum hits spot as Jamil farewells Zone

The setting was idyllic, the mood congenial, the seminar enthralling and the food and beverage sumptuous at the recent Inner West Zone Meeting and seminar at Sydney Rowing Club in late September.

The Inner West Zone continued with its goal of trying to attract more members to meetings via quality seminar topics and this event was no different.

The seminar, *"Survival of the Fittest"*, comprised a panel of Peter El Hassan from Wests Ashfield, former Canterbury Bulldogs CEO and champion player Steve Mortimer with Commercial Caterer Con Dedes was facilitated by outgoing Zone President Jamil Chalhoub.

Each panellist provided the 60-member audience with their take on what they believe clubs need to do to survive the onerous business and compliance-laden environment imposed upon them in these challenging times.

Steve Mortimer was passionate about how much the Government undervalues the club movement in developing young people and, as a result, that it should be more aware and accommodating to the club movement.

Other issues centred around club offerings, customer service and business continuity.

CMAA Education Manager Ralph Kober delivered the Head Office Report and thanked outgoing Zone President Jamil Chalhoub, the former Canterbury Hurlstone Park RSL Club Assistant General Manager, for his commitment and enthusiasm in leading the Zone in recent years.

The Inner West Zone Christmas event with a luncheon cruise is on Friday, December 5.



# Watsonia RSL embraces brave, new business



Watsonia RSL Club General Manager  
John Stack.

By KATIE CINCOTTA

Overhaul seems to be the “buzzword” of the day. You’ll see the trend in action across the television – obese Aussies shedding weight in *“The Biggest Loser”*, ugly ducklings going under the knife on *“Extreme Makeover”*, and humble backyards transformed into sanctuaries on *“The Outdoor Room”*.

Clubs, too, are embracing the nip’n’tuck movement in a bid to rejuvenate tired premises and excite patrons with top nosh and family-friendly surrounds.

Watsonia RSL Club is the latest club in Victoria to get a shiny facelift, designed by renowned architect James Sadler.

A flowing floor plan, upmarket design palette, retro-inspired furnishings and cool lounge music announce this 21st century RSL club.

No longer reserved for “secret men’s business”, the stomping ground of veterans now welcomes females, families and youth to its plush cafe lifestyle setting.

Even the members’ lounge has moved up a notch with big screen live sport from Fox and a bistro menu.

Driving the sub-branch’s revival is club manager John Stack, who celebrates 10 years at the helm, with a healthy new look himself – having shed some bad habits to lose 7 kilograms.

The change couldn’t have come at a better time for a man in charge of a critical business shift that has propelled

the north-east Melbourne club into the future, with a modern dining and entertainment offering.

But this is not style without substance.

The club’s strategy has been to diversify its business, reducing its reliance on gaming in an era where ongoing legislation has diluted poker machine profits.

With Victoria to make the transition to owner-operator gaming in 2012, and still no clear details of costs from the Government, Watsonia RSL Club is scaling back its gaming revenue to a third of its total business.

“Many clubs in Victoria are running at about 60% gaming,” John said. “Under our new model, we’re running 60% food and beverage, and 40% gaming and we want to shift that down even more to 35%. We think that’s achievable by mid-2009.”

In 2006, Watsonia RSL Club spent \$2.8 million to add an upstairs function centre, which has been a huge success, delivering 40% growth from year one.

This final F&B renovation cost \$1.3 million, creating a central café, restaurant and al fresco zone, and ending a 24-year catering lease.

John says it was time for food to rise and shine, with the club appointing Executive Chef Michael Torchia, a former chef from Jean Jacques who recently returned to Australia from Sweden.

“The only way we could see going forward was to take away the caterer and have control of the whole business,” John added. “We gutted the 30-year-old kitchens completely and put in a new layout from delivery to preparation to service with a central dish-washing area. Our goal was to

become a destination dining venue.”

