

December 2008 - January 2009 Edition  
Merry Christmas & Happy New Year

CMAA<sup>®</sup> AUSTRALIA

# Club Management

IN AUSTRALIA

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CMAA Federal President  
Bill Clegg with Garry Boyd  
from Paynter Dixon

## Perfect 10s

CMAA celebrates 10-year partnership with  
Paynter Dixon & KMPG at Appreciation Luncheon

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CMAA Federal President  
Bill Clegg with Cameron  
Roan from KPMG

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## PAGE 16&17



Sexism in clubs came under the spotlight some months ago when several prominent members of the Athenaeum Club – an elite Melbourne gentlemen's club – resigned due to a vote to keep women out. This trend is not reflected in clubs across the country employing women in management roles. The CMAA welcomes the value of diverse opinion, management styles, skills and balance. At the recent Club Food & Beverage Management Summit, more than 30% of participants were women. It shows the Club Industry is on track with employment trends ...

## PAGE 20

A permanent cap on the number of gaming machines in Queensland licensed clubs has sent a shock wave through the state's Club Industry. "No-one saw this coming ... we're supposed to have some knowledge of what's happening ... there was no warning about this," an angry CMAA Gold Coast Zone President Steve Condren said. The State Government's announcement in mid-November added further speculation to expectations of a tough 2009 ...



## PAGE 28&29



The Gaming Machine Amendment Bill 2008 was tabled in the NSW Parliament on October 29, passed through Parliament last month and the regulations come into force in January, 2009. NSW Gaming and Racing Minister Kevin Greene said the Bill amendments aim to strike a balance between the need to impose a regulatory burden, ensure gambling is conducted responsibly and ensure the Government's policy objective of minimising gambling harm in the community ...

## PAGES 39-41

The CMDA 2009 Training Calendar features courses scheduled for the Career Centre at Auburn and selected regional and interstate venues. Zones have requested specific courses to be delivered in their Zones at venues and dates to suit the clubs within each Zone. This approach will ensure that more courses will run successfully, meeting the membership's education and professional development needs. The CMDA attempts to make training courses available to all members and will ensure that minimum number requirement per course are met ...



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# Another year of clubs' triumph over adversity

**About** this time last year I was relating to younger managers the issues that surrounded the introduction of Random Breath Testing (RBT) and the dramatic impact it had on business at the time. Like many managers, I arranged meetings with the Local MP to complain about the initiative that was introduced to save lives. While reflecting with the MP that I felt embarrassed that I was even there, he consoled me by advising the local ambulance drivers had been in complaining about a reduction in call-out overtime. It was possibly with this experience that I looked back, more than 25 years later, to see if there was anything to be learnt from that time. As it was then, there was a new Federal Government, interest rates were increasing, we would eventually have "the recession we had to have" and Club Industry trading was down by up to 40%. During the late 1970s and into the new decade the industry had expanded with many clubs just completing, or going through, expansion programs. Many clubs also carried significant debt levels. Could there be anything learnt from that time? As with everything, life was simpler then but, as it is today, there were plenty of opportunities. The simple solution came with the explosion of technology and the progression of the "pokies" into a wider appealing form of entertainment. Who could have predicted 12 months ago that the Club Industry would be challenged on so many fronts over so many issues ... "bring back 1983!" It seemed as if 2008 had just kicked off and the Darling Harbour Conference and Trade Show was upon us. The great support of the general membership and our industry trade partners made the Conference yet another major success. Almost prophetically, the session on the challenges that the racing industry faced with the Equine Influenza still echoes with me. Fortunately for racing, there are levels of Government that recognise the industry's contribution and the rescue packages came – too late, some would say. Any CMAA member who thought they could not learn from another industry's experiences, should think again. As our membership experienced a significant downturn, the Association's core area of training numbers declined in external clients using the Development Centre facilities. While this became a financial challenge, our primary purpose of meeting members' development needs was to work harder to keep pace with the needs in the clubs. A number of new packages were developed and were the true success stories of the year. The Corporate Governance program had significant contributions from CMAA staff and Southern Cross University's (SCU) resources. Clearly, any Corporate Governance education must, in the

process, include Executive Management. The relationship with SCU not only puts this CMAA co-branded program at the forefront of Corporate Governance education in Australia but at the highest level of governance in Europe with results of the pilot program being presented in Brussels, Belgium. Another major triumph during 2008 was the Club F&B Management Summit at Auburn, which proved that even during the most critical times, the need for education remains imperative. The Executive met to review the Strategic Plan and add the bones and structure of the Association, which is now our "heart and spirit" through the CMAA Purpose and Values. It's particularly pleasing that, after input from our stakeholders, the core values that were agonised over have not been challenged. The Behaviour Matrix has been reworked a number of times and remains a living document.

**In NSW**, by mid-year, the new Liquor Act was introduced along with the first significant changes to this legislation in 20 years and the much-anticipated IPART Review. While the club movement has not only always embraced change driven by community expectations, it has initiated change to better their communities and many clubs have been caught up in a re-energised anti-alcohol-driven campaign. The paradox, or hypocrisy, of course, is that all this has been taking place with the introduction of the legislation designed to make liquor licences easier to obtain. The introduction of IPART Report and recommendations is under way and will map the industry's direction for the next decade and beyond. While NSW-centric, it's anticipated that many of the initiatives will be adopted across all jurisdictions as we see a more Federal-based system, particularly with the need for improved Corporate Governance and as the industry moves deeper into consolidation. Queensland experienced strong gaming revenue growth after a full 12 months of smoking bans, while many in the southern states dismissed the Queensland legislation as "draconian". Arguably, the strictly defined legislation may be the saviour for Queensland clubs, whereas, in NSW, managers were left with ambiguous legislation and had to revert to "creative" architecture to reduce the negative impact of smoking bans. The full ramification of the Dubbo RSL Club decision and possible appeal still leaves the issue unresolved after almost 18 months since the total smoking bans were introduced. In Victoria, the Government resolved to end the Tattersall's/Tabcorp "duopoly" of poker machine ownership, allowing clubs – after 2012 - to own and operate their machines, which will allow greater control over their own destiny. This was the position of our Victorian members, supported by the

CMAA, during the hearing process. While the mechanism of the licensing arrangement is yet to be determined, the outcome will be a stronger club sector to the community's advantage. We look forward, as an Association, to providing current and future members with the appropriate education and support as we move towards 2012.

**With** a number of independent Senators taking their seats in the Federal Parliament, the clubs' focus moved from State to Federal politics. With Senator Nick Xenophon and Senator Steven Fielding maintaining a position to have poker machines banned across Australia, a number of Bills quickly came before the Parliament. The campaign of educating the politicians and addressing lies and selective data has been taken up by *ClubsAustralia* and the issues received national exposure during President Peter Newell's address to the National Press Club in Canberra during late October. Everyone involved in clubs around Australia can be proud of the way Mr Newell continues to represent us all. Peter looks in the eye those who would plan and manoeuvre to destroy the club movement – and he makes it clear that this debate will not be determined by their personal agendas. As the focus on political involvement will remain at the national level, it's pleasing that the our industry allies - in the RSL & Services Clubs Association and Leagues Clubs of Australia - are taking a more national role and establishing a greater united front. What can be learnt from the past is that the primary role the CMAA plays in career development and the network of support that it provides to all members has never been more important. The business climate in the early '80s was the genesis of the Career Development Centre we have today. It was club managers who identified that it was up to them to educate and create the support network. As has been highlighted previously, now - more than ever – we must communicate and support each other.

**The Club** Industry was shocked and saddened by the sudden passing of St George Rowing Club President Ray Browne. Ray was a passionate believer in the Club Industry and the role clubs play in the community, which was typified by his involvement with the youngsters and his passion for rowing. A great supporter of the CMAA and his General Manager Tony Lycakis, Ray participated in the recent Corporate Governance pilot program. He is remembered not only for his service to St George Rowing and his efforts to improve the interaction between Board and management.

**On behalf** of the Association's Executive Members and CMAA Staff, I extended best wishes to all for Christmas and 2009.

➤ **BILL CLEGG, ACCM**, is the CMAA's Federal President and General Manager at the Randwick Labor Club in Sydney





# Media Release



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# Clubs continue to step up and meet the challenge

**Despite** the global economic downturn, I'm pleased to report that the recent G2E Las Vegas Tour was one of the most productive and positive yet staged. The venues, education and networking aspects were first class and showed, that even in this most challenging and difficult domestic trading and business environment, that furthering and expanding the professional development base of club managers can only serve to enhance the business capability and innovation opportunities for clubs through their managers. Bursary winners mingled with fellow managers and industry trade executives across the tour schedule, comparing industry trends, facilities and options for the future in some of America's biggest and finest hospitality and gaming venues. G2E in Las Vegas, while, like all industry conferences in Australia, was down numerically but the levels of technology, innovation and service delivery standards has never been higher and showed – as in Australia – what the industry can deliver, even in the toughest of circumstances. Internationally, the industry is suffering the direct effects of the global financial crisis, but no-one is saying that there won't be a correction and a recovery and that the industry, globally, must be resourced and ready for that recovery. Australian club managers, through quality education and professional development, are well equipped and positioned to ride this latest wave of smoking and gaming machine legislation and the industry will again be stronger for facing and weathering these tough times. This study tour reinforced the importance in difficult periods of not "shutting down" information corridors and professional networks that provide so much support and so many trading options and solutions.

**Another** perfect example of that philosophy was the CMAA's Sponsor Appreciation Luncheon at Brighton Le Sands at the end of last month where the Association's strongest supporters came together. Industry professionals who have supported the CMAA over decades choose to maintain that support in the current environment and club managers across our Association reap the benefits of that foresight and generosity through the Career Development Centre at Auburn and the many courses provided across the regional network. President Bill Clegg honoured two of those corporate partners – Paynter Dixon and KPMG – at the luncheon with presentations to recognise their 10-year associations with the CMAA. Both Garry Boyd and Cameron Roan endorsed their companies' relationship

with the CMAA as significant in the strength of their ongoing industry success. We look forward to many more long years of mutual support with all of our corporate partners, including the companies who joined the CMAA team in 2008.

**Back** to the US ... it's interesting to note – in the business turbulence that total smoking bans have had on the Club Industry in Australia – that the New Jersey State Legislature adopted a novel and innovative way to address the gaming revenue downturn in state casinos due to total smoking bans and the economic downturn. The lawmakers reversed the blanket ban to allow 25% of the gaming floor to accommodate smoking. This revision was made to protect the industry from job losses, the demise of industry suppliers and protect the profits of "privately owned" gaming.

**It's good** to report that many clubs throughout Australia, and in particular NSW, have experienced positive returns across all operations areas during the past four months. Although four months of positive growth will not recoup the losses of the past 18 months, at least – if December continues this trend – we will be able to look positively towards 2009. With interest rates being reduced to 4.5% and petrol finally dropping under \$1 per litre level, club patrons and their guests should start to venture out more often. Clubs that have invested in providing outdoor recreational areas where those who choose to smoke don't feel like "lepers", are showing the biggest returns.

**While** it goes without saying that the Club Industry is totally opposed to alcohol-related violence in any hospitality venue – club, hotel, bar or restaurant – it was interesting to note the position of NSW Opposition Gaming and Racing spokesman George Souris on the Government's measures. A State Parliament veteran, Mr Souris said he considered the Government's decision, particularly concerning clubs, was flawed because clubs such as Panthers, Rooty Hill RSL Club and Campbelltown Catholic Club had been caught up in the process. His position was that, with more than 100,000 members and guests daily visiting these venues, many "assault" cases occur due to refused entry outside the venue. While venues report these incidents to protect staff and patrons, they inadvertently push their venue up the BoSCAR list as such cases are reported as "occurring on the premises". He said venues that do not report such incidents

will find themselves outside the top 50 and this loophole could possibly start a trend where such incidents won't be reported to protect the venue's reputation. Damned if you do ... damned if you don't. Mr Souris said that the Premier had taken an opportunity to "rattle his sabre" at the expense of certain venues, hoping to look good despite the inconsistencies and contradictions contained in this ruling. He also questioned the democratic process of the new laws coming into force before the legislation had become law and the Regulation's statutory disallowance period not starting. "It's a sad state that the Government is so willing to govern by media release and let the legislation try to catch up later," he concluded.

### CMAA business hours

The CMAA's Head Office at Auburn will close during the Christmas-New Year holiday period. The office will close at 5pm on Friday, December 19, and re-open at 9am on Monday, January 5. Members requiring services during this period should ring the office - (02) 9643 2300 - and listen to the available options.

**In closing**, my compliments of the Holiday Season to all CMAA members, our generous and supportive sponsors and their teams, Club Industry trade companies who support this Association and its members across 25 Zones. There will be more challenges in 2009, but I'm confident that we, as an industry, are up to those challenges and will emerge stronger and more successful for the experience. Have a safe and happy Christmas.



## NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Monday, March 2, 2009 in the Conference Room – Hall 6 of the Sydney Convention and Exhibition Centre, Darling Harbour, Sydney. Members will receive 10 Activity Points for attending the Meeting and signing the Members' Register.





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# A celebration of friendship, loyalty, history

CMAA Federal President Bill Clegg, ACCM, welcomed 120 guests to the Association's annual Sponsors and VIP Appreciation Luncheon in Sydney last month.

The luncheon is a major event on the CMAA's corporate and social calendar and acknowledges the remarkable support and contribution that the Association's sponsors make to the education and professional development of club managers across Australia.

The sponsors – 31 Career Development Centre sponsors and 15 National Bursary Program sponsors – ensure that the CMAA and CMDA can offer club managers industry-best education and professional development opportunities, programs and facilities at the Association's administration and education offices in Auburn.

Executive Officer Terry Condon, CCM, welcomed luncheon guests to the Grand Roxy Restaurant at Brighton Le Sands, on Botany Bay, before inviting Bill to acknowledge special guests.

Bill, the General Manager at Randwick Labor Club, formally welcomed



guests, sponsors, Association Life Members – Past President Jim Henry CCM, OAM, Past Federal Secretary Barry Stevenson, Peter Strachan ACCM, current Federal Secretary Allan Peter ACCM and Terry Condon along with CMAA Hall of Fame inductees, Federal Executive members and Federal Councillors.

Bill also acknowledged *ClubsAustralia* President and *ClubsNSW* Chairman Peter Newell OAM, Leagues Clubs Association President Peter Hardgrove and LCA CEO Peter Turnbull along with RSL & Service Clubs Association CEO Graeme Carroll.

In his speech, Bill spoke of the bond and friendship of the "loyal and generous" sponsors who have assured the Association's charter and ambition to support and advance the education and professional development of club managers around Australia.

The luncheon also was a milestone for two companies – Paynter Dixon and KPMG – who marked 10 years as CMAA sponsor and Bill presented Cameron Roan, from KPMG, and Garry Boyd from Paynter Dixon with a memento of the occasion.

The CMAA's fellow-sponsors also received a gift acknowledging their ongoing support as Bill concluded the formalities with his wishes – on behalf of the Association and members – for a peaceful holiday season, with a successful 2009 and beyond.



CMAA Federal President Bill Clegg with representatives of the Association's 31 sponsor companies.



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## CMAA 2008 Appreciation Luncheon









# Barnsie and Moama rise from the ashes

Paul Barnes and his team at Moama Bowling Club have done it – again.

The CMAA Riverina Murray Zone Education Officer was on top of the world when, after a multi-million dollar major remake, the popular club came online around 12 months ago.

The GM's joy – supported by best-ever turnover and trading figures – turned to despair six months later when an electrical fault sent a blaze through the property.

Less than six months after disaster struck, Moama Bowling Club is back in business with 70% of its facilities open and fully operational on Wednesday, November 5.

"We are coming back bigger and better than ever, just as we promised on the day of the fire," Paul said. "It's the end of a long wait for us all ... our staff, our members, guests and all the community groups who use our club and who we are pleased to help in so many ways."

Paul said work was progressing on the remaining 30% of the areas destroyed by the fire, which included the Café and Bistro, Bistro Terrace, Reception and Bottle Shop.

"We are not salvaging, we are restoring and replacing whatever is necessary and creating a fresh, new appearance and mood," he added.

Areas re-opened include the Pavilion Bar, a new-look Jubilee Room and the Gaming Lounge, featuring the latest machines, bar and outdoor Players Terrace.

A sleek new temporary entrance, designed in plate glass, with a reception desk, will operate on the Murray River bridge-side of the club with entry through the Pavilion Bar. The Sports Lounge and Sports Terrace



*Moama Bowling Club General Manager Paul Barnes is back in business six months after fire ripped through the club.*

opened on September 1 offering bistro meals and café refreshments.

The bowling greens and adjacent Bowls Terrace were not affected by the fire and have catered for players and visitors during the rebuilding period.

Insurance allowed the club to pay its 130 permanent employees during closure when many embraced the opportunity to volunteer their skills under the club's Community Assistance Initiative and gave thousands of hours' work to non-profit organisations.

"Everyone has benefited from this," Paul said. "Community groups have completed projects, while our people have remained highly motivated, kept focussed and felt appreciated in the community workplaces."

"As well, our downtime has allowed us to deliver extensive refresher training to staff. We have also put in place new procedures to make members and

guests feel even more welcome the minute they arrive."

It was 18 weeks since the fire destroyed almost half of the club in the early hours of June 26. The fire came only months after the club had celebrated the opening of the first stage of its major renovations. The Jubilee Room has been remodelled and redecorated to match the sophistication of the Pavilion Bar, with emphasis on quiet, neutral colours and natural materials. It has new, state-of-the-art lighting and sound systems and can seat 400 people comfortably.

Moama Bowling Club, a major operator in the sporting, leisure and tourism sectors in Echuca-Moama, has approximately 14,000 members and contributes more than \$300,000 on average per year to the community in donations, sponsorship and in-kind support.



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# No room for sexism in successful, modern

By KEN BURGIN

Profitable Hospitality Managing Director

This subject – sexism in clubs – came under the spotlight some months ago following the resignation of several prominent members of the Athenaeum Club – an elite Melbourne gentlemen's club – due to a vote by other members to keep women out.

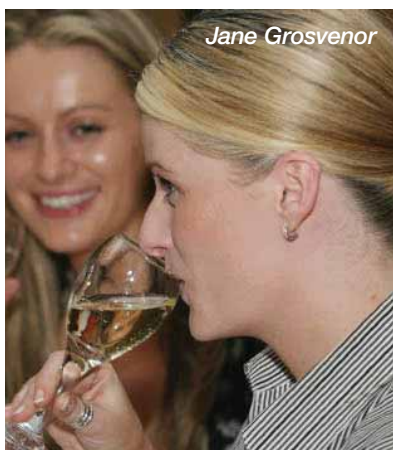
Fortunately, this trend is not reflected in the employment of women in club management roles across the country. The value of diverse opinion, management styles, skills and balance is very much welcomed by CMAA and, increasingly, its members.

At the recent inaugural Club Food & Beverage Management Summit, more than 30% of participants were women (this would not have been so, even five years ago). It shows the Club Industry is on track with employment trends – according to Government statistics almost 4.7 million women were employed in May 2007, the highest level on record. The Hospitality Industry employs 56% women. The increasing number of females represented in the industry is also indicative of the patrons.

Attending the F&B Summit were Club Five Dock industry executives Karren Jamieson (Financial Controller/Beverage Manager), Kirsty Lansley (Duty Manager) and Marisa Pinna (Events Manager) who said their club has a great emphasis on teamwork, respect and loyalty.

"More women employees have been good for the industry and brought positive changes," Marissa said. "Women have a different view point and female representation at management level is a positive thing, as approximately 50% of our patrons are female."

Although changing in the majority of clubs now, history suggests a "boys club" culture and most Boards remain predominately male-dominated. This can create tension when male club managers determine the club's physical assets – they're eagerly involved in the renovation



and upgrading of bars, balconies and bistros. It's exciting stuff being involved with million-dollar projects. Men like to get things done – now!

Consultation and patience may not be their strong suit. Take function facilities ... the men decide on the spend and refurbishment, while management of these is overwhelmingly female.

Money is spent on expensive bar taps, but there's nothing left for vital function planning and organising software, or wireless internet for clients.

New chairs and tables are purchased, but they are heavy and hard to move – where does the extra staff required for every event set-up come from?

Club functions websites can be unimaginative and limited, compared to private catering venues.

Often it's the (male) I.T. Manager that is the obstacle to this vital part of the marketing portfolio.

The CMAA recognises the importance of fostering the careers of talented women in the Club Industry and supporting them at all stages in their careers and lives.

Smart club Boards value the "softer" management skills of many women and are supporting female employees by ensuring they have access to mentoring and networking opportunities.

At Tradies Club, Sutherland, Café and Catering Manager Donna Stevenson is one of a Senior Management Team of 12 – with nine females. "Whilst our successes within the Club Industry may not entirely rely upon this fact, it proves that having passionate, empowered women on your team is certainly not a hindrance," Donna says. "By 2016, the number of women in the Australian labour force will have increased by 867,600 to 4.9 million, a growth rate almost double

that of men [Australian Bureau of Statistics]."