John found inspiration for the renovation from the CMAA’s 2008 trip to the 81st World Conference on Club Management, in Florida, the ICE gaming exhibition in London and the food scene in New York and Las Vegas.

“What we saw convinced us we were going in the right direction,” John added. “The American market is a good litmus test for us.

“The Californian chefs have taken over food at the casinos and now you can eat at the bottom, the middle or the top – years ago it was just the \$10 buffet.”

The new food focus across gaming is in full swing at Crown Casino, which has recently invested in international chefs and franchise operators such as Nobu.

For clubs, the changing food landscape is also about breakfast.

Since gaining a new 8am licence, Watsonia RSL Club has developed a loyal coffee crowd in just four weeks, serving 90 breakfasts on a Sunday morning – triple its expected trade.

“There is a breakfast market out there if you’re brave enough to go and grab it,” John says.

Technology also is part of the club’s new direction, with a wireless Palm Pilot ordering system enabling waiters to streamline service.

“The days of queuing are finished,” he said. “It’s about a total al la carte experience with orders for food and drinks at the table. It’s giving us the ability to sell on and sell up.”

Biometric technology now requires staff to sign in and out via their fingerprint – which has helped the club transition from 55 to 85 staff members and gain efficiency.





During the 12-week renovation period, the club tested the new-tech devices in the member's section, giving them time to master the new systems.

Now, five weeks since the club opened with its fresh new food focus, budgets are up by 20%, the demographic has expanded to include a new younger crowd of women, families and businessmen and trading times are stretching beyond the traditional 12 to 2pm and 6 to 8pm sessions.

"It's about giving a total eating experience, so that whenever the client is in the venue there is something fresh, ready to go," John said.

"You can have a snack, a breakfast, a coffee or a late meal. Now, instead of meal services finishing at 8pm, people are still here at 9pm to 9.30pm."

Things are tracking well, but with his new-found love of walking, John Stack isn't ready to sit down, just yet.

Over the coming months, Watsonia RSL Club will merge with Bundoora Bowling Club, giving it 103 gaming machines in the lead-up to the new gaming licence application process – with the bowling club unable to remain independent since the duopoly ended.

"With only 20 EGMs, they believed they would get lost in the 2012 kerfuffle,"

John said. "And it allows us to reach out into the community further and give the RSL a bigger footprint with a new market."

For this veteran "clubbie", the philosophy is simple and it's one that will resonate with the RSL's founding servicemen and women – onward and upward.

"It's time in 'clubland' for us to step up and be a bit brave ... change the food style, change the service times and make sure we've got what the customer wants 24/7," John added. "You've just got to hold your nerve, believe in the journey and take it."



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# Cootamundra Bases 'secret' is out

*Cootamundra Bases* is a name respected within the hospitality and gaming industry for quality poker machine bases, having supplied products for more than 20 years.

*Cootamundra Bases* has changed its name to *Cootamundra Furniture, Joinery and Bases* - bigger, better and with more variety of products.

*Cootamundra Furniture, Joinery and Bases* Managing Director Trevor Kitchin said the name change and increase in the product range was due to customer demand. "We have rebranded the business and changed the name to reflect what we really do," Trevor said. "We have high standards with everything that we produce, modern manufacturing processes, highly skilled craftsmen and we only use the finest quality materials. We needed our logo and name to reflect this. Our regular customers were asking us where they could source cabinetry, such as concession counters, to match their bases. They were also looking for other joinery for their venues so the extension

of our product range has come from satisfying customer requests."

There is no such thing as a standard concession counter, so all *Cootamundra Furniture, Joinery and Bases* joinery is custom made to suit the venue. The product range includes bars, privacy screens and commercial kitchens. The most popular new



product is the TAB Racewalls, built to TAB specifications. The TAB walls are essentially an extension of the joinery that *Cootamundra Furniture, Joinery and Bases* is renowned for. Country customers are able to have their TABs measured and installed, all as part of the service.

Trevor said that due to the company's vast experience and quality product, *Cootamundra Furniture, Joinery and Bases* is the preferred supplier to many of the architects, project managers and building companies that supply the Club Industry. "These guys know that we are reliable and our products can be moved throughout the venue time and time again, and look as good as the day they were first installed," he added.

*Cootamundra Furniture, Joinery and Bases* also has developed a base for use outdoors. Made from marine-grade materials, the base will stand up to the test of all weather conditions. To complement the outdoor bases, is a range of teak commercial-grade furniture that requires minimum maintenance and is perfect for outdoor areas. "Again, responding to customer needs, we have developed a contemporary range

of commercial teak furniture for smoking decks, outdoor rooms and areas," Trevor said of the product range increase. "We had a great response at the recent Australasian Gaming Expo and hope to see hospitality venues take up the furniture designed specifically to suit their needs."

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# The Global Financial Crisis – What Next?

By GREG RUSSELL

Partner, Russell Corporate Advisory  
a CMAA Sponsor Company

It's fortunate that the Club Industry is well acquainted with dealing with problems. In the 16 years that I have focussed on this industry, there has always been a challenge on the horizon. We have faced the incredible burden of increased taxation rates, we are dealing with the total smoking ban and interpreting what constitutes an outdoor area.

We have faced the first significant financial downturn in 13 years. To put the cream on the cake, we now have an unprecedented world financial crisis, assuming we ignore the "Great Depression" of the 1930s.

What's next? It is quite an irony that one of the biggest drives for the world financial crisis is the speed at which information is passed when, in fact, access to current and relevant information is the key to managing and protecting any business, particularly a registered club. Whether you sit at the next desk, or on the other side of the world, it makes no difference to how on it takes to get information.

So, what is the impact of the world financial crisis? In many respects, the impact will be driven by individual sentiment which is often influenced by a few leaders on the issue. The value of shares on the stock market is driven the same way.

So, if you want the impact of recent financial crisis to be negative, then talk about it that way. Obviously, talk is cheap, but with the speed at which information passes, the snowball grows quickly. In the "old days" before email, it took an apple about three days to become an atomic bomb inside an organisation. Today, it can



Greg Russell

happen in a matter of hours.

Leaving the philosophising about the issue to one side, the effects which are now in place and which cannot be avoided are:

- The impact on self-funded retirees. Obviously, with the reduction in share prices and the reduction in earnings there will be a reduction in the disposable income available, which will impact on discretionary spending
- The impact on families with mortgages may go either way. If they are paying off a mortgages, the indications are there will be further interest rate reductions and therefore they will have more to spend
- People are more cautious with spending ... we have seen that already. But, when there is uncertainty the easiest thing to do is nothing, and to hold on to cash or reduce debt, and we are seeing the impact of that already.

For clubs and club managers, it

means that those who were thinking of retiring may have work a few more years. And for those who have no thoughts of retirement, they will certainly have to work harder to make their club as strong as possible. The financial crisis is one of many issues that we have to face. We have changing lifestyles, changing demographics as a county, a changing climate and a changing competitive landscape.

There is no doubt that the future for any business can only be assured through hard work and truly offering the best products and services that you can. You must have relevant, current and accurate information at your disposal to make decisions in an appropriate and informed way.

Many clubs are struggling to survive, and many clubs will close. To be precise is difficult, but there is no doubt that it will be in the hundreds.

Those clubs were going to close in any case, independent of the world financial crisis. Yet, other clubs prosper. We have clients who still enjoy significant growth. Why are they different? The short answer is they have been planning for these times and preparing their business and the have the best available information.

Amalgamations, while theoretically being simplified to encourage their occurrence, will not be a wide-spread phenomenon.

Our latest product at **Russell Corporate Advisory**, "*Business Intelligence Management*" is a process to help clubs use the information they have at their disposal. It may be of some help to clubs to sort thorough the mass of data that is available to get to the information that can make a difference.