Presentations from successful industry operators and role models provided inspiration. Introducing topics such as "Don't Kill the Customer" with Food Safety Specialist Isobel Kidd; "Cost Control and Profit Principles" with Catering Specialist Melissa Ellis; "Profiling the Perfect Server" with Mounties H.R. Manager Jodi Dickson and Parramatta Leagues Club H.R. Manager Jane Grosvenor was valued not just for the excellent content, but also for the positive re-enforcement of career opportunities.

"Jodi Dickson from Mounties shared some great points on staffing. The one that took my attention was 'that it's not always our staff who are useless, but often the situation that we, as managers, have put them in'. 'It's important for managers to work on the floor at times so they can interact with staff and patrons as well as work with the systems and tools we have equipped them with,' said Wendy Mills, the Duty Manager/Functions Manager at Nambucca Heads RSL Club.

On a practical note, Penrith Panthers Entertainment Group Banquets Floor Manager Kris Miller, Donna Stevenson from Sutherland Tradies and Canberra Raiders Sports Club Function Coordinator Lee-Lin Kiely all learnt much from the information on cost control and purchasing options.

"I gained a great deal of knowledge from various workshops – in particular I learnt the benefit of utilising multiple suppliers for goods and services" Kris said.

The information gathered and given during the seminars kick starts the brain, according to Donna Stevenson: "Just one piece of information that I followed up on my return home has managed to save us over \$17,000 per year in costs ... all from one product – milk."

Lee-Lin Kiely also enjoyed the opportunity to interact with other clubs: "One of the most significant benefits of participating in events such as the F&B Summit and hearing about the experience of others is knowing the information is out there when I am not sure which way to go with difficult procedures. The more opportunities we can offer our staff and the more training we can provide, the better the result."

Donna Stevenson added: "Diversity is the business-savvy way to run a company. With diversity of thought, perspectives and experiences, a business enjoys a more open-minded culture ... one more willing to challenge the status quo and create more opportunities for itself. Women have a lot to offer and the more mentors we have for young women the





# clubs - just ask the girls

better."

Wendy Mills, new to her role, valued immensely the supportive environment and networking experience: "Meeting with colleagues, sharing ideas and experiences, as well as having the support and networking is phenomenal. It's encouraging to know you are not alone in problem areas such as staffing downturn in trade etc. Working on the coast, a lack of resources can sometimes impede the implementation of new and creative plans to increase revenue and attract new members to the club and attending the F&B Summit gave me some good ideas and incentives to start making some changes."

Bribie Island RSL Club Food and Beverage Manager Janelle Barraud applauded the Summit as a forum to network and share ideas with similar minded people: "The focus remained pertinent to every-day food and beverage issues and offered practical solutions that have been implemented in the industry and proven successful. The Summit offered a unique opportunity for specialised managers to come together and learn, as well as acknowledging the importance of successful food and beverage cost centres to improve the bottom line for all clubs."

Lee-Lin welcomes the changing face and focus of the CMAA on food and beverage: "Since the 100% non-smoking law was legislated, food and beverage has become increasingly more important. It has resulted in a changing demographic – more family members and mothers groups are attracted to our club, creating a happier and more healthy environment. Our goals in 2009 are to expand our function facilities, attract younger members into the club and make our food and beverage department more profitable. Training opportunities for our staff, such as the Summit, will figure prominently in achieving these targets." Donna hopes there will be more regular

forums like the F&B Summit. Her suggestion that the CMAA might like to consider a mentoring program connecting members to others willing to share their experiences – or even more exciting could be Online Mentoring for Women, is food for thought.

According to Wendy Mills: "Being a member of the CMAA is very beneficial. It's a great support network, and offers excellent educational programs. Seeing so many other women at the Summit was terrific and I enjoyed meeting and networking with them. Sharing ideas and experiences with people from varying size clubs roles and geographic location offered amazing insight into the broader industry. I would definitely encourage staff to attend the next Summit as it gives them insight into their jobs, the opportunity to converse with peers, and often come to the realisation that where they work isn't that bad. I believe sending staff on training courses is vital for them to reach their full potential, undertaking personal growth and development. It also acknowledges them as a valued member of staff."

Marisa Pinna and her colleagues agree: "We will definitely be recommending others at Club Five Dock attend the Summit with its wealth of information on current trends. Also, it is great to have on hand the DVD of the Summit presentations to use for staff training."

Donna Stevenson suggested for young female colleagues entering the Club Industry, network with other like-minded people regardless of their gender. "Don't waste your energies on trying to change a 'boys club' attitude. Concentrate on creating a 'success club' and let them ask if they can join. Don't turn any applicants away. Businesses love winners,



Jodi Dickson

regardless of their gender. Find your own opportunities for growth and education, build your confidence. Seek out a mentor and up-skill yourself. Make the most of what you've got, do your home work and use your initiative."

In the words of Janelle Barraud: "The Summit was excellent ... the best I have ever attended. I would encourage all club management and Boards to offer attendance to the Summit to senior food and beverage staff, including chefs and functions teams. Information was presented that provided insight into future trends and practical tools were offered to improve the profitability of various departments."

➤ Erin lives her ambition: P22 & 23



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# Labor's Fair Work Bill 2008 begins journey

Employment and Workplace Relations Minister and Deputy Prime Minister **JULIA GILLARD** in late November introduced the long-awaited substantive Industrial Relations legislation **FAIR WORK BILL 2008** into the Lower House of the Federal Parliament. A day more than a year since the Kevin Rudd-led Labor Government took power at the 2007 Federal Election, Ms Gillard delivered the "Forward With Fairness" legislation that replaces the former Howard Coalition Government's **WorkChoices** and the **Workplace Relations Act 1996**. **CMAA Senior Industrial Relations Advocate PETER COOPER** looks at the Bill in its incarnation, but forecasts there a changes to come ...

The Australian Government has made no apologies for the length of time it has taken to repeal the John Howard-led Coalition Government's controversial and painful **WorkChoices** legislation. The **Fair Work Bill 2008** came on the first anniversary of the Rudd Government's election and - subject to Senate deliberations - won't become Law until March 2009, at the earliest. Any further delays could set back the re-introduction of unfair dismissal rights, currently scheduled to apply from next July.

This unfair dismissal rights issue remains a pressing factor for all unions, particularly the CMAA as managers continue to have their roles terminated without cause and without prior warning.

During the week of analysing the legislation and preparing this article, five managers were either sacked or threatened with termination by their Boards. One of these Managers was excluded from the Board Meeting and advised later in the evening by the club President that the Board had resolved to advertise his position and he was free to apply. It has been a difficult period for the Association and all managers - our members - during the past two years. We have seen far too many qualified, professional and capable club managers unfairly dismissed with no legal recourse available to them to redress the harshness of these decisions.

When launching Labor's Industrial Relations policy, "Forward With Fairness", the then-Opposition flagged the concept that there would be extensive consultation.

This consultation process has occurred, primarily through the Committee on Industrial Legislation (COIL) process, comprising more than 50 people from business groups, the ACTU and employer associations

Now in Government, the political process begins.

As soon as the Bill was introduced, the Senate referred provisions of the **Fair Work Bill 2008** to the Senate Standing Committee on Education, Employment and Workplace Relations.

Submissions to the Senate Inquiry close on January 9, 2009, with public hearings in all capital cities during January and February and the Senate Committee due to report on February 27, 2009.

The Government then will be required to introduce the Transitional and Consequential Legalisation, pulling it all together and making it work.



## General Outline of Key Elements of the Bill ...

While full details of the 575-page Bill - which is half the size of the **WorkChoices** Act - is available online, it remains a work in process, subject to further change.

## The Safety Net ...

The **Fair Work Bill 2008** will have as its foundation a fair, modern safety net of employment entitlements, made up of the National Employment Standards (NES) and modern awards. Modern awards and minimum wages will be set and adjusted by **Fair Work Australia** using open and transparent processes where unions, employers and all stakeholders can participate. Modernised Awards and the NES are scheduled to take effect in January 2010. **Fair Work Australia** will review the awards every four years to ensure they remain relevant to changing community standards. The type of test cases that gave Australian workers



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# Journey to the Senate and IR revolution

standards we now take for granted - maternity leave, redundancy pay and occupational superannuation - will continue under the new system. Outside these four-yearly reviews, awards can be varied in limited circumstances - such as work value cases - to remove ambiguity, uncertainty or discriminatory terms. This new Safety Net is a key departure from WorkChoices, which allowed basic employment entitlements to be stripped away with no compensation and allowed awards to "wither on the vine".

## Fair Work Australia's Role in Bargaining ...

The focus of the **Fair Work Bill 2008** will continue to reflect the move away from the automatic arbitration of disputes by the industrial umpire. Instead, the **Fair Work Bill** will focus on two things ...

- Providing a fair, secure, comprehensive and current Safety Net of employment conditions for Australian workers
- Bargained outcomes at the enterprise level, underpinned by improvements in productivity

There may be circumstances when bargaining goes off the rails - that's when the industrial umpire will step in.

## Good Faith Bargaining

A significant feature of the new IR system is that bargaining will be fair where employers and employees will be required to bargain "in good faith" for an agreed outcome with the "good faith" bargaining obligations will be set out in the legislation. The new Bill will express the Government's policy commitment that "good faith" bargaining does not require parties to make concessions, or to sign up to an agreement that they don't support.

Parties will be able to take a tough stance in negotiations. As well as its role in setting award rights and minimum rates of pay and its role in supervising bargaining, **Fair Work Australia** will play an important role in dealing with the day-to-day disputes that arise not in the bargaining context, but under awards and enterprise agreements.

## Disputes Under Awards, the NES and Enterprise Agreements ...

Under the **Fair Work Bill 2008**, **Fair Work Australia** will be able to exercise a full suite of alternative dispute resolution powers ...

- call compulsory conferences of the parties
- conciliation
- mediation
- express opinions
- inform itself on the dispute circumstances and make recommendations

Importantly, one party will be able to request **Fair Work Australia** to become involved in this way. **Fair Work Australia** also will be able to determine a binding outcome concerning the issues in dispute where the parties agree. Any orders made cannot be inconsistent with the NES or awards. Where there is an allegation that an award or NES obligation has not been complied with, then, for the minority of cases that can't be resolved through these **Fair Work Australia** processes, the Fair Work Divisions of the Court will be able to enforce a party's rights. The Fair Work Divisions of the Federal Court and Federal Magistrates Court will have new and more-effective powers to deal with breaches of modern awards, the NES and enterprise agreements.

- A new Small Claims Jurisdiction will be provided for claims up to \$20,000. The Court will not be bound by the rules of evidence and may act in an informal manner, without regard to legal forms and technicalities.
- This means an employee or employer will be able fill in simple claims forms and represent themselves, or be represented by their industrial association or union.
- The courts will be able to make "any order they consider appropriate" to remedy a breach and to issue injunctions to prevent breaches. This is a new feature as, previously, the Courts were limited to ordering a penalty or back-pay where a party breached an award. This new power will give the Court more flexibility on how to deal with breaches of industrial instruments.

Enterprise Agreements in the new system will continue to be required to include a clause for settling disputes. The **Fair Work Bill 2008** will include improvements to ensure dispute resolution during the life of agreements is fair and effective ...

- Dispute settlement procedures in agreements must involve either FWA or another person or body independent of the parties.

- The procedure must provide for the representation of employees in the process.
- Regulations will provide for a model dispute resolution clause.

After considering feedback from COIL, the Minister has decided that old Act agreements, such as the 1993 IR Act agreements, AWAs, ITEAs, s170LK and LJ agreements, will continue to apply until such time as a new agreement is made. And, after the nominal expiry date of such agreements, parties can bargain in the new system. To balance this, the NES will come into effect on January 1, 2010, for all employees and over-ride any inferior conditions. This will ensure employees on sub-standard AWAs made under WorkChoices will receive the NES full benefit. At the first opportunity to enact the new IR laws, Association members will be advised of the detail either in the *CMA Magazine* or by CMAA circular. In the meantime, members can seek further information by contacting the CMAA as we are contently assigning the material as it becomes available.

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# Pokies permanent cap sends shudder through Qld clubs

By HENRI LACH

A permanent cap on the number of gaming machines in Queensland licensed clubs has sent a shock wave through the state's Club Industry. "No-one saw this coming ... we're supposed to have some inside knowledge as to what's happening, but there was no warning about this," said an angry CMAA Gold Coast Zone President Steve Condren.

The State Government's announcement, coming out of the blue in mid-November further clouded expectations of a tough 2009 ahead. Brisbane Zone President Jan Walters described the Government's sudden and unexpected move as another blow to an industry already under severe pressure. "Again, it's the small clubs that are trying to improve their service to their community that will be hardest hit," she said.

Steve Condren summed it up for his contemporaries: "We're just going to have to cop it on the chin - again."

But he questioned the logic of the move because it pre-empted the Productivity Commission's inquiry into problem gambling in Australia.

The Productivity Commission's update to its 1999 inquiry data began on November 24, with the Commission expected to provide a draft by mid-2009 and a final report before the end of the year.

Steve believes the Queensland Government has, as he put it, "put the cart before the horse". "At least the Federal Government is waiting for the results of the report before it makes any firm decision about gaming," he added.



Premier Anna Bligh

Steve believes the new assault on gaming machines by the Queensland Government has political expediency overtones, catering to the anti-gaming lobby in the lead-up to the 2009 State Election. His view is shared by the Queensland Opposition Leader Lawrence Springborg, now heading Queensland's newly united Liberal National Party [LNP]. But he and Steve are coming from widely

differing points of view.

At a media conference just hours after news of the Government's decision hit the media on Sunday, November 16, Lawrence Springborg accused the Government of making a quick grab for votes ahead of a State Election. "The LNP believes there are serious social issues that need to be dealt with in regards to poker machines, but it shouldn't be done in an ad-hoc way just before an election," he said.

He attacked the Government on the grounds that it could decide to change tactics at will and open the gate to more machines in future. All that certainly does not make Lawrence Springborg and his LNP friends of club gaming. In fact, he's on record as saying he wants the number of machines reduced in Queensland by 20%. Consequently, the Club Industry in Queensland will be between a rock and a hard place at the next State Election, due no later than September '09.

The current Labor Government has admitted the cap on the number of machines in clubs is a case of cutting off

its nose to spite its face - the cap is expected to cost the State Treasury \$20 million a year in gaming revenue. Permanently capping the club machine number comes in the wake of a two-year moratorium on new machines in clubs, declared in April. Interestingly, it is Premier Anna Bligh who again has made most of the running in the latest assault on the Club Industry, rather than Treasurer and Gaming Minister Andrew Fraser. Premier Bligh has said that *she* was acting in the public interest. "While there has been a cap for pubs for a number of years, there has never been a cap for our clubs sector. We are not going back to the days of unlimited numbers," she said.

Treasurer Fraser has chipped in with the admission that the cap will hit the State Government's purse at a time when money is in short supply: "I expect gaming machines revenue to be impacted, but it's a hit we are prepared to carry because it's the right thing to do."

The cap for clubs will be set at the current number of 24,705. That odd figure includes machines which were approved before the new rule came into being. According to the Treasurer, the only way newly-formed clubs will be able to get poker machines will be to buy them from established pubs and clubs.

So far as club executives are concerned, this has provided another grey area in the life of the Licensed Club Industry. It's not clear at this stage whether machines from clubs that are forced to close will be available to the survivors, or if those machines will be consigned to the scrap heap. It's another case of "watch this space". And there is an ever-increasing chance that many small clubs across Queensland will go to the wall under the burgeoning burden of new costs and regulations, according to industry leaders.

Outspoken industry advocate Pam Shelton, who heads the Logan Diggers Club, has this advice for the Government: "Why don't they stop and smell the roses? Why don't they just leave us alone to continue providing a service to the community?"

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# Erin proudly joins ranks of women at

By KATIE CINCOTTA

When Australia got its first female Governor-General in Quentin Bryce, you know women are breaking the glass ceiling to prove they're as qualified to lead as any bloke.

In the Club Industry, the fight for equal rights at the top is taking longer to develop, but yet another young woman is determined to speed up the evolution.

The newly appointed Manager at Echuca Workers & Services Club is that sprightly and ambitious young woman.

At 33, Erin Langman has worked her way up from a trainee, fresh out of high school, to become the head of the multi-award winning club on the NSW-Victoria border.

Like the new G-G, she's female, blonde and attractive, which she says sometimes gives people the wrong impression about her business skills. But it's a prejudice she doesn't get hung up on – in fact, she admits it has probably made her more determined to succeed.

"I understand how the industry works and I'm not going to jump up and down if I'm discriminated against ... that's the way things are," Erin said.

When a male Board member told her no female would ever run the Echuca Workers, she moved interstate to gain more experience.



Echuca Workers Club Manager Erin Langman with her ClubsVictoria 2007 "Employee of the Year" award.

"One of the directors said, 'While I'm on the Board, no female will be in management'. Even at 19, I recognised that I did want to climb the ladder, but I wasn't going to butt my head against the brick wall," she added. "So that was the crunch ... the deal-breaker."

Fuelled by some fiery "I'll prove you wrong" gusto, Erin spent the next seven years managing hotels in Adelaide, including the Windmill Hotel in Prospect and The Prince of Wales Hotel in Port Adelaide.

"I knew I was good at what I was doing and I didn't want to be held back," she added.

She returned home in 2001 to take up the Duty Manager's position at Echuca Workers Club - and didn't waste any time in building a name for herself, picking up the CMAA Victoria Zone "Assistant Manager of the Year" and "Employee of the Year" with ClubsVictoria in 2007.

"They were a massive honour," Erin added. "I've worked my way up - right from the bottom rung - and, when I look back, I think ... 'Gee, I do deserve that'."

But in 2008, she's had little time to dwell on the accolades.

The mid-year departure of her boss and club Manager Jim Smith, who left for the Hawthorn Club on Melbourne's Glenferrie Road, saw her move into the Manager's position - after just two years as Assistant Manager.

"I've been propelled into the hot seat and I'm loving it," she said. "It was a shock to find myself here and I know some people think that I can't do it, or I'm not ready to do it, but I so want to prove them wrong. That spurs me on."

She's excited to be a shining light for other young women keen to bring some 'girl power' to clubs.

"I want to encourage other girls who've expressed an interest in going up the ladder ... I want to lead by example," she added. "I'm a young blonde sheila, but I've got a job to do and I'm here to do my best for the club, the Board, the members and my staff."

With many clubs founded as "gentleman's only" domains, it has taken decades to build female participation at clubs, with still only a handful of female club managers operating in Victoria.

At Echuca Workers, women weren't even permitted inside the club until the '70s when, after a five-year battle, they were granted "associate" membership in 1974 - ironically the same year that Erin was born.

"One of the ladies that I worked with came here as a child to pick up her father and had to buzz the door at the back," muses the new manager.

Erin says the notion of a woman in charge is often difficult for the more traditional set.

"People expect to see a 50 or 60-year-old male in a jacket walking around, not a 33-year-old blonde," she said.

"Some people don't take you seriously or don't know who you are until they read your jacket."

With less experience than most managers, Erin has committed herself to education with a "living and learning"

**"I want to encourage other girls who've expressed an interest in going up the ladder ... I want to lead by example ..."**

# the helm of clubs

motto guiding her first few months at the helm.

In June, she completed her Advanced Diploma of Hospitality Management and received her Active Certified Club Manager (ACCM) – the first female in Victoria to achieve the award - at the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters in July.

She also credits the CMAA's support network and mentorship from former Manager Jim Smith for her fast track to the top.

"The networking, getting ideas, asking questions ... I consider myself very lucky that I'm involved with the CMAA, especially the Victorian Executive with Barry West, Grant Duffy and Kevin Morland," she added.

The tight-knit foursome flies together to meetings and conferences with Grant at the controls of his plane.

Barry and Erin are also keen to command the air and are studying for their pilot's licence.

"You have to be pretty disciplined to do it," Erin added.

"There are a lot of rules, mathematics, and meteorology - and it's quite expensive, around \$14,000 for a private licence."

In her "downtime", Erin also enjoys walking her 11-year-old Ridgeback-cross, Ned, and catches up with locals for a drink at the club.

As far as this rising star is concerned, the ceiling is well and truly broken and its hard work and good times on the horizon.



Erin Langman and Jim Smith, then both at Echuca Workers Club, shared the honours at the 2007 CMAA Victoria Zone Awards.

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# New measures get tough with alcohol-related violence

The NSW Government has introduced new license conditions designed to reduce the level of alcohol-related violence in NSW.

The measures came into effect on December 1 and cover 48 venues identified by the Bureau of Crime Statistics and Research (BOCSAR) as having the highest number of on-premise assaults.

It is possible for venues to be removed from - or added to - the list, depending on the number of alcohol-related incidents that occur on their premises.

The impact of these measures is expected to be minimal on clubs as only four clubs were on the initial list.

The conditions include ...

- Mandatory 2am lock-outs (with the exception of existing members wishing to enter registered clubs)
- Cessation of alcohol service 30 minutes before closing time
- Plastic or polycarbonate glasses for beer service after midnight
- No shots and drink purchase limits after midnight
- 10-minute alcohol sale time-outs every hour after midnight

NSW Premier Nathan Rees said that, in the coming months, the Office of Liquor, Gaming and Racing (OLGR) would work with the Club Industry to replace the targeted conditions with a state-wide scheme for licensed venues where violent incidents occur.