## Victoria opens Keno applications

The Victoria Government has started a key stage in restructuring the Victorian gaming industry. The Government, in mid-September, invited Registrations of Interest (ROI) for a post-2010 Keno Licence. Applicants will be short-listed and invited to apply for the licence. Gaming Minister Tony Robinson said this was an important stage in Victoria's gaming industry reforms, announced in April. "We have established Keno as a stand-alone licence and opening it up to competition for the first time, which will allow it to be fully developed as an alternative entertainment option for Victorians," Mr Robinson said. "Our reform of the gaming licensing process is on track." Keno is offered in approximately 300 clubs and hotels in Victoria that are approved gaming venues.

The Victorian gaming industry reforms include offering Keno as a single, stand-alone 10-year licence through a competitive licensing process with the potential to extend Keno to hotels, clubs (with full club and restricted club liquor licences) and wagering outlets that express an interest. The Gambling Licences Review (GLR) is focusing on the wagering licence ROI - released later this year - and gaming machines arrangements legislation to be tabled in Parliament. Mr Robinson said the probity and integrity of the GLR process is paramount, with the Review subject to two levels of monitoring. "Both the Independent Probity Auditor and the Independent Review Panel provide the highest levels of oversight and transparency to the licence process," he said. Potential applicants planning to register their interest should go to the Victorian Government Tenders website - [www.tenders.vic.gov.au](http://www.tenders.vic.gov.au)

# Lola's legend rolling along at South Toowoomba

By HENRI LACH

"Legend" is a word often used when we pay tribute to captains of industry.

Lola McNab is a woman who shrugs off that accolade, but many would agree that she is deserving of such a tribute - and more.

At 61, Lola is arguably the Club Industry's "elder stateswoman" in Queensland.

She also carries the distinction of serving the same club for the past 30 years.

Lola put in the first decade as a casual employee, then the next 20 it was a decision she would be thankful for in ensuing years.

Lola's charge is the South Toowoomba Bowls Club on Queensland's Darling Downs, described not without accuracy as "the smallest club in town".

With a combined membership of under 1,000 players and social members, plus a bank of 24 gaming machines, it's

hardly a serious competitor to the big Toowoomba City Golf Club, just a few kilometres down the road.

But, like small clubs everywhere, this bowls club has its regular supporters who appreciate the laid-back atmosphere and quiet surroundings.

They also come for the good beer, according to Lola, who prides herself on the quality of her club's brew.

"Lots of beer drinkers reckon it's the best beer in town," she said. "It's all about making sure the pipes are kept clean."

Beer quality is not the only thing that has pre-occupied Lola during her long tenure.

She has remained determined to keep her club viable and relative to changing times.

Lola recalls how, back in the '90s, she had a battle to convince some members to accept gaming machines



*South Toowoomba Bowls Club Secretary Manager Lola McNab ... 30 years with the same club.*

as the way of Queensland clubs' future.

"A lot of the committee and the members were against the pokies," she added. "They finally voted for them at an AGM and we put in nine machines."

Recent renovations - and the addition of a separate gaming area - have allowed Lola to upgrade the machine total from 14 to 24.

In 2004, Lola set the club's conservative membership element on its collective ear when she won the vote to put on a show by the Sydney-based male strippers who perform under the stage name "Hotshots".

"The place was packed out ... and we drew a young crowd, which is what I wanted," Lola recalls.

The success of that evening prompted her to organise a return performance by "Hotshots" in August, this year.

This time, there was only muted protest from some of the committee and the evening was another resounding success.

"Young ladies turned up who didn't even know the club was here," Lola said with a smile.

Conservative, diehard committees and presidents have been the bane of Lola's existence over the years, including one president in 2000 who was determined to have her replaced by a male manager.

Lola survived, thanks to the intervention of the CMAA's Industrial Relations team, headed by Senior Advocate Peter Cooper.

On a self-satisfying side, Lola recalls one occasion when another hostile committeeman, who was in favour of getting rid of her, rang her while she was on holidays to come in and help out with a problem.