This scheme will involve the use of a safety star rating system that promotes safe practices while seeking to punish non-compliant venues.

ClubsNSW urged the Premier to implement a targeted approach to address the matter after NSW Police Commissioner Andrew Scipione recently

voiced support for a blanket reduction in trading hours for all licensed venues.

The Premier was made aware of state-wide BOCSAR statistics obtained by ClubsNSW on assaults in licensed venues.

The research found that during the past decade the number of assaults in clubs state-wide has remained the same.

This is despite club memberships having increased from 3.65 million to 5.5 million in this time.

These facts affirmed the view of ClubsNSW that clubs are safer environments than pubs and nightclubs and should therefore not be subject to any blanket ban on trading hours.

By implementing these measures the Government has demonstrated that it will not hesitate to act on licensed premises perceived to have irresponsibly served alcohol.

ClubsNSW CEO David Costello said the Club Industry already has taken a number of tough decisions which have seen the number of alcohol-related assaults at clubs fall during the past 10 years.

"In fact, measures such as early lock-outs, drink limits after midnight and a stop on alcohol sales 30 minutes before closing are already common practice at registered clubs," Mr Costello said.

"While the Premier's decision to target known trouble spots is to be congratulated, I don't believe compacting alcohol sales into a 50-minute period instead of a 60-minute period will reduce assault numbers. This has the potential to create a 'swill mentality', which I will seek to discuss with the Government and the Police Commissioner."

Mr Costello said that, while there are only four clubs on the Premier's list, it was important that incentives exist for venues to lift their performance regarding the responsible service of alcohol.

"Alcohol is no longer a primary service in the Club Industry," Mr Costello added.

"Rather, it is now a complimentary service as clubs reposition themselves as family-friendly venues with an emphasis on food and entertainment.

"Rooty Hill RSL Club, for example, has reduced its income from alcohol from \$4.5 million 20 years ago to \$3.7 million today. It should be noted that there has never been a glassing at Penrith



NSW Police Commissioner  
Andrew Scipione

Panthers, despite several million people going through its front door each year. Campbelltown Catholic Club has reduced the number of assaults by almost 50% this year and has had just one assault during the past month, and this was not alcohol-related.

CMAA Executive Officer Terry Condon, CCM, said he was comfortable with the fact that the NSW Government has moved decisively on the issue of alcohol-related assaults.

"The Club Industry will continue to work with Government and Police to ensure that clubs remain the safest hospitality venues in the state," Mr Condon added.

He said the Premier's decision to re-admit club members after 2am is recognition of the security and safety provided by the Club Industry's sign-in procedure.

"When people come to a club, they voluntarily reveal their identity when they show their membership card or sign-in," Mr Condon added. "There can be no stronger deterrent to trouble-makers."



NSW Premier Nathan Rees



CMAA Executive Officer  
Terry Condon

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One of the areas that has been at the forefront of the Barringtons business over the years is providing clients with an operational risk snapshot of business through operational risk assessments.

Where, traditionally, from a security risk viewpoint or renewal of club insurances, Barringtons has undertaken full risk assessments incorporating all operations. However, in recent times there has been



a general push towards providing individual assessments of specific operational areas, as opposed to a review of the whole business.

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Each assessment incorporates a review of the specific area of operation, full report and recommendations for improvement.

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- Opening (review & procedure)
- Closing (review & procedure)
- Fraud Control (review & plan)
- Exercising Responsible Service of Alcohol – Covert review
- Front Door Compliance – Management of Memberships & Temporary Membership (review & procedure)
- Evictions (review & procedure)
- Security Manpower compliance review– covert
- Handling of Minors on Premise (review & procedure)
- Quiet & Good Order – covert review at closing
- Drug Use or Distribution – covert review
- Incident Reporting – review, procedures & training
- Acceptable Conduct – review & procedures
- Electronic Security Audit – review & report
- Evacuation & Emergency – review, procedures/manual
- Armed Robbery Procedures
- Security (guarding) Review & Manual
- Key Handling
- Anti-Money Laundering – assessment & program

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**Vince Valente –  
Corporate Manager**

Vince has worked with Barringtons since 2000 and is tasked with the management of corporate and civil inquiries/investigations and operational risk management for Barringtons. He is a licensed investigator and security consultant. On a day-to-day basis, Vince co-ordinates Barringtons services to the liquor industry, including risk management projects, crisis management, corporate fraud investigations and loss prevention, implementing training and emergency procedures, conducting covert operations in corporate venues to identify corrupt activities, and assisting with the implementation of safe working practices at client businesses. Before coming to Barringtons, Vince served with the NSW Police Service between 1980 and 2000 where he attained the rank of Detective Sergeant. He was a Senior Investigator with the Homicide Squad and other high-profile policing units.



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# Bill delivers balanced, sensible reform

The Gaming Machine Amendment Bill 2008 was tabled in the NSW Parliament on October 29.

The Bill is the culmination of a year-long statutory review of the Gaming Machines Act 2001 and delivers on the recommendations of the report tabled in Parliament in December 2007.

The CMAA and *ClubsNSW* were involved in consultations with the NSW Government throughout the review process and believe that, overall, the Bill's measures represent a sensible and balanced approach to the future regulation of NSW gaming.

NSW Gaming and Racing Minister Kevin Greene said in Parliament: "the amendments in the Bill seek to strike a proper balance between the need to impose a regulatory burden on business, to ensure that gambling is conducted responsibly and with integrity, and the need to ensure the Government's policy objective of minimising gambling harm in the community."

The Bill passed through Parliament last month and the regulations come into force in January, 2009.

There are also measures that will be introduced via Regulation which are expected to be tabled in time for a January start.

The main changes contained in the Bill are:

### > State-wide cap

The Bill reduces the State-wide gaming machine cap by 5,000 machines, reducing the cap from 104,000 to 99,000 machines. This is achieved by removing the gaming machine entitlement pool consisting of entitlements previously forfeited as a result of the trading process.

### > Local Impact Assessments

The Bill replaces Social Impact Assessments (SIAs) with a Local Impact Assessment (LIA) process. This is a new framework for assessing the appropriateness of placing additional gaming machines in licensed venues. The new system classifies each Local Government Area (LGA) into one of three bands with different restrictions on the movement of machines, depending on the classification. Generally, the LGA band classification takes into account gaming machine density, the expenditure on gaming machines and relevant social data. The classifications for each LGA are published on the OLGR website. The LIA system will have clear guidelines on

what is required of a club if it seeks additional machines, depending on the number being sought and the location of the venue. For example, if a club is in a Band 3 LGA, it is in an area with a high density of machines and will face significant hurdles obtaining any additional gaming machines and, in most cases, will have to go through a rigorous Class 2 LIA and show an overall positive impact on the LGA before any application is approved. If a venue is in a Band 1 LGA, that is an area of low density of machines, fewer requirements need to be met by the applicant in assessing the application, where only a small or moderate number of machines is sought. More detail on LIAs, including the banding of LGAs, will be provided when clarified.



NSW Gaming and Racing Minister  
Kevin Greene

### > Club Venue Cap

The Bill removes the 450 limit on the maximum number of gaming machines a club can operate. It's anticipated that clubs seeking to increase their poker machine entitlements to more than 450 will be required to make an appropriate application to the Casino Liquor and Gaming Authority which will assess the application subject to the overall threshold of the LGA. *ClubsNSW* is seeking more details from the OLGR on requirements associated with this change.

### > Clubs in "Greenfield" Areas

The Bill proposes a scheme to assist new clubs to establish in new development areas, i.e. areas where there is sizeable new residential development and there is no registered club to service that community's needs. It proposes that a club wishing to establish in a new development area

can apply to operate up to 150 gaming machines and, for the first 50 machines, only one in six needs to be forfeited in any transfer. These areas are only to be in Band 1 LGAs, which are LGAs with a low density of machines, which can accommodate the additional machine numbers. The provision aims to encourage clubs to develop into areas of new growth and establish in areas where there is a need for the type of community facilities that registered clubs can provide.

### > Credit Withdrawals

The Bill prohibits cash withdrawals from credit cards through ATM and EFTPOS facilities in gaming venues.

### > Limit of Multi-Terminal Gaming Machines (MTGMs)

The Bill introduces a limit on the number of MTGMs that a club may operate to no more than 15% of its total number of gaming machine entitlements. It is proposed to give affected clubs (approximately 15) five years to reduce their MTGM numbers to the 15% limit.

### > Retail Shopping Centres

The Bill clarifies requirements for gaming venues located in, or next to, retail shopping centres. The Bill retains the current restrictions that state that existing venues in shopping centres cannot get additional gaming machines and that any club or hotel establishing in a shopping centre cannot operate gaming machines. Currently, in the Gaming Machines Regulation, there are some exceptions to the general requirements that enable clubs to remove or extend into a retail shopping centre. In a number of cases, clubs have sought to redevelop their club facilities and the exemptions have facilitated appropriate development if the club is in a retail shopping area. It is intended to introduce a more-straightforward process enabling this type of club development. The new provisions provide that if a club removes or extends into a retail shopping centre, it can only operate gaming machines if:

1. patrons cannot gain access to the club's premises directly from the retail shopping centre
2. the gaming machine threshold for the new premises is no more than the threshold for the club's previous premises
3. in the case of a removal, the premises are both within the same suburb or town

4. in the case of an extension, the club's premises remain predominantly where it was before the extension.

## ➤ Forfeiture Requirements for Clubs

The Bill amends these requirements to allow related club premises to transfer without forfeiture, if both premises are within the same LGA. This is regardless of whether it is a metropolitan or non-metropolitan area. If related club premises are in different LGAs, a reduced forfeiture rate of one entitlement in every six transferred will apply (rather than one in every three, for a normal transfer).

## ➤ Visibility of Gaming Machines

The Bill gives the Director of Liquor and Gaming power to require a venue to take action if gaming machines are located in a way that would inappropriately advertise, or attract the attention of people outside the venue. Clubs should note that the Bill does not impose a general prohibition on club gaming machines being visible from outside the venue. The Director's decisions in this respect will be subject to administrative review by the Casino, Liquor and Gaming Control Authority and publicly available guidelines will be available to give some guidance on what is, and is not, considered inappropriate. *ClubsNSW* will advise further after discussions with the OLGR.



NSW Premier Nathan Rees

## ➤ Defence Against Inadvertent Advertising

The Bill makes it clear that the offence of publishing gaming machine advertising does not apply if the advertising material consists of internal promotional material that has been removed from the venue by a patron for their own personal use.

## ➤ Measures That Require Regulation

There are a number of changes that will be introduced via regulation. One

change will allow clubs to advertise gaming promotions directly to members on an opt-in basis. *ClubsNSW* will advise clubs on the progress of this regulation and its likely commencement. The Bill maintains the status quo on the main gaming provisions relating to hotels. It's important to understand that there is a possibility the Bill could be amended by Parliament, although appears unlikely. Members will be advised on the passage of the Bill, its final form and commencement date of the measures.

## Della Bosca gets tough on alcohol advertising

NSW Health Minister John Della Bosca is pushing for tougher restrictions on alcohol advertising as NSW hospital figures revealed a huge rise in the number of drunk young people being treated in emergency departments.

**smh.com.au** reported that Mr Della Bosca said a Federal Government report found that a total advertising ban could reduce drinking by 25%, road fatalities by 30% and cut the social costs of alcohol abuse by \$3.86 billion.

"The Garling report advises that we need to focus on prevention when dealing with the health and well-being of children and young people," the Minister said. "We need to avoid creating a new generation of binge drinkers and to do that we need to use preventive strategies such as restricting alcohol advertising. The cost of alcohol abuse to the community nationally is estimated to be more than \$15 billion, which is mostly made up of sickies, road accidents and health care."

Mr Della Bosca called for tougher advertising restrictions at the Australian Health Ministers Conference in Brisbane on December 5.



"According to NSW Health data, since 2000, the biggest increase in alcohol-related emergency department admissions has been among 18 to 24-year-olds, up 130%, while female admissions within that group have risen 200%," he added. "While law enforcement and licensing controls are powerful means to target alcohol abuse, related crime and antisocial behaviour - and NSW is taking strong action on this front by legislating mandatory 2am lock outs - we also need preventive strategies."

Mr Della Bosca said a National Drug Strategy Household Survey found that more than 72% of people aged 14 or older supported a blanket ban on alcohol advertisements before 9.30pm and almost 50% supported banning alcohol sponsorship of sporting events.

"Alcohol advertising is among the most sophisticated and persuasive I have seen and it's increasingly clear alcohol companies are not prepared to take a responsible approach on this matter," he said. "Anyone sitting down to watch the cricket on TV this summer is bombarded with an endless stream of advertisements for beer and spirits. It is time we took the influence that alcohol advertising can have on our younger people seriously."



# Vic Clubs look forward to emerging

By KATIE CINCOTTA

VICTORIA'S Club Industry is in "pokies purgatory" – floating in limbo as managers and boards await vital news from the Government on bidding for gaming machine licences in the state's new owner-operator model.

With the Tattersall's-Tabcorp "duopoly" dismantled and the auction process to begin for clubs and hotels from 2010, club managers are desperate for details on how they'll move forward as independent gaming operators.

In October, the Justice Department called for further comment on the gaming machine licence bidding process, with written submissions open until November 13.

CMAA Victoria President Barry West has provided no further discussion points as he thinks clubs should be given machines outright with a sliding tax scale – not asked to pay for them.

"They shouldn't have a fee because we've earned the right to run them ... we've shown that we're professional organisations," Barry says. "And you can only have an auction if you've got willing bidders."

One party that submitted a comprehensive 21-page report with recommendations for the bidding process is new lobby group, the Community Clubs Association of Victoria (CCAV), with Channel 7 boss Ian Johnson as its Chairman.

The Tabcorp-backed CCAV was formed mid-year – a timely move in the lead-up to the pokies buy-up that may see individual machines priced from \$30,000 to \$100,000 for a 10-year licence.

In speaking to clubs, Tabcorp has

described itself as a "foundation sponsor" of the CCAV, which some cynics regard as a way to influence the system and continue to have a foothold post-2012.

Tabcorp recently came under fire for allegedly offering *ClubsVictoria* a \$20 million sponsorship to stop it bidding for poker machine licences. Tabcorp denies that charge, which is being heard in the Supreme Court.

When asked to comment on their involvement with the CCAV and their future business plans, Tabcorp declined an interview with the *CMA Magazine*, except to say that Tabcorp's "only involvement with this group is to provide some sponsorship support and industry communication materials".

Tatts Pokies Chief Executive Frank Makryllos says "CCAV's arrangements with Tabcorp are their own" and that Tatts has no intention to fund or create a club association.

"Peak bodies should be funded by their members," Mr Makryllos says. "If we were to financially assist industry players, it would go directly to the club, rather than to a peak body."

What Tatts and Tabcorp agree on is pursuing their rights to a licence refund from the Government, with both companies considering legal action for the \$597 million compensation.

Tabcorp has already written down the value of the licences on its balance sheet, with a one-off charge of \$487.7 million against the company's 2008 earnings, and further annual amortisation charges of \$26.5 million until the year 2012.

On their future direction in clubs, Tabcorp spokesman Bruce Tobin says "we will not comment on speculation from the club managers" and as John Story said at the AGM address: "We are reviewing the opportunity to remain in this business as a service provider following 2012."

Under the new owner-operator model, it's anticipated that commercial entities will be excluded from gaining licences at clubs, putting a gaping hole in the revenue streams of the two gaming giants.

"A lot of people are saying that large organisations will bid for club entitlements, but we don't see how it's possible," Mr Makryllos said. "Considering the Government has gone to some extent to separate hotels, which are commercial entities, from

non-profit organisations, it would be unlikely that a commercial entity would be able to purchase an outright club entitlement ... however, we are yet to see any detail."

But, with Victorian clubs potentially in need of millions to secure gaming licences and purchase physical machines, club managers such as Albury SS&A Club's CEO Andrew Terry predict the incumbents may act as financiers.

"Tatts and Tabcorp will probably turn into finance companies, like a finance broker who will own the machine and let the club rent from them," he said. "It's a huge opportunity for them to stay related to the business. If they can't operate gaming machines the next best thing they can do is lease and supply them."

But Tatts says providing finance for machines is not their main focus for the future, although they're open to the possibility.

"Fundamentally, we're not a financier ... we're not a bank, so that's not a primary focus. But, saying that, when UNITAB started monitoring in Queensland we provided some assistance in packaging finance for venues," Mr Makryllos added.

What Tatts is banking on is the significant amount of intellectual property they've developed over the years, which includes their monitoring service, Maxgaming, a CMAA sponsor partner and Career Development Centre sponsor.

With the need for a central monitoring service in the new regime, Tatts hope to seriously play in that space.

"We intend to register an interest in the monitoring," Mr Makryllos says. "We're Australia's largest monitor, providing 100% monitoring to the NSW market and 80% in Queensland, so we feel we're strongly positioned there."

But Barry West says the sticking point is potential conflict of interest if companies such as Tatts and Tabcorp plan to both monitor and own machines.

"If Tatts and Tabcorp elect to run certain venues, namely hotels, then it would not be logical to have central monitoring from them," Mr West added.

Tatts has made no secret that it's also cutting capital expenditure across its clubs and hotels in Victoria, with a planned \$25 million reduction next year. Mr Makryllos says that's no spiteful



CMAA Victoria Zone President Barry West.

# from 'pokies purgatory'

move – simply a practical exercise after buying all new machines to add player information display screens and change the maximum bet.

He says Tatts will keep refreshing the games and the jackpots to prevent the product getting stale. But, with an average life of five years, machines will likely need replacing when clubs take the reins in 2012 – yet more financial burden for new operators.

Until the Government makes it full disclosure – which industry observes are betting will be early in 2009 – there's little to do but wait and speculate, with many clubs choosing to hold off on renovations.

Even some of the more lucrative clubs, such as the Hoppers Crossing Club, which made a \$6.5 million revenue share in the last financial year, has put its \$8 million master plan on hold.

Hoppers Crossing General Manager Jay Mitchell has stopped worrying about the "unknowns" and is busy

formulating business plans and doing research on gaming machines.

At the Australian Gaming Expo (AGE), he discovered that premium machines cost around \$30,000 and that 50% of machines fail technically, which means Victorian suppliers, like those in NSW, will have to offer club guarantees.

He says server-based gaming also looks set to revolutionise the gaming industry, with players offered a video library of games to choose from instead of a set format.

With so much impending change, Barry West hopes the Government will release draft contracts to enable clubs to have full scrutiny before the licence bidding begins in 2010.

"Would you go and bid on a house if you didn't know what you were buying? It's no different," Mr West added. "We have to know the full repercussions of what's being offered."

The advice from the Tatts' pokies boss is to be prepared for anything – as



Albury SS&A Club CEO Andrew Terry.

evidenced by the Victorian Government's decision earlier this year to dethrone Tatts and Tabcorp.

"One thing is for certain, the obvious is not always the way it goes," Mr Makryllos summed up. "We can testify to that. All stakeholders in the industry were surprised by the Victorian Government's decision in April 2008."

## \$20m campaign confronts teens on drinking

THE Federal Government's \$20 million anti-binge drinking ad campaign hit TV screens on November 23, nine months after it was announced as the centrepiece of a national strategy to tackle the alcohol "epidemic".

Called "Don't Turn a Night Out into a Nightmare", the series of confronting advertisements aims to warn young drinkers that getting drunk can lead to pub brawls, brain damage, mental illness, serious injuries in car accidents and even death.

theage.com.au reported Prime Minister Kevin Rudd launched the \$53 million national binge drinking strategy in March, saying he wanted to "scare the living daylights" out of

teenagers using the type of tactics employed against smoking, speeding motorists and AIDS. But the campaign has been delayed for months due to new guidelines on government advertising. The \$20 million budget dwarfs other recent Government campaign advertising for climate change (\$8 million between July and December last year) and the child support scheme (\$2.3 million), but is nowhere near the bill for workplace relations (\$48.8 million).

John Sintras, chief executive of Starcom MediaVest Group, said it was a "sizeable budget by any standards". "Most advertisers wouldn't spend that amount in a year," he said. "I doubt

there will be many people who won't be aware of this campaign by the time it has finished."

But he said media spending was not enough to get the message across. It was where the ads ran and the time of day. "As ever with these sorts of campaigns it's about getting them [teenagers] at the right time," Mr Sintras said. "That could be just before they head out [for the night] or when they are feeling like crap the next day."

Gino Vumbaca, Executive Officer of the Australian National Council on Drugs, which advised the Department of Health on the campaign's content, said the strategy was tested carefully to target two distinct age groups: underage drinkers and people aged 18 to 25.

## 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**



# Queensland clubs riding rollercoaster of uncertainty

By HENRI LACH

It's been a rollercoaster ride for Queensland's licensed clubs this past year, with fluctuating patronage from week to week producing mixed returns in all areas of operation, according to club executives.

And, while the industry has shrugged off the vagaries of 2008, it is looking forward with trepidation to an uncertain future in the New Year. New licensing laws, with restrictions on trading hours and higher licensing fees, come into effect in Queensland on January 1.

And Premier Anna Bligh has just thrown in legislation placing a "permanent cap" on the number of poker machines the State Government will allow – **see full story P20**.

On the Federal level, the Club Industry is facing an unprecedented attack from zealous anti-poker machine advocates who are launching their attack from a very potent position ... Independent Senator Nick Xenophon and Family First Senator Steven Fielding hold the balance of power in the Upper House.

Club executives in the Sunshine State say the new local laws are an unnecessary impost on licensed clubs and have renewed the call for separate legislation to govern clubs - similar to the NSW Registered Clubs Act.

CMAA Brisbane Zone President Jan Walters is a firm believer that licensed clubs should not be lumped together with hotels and nightclubs - a view she

shares with her mentor at the Logan Diggers Club, former Federal Councillor and Zone President Pam Shelton.

"It has been a really tough year," Jan said. "A lot of the small-to-medium size clubs are struggling. It's hard to know what the impact of the new trading hours and the new licensing fees is going to be, but it won't be good.

"It would be nice if we all had a crystal ball and we knew what was going to happen ... then we could plan everything well in advance.

"But we need that new legislation ... we need the clubs separated from the hotels. Clubs must be treated differently, because they are different. We don't want special treatment - just different treatment, because we are different. We do not operate for profit - and we don't have the problems that nightclubs have with drunken behaviour. Those other venues are in the business of selling liquor ... we are in the business of providing a service to the community

"For a lot of people, a visit to the club is their only social outing. This is a place where they can come and feel good and enjoy themselves in a safe, clean environment."

On the Gold Coast, Zone President Steve Condren agrees that separate legislation is needed to control the administration of licensed clubs' in Queensland.

He's also not about gilding the lily.

"The industry faces its biggest challenge ever," he said. "We find ourselves in the situation where we're being hammered from all quarters.

"It [gaming machines] used to be a State issue, now the Independent Senators have taken a stance, so we're under pressure federally as well.

"Then we've got the economic downturn and it's not known how that it will impact on the future of the industry.

"The media doesn't help ... every time you turn around, there's a negative story.

"The amount of work that every club does in its community is pushed aside.

"There are millions of dollars going



*Townsville Cowboys Leagues Club General Manager Joe Kelly.*

towards junior sport and other organisations. But they can't get a headline for that ... it's all negative about alcohol abuse and poker machines.

"Problem gambling has gone down, but this hasn't been recognised.

"The pressure on the industry now is unsurpassed.

"It's a rollercoaster ride. There is no consistency. You have one good week, then one bad week. You just can't tell. You've just got to take the good with the bad, and just hope there's more good than bad."

"We've just got to try to be a bit smarter and to stay positive."

What would he say to legislators like Nick Xenophon and Steven Fielding?

"They have to work with the industry, which is where the professionals are," he said. "The industry has done the research ... it knows the problems ... there has to be hand-in-hand consultation to get the best results."

In northern Queensland, the situation also remains volatile, according to new Townsville Cowboys League Club General Manager Joe Kelly, who recently moved down from Cazaly's Australian Football Club in Cairns.

Like Steve Condren, he pulls no punches about the future outlook.

"I've never seen this amount of uncertainty in the industry in my 12 years as a club executive," Joe said.



*Brisbane Zone President Jan Walters.*

**"It would be nice if we all had a crystal ball and we knew what was going to happen ..."**

## Steve's on wave of well-deserved success

By HENRI LACH

There's a positive side to 2008 for Steve Condren. His Club Industry career is back on track after his acrimonious dismissal by the board of the Southport Workers Club last year. Steve has opted for a sea change. He took over as General Manager at Southport Surf Club - about 3km from Southport Workers - on June 1 ... and already put his own stamp on the club.

"I struggled at first with the fact that this was a smaller venue with only 45 gaming machines," Steve says with a smile. "There were a few issues when I got here and I changed some of the procedures. I'm glad to say that it's worked, and the club is now in a health position."

He's put some of the young staff on as permanents - with training - to "give them a career path". "We're trying to build a dedicated team with incentive to work," Steve added. "It will pay dividends down the track."

He likened the job of a club manager to being the coach of a football team, which he did some years ago. "You put the game plan on the board, then you make sure that everyone is behind that game plan and produce a win for the club," he says. "It's been a challenge, but it's been a worthwhile challenge," he said with reference to the vital role surf lifesaving support clubs play in protecting the public on our beaches.



Steve Condren has opted for a 'sea change'

Meanwhile, a defamation case against his former employers is still before the Queensland Supreme Court. A decision is expected early next year. "I want to make sure that my name is cleared, because I have done nothing wrong," he said.

Steve paid tribute to his fellow club managers and the CMAA for their backing following his dismissal. "I have to take off my hat to the CMAA and the members here on the Gold Coast. To a person, everyone has been very supportive," he said.

## Smoking ban costs \$800m

THE indoor smoking ban continues to rip hundreds of millions from clubs and hotels, with gaming revenue falling by more than \$800 million in a year. NSW Office of Liquor, Gaming and Racing (OLGR) figures show poker machine turnover in hotels has already fallen by 14% this year, compared to 2007. Club revenue from poker machines has dropped from \$854 million in August 2007 to \$814 million for the same period this year. Total gaming turnover in hotels - money put through the machines - also plummeted from \$4.3 billion in June last year to \$3.7 billion this June. A combination of the smoking ban and the global economic downturn is to blame for the result. "What these figures show is, despite the fact we've had more than 12 months of an indoor smoking ban, revenues are still falling," ClubsNSW Media Manager Jeremy Bath said.

## Cardiff Panthers pay \$200,000 damages claim

Cardiff Panthers Club will pay almost \$200,000 damages to a patron who tripped and fell in the club's car park. **The Newcastle Herald** newspaper reported that Judge Margaret Sidis ruled in Newcastle District Court the club did not provide adequate lighting when Yvonne Elliot tripped and fell about 6.30pm on September 4, 2004. Mrs Elliot broke both her wrists and needed surgery for screws and plates to be inserted, Judge Sidis said. Mrs Elliot, who had not drunk alcohol, said she tripped on sticks or branches that she could not see. She said she had continued to experience pain in her wrists and had limited strength and movement. Since Mrs Elliot's fall, Cardiff Panthers has marked lines in the car park to direct pedestrians where to walk,

installed bollards with lights and put more lights on top of the club that beam down to the car park. The Judge rejected a claim that sticks and branches in the car park contributed to the fall. Mrs Elliot was awarded \$195,601 in damages, including losses for pain and suffering and past and future expenses with the club ordered to pay her legal costs. In its defence, the club tendered a DVD of surveillance on Mrs Elliot, filmed through the curtains in her kitchen window, putting food on a bun as well as sweeping around her home and buying groceries at a supermarket. Judge Sidis said she gave little weight to the DVD. "I was satisfied, however, that the plaintiff [Mrs Elliot] attempted to overstate her condition and the needs for assistance that it generated," Judge Sidis said.

## Press Club address available on DVD

ClubsNSW Chairman Peter Newell, OAM, in his capacity as the President of ClubsAustralia, addressed the National Press Club in Canberra on Wednesday, October 22. The speech was the official launch of a six-point plan that ClubsAustralia believes - if adopted by the Federal Government - will further reduce the incidence of problem gambling. Among the proposed measures were mandated family interventions, a ban on all credit betting and tighter controls on internet gambling. ClubsNSW has made a DVD of this address, now available to all member clubs free of charge. Contact ClubsNSW - (02) 9268 3000 - to receive a free DVD copy of the address.





Master of Ceremonies Chris Bath mixes with Conference delegates.



## 2008 Canberra events hailed as 'best ever'

The RSL & Services Clubs Association staged its seventh Annual Conference at the Hyatt Hotel Canberra with delegates rating it the "best ever".

Almost 300 delegates attended the Conference – "Managing in Crisis - The Road to Recovery" with Channel 7 newsreader Chris Bath as Master of Ceremonies.

The Conference, again sponsored by IGT, canvassed issues ranging from the new gaming legislation to EBITDARD, Triple Bottom Line reporting, engaging your community and gaming, to building trust in your brand.

The Conference also focused on the recurring theme of managing in crisis from the work of Peter Baines following the Boxing Day Tsunami, to Rachel Robertson being literally thrown in at the deep end in Antarctica and Olympian Brennon Dorwick with all speakers demonstrating what can be achieved with your back to the wall and the right attitude.

The Conference Dinner, at the Australian National Museum, recognise the unique and specific role of RSL and services clubs in the community including veteran welfare activities and covered the period from July 1, 2007 to June 30, 2008.

Association Patron, Major General Arthur Fittock, and Association Chairman Tony Jeffcott presented the awards.

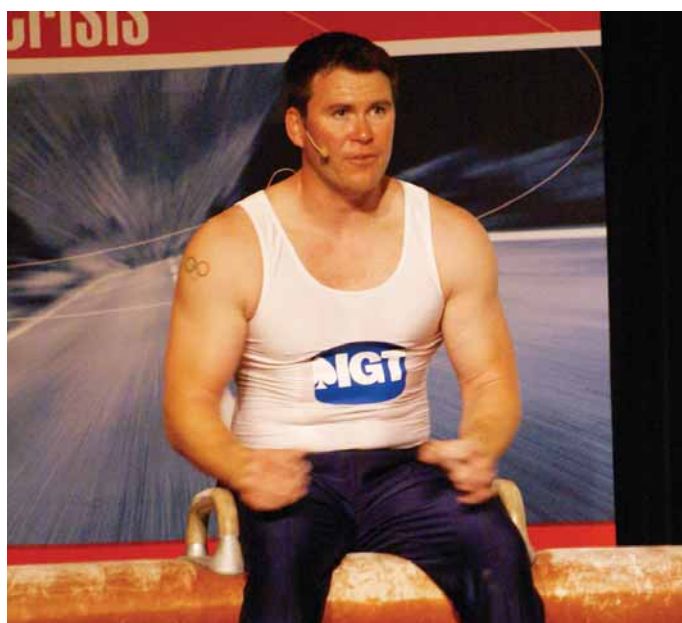
**Castle Hill RSL Club** received the second "**Spirit of Anzac**" award, which recognises a club has made an outstanding contribution throughout the year to its members and the local community which epitomises Anzac traditions on which RSL and services clubs were founded. "Castle Hill RSL Club is a major supporter of community and charitable events within 'The Hills' district providing in excess of \$600,000 on local activities, well above its CDSE expenditure obligation of \$350,000. A major thrust of its community work has been support of the Essere (to be)

organisation established to teach children skills and strategies to deal with the day-to-day pressures of growing up and finding their way in society, particularly anti-bullying workshops. More than 2,000 children have attended the Essere anti-bullying programs with amazing results".

**Adelong Services & Citizens Club** and the **Albury SS&A Club** received "Highly Commended" awards.

**Johnny Rowe** from **Wagga RSL Club** received the "**Outstanding Community Member**" award. The award recognises the community member, including a club employee, who has demonstrated outstanding loyalty and service towards their club or the local community in the spirit of the Anzacs. "Johnny Rowe has been a member of Wagga RSL Club for more than 40 years and was awarded life membership in 1993 for extraordinary service to the club and its members. For more than 30 years he assisted with organising Anzac Day activities and has been the club's hospital visitor since 1978, until a recent illness."

**Claude "Blue" Wilson** from **Wagga RSL Club** and **Katoomba RSL Club General Manager David Cassidy** received "Highly Commended" awards.



Guest Speaker and Olympic gymnast Brennon Dowrick before performing his gold medal winning routine.

The "**Spirit of Kokoda**" award went to **Jennifer Purcell**, who was sponsored by ClubsNSW on the 2007 Kokoda Youth Leadership Challenge, a major project of the RSL & Services Clubs Association. The award recognises the trekker who used the Leadership Challenge experience to most advance his/her life goals and taken significant steps towards those aspirations. "As a consequence of the trek, in addition to acting as an ambassador and sharing the Kokoda story with high school students, Jennifer has worked to establish a Non-Government Organisation (NGO) called tara.Ed. Backed by a Goldman Sachs Social Entrepreneur grant, the



organisation aims to promote sustainable primary education for children in developing nations and provide an avenue for Australian youth to make a positive impact and change the world they will inherit through volunteer opportunities and service learning."

**Louise Gauci**, sponsored on the 2005 trek by **City of Fairfield RSL Club**, received a "Highly Commended" award.

The Conference Dinner also revealed that Cashcard, an Association corporate partner, again will donate up to \$8,000 to allow an Association member club to send a young person from their local community on the 2009 Kokoda trek. Clubs nominating trekkers will go into a draw to receive the additional sponsorship.

The Association's 2009 Conference - October 25 to 28 - moves to Melbourne. The move was canvassed with members at Association meetings during the past six months. The Grand Hyatt in Melbourne has more than 400 room, is undergoing a \$40 million refurbishment and has state-of-the-art conference facilities.

Association CEO Graeme Carroll said colleagues in the Victoria RSL Licensed Sub-Branch Association have offered to assist in the event's planning and optional tours of Melbourne clubs and hotels will be incorporated in to the conference program.

Supporting IGT as major sponsor in Canberra were Lion Nathan, De Bortoli Wines, Maxgaming, First Data-Cashcard, Coca-Cola Amatil, Rocket Event Services, Russell Corporate Advisory, Club Data Online, Gopher Graphics, Infogensis, Datacard and Lahood Corporation.



Maxgaming State Sales Manager John Newson and his wife Ruth enjoyed the social side of the 2008 Conference.

## New Liquor Laws a sign of the times



As a result of the new NSW Liquor Act, there are new mandatory signage requirements for registered clubs, some of which come into effect from January 1, 2009.

This is a new requirement for registered clubs and all clubs must have the above sign in place by **January 1**. It must be displayed wherever alcohol is sold - e.g. at each bar or counter. This means that if a club has three bars, it will need - as a minimum - one sign at each bar.

All registered clubs also are required to display this sign (pictured top left) at every entrance to each bar area of the club. It replaces the former "bar area" sign in clubs (above right). So, if your club has two bar areas, and there are two entrances to each bar area, you will need four signs and must display one sign at each of the four entrances.

Clubs have until **June 30, 2009** to display this new sign, provided the former sign is displayed until then.

Under the Act, a bar area is defined as any area of a club where alcohol is served - but does not include areas



where under-18s are allowed by law, such as a bistro, dining room or non-restricted area.



This sign (below left) must be clearly displayed next to all breath-testing machines.

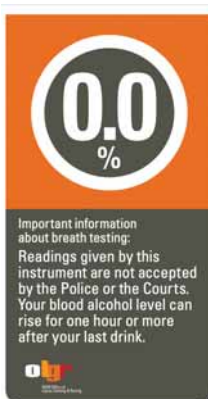
These statutory signs cost \$10 each and must be purchased from the NSW Office of Liquor, Gaming and Racing (OLGR). They cannot

be reproduced or customised. They can be ordered on line at [www.shop.nsw.gov.au/agencydetails.jsp?agency=59](http://www.shop.nsw.gov.au/agencydetails.jsp?agency=59) or by downloading an order form from [www.olgr.nsw.gov.au/signs\\_order\\_form.asp](http://www.olgr.nsw.gov.au/signs_order_form.asp)

The signs also can be bought direct from OLGR's office at Level 7, 323 Castlereagh Street, Sydney.

The signs are available in hard plastic or stick-on decal (for inside glass panels) formats and are UV-resistant.

> **Please Note: Signage requirements under the registered club and gaming**



**machine laws still apply.**

Under the new Liquor Act, penalties for breaches of law - such as serving intoxicated and under-age patrons and the presence of unaccompanied minors on licensed premises have been substantially increased. For further information on how the new liquor laws affect registered clubs, go to [www.olgr.nsw.gov.au/pdfs/L\\_FS\\_RC.pdf](http://www.olgr.nsw.gov.au/pdfs/L_FS_RC.pdf)



# A long year of challenges - and achievements

**At a time when the world has been turned upside down, in many ways it's encouraging to know that there is much to celebrate in the Club Industry, and it's business as usual. There are plenty of opportunities for those who keep their cool, and do things well. Profitable Hospitality Managing Director KEN BURGIN puts the spotlight on just some of the clubs having successes in many areas across their organisations. Some he has worked with through training and others through the recent Food & Beverage Summit ...**

Box wines aren't disappearing, but there's a whole new emphasis on real wine in real bottles. New technology is being used to store and serve it, supported by liquor distributors. "Discovering Wine" dinners are becoming an entertaining part of the monthly events calendar - and attracting new members and guests. Canberra's popular Mawson Club has become a mecca, not only for local members, but also for club managers around the country who flock to see how a cool and attractive bar can work so successfully in a club setting. They have great cocktails and imported beers, excellent wine and knowledgeable staff who really know how to sell - yes, and all in a club.

Coffs Ex-Services Club is showcasing food and beverage at its best. A 24% increase in food sales over the past 12 months supports that view. "First of all we had to change the culture in our club. At one time, all the good people were steered to gaming, while food service was barely a consideration. That approach was turned on its head. We have a rigorous recruitment process, ongoing internal staff training and of course an absolute focus on excellent food preparation and presentation. If you don't have consistent food quality, beautifully presented, served by well trained staff, you won't have a growing membership," said Coffs Ex-Services Group CEO John Rafferty.

Instead of the endless queuing, so common in "clubland", The Brassiere at Coffs Ex-Services offers table service, orders are taken on handheld PDAs and food is served to the tables. This encourages interaction with staff and a more-enjoyable dining experience for members. The results speak for themselves.

At Gunnedah Services & Bowling Club - working against the odds with a Board of Directors that is committed to retaining meals from \$10 for its loyal club members - the turnover for food this year reached an all time high of \$1.4 million,

with only a \$30,000 loss. "A \$30,000 loss is a significant milestone. It's only a fraction of the \$114,000 loss on a \$400,000 food take when I joined the club eight years ago," said CEO James Gallen. An intense focus on "Quality, Consistency and Service" has seen food sales soar to now contribute 24% to the bottom line. Food has also overtaken alcohol sales - almost unheard of in the Club Industry!

It seems much of this success is due to the club taking total control of the catering operations - 24 hours, seven days a week.

### Casual Quality

The roast is still appreciated, but it's not the only way to enjoy good meat. Everyone talks about a great steak and clubs, such as Castle Hill RSL Club, have taken it to "the max" with their new Rib Factory. Vegetarians beware! This is a terrific example of finding creative ways to introduce cheaper cuts, as meat costs climb.

Donna Stevenson at Sutherland Tradies was suddenly given a new responsibility that she handled with style. When the main restaurant was closed for renovations, her café had to supply all the catering for more than a month. After working out a special menu, they managed to handle the task AND increase profits. "Having the 300-seat Brasserie closed and not missing a beat was a great achievement. This task involved the sourcing of top-grade pre-cooked meals due to our limited equipment. The incredible teamwork and enthusiasm shown by everyone involved proved to be the building block of our huge success."

### Using new online media to contact more members

The club newsletter lives on, but quarterly contact isn't frequent enough for fast-changing events and entertainment. There's some progress on email newsletters ... remember folks that reliability is key - if we give you our email



Ken Burgin

address when we join, we expect to hear from you. Currumbin RSL Club still seems to be one of the most reliable and, now, Club Oatley has dived into Facebook with their own Group of members and staff. Within a few weeks, CEO Wayne Mudge gathered 150 online members and more are joining all the time.

Next up for more clubs is the active use of text-messaging. Mum and dad are using it to keep in contact with family, but we're still waiting for clubs to embrace it.

### Owning the middle market with function business

Five-star hotels have always owned the luxury spaces. Now, freshly-renovated clubs are claiming all of that - and more. They're leveraging their value positioning and delivering great spaces, free parking and friendliness that's sometimes missing in a hotel setting. The function "middle market" is huge, and now that clubs are losing their fear of charging for use of spaces, the revenue is rolling in nicely.

Michael Foulkes at Cabra Vale Diggers Club spent time with careful planning so the spaces are flexible, modern and designed for rapid service and turn-around. Throw in equipment for rapid food and coffee service that ensures staff can do the job quickly and efficiently.

A great renovation and makeover by Club Swans in Kings Cross turned a local favourite into a sharp and contemporary space that's attracting solid corporate bookings for the traditionally-quiet weekdays. The refurbishment has attracted an influx of new people visiting the Club Swans, positioning it with the new people living and working in the area. As Club Swans Executive Assistant Wendy Gettie says: "We've had businesspeople coming in and saying we represent the new face of the Cross."

### Recruitment

Mounties, under the leadership of Workplace Relations Manager Jodi Dickson, and Parramatta Leagues Club HR Manager Jane Grosvenor have worked hard to bring about culture

change and support it by finding "the right people for the right job". This can mean appropriate use of psychometric testing, job redesign, changing the arbitrary distinction between "permanent" and "casual" and a big increase in the flexibility of shifts and hours worked. Ever wondered why a new hire - who you thought would do a good job - turned out to be the wrong person? His/her personality, perhaps, was just not suited for a job that involved patience, repetition and a liking for details. Or, perhaps, you needed someone bright and energetic to keep the bar lively and you ended up with someone who prefers to polish the glasses. There's a growing recognition that personality profiling is a key to creating a happier and more stable workplace.