"I said to him: 'Why should I come in and help you?' and he said, 'I've got to apologise to you'," Lola said.

Her problems with the committee

## Kogan girl refuses to be defeated

Lola McNab is a product of Queensland country, instilled with a strong work ethic.

She hails from the tiny township of Kogan, west of Dalby, where her parents ran a general store.

Blink and you've missed it ... because, apart from the general store, a hotel is the only other commercial building in Kogan.

Toowoomba was "the big smoke" in Lola's world.

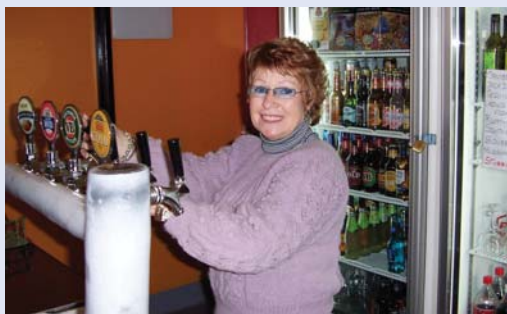
A job with a major hotel in the city put her on the path to a career in the hospitality industry.

With three children to support and a failed marriage behind her, Lola worked two jobs to support the family - one in the hotel and as a casual on weekends and some nights at the South Toowoomba Bowls Club.

She took the full-time Secretary Manager's job at the club without hesitation when it was offered.

She soon realised that she'd walked into a men's world.

The constant skirmishes with



committeemen and presidents almost made her throw in her job on a number of occasions.

But this pocket-sized dynamo was determined not to be put down.

"What annoyed me was that the men would get together in secret and try to make decisions without me," Lola said.

"I never used to swear before, but I soon learned to.

"They just wouldn't listen to me until I started swearing and throwing things."

And, what does the future now hold for Lola McNab?

"I'm too old to take on another career ... and I've been here too long ... they'll have to sack me," she said with a cheeky smile.

factor are not restricted to personal issues.

"Every year, it's the same at the AGM ... there's a big fight about everything," she said. "They think they can get on the committee and do what they like. They don't realise that clubs have to follow strict rules."

The anti-smoking legislation was a case in point.

"Some of them just tried to ignore it," she added. "I had to battle to have non-smoking areas installed."

She has respect for the current President, ex-banker manager Rod Hancock, who was re-elected this year for another term. "Rod's the sort of bloke who wants to get things moving ... get things done," she said.

Despite its small stature, the South Toowoomba Bowls Club is in a very solid financial position, situated on 1.5 hectares of free-hold land in a prime residential area of Toowoomba with an unimproved value of about \$1.5 million.

It has no debt and membership is increasing, gradually.

The club has a low-key marketing



*Lola McNab hams it up with the boys from "Hotshots".*

theme as "the friendly club".

It's a sales pitch that sits comfortably with Lola.

"I've seen a couple of generations of

people go through here," she said.

"Young people who've been coming here for years come in to show me their new babies."

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# Special fund will lift Easts profile and benefit



The football club's 100-year-old heritage-listed grandstand will be moved to make room for expansion.

By HENRI LACH

A Brisbane club's CEO and Board are on a mission to counter criticism of licensed clubs and lift its own profile by establishing a special fund to aid local volunteer and charitable organisations. Described as a "Proscribed Fund", it will formalise what it, and most other licensed clubs, already do - provide funds to volunteer groups in danger of fading away without their help.

The scheme is a brainchild of Easts Leagues Club Board Chairman Bruce Hatcher, a chartered accountant and partner in a local firm, B.D.O. Kendalls. At a time when club Boards and their members have received a caning from some quarters, General Manager Sharna McLean has nothing but praise for her executive.

"It's a great concept and I'm really happy that the board is going down that path," said Sharna, herself a CPA, who has been at the helm of Easts for nine years.

"It's a fund where we commit \$1 million over five years," she said. "That's basically the tree ... that's the capital component, money that we never get back."