Penrith RSL Club's House/Beverage Manager said the talent shortage faces Penrith, as it does elsewhere, but the club is focusing on employing people as much for their attitude as their skills. "If we can find people with the right attitude and train them ourselves, we have a much better chance of retaining them longer," Brett said. "The more we can reduce the cost and stress of recruitment the better it is for everyone. We recruit through the CMAA website - [ozjobfindit.com](http://ozjobfindit.com) - online sites, the newspaper, and our own website is working well for us, as potential employees submit their resumes online."

## Chef's Table

Tweed Heads Bowling Club Executive Chef Brad Whittaker deserves a round of applause. His commitment to generating opportunities for chefs to get out of the kitchen and network has resulted in the first "Chef's Table" dinner being organised by the CMAA and Profitable Hospitality this month.

## What's next for Club F&B in 2009?

Let's think about New Year's resolutions. To ensure a successful 2009 for your F&B operations, this needs to be more of a **"must do"**, rather than a **"wouldn't it be nice"**.

- **Great steak, coffee and dessert ...** A tender steak and an excellent cappuccino - that wasn't always what we found at the local RSL or bowling club. Coffee suppliers have been working tirelessly to automate coffee making, so now it can be perfect every time. Meat marketing groups have been working hard with chefs and caterers to upgrade purchasing, storage and cooking skills. Quick house-made desserts will be pushing pre-bought cakes off the shelf. Hello double-chocolate mousse ... goodbye carrot cake.
- **More demands on contract caterers ...** As club CEOs become more knowledgeable about the food

business, there will be less tolerance for contractors who just want to make a "quick buck" and do nothing for the club's reputation. It starts with selection - and the tenders are becoming more demanding and the catering agreements more detailed.

- **The hospitality career of choice ...** Most TAFE and hospitality students still see large hotels as the ultimate destination - offering style, prestige and security. Don't you offer that too? For a long time the large colleges have been an easy hunting ground for hotels wanting talented staff at a low cost. It's time to take our share. Clubs offer better conditions, better training and wider opportunities.
  - **An online feast to tempt us ...** Big, fat club magazines will be slimmed down and more food and wine information will go online. Chefs and customers expect more of the website - more photos, stories and information. Email marketing is slowly gaining traction and smart operators have jumped straight to SMS promotion for a rapid response. In 2009, F&B moves to centre stage in the marketing department - and not just for the 2-for-1 schnitzel deal.
  - **Better function spaces means more competition ...** With so many clubs opening beautiful spaces, the competition will shift to the service and extras on offer. Professional function managers are being hired from large hotels - and bringing with them sales experience and a heavy focus on the bottom line. Don't let this go to waste. Time to add wireless internet, great AV equipment, a wider range of catering and quality coffee. Let's give the hotels a run for their money.
  - **More competition from pubs ...** They're feeling the effects of smoking restrictions and marketing with imagination. Many have moved aggressively into casual family dining and expanded their hold on the youth market with more modern offers than provided by most clubs. But pubs are under fire on a number of fronts, giving you a chance to win back customers - move quickly.
  - **Going green and saving money ...** Clubs use massive amounts of water and electricity and push out tons of waste. The hunt continues for ways to reduce consumption, not just to feel good but to slash costs. Smart clubs will be publicising what they do, giving facts and figures to show their reduced carbon footprint and earth-friendly activities. It's time for a regular feature in the club magazine and website.
- Check [ProfitableHospitality.com](http://ProfitableHospitality.com) for Australia's best club marketing and management resources.

## RACV dines out at National Chef's Table competition

The RACV City Club in Melbourne is the best dining experience of any club in Australia, according to the inaugural National Chefs Table competition. The RACV City Club, in Bourke Street, outscored the premier chefs at clubs from the ACT (National Press Club of Australia), NSW (Elanora Country Club), Queensland (The Brisbane Club) and South Australia (Para Hills Community Club). The National Chefs Table competition requires chef pairings to produce a three-course meal for 20 people using food costing no more than \$18 per person. National Chefs Table competition head judge Peter Howard said the winning three-course meal was an incredible fare that featured all the elements of modern cooking with outstanding presentation and perfectly suited flavours. Peter said the dining experience at the RACV City Club was a memorable one that compared with the finest European restaurants. "I was surprised by the quality of the meal and presentation," he added. "It was the stuff of culinary dreams, and one that shatters any preconception people may have of what is club food." ClubsAustralia President Peter Newell, OAM, said indoor smoking bans had served as motivation to clubs to improve the quality of the club dining experience. "Not a week goes by without someone telling me how surprised they are by the high quality of a recent meal at a club," Peter added. "The National Chefs Table competition serves as an important reminder to the more than 12,000 chefs working in the 4,000 clubs across Australia that affordability need not be sacrificed in achieving a quality of meal that satisfies even the most delicate of palettes."

## The winning menu ...

- **Entree** - Yellow fin tuna tartare aspic, truffle infused egg yolk, lotus root wafer, sesame foam
- **Main** - Symphony of Lamb Noisette en crepinette, loin in puff pastry with foie gras, breaded bone marrow and sauce bordelaise
- **Dessert** - Rosemary chocolate snap, hazelnut crackle and lemon curd pop



## A financing structure for redevelopment

By JOHN MARTIN \*

With Clubs increasingly looking to develop alternate sources of income due to the introduction of the no-smoking legislation and increases in gaming machine tax, it is worth considering the different ways to structure the financing and ownership of assets generating the alternate income streams.

One approach that some clubs may find useful is to hold investments in a unit trust structure.

The two main reasons to consider this approach are 1) manage risk 2) leave flexibility to bring in outside investment funds.

Different types of assets can have very different risk profiles, as a result of such factors as the nature of the asset - a food processing business, or a bank deposit (to take two examples with very different risk profiles) - or by virtue of the level of debt funding. If a club chooses to develop assets that have a higher risk profile (for example: a bowling alley, or a child care centre - the cost of which was fully debt financed), then the risk exposure of the club will depend on whether the asset is held directly, or by means of an investment vehicle such as a unit trust or a limited liability company. If a club holds an asset directly, then it will have a full exposure to the risks associated with that asset. Holding assets through an investment vehicle is an option for trying to limit the exposure of the ultimate owner.

Historically, the preferred investment vehicle in Australia has been the limited liability company. The liability of shareholders of a limited liability company is generally limited to the amount of invested or committed (unpaid) share capital, unless the shareholders choose to provide guarantees for creditors or indemnities for company officers.

### Unit trust advantages

Today, the preferred investment vehicle, often, is a unit trust with a corporate trustee. A reason for this preference is that unit



John Martin - Partner,  
Corporate and Commercial  
Practice Area with Thomson  
Playford Cutlers.

trusts are rarely subject to income tax on their profits. Ownership is represented by holding units in the unit trust. This is similar, in most respects, to holding shares in a company. Because unit holders don't get an immediate deduction for any losses of a trust, it will usually be in the best interests of a club to adopt tax consolidation for any wholly-owned subsidiaries or unit trusts. In this way, the club will be subject to the same tax treatment as if it directly held the assets that are owned by the unit trust.

If a club chooses to invest through a unit trust, then - depending on the nature of the underlying asset - it should be able to have the trust arrange external finance, without having to provide a guarantee, or at least not an unlimited guarantee. Under such an arrangement, the club will have the benefit of the net investment

income, but not be exposed - or fully exposed - to that finance liability. This means the club does not fully expose all the assets that represent its core activities in order to fund the development of new income generating assets.

A second reason to hold assets in a unit trust is the flexibility it offers to unit holders to "sell down" units in the trust without having to dispose of the entire asset - or all of their units in the trust - to raise funds for other purposes. In this respect, units in a unit trust are reasonably liquid assets, that can be sold quite readily, depending on the nature of the underlying asset held by the trust. Having advised many corporate clients on their corporate structuring and with extensive experience in the registered Club Industry in general, **Thomson Playford Cutlers** is uniquely placed to provide clubs with sound commercial advice on the benefits and advantages of alternative ownership structures for their assets.

\* **JOHN MARTIN** is a Partner - Corporate & Commercial Practice Area with Thomson Playford Cutlers

## Association increases member services and fees

The CMAA Executive has decided that the Association will increase annual membership fees to \$425 per annum (including GST) from January 1, 2009.

CMAA Federal President Bill Clegg, ACCM, said the Association had not increased membership fees since January 2000.

Bill said it was an important opportunity to reiterate the benefits of CMAA Membership ...

- Professional legal coverage
- Industry-accredited training system
- ACCM / CCM Industry recognition
- Regular education seminars & conferences
- Career guidance
- Representation on various Government committees
- Networking through Zone Meetings
- The Presidential Card / Shoppers Advantage program
- CMA Magazine (11 issues per annum)
- Employment Contracts

The following Membership rates will apply from January 1, 2009 - (all rates include GST inclusive):

### Full Members

- Yearly Payment \$425
- Half Yearly Payment \$221 per half year

- Quarterly \$110.50 per quarter
- Monthly Payment \$34 per 4-week month  
\$42.50 per 5-week month
- Weekly Payment \$8.50 per week

### Trainee Members

- Yearly Payment \$265
- Half Yearly Payment \$135.20 per half year
- Quarterly Payment \$67.60 per quarter
- Monthly Payment \$20.80 per 4-week month  
\$26 per 5-week month
- Weekly Payment \$5.20 per week

### Retired Member (with CMA Magazine subscription)

- Annually \$60

### Magazine Subscription

- Annual (11 editions) \$60

If paying Membership Fees by instalments - weekly / monthly / quarterly / half yearly - please pass a copy of this letter to your Pay Office so that correct deductions can be made from your salary.

Contact the CMAA's Administration Centre at Auburn - 02 9643 2300 - for more information regarding this matter.

# New courses for 2009 as 'Big Dave' joins the team

The CMDA continues to work hard at making sure you the member have access to professional development opportunities and activities. Here's a few items for you information ...

## **NEW for 2009 - CMAA Club Secretary Manager Course**

Are you looking for a club-specific course of instruction that will give you the recognition you need to hold the licence of a registered club?

If you are an aspiring Secretary Manager, an existing Secretary Manager or acting as an Honorary Secretary, then this course will greatly assist you in meeting the challenge of holding the licence of a registered club and to be confident that you can comply with the requirements pursuant to the **Registered Clubs Legislation and Conditions Checklist (35A Audit)**.

### **Course Topics Outline:**

- Club Operations
- Administration & Finance
- Corporate Governance & Compliance
- Role of the Company Secretary, Role of Management & the Board
- Conducting Board Meetings, Bylaws, and the Constitution
- Liquor Act & Registered Clubs Act
- RCG & RSA Policy & Practice
- CDSE
- Standards & Systems

To be eligible to attend the course, it is essential you can provide copies of:

- An OLGR-approved RCG Certificate
- An OLGR-approved RSA Certificate (completed within the previous three years)

It would also be desirable for attendees to have gained accreditation for:

- the accredited unit **SITHGAM004A Analyse & Report on Poker Machine Data**.

The CMDA is planning to conduct 10 of these courses from March 2009 on a monthly basis and will ensure at least four courses will be held in regional areas such as the Tweed, Albury, Illawarra and Central Coast.

The course will be run over four days (two days in consecutive weeks) and will be priced so that all CMAA members can take advantage of the generous member's price.

Course facilitators will be current experienced CEOs and industry

professionals who have held similar positions.

This course is the most comprehensive licensee's course available.

Contact the CMDA for further details.

## **CMDA 2009 Training Calendar (featured in the centrespread & at [www.cmaa.asn.au](http://www.cmaa.asn.au))**

The CMDA 2009 Training Calendar is now available and features courses scheduled for delivery at the Career Centre in Auburn and **selected regional and interstate** venues.

Zones, through their Education Officers, have contacted the CMDA to request specific courses to be delivered in their Zones at venues and dates to suit the clubs within each Zone.

This approach will ensure that more courses will run successfully, meeting the membership's education and professional development needs.

If you, as a Zone member, want specific courses to be made accessible to you and your staff - particularly if they are ACCM Education units - then contact your Zone Education Officer and Zone Committee members.

The CMDA endeavours to make its training courses available to all members, however the CMDA cannot run these heavily subsidised training courses at a loss. Therefore, the CMDA will always ensure that minimum number requirement per course are met.

The CMDA requests members and their Zone Committees, as much as possible, support the CMDA's ability to make more accessible professional development course essential for career progression.

Contact **Ralph Kober (02) 9643 2300** or [ralph@cmma.asn.au](mailto:ralph@cmma.asn.au) to discuss your Zone's requirements.

## **CMDA Welcomes 'Big Dave' Staughton to the Team**

Starting in 2009, popular presenter and industry expert **"Big Dave" Staughton** will partner with the CMDA in offering club managers three fantastic programs not previously presented on the Education and Training Calendar.

- Presentation Skills for Leaders
- Turning GRUMPY into GREAT!
- ACTION PLANNING - Developing and Implementing better Club Plans



*'Big Dave' Staughton has joined the CMDA team with three exciting new courses for club executives.*

Here's the outlines of each course with dates and locations to be confirmed ...

### **➤ Practical Presentation Skills For Leaders**

Ideal for Leaders and Managers and anyone making presentations.

1. Improve your Confidence
2. Stagecraft Tips
3. Powerful Presentation Techniques
4. How to Engage Your Audience and get Buy-In
5. Practical Exercises and Fun Confidence-Building Games
6. Using Powerpoint effectively
7. Impromptu Speeches


### **➤ Turning Grumpy Into Great!**

1. Analysing your Team
2. Understanding Different Personalities
3. Team Re-Engagement Strategies
4. Listening Skills
5. Focus on the Positives
6. Counselling & DWDP
7. Make it a Game!
8. Cultural and Organisational Change techniques

### **➤ ACTION PLANNING - Developing and Implementing better Club Plans**

1. Hands-On DIY Strategy for Smaller Clubs
2. Doing the most you can with what you've got!
3. SWOT Analysis
4. PEST Analysis
5. Target Markets & Demographics
6. Competitor Analysis
7. Club Vision, Mission, Values
8. Branding, Sales & Marketing Analysis
9. Membership Attraction & Retention Strategies
10. F&B Strategies that work
11. Effective HR Strategies that work
12. Coaching & Facilitation Techniques



 <p>SIT courses are nationally recognised &amp; accredited training units. Upon successful completion of SIT unit assessment requirements, participants will be issued with a Statement of Attainment Qualification. NACC signifies non accredited course. Participants will receive a Statement of Participation. ** SIT qualifications issued pending outcome of VETAB application. **</p>		days	JAN	FEB	MAR	APR	MAY
<b>Supervisor Development</b>							
<b>Supervisor Boot Camp</b> SITXMG001A Monitor work operations & SITXHRM001A Coach others in job skills		4		S1: M2 S2: M9 S3: M16 S4: M23			S1: M4 S2: M11 S3: M18 S4: M25
<b>Train The Trainer</b> SITXHRM001A Coach others in job skills		1		M23		BALLINA T7	M25
<b>Deal With Conflict Situations</b> SITXCOM003A		2			M23 & T24		
<b>Duty Management Development</b>							
<b>Duty Manager Program</b> SITXCCS001A Manage quality customer service, SITXHRM003A Roster staff, SITXHRM005A Lead and manage people		6		BROKEN HILL S1: M16-W18	BROKEN HILL S2: M16-W18 S1: M9-W11	S2: M20-W22	BRISBANE S1: M11-W13
<b>Plan &amp; Establish Systems &amp; Procedures</b> NACC		1	TH22				
<b>Management</b>							
<b>Turning GRUMPY into GREAT!</b> NACC presented in conjunction with Big Dave Staughton		2	W21 & TH22				
<b>Presentation Skills for Leaders</b> NACC presented in conjunction with Big Dave Staughton		1		W11			
<b>Action Planning DIY Strategies for Smaller Clubs</b> NACC presented in conjunction with Big Dave Staughton		1			F20		
<b>Develop Legal Knowledge Req'd for Bus. Compliance</b> SITXGLX001A Develop and update legal knowledge required for business compliance		6		S1: T24 & W25	S2: T17 & W18	S3: M6 & T7	
<b>Manage Workplace Relations</b> SITXHRM008A		3			M23 – W25		BATEMANS BAY M4-W6
<b>Club Secretary Manager's Course</b> NACC		4			S1: W11 – TH12 S2: W18-TH19	S1: W15 & TH16 S2: W22 & TH23	CENTRAL COAST S1: W13-TH14 S2: W20-TH21
<b>Manage Physical Assets</b> SITXFIN007A		4					
<b>Develop &amp; Implement a Business Plan</b> SITXMG004A		3	S1: W28 & TH29	S2: T24			
<b>Club Business Management Bootcamp</b> presented in conjunction with Creating Synergy		1					TH14
<b>Gaming</b>							
<b>Analyse &amp; Report on Gaming Machine Data</b> SITHGAM004A		2	M19 & T20	CENTRAL COAST M9 & T10		W15 & TH16 BRISBANE M6 & T7	CASINO M25 & T26
<b>Gaming Manager Program</b> SITHGAM005A Develop and manage gaming activities		6		S1: M16 –W18	S2: T24 –TH26		
<b>Food &amp; Beverage</b>							
<b>NEW Profitable Functions Workshop</b> NACC presented in conjunction with Profitable Hospitality		2			W4 & TH5		
<b>Profitable Cafe' Workshop</b> NACC presented in conjunction with Profitable Hospitality		1				T7	
<b>Catering Improvement Workshop</b> NACC presented in conjunction with Profitable Hospitality		2			WOLLONGONG T10 & W11 M30 & T31		NARRABRI T5 & W6 WAGGA T19 & W20
<b>Bar Profits Workshop</b> NACC presented in conjunction with Profitable Hospitality		2					
<b>Functions Supervisors Bootcamp</b> NACC presented in conjunction with Profitable Hospitality		2				T21 & W22	
<b>Finance</b>							
<b>Introduction to Cost Control Principles</b> NACC		1	W28				W13
<b>Stage 1 - Financial Fundamentals</b> SITXFIN003A Interpret financial information & SITXFIN004A Manage finances in a budget		2	DUBBO D1 W21	M2 & T3 DUBBO D2 W11	GLENN INNES M9 & T10		SUNSHINE COAST W27 & TH28
<b>Stage 2 - Financial Management</b> SITXFIN005A Prepare and monitor budgets & SITXFIN008A Manage financial operations		5			S1: T24 & W25	S2: T28-TH30	
<b>Human Resources</b>							
<b>Recruit and Select Staff</b> SITXHRM002A Recruit, select and induct staff		2					W20 & TH21
<b>Monitor Staff Performance</b> SITXHRM006A		2				W15 & TH16 ACT M20 & T21	
<b>Advertising &amp; Promotion Marketing</b>							
<b>Stage 1 - Marketing Fundamentals</b> NACC		2		M2 & T3			
<b>Stage 2 - Develop &amp; Manage Marketing Strategies</b> SITXMPR005A		4			S1: M30 & T31	S2: M20 & T21	LAURIETON S1: M18 & T19
<b>Advertising Management</b> NACC		2				M6 & T7	
<b>OHS</b>							
<b>Stage 1 - OH&amp;S Risk Mgmt for Supervisors &amp; Managers</b> SITXOHS004A Implement and monitor workplace health, safety and security procedures		2				M6 & T7	
<b>Stage 2 - OH&amp;S Consultation for Workplace Committees</b> SITXOHS005A Establish and maintain an OHS system		4					S1: M11 & T12

JUN	JUL	AUG	SEPT	OCT	NOV	DEC	Member & CMDA Affiliate	Non Member	Buy for In-house or Zone delivery
		S1: M10 S2:M17 S3: M24 S4: M31			S1: M9 S2: M16 S3: M23 S4: M30		\$750 (+GST)	\$950 (+GST)	Max 15 pax \$6,900 (+GST)
		M31			M30		\$220	\$290	Max 12 pax \$2,600
	M6 & T7					M14 & T15	\$480	\$580	Max 15 pax \$4,600
BRISBANE S2: M15-W17	S1: M27-W29	S2: M24-W26  ACT S1: M24-W26	ARMIDALE S1: M21-W23 ACT S2: M14-W16	ARMIDALE S2: M26-W28 TWEED HEADS S1: M26-W28	S1: M9-W11  TWEED HEADS S2: M23-W25	S2: M7-W9	\$1,560 (+GST)	\$1,690 (+GST)	Max 25 pax POA
	W8		WOLLONGONG M28			TH10	\$280 (+GST)	\$380 (+GST)	Max 15 pax \$3,000 (+GST)
TH4 & F5				TH29 & F30			\$455 (GST incl)	\$495 (GST incl)	Max 20 pax POA
F19					TH26		\$255 (GST incl)	\$295 (GST incl)	Max 20 pax POA
	F24				F27		\$255 (GST incl)	\$295 (GST incl)	Max 20 pax POA
S1: M22 & T23	S2: M20 & T21	S3: M10 & T11		S1: M26 & T27	S2: M16 & T17	S3: M7 & T8	\$1,320	1,490	Max 15 pax POA
M1 - W3	TAMWORTH M27 - W29	NEWCASTLE T4-TH6	M14 -W16	FORSTER M19 -W21		T1-TH3	\$690	\$790	Max 15 pax \$6,900
S1: W10 & TH11 S2: W17 & TH18	TWEED HEADS S1: M13 -T14 S2: M20-T21	S1: W12 & TH13 S2: W19 & TH20	WOLLONGONG S1: T1-W2 S2: T8-W9	S1: W14 & TH15 S2: W21 & TH22	S1: W11 & TH12 S2: W18 & TH19	ALBURY S1: W2-TH3 S2: W9-TH10	\$690 (+GST)	\$890 (+GST)	Max 15 pax POA
		S1: W12 & TH13 S2: W19 & TH20					\$900	\$1,000	Max 15 pax \$7,200
			S1: W23 & Th24	S2: Th22			\$690	\$790	Max 15 pax \$6,900
							\$255 (GST incl)	\$295 (GST incl)	Max 20 pax POA
ACT M22&T23	M13 & T14			T6 & W7		TH10 & F11	\$480	\$580	Max 15 pax \$4,600
CENTRAL COAST S1: M22-W24	CENTRAL COAST S2: M20-W22	LISMORE S1: M17-W19	LISMORE S2: M14-W16	BRISBANE S1: M12-W14	BRISBANE S2: M9 -W11		\$1,320	\$1,490	Max 15 pax POA
		T4 & W5					\$455 (GST incl)	\$495 (GST incl)	Max 20 pax POA
							\$255 (GST incl)	\$295 (GST incl)	Max 20 pax POA
							\$455 (GST incl)	\$495 (GST incl)	Max 20 pax POA
	M27 & T28						\$455 (GST incl)	\$495 (GST incl)	Max 20 pax POA
				M12 & T13			\$455 (GST incl)	\$495 (GST incl)	Max 20 pax POA
		T4				T1	\$280 (+GST)	\$380 (+GST)	Max 15 pax \$3,000(+GST)
WOLLONGONG T9 & W10	W22 & TH23			COFFS HARBOUR T6 & W7		M14 & T15	\$480	\$580	Max 15 pax \$4,600
					S1: W4 & TH5 S2: T24-TH26		\$1,200	\$1,350	Max 15 pax \$8,500
				M19 & T20			\$480	\$580	Max 15 pax \$4,600
					M16 & T17		\$480	\$580	Max 15 pax \$4,600
M22 & T23				M19 & T20			\$480 (+GST)	\$580 (+GST)	Max 15 pax \$4,600(+GST)
PORT MACQ. S2: M15 & T16					S1: M16 & T17 S2: M30	S2 (Cont): T1	\$900	\$1,000	Max 15 pax \$7,200
			M21 & T22				\$480 (+GST)	\$580 (+GST)	Max 15 pax \$4,600(+GST)
			M28 & T29				\$480	\$580	Max 15 pax \$4,600
S2: T9 & W10					S1: W4 & TH5 S2: M23 & T24		\$790	\$890	Max 15 pax \$7,200



Day	Date	Meeting	Venue	Zone
<b>JANUARY</b>				
Thursday	29/1/2009	09:00	Auburn	CMAA Executive Meeting
<b>FEBRUARY</b>				
Wed - Sunday	4 - 15/2/2009		New Orleans, Las Vegas	82nd World Conference on Club Management
Tuesday	10/2/2009	09:30	Coffs Harbour Catholic Club	Mid North Coast Zone Meeting
Thursday	12/2/2009	10:00	Cooma Ex-Services Club	Far South Coast Zone Meeting
Monday	16-17/2/2009	10:00	Albury SS&A Club	Riverina Murray Zone AGM
Tuesday	17/2/2009	10:00	Asquith Leagues Club	Manly Northern Suburbs Zone Meeting
Tuesday	17/2/2009	10:00	Northcliffe Surf Club	Gold Coast Zone AGM
Wednesday	18/2/2009	9:30	Central Coast Leagues Club	Central Coast Zone AGM
Wednesday	18/2/2009	10:00	Heidelberg RSL Club	Victorian Zone Meeting
Saturday	21/2/2009	1:00	Orange Ex-Services Club	Mid State Zone AGM
Thursday	26/2/2009	09:30	Auburn	CMAA Executive Meeting
Friday	27/2/2009	11:00	Wollongong RSL Bowling Club	Illawarra Shoalhaven Zone Meeting
<b>MARCH</b>				
Sunday	1/3/2009		Darling Harbour	CMAA Federal Council Meeting
Monday	2/3/2009	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Monday	2/3/2009	16:00	Darling Harbour	CMAA Annual Awards & Cocktail Party
Tuesday	3/3/2009	09:00	Darling Harbour	CMAA Annual General Meeting
Tuesday	3/3/2009	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Wednesday	4/3/2009	09:30	Armidale Bowling Club	North West State Zone Meeting
Tuesday	10/3/2009	10:00	Redcliffe Leagues Club	Brisbane Zone AGM
Wednesday	11/3/2009	09:30	Kingscliff TAFE	Far North Coast Zone Meeting
Thursday	12/3/2009	11:00	Mounties	Nepean Zone AGM
Friday	13/3/2009	18:00	Mulgrave Country Club	Victorian Zone Awards Dinner
Tuesday	17/3/2009	11:30	Paddington RSL Club	City & Eastern Suburbs Zone Meeting
Tuesday	17/3/2009	07:00	Tradies Club, Sutherland	St George/Cronulla Zone Meeting
Friday	20/3/2009	10:00	Carnarvon Golf Club	Inner West Zone Meeting
Friday	13/3/2009	11:30	Horton Park Golf Club	Sunshine Coast Charity Golf Day
Wednesday	25/3/2009	07:30	Robina Woods Club	Gold Coast Zone, Charity Golf Day
Thursday	26/3/2009	10:00	Beresfield Bowling Club	Hunter Zone Meeting
<b>APRIL</b>				
Thursday	9/4/2009	11:00	Canberra Southern Cross Club	ACT Zone Meeting
EASTER	10 - 14/4/2009			
Monday	15/4/2009	11:00	Club Old Bar	Great Lakes Zone Meeting & Charity Golf Day
Friday	17/4/2009	07:00	Long Reef Golf Club	Manly Northern Zone Golf Day
Thursday	23/4/2009	09:30	Auburn	CMAA Executive Meeting
<b>MAY</b>				
Tuesday	5/5/2009	10:30	Woolgoolga Golf Club	Mid North Coast Zone Golf Day
Thursday	7/5/2009	09:30	Tuross Head Country Club	Far South Coast Zone Meeting
Tues - Thursday	12 - 14/5/2009		Crowne Plaza, Terrigal	Leagues Club Assn Gaming Conference
Tuesday	12/5/2009	07:30	Southport Surf Lifesaving Club	Gold Coast Zone Meeting
Wednesday	13/5/2009	09:30	Gunnedah Services Club	North West State Zone Meeting
Wednesday	13/5/2009	10:00	Gosford RSL Club	Central Coast Meeting
Tuesday	19/5/2009	09:30	Nambour RSL Club	Sunshine Coast Zone Meeting
Wednesday	20/5/2009	11:00	The Yarraville Club	Victorian Zone AGM & Conference
Saturday	23/5/2009	14:00	Gilgandra Services Club	Mid State Zone Zone Meeting
Tuesday	26/5/2009	07:00	The Coast Golf Club	City Eastern Suburbs Peter Cameron Golf Day
Tuesday	26/5/2009	09:30	Greenbank RSL Club	Brisbane Zone Meeting
Thursday	28/5/2009	09:30	Auburn	CMAA Executive Meeting
<b>JUNE</b>				
Tuesday	2/6/2009	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting
Thurs - Saturday	2 - 4/6/2009		Hong Kong & Macau	G2E Asia - <a href="http://www.asiangamingexpo.com">www.asiangamingexpo.com</a>
Tuesday	9/6/2009	10:00	Coffs Harbour Ex-Services Club	Mid North Coast Zone Meeting
Monday	15/6/2009	10:00	Gilgandra Services Club	Mid State Zone Study Tour
Tuesday	16/6/2009	11:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Wednesday	17/6/2009	09:30	Casino RSM Club	Far North Coast Zone Meeting
Thursday	18/6/2009	10:00	Tigers Leagues Club	Inner West Zone Meeting
Thursday	18/6/2009	09:30	Cabramatta Leagues Club	Nepean Zone Meeting
Wednesday	24/6/2009	11:00	Newcastle Panthers Club	Hunter Zone Meeting
Thursday	25/6/2009	09:30	Auburn	CMAA Executive Meeting
<b>JULY</b>				
Tuesday	14/7/2009	10:00	Mulwala Services Club	Riverina Murray Zone Meeting
Wednesday	15/7/2009	14:00	Conrad Jupiters, Gold Coast	CMAA Fed Executive / Fed Council Meeting
Thursday	16/7/2009	16:00	Conrad Jupiters, Gold Coast	CMAA General Meeting

Day	Date	Meeting	Venue	Zone
<b>JULY</b>				
Wed – Friday	15 - 17/7/2009	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	18/7/2009	11:00	Gold Coast Turf Club	Brisbane Gold Coast Zone Charity Race Day
Thursday	23/7/2009	11:00	Ryde Eastwood Leagues	Manly Northern Mid Year Zone Meeting
Monday	27 - 29/7/2009	09:00	Twin Towns Services Club	RSL & Services Clubs Assn National Conference
Wednesday	29/7/2009	09:00	Canberra Labor Club	ACT Zone Meeting
Friday	31/7/2009	10:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting
<b>AUGUST</b>				
Monday	3/8/2009	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tuesday	4/8/2009	09:30	Caloundra RSL Club	Sunshine Coast Zone Meeting
Wednesday	5/8/2009	10:00	Forster Tuncurry Services Club	Great Lakes Zone AGM
Wednesday	12/8/2009	09:30	Moree Services Club	North West State Zone AGM
Wednesday	12 - 13/8/2009	10:00	Crowne Plaza, Terrigal	Central Coast Zone Meeting & Conference
Thursday	13/8/2009	09:30	Tomakin Sports & Social Club	Far South Coast Zone Meeting
Sunday – Tues	16 – 18/8/2009	09:30	Darling Harbour, Sydney	AGE 2008 <a href="http://www.austgamingexpo.com">www.austgamingexpo.com</a>
Tuesday	18/8/2009	07:30	Fox Hills Golf Club	Nepean Zone Annual Golf Day
Wednesday	19/8/2009	10:00	Foster's Brewhouse, Abbotsford	Victorian Zone Meeting
Wednesday	19/8/2009	11:00	Souths Leagues Club	Hunter Zone Meeting
Thursday	27/8/2009	09:30	Auburn	CMAA Executive Meeting
<b>SEPTEMBER</b>				
Tuesday	1/9/2009	11:00	St George Masonic Club	St George Cronulla Zone Meeting
Tuesday	8/9/2009	12:00	Burleigh Bears Club	Gold Coast Zone Meeting
Tuesday	8/9/2009	11:30	Club Rose Bay	City Eastern Suburbs Zone Meeting
Tuesday	8/9/2009	10:30	Nambucca Heads RSL Club	Mid North Coast Zone Meeting
Wednesday	9/9/2009	08:30	Lismore Workers Club	Far North Coast Zone Meeting
Tuesday	15/9/2009	07:30	Forbes Services Club	CMAA Mid State Zone Charity Golf Day
Thursday	17/9/2009	10:00	Club Five Dock	Inner West Zone Meeting
Thursday	17/9/2009	11:00	St Marys Leagues Club	Nepean Zone Meeting
Tuesday	22/9/2009	07:30	Kogarah Golf Club	St George Cronulla - Neville Worton Golf Day
Wednesday	23/9/2009	11:00	Canberra Labor Club	ACT Zone Meeting
Thursday	24/9/2009	09:30	Auburn	CMAA Executive Meeting
Friday	25/9/2009	11:00	Bribie Sports Club	Sunshine Coast Zone Charity Bowls Day
Tuesday	29/9/2009	07:30	Logan Diggers Club	Brisbane Zone Meeting
<b>OCTOBER</b>				
Sat – Tuesday	10 – 13/10/2009		Gold Coast Convention Centre	ClubsNSW Annual Conference
Sunday – Wed	25 – 28/10/2009		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Annual Conference
Thursday	29/10/2009	09:30	Auburn	CMAA Executive Meeting
Friday	30/10/2009	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
Friday	30/10/2009	10:30	Canberra Southern Cross Club	ACT Zone Meeting/Bowls Day
<b>NOVEMBER</b>				
Thurs – Sunday	5 – 8/11/2009		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Tuesday	10/11/2009	10:00	North Beach Bowling Club	Mid North Coast Zone Meeting
Tues - Thursday	17 – 19/11/2009		Las Vegas Convention Centre	Global Gaming Expo – G2E
Monday	18/11/2009	10:00	Sandhurst Golf Club	Victorian Zone Meeting
Friday	20/11/2009	10:00	Belconnen Soccer Club	ACT Zone Meeting
Tuesday	24/11/2009	11:30	Club Bondi Junction	City Eastern Suburbs Zone Meeting
Tuesday	24/11/2009	09:30	Logan Diggers Club	Brisbane Zone Meeting & Qld Bursaries
Wednesday	25/11/2009	11:00	Central Charlestown Leagues Club	Hunter Zone Meeting
Friday	27/11/2009	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	27/11/2009	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	27/11/2009	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
<b>DECEMBER</b>				
Tuesday	1/12/2009	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting
Wednesday	2/12/2009	09:30	Tamworth Club	North West State Zone Meeting
Wednesday	2/12/2009	09:30	Norths Leagues Club	Manly Northern Suburbs Zone Xmas Meeting
Wednesday	2/12/2009	09:30	Port Macquarie Golf Club	Great Lakes Zone Meeting
Friday	4/12/2009	15:00	Cruise	Inner West Zone AGM
Friday	4/12/2009	10:00	Gosford RSL Club	Central Coast Zone Meeting
Friday	4/12/2009	11:00	Collegians Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	8/12/2009	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Wednesday	9/12/2009	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Thursday	10/12/2009	12:00	Club Marconi	Nepean Zone Xmas Luncheon
Thursday	10/12/2009	09:30	Narooma S&S Club	Far South Coast Zone Meeting
Friday	11/12/2009	11:30	Club Helensvale	Brisbane & Gold Coast Zone Xmas Lunch
Thursday	17/12/2009	09:30	Auburn	CMAA Executive Meeting



## Kick off a Big 2009 with 'Big Dave'

*by attending a workshop which promises to help you motivate  
& re-energise your team by:*

## Turning GRUMPY into GREAT!



In a tight labour market, it's hard to find good staff and firing them can be expensive. Discover alternative strategies for improving the attitude of your staff.

Learn what changes difficult behaviour and what really motivates them. Find out about strengths-based leadership, affirmations & self-talk, using character traits and values, choice, open discussion (WCMO) and leading by example.

### *Key Workshop Outcomes:*

- Analysing your Team
- Understanding Different Personalities
- Team Re-Engagement Strategies
- Listening Skills
- Focus on the Positives
- Counselling & DWDP
- Make it a Game!
- Cultural and Organisational Change techniques

When	2 days....Wednesday 21 <sup>st</sup> & Thursday 22 <sup>nd</sup> January 2009
Where	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road (Cnr Hall Street), Auburn
Times	9.30am - 4.30pm all days
Cost	\$455 - CMA Member/CMDA Affiliate, \$490 - Non Member (GST inclusive)
ACCM points:	Completion of this program entitles CMAA Members & CMDA Affiliates to 12 points toward ACCM activity.

Register your interest by downloading the registration form from [www.cmaa.asn.au](http://www.cmaa.asn.au)  
& fax to Estelle McDonald-Birch at the CMDA on 02 9643 2400.  
For more info ☎ 02 9643 2300 or email: [estelle@cmad.asn.au](mailto:estelle@cmad.asn.au).



CMAA Executive Officer Terry Condon, CCM, presents Club Rivers Customer Services Manager David Moorcroft with his ACCM Award at the St George Cronulla Zone Meeting.



St George Cronulla Zone President Ian Todd, ACCM (right), and Zone Education Officer Stuart Jamieson (left) thank Ken Burgin (middle left) and Bill Shirley from Profitable Hospitality for their free education workshop.

## New ACCM among new faces at final meeting

Ian Todd welcomed two new members – including a new ACCM recipient – at the St George Cronulla Zone Meeting at St George Sailing Club on December 2.

Sydney Rowers Club Duty Manager Joanne Howell and David Moorcroft attended their first Zone Meeting with David, the Customer Services Manager at Club Rivers, also receiving his ACCM from CMAA Executive Officer Terry Condon, CCM.

Terry acknowledged the dedication and commitment required to meet the

challenging criteria of the ACCM Award before David thanked Zone Vice President and Engadine Bowling Club General Manager Gary Baudinette for giving him a start in the Club Industry, then Zone Education Officer and Club Rivers Operations Manager Stuart Jamieson for offering him the opportunity to further his career and education.

Ian, also the CMAA Division X Federal Councillor, welcomed Association Life Member Les Evennett, Terry, CMAA Communication Services Manager Peter Sharp and 41 members before giving his President's Report for 2009. The Meeting also resolved the Zone meeting dates for 2009 ...

- March 17 (7am) Breakfast Meeting at Tradies Sutherland
- June 2 Meeting at Kingsgrove RSL Club
- September 1 AGM at St George Masonic Club
- December 1 Christmas Meeting at St George Motor Boat Club

Steve Clarke from St George Masonic Club won the Zone attendance incentive prize of a laptop computer worth \$2,500 from Secom Technology, drawn at the end of the Meeting.

The days started with a free education workshop – “12 Smart Pricing Tricks”, with Ken Burgin and Bill Shirley from Profitable Hospitality that drew 24 members.

More than 130 guests, including club directors and industry trade representatives sat down to lunch, which also raised \$1,700 for the Zone Bursary Fund, with the spectacular Georges River at the backdrop to the festivities.





# Let's Focus on **SMART** Management



**CMAA 2009 Annual Conference, AGM & Hospitality Exposition**  
**March 2 & 3, 2009**

**Sydney Convention & Exhibition Centre, Darling Harbour**



## President's Message *Bill Clegg, ACCM*

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to welcome CMAA Members and all eligible delegates to the CMAA's **FREE** Annual 2009 Conference and Hospitality Exposition. This event - sponsored by CMAA partner company Aristocrat Gaming Technologies - continues to be a spectacular success with more conference delegates and trade show visitors attending than ever before. Your participation at this year's conference and exposition is greatly appreciated. Thanks to our wonderful trade suppliers who again will provide an excellent array of innovative and exciting products and services for management to review.

### Conference & Expo Overview

#### REGISTRATION FEES

**FREE** for staff, management and directors of: clubs, hotels, casinos, restaurants, caterers, hospitality students and teachers.

**\$550p.p.** for trade suppliers **NOT ACCREDITED** as a CMAA Hospitality Exposition Exhibitor by the Conference Organising Committee.

#### CONFERENCE SESSIONS

Conference sessions on both days will be held in the **Conference Room, Hall 6**, accessible from within Hall 5.

#### ANNUAL GENERAL MEMBERS MEETING

**9am - 10:30am Monday, March 2**, in the **Conference Room, Hall 6**, accessible from within Hall 5.

#### ACCM ACTIVITY POINTS

CMAA members receive 10 activity points for attending and signing the register at the AGM. A further 20 activity points will be awarded for attendance at the Conference & Expo with an additional 10 activity points given for those travelling more than 100km from their club to attend the event.

#### CMAA - ARISTOCRAT COCKTAIL PARTY

**4pm - 6pm Monday, March 2**, in Hall 5.

The Cocktail Party will feature:

- CMAA Hall of Fame Award Presentations
- CMAA 21 & 30 Year Member Award Presentations
- Peter Cameron Award Presentation
- 2009 National Bursary Winners Presentation

## Timetable of Events

### MONDAY, MARCH 2, 2009

**8am**

Conference Registration

**8:45am**

Doors open for Conference

**9am**

CMAA Hospitality Exposition Opens

**9am - 10am**

CMAA Annual General Members Meeting

**Conference Opening: Warren Jowett - Aristocrat**

**10am - 10:30am**

**NSW Minister for Gaming & Racing**

**11am - 12pm**

**Panel Forum**

*Demystifying Employee Contracts & Service Agreements*

**1pm - 2pm**

**Panel Presentation**

*Club management success stories in challenging times*

**4pm**

CMAA Hospitality Exposition Closes

**4pm - 6pm**

CMAA - Aristocrat Cocktail Party

### TUESDAY, MARCH 3, 2009

**8am**

Registration

**8:45am**

Doors open for Conference

**9am**

CMAA Hospitality Exposition Opens

**9am - 9:45am**

**Presentation**

*Accountancy Essentials for Non Accountants*

**10:15am - 11am**

**Panel Forum**

*Best Practice Management & Benchmarking Post IPART 2008*

**11:30am - 12:15pm**

**Panel Presentation**

*Amalgamations - the Parent Club's Perspective*

**1pm - 1:45pm**

**Panel Presentation**

*Amalgamations - the Child Club's Perspective*

**4pm**

CMAA Hospitality Exposition Closes



**MONDAY, MARCH 2, 2009**

9am

**Conference Opens**

9am - 10am

**CMAA AGM Meeting**

CMAA Members only

**Conference Opening: Warren Jowett - Aristocrat**

10am - 10:30am

**Minister for Gaming and Racing & Minister for Sport and Recreation, the Honourable Kevin Greene, MP**

The Minister will present an overview of the last 12 months key developments in the club industry especially the:

- Impacts of the smoking bans
- The changes to the Gaming machine Act
- Recommendations of the IPART Report 2008
- The progress in reducing alcohol related crime

11am - 12pm

**Panel Forum****Demystifying Employee Contracts & Service Agreements**

The panel will discuss a range of Industrial Relations issues facing the industry including:

- IR context update
- CMAA Award
- Base Employee Contracts & Service Agreements
- Salary Sacrifice & FBT

1pm - 2pm

**Panel Presentation****Club management success stories in challenging times**

This session continues with the popular showcasing of club management success stories where each of the panel will present an overview of what their club has developed and implemented to increase profits, membership and relevance in their geographical areas.