"Each year, we'll contribute \$250,000 - or more, depending on how good a year we have. Some years, we may contribute \$500,000, while other years may be \$100,000."

"And, each year, we'll distribute 75% of that money to the local community."

"At the end of five years, there'll be \$1 million sitting in that fund and that will start to generate interest, which then will be distributed."

The fund will be administered by a Board, independent of the club Board, comprising an independent member

## PM Rudd acknowledges Easts' community contribution

Easts Leagues Club, in Brisbane's south-eastern suburbs, can claim a distinction probably unique in the annals of Australian licensed club history: it has a personal letter of congratulations from a serving Prime Minister.

Prime Minister Kevin Rudd just happens to be the member for the Federal Electorate of Griffith where the club is located.

The letter was prompted by the club's achievements in the *Queensland Clubs Awards* that saw Easts voted "Queensland Club of the Year for 2008".

Addressed to club General Manager Sharna McLean, it reads in part:

*"Donating over \$700,000 to local schools, community groups and charities is such a positive contribution to our society. I am also pleased to hear of your plans to establish a community benefit fund in the coming year."*

*"Those donations and achievements, in addition to your past accolades demonstrate what a valuable contribution Easts Leagues Club makes to our Southside Community."*

*"I would like to extend my warmest congratulations to the members and staff of East Leagues club."*

Never one to hide her light under a bushel, Sharna has had the letter reproduced into a huge placard that graces the entrance to the club's TAB facility.

A banner proclaiming the club's status as Club of the Year has pride of place in the dining area.

Mr Rudd's public appreciation of the work the club does for its community and how it spends its revenue is somewhat at odds with his controversial and inflammatory claims that "he hates gaming machines".

Is this a conversion of Biblical proportions, up there with St Paul's on the road to Damascus?

The Club Industry certainly hopes so, and its members will be carefully watching who votes which way when questions of gaming and associated issues are debated on the floor of the Federal Parliament.

- HENRI LACH



Sharna McLean with the letter of congratulations from Prime Minister Kevin Rudd.



# community

who is a barrister, the club Manager, the Board Chairman, and two others.

The fund has Australian Tax Office (ATO) approval.

"We've set up an application process and we'll call for applications in early 2009, then annually from then on," Sharna said.

The application criteria is that applicants must be non-sporting and not receiving any government funding.

"We already contribute about \$700,000 to \$800,000 a year to sport," Sharna added. "The good thing I like about this scheme is that it will help the grass-roots, not-for-profit organisations that are truly run by volunteers.

"They also have to be in the local community - around this area and not, for instance, from the north side."

Sharna believes other clubs should follow the Easts lead and formalise their commitment to their communities.

"It's difficult to get the message out to people as to what you actually do, she added. "The proscribed fund will be a good vehicle to let the public know what we're doing.

"It's in black and white, telling them that the funds don't go outside their community."

Like her contemporaries these days, Sharna bemoans the fact that never a week goes by without some sort of



*Easts Leagues Club  
General Manager Sharna McLean.*

negative story about gaming machines appearing in the national press.

She sees the fund as a positive step towards offsetting the dismal reports.

"We've already had some good publicity about the fund in the local papers," she said.

Meanwhile, Easts Leagues Club is gearing up for a major extension and refurbishment.

Plans are already with the Brisbane City Council for the project, which is likely to cost between \$10 million and \$12 million.

Sharna expects work to begin early in 2009.

The plans include extension of the gaming area to house another 70

## Northern Exposure

gaming machines to bring the club's total to the ceiling of 280.

"We were lucky. We got approval for the additional machines just before the current moratorium on new machines kicked in," Sharna said.

A new function area will be added to cater for a growing market, particularly among the large Greek community in this part of Brisbane.

"Word has spread that we do a good job of catering and we've become a popular venue for Greek weddings. We get follow-up business with Greek christenings later," Sharna said with a smile.

A revamp of the foyer area and administrative offices also is planned.