4pm

**Exposition Closes**

4pm - 6pm

**CMAA - Aristocrat Cocktail Party**

New to the 2009 Exposition is the CMAA - Aristocrat Cocktail Party which will celebrate the success of many of the Association's long-time members and industry associates. Enjoy the camaraderie and social interaction of the club managers and trade suppliers in this great event.

➤ There will be a maximum seating capacity of 300 people per session.

➤ To avoid disappointment, ensure you are in the room before the session starts.

➤ Conference Program subject to change.

**TUESDAY, MARCH 3, 2009**

9am

**Conference Opens**

9am - 9:45am

**Presentation****Accountancy Essentials for Non Accountants**

The IPART Final Report of 2008 highlighted the need for managers to increase their focus on the financial management of their clubs, particularly with respect to financial interpretation, solvency, EBITARD and reporting. This session will help to clarify some of the essential principles of financial management, including P&L, Trading Statement and their impact on intricate financial systems and reporting.

10:15am - 11am

**Panel Forum****Best Practice Management & Benchmarking Post IPART 2008**

What are some of the tools that enable clubs to meet the recommendations of better financial management highlighted in the IPART Final Report of 2008? What are some of the key industry benchmarks that clubs should be comparing their operations against? How can you better manage your club financial operations to instil confidence and trust from the Board? This session is a must attend for managers wanting to raise the bar and demonstrate adherence to industry best practice.

11:30am - 12:15pm

**Panel Presentation****Amalgamations - the Parent Club's Perspective**

Amalgamations are commonplace in the present Club Industry environment, however there are many pitfalls and processes not immediately obvious to the "parent club" which, if not anticipated, can lead to a messy and protracted takeover of the "child club". Specialists in the field are often required to help clubs navigate the daunting process of amalgamation.

1pm - 1:45pm

**Panel Presentation****Amalgamations - the Child Club's Perspective**

There are always two sides to every story or experience so, to balance the scorecard, this session will focus on the challenges a "child club" faces (ie. a club wanting, through necessity or desperation, to remain operational at the expense of merging with a larger, more-solvent club) through the amalgamation process.

4pm

**Exposition Closes**

## How To Register

### Pre-registration:

- Go to [www.cmaa.asn.au](http://www.cmaa.asn.au) and register online

### Once you have registered:

- Closer to the Conference & Expo dates, you will be sent your unique bCODE registration via SMS to your mobile phone or email by Tradevent, so please supply your details of both when registering and select which method you would prefer to use.

## Conference & Expo Dates

Conference & Hospitality Exposition      Monday, March 2 & Tuesday, March 3, 2009

## Conference & Expo Times

Conference hours:            from 9am both days  
Exposition hours :        9am - 4pm both days

## Conference & Expo Registration Fees\*

- \* **FREE** for staff, management and directors of clubs, hotels, casinos, restaurants, caterers, hospitality students and teachers
- \* **\$550p.p.** for Trade Suppliers **NOT ACCREDITED** as a CMAA Hospitality Exposition Exhibitor



Conference Sponsor

# CMAA Hospitality Expo

Sydney Convention & Exhibition Centre,  
Darling Harbour

**MONDAY 2nd & TUESDAY 3rd of MARCH, 2009**

This is the Club Industry's premier  
Hospitality Expo for 2009

**A GREAT WAY TO START THE YEAR**

➤ Please note:

Unless you are an accredited CMAA Hospitality Expo Exhibitor, a Registered Club employee or Director, entry into the event will not be permitted

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



# Ros, Tony delighted with Ian Silk awards

Brisbane Zone celebrated the end of its busy year and more than 135 guests attended the CMAA Queensland Bursaries Luncheon at Broncos Leagues Club last month.

Before the bursaries presentation ceremony, Brisbane Zone President Jan Walters welcomed 35 members, including special guests Gold Coast Zone President Steve Condren and Sunshine Coast Zone President Laurie Williams, to the final Zone Meeting for the year.

CMAA Executive Officer Terry Condon presented the Head Office Report and spoke about several major industry issues, including the Queensland Government's surprise decision to impose a permanent cap on poker machines in that state.

Brisbane Zone's next meeting will be the AGM at Redcliffe Leagues Club on March 10, 2009.

Arana Leagues Club Finance Manager Ros Francis and Redcliffe Leagues Club CEO Tony Murphy picked up the main award – the Ian Silk Memorial Bursary, sponsored by the CMAA Brisbane and Gold Coast Zones – at the Queensland Bursaries presentation ceremony.

With Broncos Leagues Club hosting the meeting, luncheon and awards, it was appropriate and entertaining that *ClubsQueensland* representative and former Queensland and Australia cricket wicketkeeper Ray Phillips interviewed incoming Broncos head coach Ian Henjak.

Terry Condon, along with sponsor company representatives, congratulated and presented the winners with their bursaries during the luncheon.

Jan Walters said she was "extremely pleased" with the response to the 2008 bursaries offered and with the ongoing support of the companies that support the Brisbane, Gold Coast and Sunshine Coast Zones.



Terry Condon with Tony Murphy, Greta Silk and Ros Francis.



Lew Cooper (right) with Cliff Biggs (left) from Aristocrat and Beenleigh Sports Club President Terry Lynam, who accepted the bursary on behalf of Michael Jones.



Terry Condon with Kylie Rowley, Serena Chagas, Damien Budd, Kachaya Robertson, Matt Smith (accepting for Matele Vao), Monika Lee Bailey and Christopher Roe.

## CMAA Queensland 2009 Bursary & Scholarship Awards

### Ian Silk Memorial Bursary

(sponsored by the CMAA Brisbane & Gold Coast Zones): Ros Francis, Finance Manager at Arana Leagues Club; Tony Murphy, CEO at Redcliffe Leagues Club

### Aristocrat - Lew Cooper Bursary:

Michael Jones, CEO at Beenleigh Sports Club

### Castlemaine Perkins Study Tour Bursary:

Tony Bonello, CEO at Carina Leagues Club

### Ainsworth Study Tour Bursary:

Paul McGuire, CEO at Southport RSL Club

### QClubs Buying Group & Customers ATM Mid Year Conference Bursary:

Jason McIlroy, HR Manager at Logan Diggers Club; Caroline Barber, Admin/Marketing/IT Manager at Currumbin RSL Club

### Club Training Qld & Maxgaming Study 'CMAA Duty Manager Development Program Bursary':

Terry Allen, Catering Manager at Redcliffe Leagues Club; Brooke Scott, Manager at Logan Diggers

### Konami, Finlease & Paynter Dixon Australasian Gaming Expo Bursary:

Ricky Cole, Assistant Manager at Alex Supporters Club; Steve Ratcliffe, Assistant Manager at Geebung-Zillmere RSL Club; Steve Lancaster, Assistant Manager at Carina Leagues Club

### Duty Manager's Program Bursary

(sponsored by CMAA Brisbane Zone Committee): Christopher Roe, Trainee Manager at Arana Leagues Club; Monika Lea Bailey, Trainee Manager at Arana Leagues Club; Matele Vao, Manager at Redcliffe Leagues Club; Kachaya Robertson, TAB Supervisor at Redcliffe Leagues Club; Damien Budd, Duty Manager at Redcliffe Leagues Club; Serena Chagas, F&B Supervisor at Redcliffe Leagues Club; Kylie Rowley, Duty Manager at Logan Diggers Club

### Tyrrell's Wines Study Bursary:

Justin Charlish, Operations Manager at Redcliffe Leagues Club



**MitchellBrandtman**

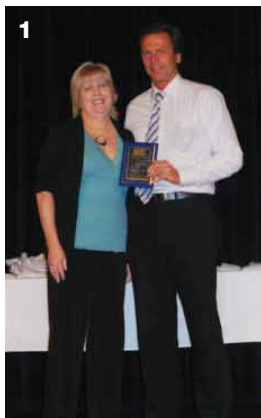
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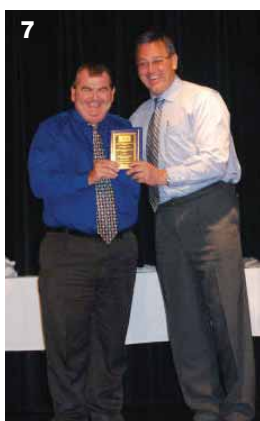
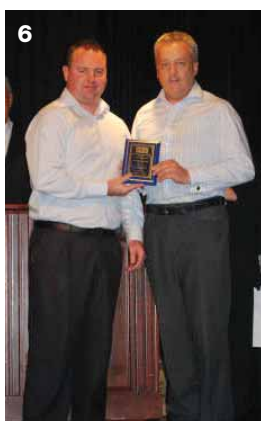
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1 - Caroline Barber with Ash Hicks from Customers ATM. 2 - Terry Allen with Jonathan Waller from Club Training Qld. 3 - Brooke Scott with Jeremy Norton from Maxgaming. 4 - Ricky Cole with Neil Hunt from Konami Australia. 5 - Steve Ratcliffe with Phil Horton from Finlease.



6 - Jason McIlroy with Michael Mercer from QClubs. 7 - Steve Lancaster with Col Hayes from Paynter Dixon. 8 - Justin Charlsh with Mark Ellis from Tyrrell's Wines. 9 - Paul McGuire with Glen Coleman Ainsworth Gaming Technology. 10 - Tony Bonello with Bill Webb from Castlemaine Perkins.

## Hotel licensee escapes conviction

The Narellan Hotel's licensee has escaped conviction over a seriously drunk man found in his hotel, after successfully arguing that his staff asked the man to leave as soon as they noticed his condition. On November 28, Camden Magistrate Christopher O'Brien dismissed a charge against Reginald Deane of permitting intoxication after finding the licensee had done what was required of him under the Liquor Act. Police alleged the man was "seriously intoxicated" while on the hotel premises on February 15, 2008, and was only asked to leave after Police arrived. "They [staff] were simply closing their eyes to the fact he was intoxicated until the Police got there," Police Prosecutor Sergeant Carol Parnell said. "When the Police got there, they thought, 'we'd better get rid of him'." Mr Deane's solicitor, Andrew Scotting, said staff asked the man to leave "on the first signs of intoxication", so no offence had been committed. He said it couldn't be proven beyond reasonable doubt that

the man had shown signs of intoxication earlier. In his finding, Mr O'Brien said hotel staff were "unshaken" in their evidence that they didn't see the patron's intoxication before Police arrived: "On the balance of probability, I have concluded after some consideration and thought, and notwithstanding my suspicions about the events, that the defendant has discharged the onus upon him." Meantime, two of Sydney's most popular drinking holes say they have been unfairly labelled as dangerous venues and targeted by new laws. [smh.com.au](http://smh.com.au) reported that Scruffy Murphy's and Cargo Bar were among nine venues challenging the state liquor licensing laws introduced on December 1 that banned 48 establishments from serving alcohol in glasses after midnight and allowing new patrons to enter after 2am. Seven of the nine dropped the legal action, claiming they had no case to argue after the Government passed the laws.

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# Intro to Cost Control Principles

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

## CALCULATE PROFIT

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



## UNDERSTAND PERCENTAGES

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

## IDENTIFY FACTORS AFFECTING PROFIT BY DEPARTMENT

- Perform basic exercises from different operational areas
- Understand best practice purchasing

<b>When</b>	Wednesday 28 <sup>th</sup> January 2009
<b>Where</b>	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road (Cnr Hall Street), Auburn
<b>Times</b>	9.30am - 4.30pm all days
<b>Cost</b>	\$308 - CMAA Member/CMDA Affiliate*, \$418 - Non Member (GST inclusive).
<b>Award</b>	Participants will receive a Certificate of Completion on successful completion of this program.
<b>ACCM points:</b>	Completion of this program entitles CMAA Members & CMDA Affiliates to 12 points toward ACCM activity.

Register your interest by completing a course registration form and faxing back to Estelle McDonald-Birch at the CMDA on 02 9643 2400.

For more info ☎ 02 9643 2300 or email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au).

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

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

# Remembrance Day marks end of Zone year

It was another productive and well-attended event when Mid North Coast Zone held its Meeting and Christmas Luncheon on Remembrance Day 2008.

Zone President Bill Larkey opened the meeting with a minute's silence to honour those lives lost in war, then welcomed 26 members at North Beach Bowling Club.

Bill, with his fellow Zone Executive members – Secretary Treasurer Daphne Parker and Education Officer Glenn Buckley, presented their reports, recording another successful year at all levels – particularly in education and professional development.

Bill also welcomed new members ...

- Geoff Jones – Coffs Harbour Golf Club
- Gary Lewis – Stewarts Point RSL Club

It was another day when Senator Nick Xenophon was in the headlines, seeking immediate Federal Government action and legislation on problem gambling.

Michael Havilland, from CMAA sponsor company PALtronics, gave a 10-minute presentation about his company's offer of an education bursary to Macau, the gaming industry's global focal point.

The meeting voted unanimously to accept the international bursary offer and Glenn Buckley will seek CMAA assistance in deciding the winner.

CMAA Communication Services Manager Peter Sharp presented the

Head Office Report and discussed several industry issues, including media coverage of problem gambling and binge drinking debates, the CMAA's Strategic Plan, the Dubbo RSL Club outdoor space court case and Gaming Machine Taxation "hardship" provisions.

Peter also reported on the CMAA's recent and successful Club Security Summit, Club F&B Management Summit at Auburn and new Corporate Governance pilot program staged at Southern Cross University's Tweed Heads Campus.

Coffs Harbour Ex-Services Club CEO John Rafferty supported Peter's report with his assessment of the Club F&B Management Summit, which he described as "worthwhile and important".

The members also resolved the Zone's 2009 Quarterly Meetings schedule ...

- February 10 at Coff Harbour Catholic Club
- May 5 – Annual Charity Golf Day at Woolgoolga Golf Club
- June 9 at Coffs Harbour Ex-Services Club
- September 8 – AGM at Nambucca RSL Club
- November 10 – Christmas Luncheon

After the meeting, more than 50 guests, including host club Board members, other directors and industry trade representatives enjoyed a buffet lunch and, despite a few scattered showers, barefoot bowls.



Mid North Coast Zone Bill Larkey (right) welcomes new members Gary Lewis and Geoff Jones (left) to the North Beach Bowling Club meeting.



# Is **YOUR CLUB** fair dinkum about Corporate Governance?

The 2008 IPART Final Report on NSW Registered Clubs recommends ...

**YOUR CLUB** had better be!



**YOUR CLUB** can't afford to miss this program

## 'Why **YOUR CLUB** can't afford to miss out on joining the CMAA - Southern Cross University's 'Corporate Governance Program'

Managers and Directors need to work together on a level playing field to have a genuine chance of meeting and overcoming the challenges the Club Industry face with Corporate Governance and Business Viability.

The essence of good management is open communication, trust and healthy relationships with all stakeholders, at all levels.

The CMAA has partnered with Southern Cross University's Graduate College of Management to develop a tailored Corporate Governance Program targeted at the most senior Managers, Presidents and senior Directors of registered clubs. This program will help them to build a working relationship that will sustain and grow their clubs and businesses.

The decision to undertake the Corporate Governance Program is significant because it will enhance Your Club's ability to perform in the workplace and provide CEOs and Directors with the critical skills for success.

### The Corporate Governance Program will equip CEOs and Directors with ...

#### > **knowledge ...**

As a business professional looking to succeed in today's competitive hospitality market, you need to continually expand your knowledge base. By completing this Corporate Governance Program, you will gain knowledge of Corporations Law; acquire skills to evaluate environmental factors and ethical challenges, and have an understanding of Corporate Governance.

#### > **skills ...**

You will build on your current skill set and learn to deal with complex business issues.

You will enhance your problem solving and communication skills through practical assessment activities.

**YOUR CLUB** will be the winner.

### These topics are covered in the Corporate Governance Program ...

- The evolution of modern Corporate Governance
- Roles and responsibilities of Directors and the function of Boards
- Corporate power and corporate performance
- Directors' information and Board knowledge
- A framework for Board activities, Board and Committee structures
- Board styles, Board review and appraisal and Board development
- Strategy formulation, policy making and measuring management performance
- Not-for-profit, small-to-medium enterprises
- Corporate social responsibility
- Code of Practice
- ASX Guidelines and Principles

### The Corporate Governance Program Convenor ...

**Dr Michael Singleton** BA (hons.) MA PhD Cert.IV AWT, has a long, diverse and successful career in senior management and consultancy in the private and public sectors - in Australia and internationally. His most recent role was as CEO with a leading Australian healthcare sector company. Prior to this, he was Director of Administration at the University of Wollongong's Dubai Campus in the United Arab Emirates. Dr Singleton was a member of a three-person Executive responsible for ensuring good governance and oversight of the operations and strategic development of the University's administrative and marketing functions. During his career, Dr Singleton has maintained close contact with the academic world through his own research, which has been presented at international conferences, and through teaching mainly at a post graduate level.



Most recently, he has taught in MBA, Master of International Business and Master of Quality Management programs. He is a regular participant in the programs of the European Institute of Advanced Studies in Management, with headquarters in Brussels, most recently delivering academic papers in Paris and Edinburgh and attending its Corporate Governance Conference in Venice. He currently works with the Graduate College of Management at Southern Cross University where he draws upon his extensive first-hand experience working with Boards of Directors and CEOs to develop and improve Corporate Governance processes.



## Here's what the first Graduates said about the program ...



### **HANS SARLEMYN, ACCM – CEO, norths group**

"I believe that 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. If I was going to use one word to sum up the program, it would be ... **EXCELLENT**."



### **TONY CAMPOLONGO, OAM – President, Club Marconi**

"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."



### **GORDON RHODES, ACCM – CEO, South Tweed Sports Club**

"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."



### **KEN MURRAY – President, Randwick Labor Club**

"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."



### **TONY LYKAKIS, ACCM – CEO, St George Rowing Club**

"I would advise and encourage small clubs, especially, to do the program because the same issues that confront the larger clubs certainly confront the smaller ones. My one word to sum up the program would be ... **DILIGENCE**."



### **DENNIS MCHUGH - Vice President, Tradies**

"It has helped broaden my knowledge and reduced the size of the 'Elephant in the Room', that is the uncertainty of who is responsible for Corporate Governance. It has helped me to define the roles of the Board and Management and trying to find that balance between interfering and monitoring."



### **PAUL BARNES, ACCM – CEO, Moama Bowling Club**

"Professor Michael Singleton, who was our facilitator, has done an outstanding job researching and customising this program to meet the Registered Club Industry context. I would recommend all progressive CEOs and Directors to do the program. If I had to use one word to sum up the program it would be ... **FANTASTIC**."



### **BILL CROWTHER - Vice President, Dapto Leagues Club**

"I have been surprised as to the volume of how much Directors have to understand pursuant to the Registered Clubs Act and Corporations Law. This program has spelled out what we need to put into practice and how to put it into practice."

## The Corporate Governance Program details ...

The CMAA - SCU Corporate Governance Program now is available to all clubs in 2009.

The essential eligibility criteria for the program is that each club must be represented by the most senior member of its manager team (in the first instance, the CEO) and a Senior Director of the Club's Board. No individual registrations will be accepted as the program's specific aim is to foster the working relationship of the Manager and the Board.

## CMAA-SCU Corporate Governance Program 2009 ...

**Venue:** Southern Cross University, Tweed Heads Campus, Tweed Heads

- Participants arrive in Coolangatta on the Monday before the start of each Workshop Session and depart on the Wednesday afternoon.

Program Cost & Inclusions per Club	Total Cost for 2 people per Club (GST included)	4-Day Program & Workbook, Readings & CD ROM – pp	Flights Virgin Blue Ex-Syd & Ex-Cool # Workshops 1&2 – pp # Gold Coast transfers – pp	Twin Towns Outrigger Resort Single Room each 4 nights – pp 4 breakfasts – pp	Networking Dinners each evening – pp	Catering ... Morning Tea Lunch Afternoon Tea each day – pp
1 x Manager 1 x Director	\$9,900	✓	✓	✓	✓	✓

### 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

- each Cohort ( program ) limited to 12 Clubs i.e. 1 CEO + 1 Senior Director per club
- each Cohort comprises 2 x 2-day workshops

To register or express an interest in attending any of the programs ...

go to [www.cmaa.asn.au](http://www.cmaa.asn.au) and click on the **Southern Cross University link**

or contact **CMAA Education Manager RALPH KOBER 02 - 9643 2300** or E: [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)

## The Corporate Governance Program assessment and articulation ...

There will be several assessment items for Corporate Governance Program participants to complete. This will be both group and individual-based. Assessment will focus on workplace situations and problem-solving cases relevant to the Club Industry. On successful completion of this program, each participant will receive a "Certificate of Achievement" from **Southern Cross University's Graduate College of Management**. Successful completion is equivalent to one unit of advanced standing into an accredited Graduate College of Management Program.