The football club's heritage-listed 100-year-old grandstand will be moved to a new site where it will resume its intended function as it makes way for the club extensions.



*Easts Leagues Club ... multi-million dollar extension planned.*

## CMAA 2008 Diary

Day	Date	Meeting	Venue	Zone
<b>NOVEMBER</b>				
Thursday - Sunday	06 - 09/11/2008		Sheraton Mirage Resort, Gold Coast	Leagues Club Association Annual Conference
Monday	10/11/2008	07:30	Sandhurst Golf Club	Victoria Zone Golf Day
Tuesday	11/11/2008	10:00	North Beach Bowling Club	Mid North Coast 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	St George 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	North Haven Bowling Club	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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*Tooheys NSW Regional Director Matt Tapper (right) presents Director of Trade Relations Doug May with the "Enabler of the Year" award at the Lion Nathan "Night in the Keg Hall" celebration at the company's Lidcombe brewery last month.*

## Lion Nathan introduces "natural" certification for range of beers

**Lion Nathan** unveiled its "Natural Beer Promise" Brewed in Compliance stamp to guarantee the all-natural content of their beers at the **Tooheys Brewery** on September 25.

The initiative was announced to 650 **Tooheys** customers, including club managers, hoteliers, liquor store managers, trade partners and **Tooheys** employees.

The label certifies that the beer contains only five ingredients - water, malted grains, yeast, cane sugar and hops.

Beer brands **Tooheys Old**, **Tooheys New**, **XXXX Gold**, **XXXX Bitter**, **West End Draught** and **Swan Draught** will feature the stamp on the label.

An over-the-bar presentation included explanation of the new labelling and the upcoming brand activity.

**Lion Nathan** aims to educate drinkers after a "Pure Profile" national survey revealed that nine-out-of-10 drinkers were unsure of the ingredients in beer.

**Chief Brewer Bill Taylor** added that the new "promise" would appeal to health-conscious Australians without substituting the taste. "Australians are more conscious of what they put into their bodies and we've found beer is no exception," Bill said. "The taste, quality and appearance of these beers hasn't changed. We've simply taken out some additives, improved the way we do

things and gone back to the basics of brewing with only five natural ingredients."

**Tooheys NSW Regional Director Matt Tapper** also announced that **Tooheys Pty Ltd NSW** would trade as **Lion Nathan** as of October 1.

The new name will be consistent around the regional breweries in each Australian state.

The evening also featured staff awards with **Kylie Browne (CBD Precinct)**

"Sales Leader of the Year" and **John O'Neill (Sales Executive Central Western NSW)** "Sales Person of the Year".

**Director of Trade Relations Doug May** received the "Enabler of the Year" award. In presenting the award, **Matt** explained the criteria for *Enabler of the Year* ...

- Has consistently delivered behaviour that, in turn, delivers results
- Lives the achievement culture
- Has modelled behaviour
- Has made "over and above" contribution, that significantly benefited the business
- Is recognised by peers for his/her contribution
- Has consistently strived to make Lion Nathan way for sales, professional selling skills and people practices a success
- Strength in supporting sales people behind the scenes
- Has implemented process improvements to support business performance

**Doug** said he was surprised and delighted to receive this award and, for the first time, appeared genuinely lost for words. **Doug** said that, in what had been a difficult year, he was ecstatic, very proud and humbled to receive this highly acclaimed recognition.



**LION NATHAN**



## Club F&B Summit session stirred plenty of opinion

Thanks to those Club Industry professionals who attended my session during the recent **CMAA Club Food and Beverage Summit** in Sydney.

I've received some tremendous feedback from the session.

My topic, **"New Wine Lists for Modern Clubs"**, certainly proved a great source of debate, with the points still being thrashed out well into the night and over fine wine and good food at Bankstown Sports Club.

The points I presented were topical and controversial because change in wine selection, often, is an afterthought for many clubs.

Making your wine list functional, profitable and - most of all - modern is a task that requires plenty of planning and management.

But, as was proven by those clubs who had made the change, or started to, the rewards for their patrons were showing through.

New members were exploring better dining options within the clubs, in the process of seeking new, contemporary wines.

If you would like a summary of my presentation, please send me an email at [batewine@bigpond.com](mailto:batewine@bigpond.com)



### New release from MadFish

Speaking of modern wines, one of my old favourites has just launched a new, exciting red wine variety.

Western Australia's **MadFish Wines** has launched the newest edition to the **"Gold Turtle"** range, the 2007 **MadFish "Gold Turtle Tempranillo"**.

Tempranillo, often, is referred to as Spain's "noble grape", being the backbone of the country's greatest dry red wines.

Its reputation is built, primarily, upon the ability to produce elegant, silky wines as well as tannic blockbusters - both noted for their longevity.

With such a great affinity for Western Australia's climatic conditions, the fruit selected for this wine ripened well in the 2007 vintage.

**Winemaker Tony Davis** has been working with the Tempranillo variety for several years with vineyard management and grape quality of utmost importance to the final product.

The 2007 **MadFish Gold Turtle Tempranillo** is a limited release, created exclusively for the Australian market and is available for purchase at [www.madfishwines.com.au](http://www.madfishwines.com.au) or contact their distributor on **1800 424 383**.

### History and a working guide to good wine

In the world of wine, **Penfolds** is synonymous with excellence, innovation, and even a little magic.

In 2001, the National Trust of South Australia made the remarkable gesture of listing **Penfolds Grange** as a **"Heritage Icon"**.

As recently as 2004, a single bottle of 1951 **Grange Hermitage** sold at auction for more than \$50,000.

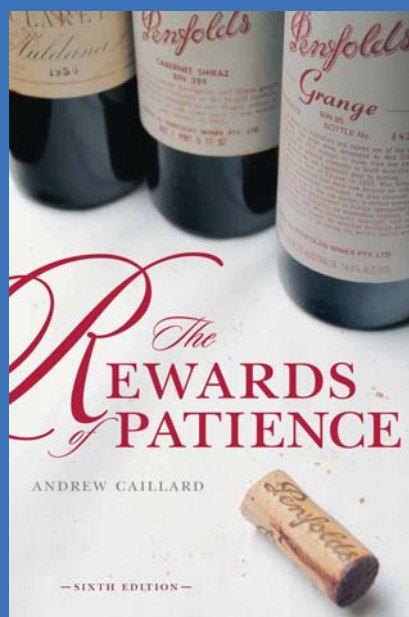
This is the story behind the winery's foundation, its controversial methods of operation and the characters who were determined to break with tradition and produce something unique is a truly inspiring one.

But much more than just a historical tome, this is also a practical working guide to enjoying your own collection of **Penfolds** wines at their drinking peak.

Through the senses of an independent international panel, the fortunes of more than 50 years of **Penfolds** wines were painstakingly tracked and assessed over a special five-day tasting.

Complete with tasting notes and personal commentaries, the results of this event form a central focus of the narrative.

Now in its sixth edition, this is an invaluable companion for anyone who loves good wine and a good story.



*Penfolds: The Rewards of Patience*  
Published September - \$39.95

### White wine season

As we plunge head-first into the warmer months, start looking for the new, fresh 2008 whites to emerge.

One wine I tasted recently, that truly shone with food, was the 2008 **Tintilla "Hunter Valley Semillon"**.

This wine packs a punch with strong depth of flavour and all the hallmarks of typical Hunter lemon and lime characters.

The wine displays so much more depth than many of the young Hunter Semillons we see - a quality that the winemaker attributes to the vineyard.

I drank this wine with a simply grilled snapper and a coriander-based salad ... the combination was superb.

Semillon still has a great place on wine lists, but you'll have to contact the winery to get your hands on it - [info@tibtilla.com.au](mailto:info@tibtilla.com.au)





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