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*The Beachmere Bowls Club team.*

## Coast champions triumph at Bribie

It wasn't exactly a showcase of champion bowlers – but it was showcase of champion people when Sunshine Coast hosted its annual Charity Bowls Day at Bribie Island Sports Club.

The event, staged on Friday, October 24, attracted 95 bowls "enthusiasts" with raffles and other fund-raising activities producing \$3,500 for the Zone's list of Sunshine Coast children's charities.

Sponsors for the day were Foster's Australia – a CMAA sponsor company

and Tyrrell's Wines, a former sponsor.

Zone Secretary Suzanne Long from Nambour RSL Club reports that Bribie Island Sports Club managers Janelle Barraud (Assistant Manager and Zone Treasurer) and John Brittain (Operations Manager) did a superb job in organising and staging an event that got the support it deserved.

"We are thrilled with the response from everyone and it was a superb day and financial outcome for the children who need our support," Suzanne added.



*The Bribie RSL Club crew.*



*The Gympie RSL Club team.*



*The Bribie Island RSL Club's support team.*

## McAleer and McCall finish year on high note

It was a busy and productive end to the year for the Sunshine Coast Zone Committee and members when they gathered for their annual Christmas Luncheon at Caloundra RSL Club on December 2.

The meeting attracted 55 members, who also sat in on the CMAA Members Forum, hosted by Federal Executive Members and Tradies at Sutherland General Manager Tim McAleer, ACCM. Tim has toured Zones across the Association during 2008, exploring ideas and the direction of the CMAA in line with the Association Strategic Plan to ensure relevance in the working lives of all club managers.

CMAA Education Manager Ralph Kober also attended the Forum and Meeting, presenting the final Head Office Report for 2008. The meeting also launched the Zone's Bursary applications process for the 2009 array of education and professional development opportunities for 2009.

Foster's Australia, a CMAA corporate partner company and Tyrrell's Wines, a former CMAA partner, sponsored the luncheon that attracted 120 guests, including Zone members, club directors and industry trade representatives. Highly acclaimed Australian poet and Wallabies rugby "tragic" Rupert McCall provided the entertainment, with former Brisbane Lions AFL star Richard Champion as Master of Ceremonies for the day. It was a big end to another productive and successful year for Zone President Laurie Williams and his hard-working committee.



## Boris heads up new-look Coast team

Central Coast Zone finished a successful and innovative year on a high note and found a new President and new-look Committee at its Annual General Meeting on December 5.

Doyalson RSL Club was the venue with a "hawaiian shirt" theme and CMAA Executive Officer Terry Condon delivered the final Head Office Report for 2008 before conducting the Election of Officers for 2009.

Former Zone President David Brace resigned his position midway through the year, leaving the Zone to become General Manager at Wentworthville Leagues Club.

At a subsequent Zone Meeting, members voted not to fill David's position until the AGM where Boris Beleuski took over the role.

Boris moved up from the Secretary's role, while James Smith has replaced him.

James, Cath Dougherty, Micheal Kowaliw and Colin Woods are the new faces on the Committee with long-serving Vice President Graham Calbert and Education Officer Dena Hynes not seeking re-election.

The new Zone Committee is ...

- President: Boris Beleuski – Ettalong Memorial Bowling Club
- Vice Presidents: Ben Bradley – Davistown RSL Club, Christine Haynes – Mingara Recreation Club & Cath Dougherty – diggers @ the entrance
- Secretary: James Smith - Mingara Recreation Club
- Treasurer: Micheal Kowaliw – diggers @ the entrance
- Education Officer: Colin Woods - Gwandalan Bowling Club
- Publicity Officer: Troy Sheary - Mingara Recreation Club

A highlight for the Zone this year was staging their inaugural Zone Conference at Crowne Plaza, Terrigal, with two days of workshops, education forums and conference dinner.

Over the seafood buffet, more than 80 guests were entertained by "Phonics" and an entertaining verbal exchange between high-profile Newcastle jockey and Channel 9 *Footy Show* celebrity Allan "Robbo" Robinson and local boxer Jamie Pitman the got the festive season off to a humorous start.





# Bush business as usual after annual dinner

North West State Zone members maintained their support and interest in the issues affecting country club managers at the Christmas Meeting at Dinner in Tamworth earlier this month.

West Tamworth Leagues Club hosted the annual Christmas Dinner with more than 90 guests on Tuesday, December 2.

While 35 members crossed the river the following morning to attend the Zone Meeting at West Diggers Club with Vice President Paul Gordon deputising for President Phil Wheaton who returned to Armidale on family business.

The North West State Zone social events are always memorable and Phil

welcomed members, directors and industry trade representatives for a delicious two-course meal before calling on ClubsNSW Chairman Peter Newell to speak. Paul Gordon backed up talented country singer Aaron Bolton with stories of his childhood in bush hotels and his dad, "Poley".

The Zone meeting, with CMAA Communication Services Manager Peter Sharp delivering the Head Office Report, was packed with debate, conversation and advice for members across a range of issues ranging from Industrial Relations legislation and union representation to new alcohol-related violence legislation and clubs dealing with local licensing and health authorities.

Paul welcomed three new members at the meeting ...

- Bob Tootell from Coonabarrabran Bowling Club
- Steven Sharpley from Walgett RSL Club
- Damien Abrahamsen from Moree Services Club

The Zone also decided on its meeting schedule for 2009 ...

- March 3-4 at Armidale Bowling Club
- May 12-13 at Gunnedah Services Club
- August 11-12 – AGM at Moree Services Club
- December 1-2 at Tamworth

Craig O'Loughlin, the Member Services Manager – Northern NSW for Club Plus Superannuation, a CMAA sponsor partner company, spoke briefly about moving around the vast Zone to speak to managers and their staff about superannuation and income protection.



*ClubsNSW Chairman Peter Newell explained the history of the angel on top of the Christmas tree during his dinner speech.*



*CMAA North West State Zone President Phil Wheaton welcomes guests to dinner at West Tamworth Leagues Club.*



*Paul Gordon entertained dinner guests with his yarns, philosophy and good humour.*



*North West State Zone Secretary Margaret McGrath and Zone Vice President Paul Gordon welcome new members (from left) Steven Sharpley, Damien Abrahamsen and Bob Tootell to the meeting at West Diggers Club.*





The winning and runner-up teams at the Victoria Zone Charity Golf Day at Sandhurst Golf Club.



## Managers, trade and celebrities in form at Sandhurst

It was a great start when Victoria Zone teed up its inaugural Charity Golf Day in early November.

A field of 47 players gathered in perfect conditions for the four-person Ambrose event staged at the superb PGA Sandhurst Golf Club - the Zone's final event for 2008.

The event, with main sponsor Reed Cosntructions, raised \$1,240 for Ronald McDonald House mainly through a Silent Auctions with items donated by CMAA sponsor company Foster's Australia, Cadbury Schweppes, Angoves, McWilliams, Sandhurst Golf Club, HamperWorld

and Reed Construction.

Zone Vice President and Echuca Workers Club Manager Erin Langman made the trip to be Master of Ceremonies for the golf presentation, luncheon and Silent Auction.

Hawthorn Australian Football Club champion Robert DiPierdomenico was one of the high-profile players - the special guest of Hawthorn Club General Manager and Victoria Zone Education Officer Jim Smith.

Zone President Barry West described the day as a "great success" and looked forward to the 2009 Charity Golf Day - already listed for October

23 - as a quality addition to the Zone Calendar of events.

"Although we did not have a huge field today, it was a great success socially and a networking opportunity, so I believe it will be bigger and better next year and beyond," Barry said.

He also praised the work of Gavin Comport, his Assistant Manager at the Yarraville Club, who organised the event.

"Everyone commented on the success of the event and our ability to support Ronald McDonald House charities ... it was a great start," Barry added.





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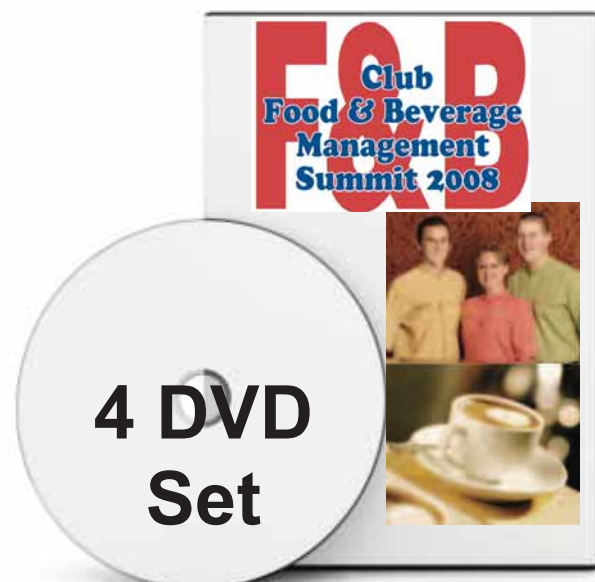
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- **Smart Purchasing Techniques for Clubs** - Michael Foulkes, Catering Manager, Cabra Vale Diggers Club and Steve Sidd, Snives & Forks Catering
- **From Head Chef to Operations Manager: Finding and Keeping Real Talent** - Geremy Glew, Recruitment 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





## 'Old' Executive and new members welcomed at AGM

Illawarra Shoalhaven Zone members returned its executive and welcomed four new members at its Annual General Meeting.

Zone President David Hiscox, ACCM, welcomed 32 members to Dapto Leagues Club, where he is the General Manager, for the AGM on October 24.

David, also the Division F – Far South Coast Zone and Illawarra Shoalhaven Zone – Federal Councillor, presented his President's Report before welcoming four new members

- Chris Watson - Wollongong RSL Bowling Club
- Dimitri Skarvelis - Wollongong RSL Bowling Club
- Sharyn Kabelka - Sussex Inlet RSL Club
- John Wiley - Fraternity Bowling & Recreation Club, previously a Manly Northern Suburbs Zone member

Carl Hopley, from Wollongong City Council, gave a 10-minute presentation of the NSW Government's *"Business Treading Lightly"* sustainability program and the hospitality phase launch on October 30.

Port Kembla Golf Club, with General Manager Brett Gibson, won the *"Sustainable Club of the Year"* at the ClubsNSW Awards of Excellence earlier this year.

CMAA Communication Services Manager Peter Sharp presented the Head Office Report and discussed several Club Industry issues, including Gaming Machine Taxation "hardship" provisions, the CMAA's Strategic Plan, media coverage of problem gambling and binge drinking debates, the Dubbo RSL Club outdoor space court case and the CMAA's recent and successful Club Security Summit,

Club F&B Management Summit at Auburn and new Corporate Governance pilot program staged at Southern Cross University's Tweed Heads Campus.

Peter then took the chair to conduct the Election of Office Bearers for 2009 with unanimous support for the incumbent Executive Committee ...

- President: David Hiscox – Dapto Leagues Club
- Secretary/Treasurer: Phil Ryan – City Diggers, Wollongong
- Education Officer: Dennis Skinner – Club Windang

The members also resolved the Zone's 2009 Quarterly Meetings schedule ...

- February 27 at Wollongong RSL Bowling Club
- July 31 at Bomaderry Bowling Club
- August 3 – Charity Golf Day at The Grange Golf Club



➤ October 30 – AGM at Dapto Leagues Club

➤ December 4 – Christmas Luncheon at Collegians, Balgownie

Following the AGM, David welcomed more than 70 members, directors and Club Industry trade representatives to lunch.



David Hiscox welcomes new members (from left) John Wiley, Sharyn Kabelka, Dimitri Skarvelis and Chris Watson at the Illawarra Shoalhaven Zone AGM at Dapto Leagues Club.







Harry Wilkinson with Ray Agostino



## Association and Zone honour an industry legend

It was the right place and the right time for Harry Wilkinson to take his final bows after 37 years as a CMAA member.

More than 50 members acknowledged Harry's remarkable career as a club manager when the Manly Northern Suburbs Zone conducted its final meeting for 2008 and Christmas Luncheon at The Kirribilli Club on December 3.

Sydney's picturesque Lavender Bay was the backdrop for the events with CMAA Executive Officer Terry Condon and Education Manager Ralph Kober attending to present Harry, the outgoing Roseville Returned Servicemen's Club General Manager with a memento from the Association of his career and his contribution to the industry and the CMAA.

In his inimitable style, Harry recalled his club career that spanned almost four

decades and witnessed the evolution of the industry and the role of the club manager.

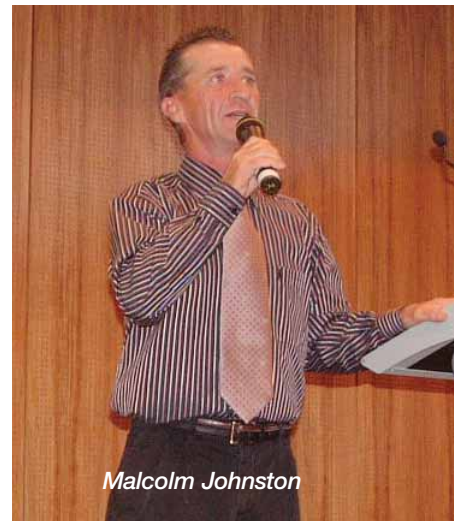
"It has been an interesting and enjoyable journey ... I have made some wonderful friends and thank you for this generous farewell," Harry said.

Terry and Zone President Ray Agostino paid tribute to Harry in their speeches to the members.

Terry and Ralph combined at present the CMAA Head Office Report, touching on all of the key issues confronting the industry and club managers across all regions.

Ray also made a presentation on behalf on the Zone to Harry in front of more than 150 guests who attended the luncheon in The Kirribilli Club Ballroom.

Guest Speaker, horse racing celebrity, Malcolm Johnston delighted the crowd and entertained his table guests with



Malcolm Johnston

stories of his remarkable career as a champion jockey and later as a trainer.

CMAA Career Development Centre sponsor companies Foster's Australia, Pernod Ricard, Coca-Cola Amatil and ClubPlus Superannuation joined Zone day sponsors Gamucci, The Banktech Group and Australian Paging to help deliver a first-class end to another successful year for Ray and his Zone Committee.





# Analyse & Report on Gaming Machine Data

SITHGAM004A

This course teaches Managers, Duty Managers and Supervisors legislation and Office of Liquor Gaming & Racing regulation preferred procedures.

- It teaches where to look for daily and weekly variances.
- It will highlight all possible problem areas in venues when it comes to gaming and gaming float reconciliation.
- Attendees complete a manual gaming float reconciliation and learn the audit trail for all figures on the GFR.
- Attendees are taught to analyse all reports so they can immediately identify abnormalities.

When	Mon. 19 <sup>th</sup> & Tue. 20 <sup>th</sup> January 2009
Where	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road ( <i>Cnr Hall Street</i> ), Auburn
Times	9.30am - 4.30pm all days
Cost	\$690 - CMA Member/CMDA Affiliate, \$790 - Non Member (GST exempt).
Award	Participants will receive a Statement of Attainment for the nationally accredited unit SITHGAM004A Analyse & Report on Gaming Machine Data on successful completion of assessment requirements.
ACCM Points	CMAA Members & CMDA Affiliates earn 24 points for successful completion of this course.



Register your interest by completing the registration form following and faxing back to Estelle McDonald-Birch at the CMDA on 02 9643 2400.

For more info ☎ 02 9643 2300 or email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au).



Education Officer Graeme Tonks presents Brett Bolton with the Sunblest Cleaning Bursary.



The re-elected City East Zone Committee (from left) Greg Hadley, Rocky Massaria, Graeme Tonks, Rosy Dever, Scott Eling and Lary Dorman.

## Members endorse Lary's team for 2009

President Lary Dorman welcomed 25 members to the City Eastern Suburbs Zone AGM at Randwick Labor Club on November 25 where the incumbent Committee was returned unanimously.

Lary opened the meeting by asking Education Officer Graeme Tonks to present Club Bondi Junction Duty Manager Brett Bolton with the \$750 Bursary from Sunblest Cleaning.

Following reports from the President, Secretary, Treasurer and Education Officer, Lary invited Peter to conduct the Election of Office Bearers for 2009 with unanimous support for the incumbent Executive Committee ...

- President: Lary Dorman – Paddington Woollahra RSL Club
- Vice President: Rocky Massaria – Bowlers Club of NSW
- Secretary: Scott Eling – Rose Bay RSL Club
- Treasurer: Greg Hadley – Matraville RSL Club
- Education Officer: Graeme Tonks – Paddington Woollahra RSL Club
- Publicity Officer: Rosy Dever – Randwick Labor Club

CMAA Federal President Bill Clegg,



also the AGM's host club General Manager, opened the Head Office Report speaking about major national industry issues, including the three anti-gambling Bills introduced to the Federal Parliament by Senators Nick Xenophon and Steven Fielding; *ClubsAustralia* President Peter Newell's presentation to the National Press Club in Canberra; the NSW IPART Final Report and major recommendations. Bill handed over to CMAA Communication Services Manager Peter Sharp who spoke about the CMDA's 2009 Education Calendar, including the revolutionary Corporate Governance Program at Southern Cross University's Tweed Heads Campus and the 2008 Club F&B Management Summit along with the Gaming Machine Amendment Bill 2008.

The meeting also resolved the Zone's 2009 Quarterly Meetings schedule ...

- March 17 at Paddington RSL Club
- June 16 – Randwick Labor Club
- September 8 – Rose Bay RSL Club
- November 24 – AGM & Christmas Luncheon at Club Bondi Junction

Lary spoke about the success of the Zone's CSIA "Customer Service Training Course" that attracted 20 Zone managers to the Bowlers Club of NSW.

In closing the meeting, ClubPlus Superannuation's Head of Member Services Charlie Sala introduced the company's latest recruit, Tracey McDonald, Member Services Manager Metropolitan.

Following the AGM, Lary and Bill – along with his management team of Peter Leondis, Tommy Tuan and Rosy Dever - welcomed more than 90 guests to lunch in the Auditorium.





## Plan & Establish Systems & Procedures

(Non accredited)

This program enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.

A high impact one-day course encompassing the following:

- What are Systems and Procedures?
- Identifying the need for a system or procedure
- Planning and developing a system or procedure
- Establishing a system of procedure in the workplace
- Reviewing the system or procedure

---

<b>When</b>	Thursday 22 <sup>nd</sup> January 2009
<b>Where</b>	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road ( <i>Cnr Hall Street</i> ), Auburn
<b>Times</b>	9.30am - 4.30pm all days
<b>Cost</b>	\$690 - CMA Member/CMDA Affiliate, \$790 - Non Member (GST exempt).
<b>Award</b>	Participants will receive a Certificate of Completion on successful completion of this program.
<b>ACCM points:</b>	Completion of this program entitles CMAA Members & CMDA Affiliates to 24 points toward ACCM activity.

---

Register your interest by completing the registration form following and faxing back to Estelle McDonald-Birch at the CMDA on 02 9643 2400.

For more info ☎ 02 9643 2300 or email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au).

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# Xmas luncheon waits for busy Zone finale



- Tracey Watts – Newcastle & Cardiff Panthers
- John Flanagan – Newcastle & Cardiff Panthers
- Maureen Dyer – The Adamstown Club
- Karen Stout – Singleton Returned Servicemen's Club
- Janelle Frost – Singleton Returned Servicemen's Club

Hunter Zone members certainly can't be accused of rushing through the meeting agenda to get to their sumptuous Christmas Luncheon.

Cardiff RSL Club General Manager Ben Hamilton, also the Zone Education Officer, welcomed 40 members to the year-ending meeting, then almost 80 guests to the luncheon.

Zone President Tony Mulroy convened the Meeting that went for almost two hours, covering several major issues, including the absence of Zone Secretary Richard Jones, the Muree Golf Club General Manager, who was recuperating after recent surgery and the resignation of Zone Vice President Paul Murray, who has left Werriwa RSL Club for a job outside the Club Industry.

Members resolved not to replace Paul's Zone role at the meeting, but unanimously supported Tony's motion that a letter of appreciation be sent to Paul on behalf of all Hunter Zone members.

Tony welcomed six new members – two CMDA Affiliates – to the meeting ...

- Andrew Churnside – Newcastle & Cardiff Panthers

Tony also acknowledged popular and well-known manager Gary Leo, who was attending his first Hunter Zone meeting since leaving from Dubbo and Mid State Zone.

CMAA Communication Services Manager Peter Sharp presented the Head Office Report and presented Newcastle & Cardiff Panthers General Manager Luke Walker with his recently achieved ACCM Award.

Peter also reported on the CMAA's recent and successful Club Security Summit, Club F&B Management Summit at Auburn and new Corporate Governance pilot program staged at Southern Cross University's Tweed Heads Campus.



In General Business, Tony presented specific details of the education bursary to Macau offered previously by CMAA sponsor company PALtronics, with company executive Michael Havilland also attending the luncheon.

Ben Hamilton raised the issue of renewing POPE (Place of Public Entertainment) Licences with the OLGR and dealing with local Councils if Development Application/Consent is required.

Tony also invited Hexham Bowling Club General manager John Chin to report on a recent armed robbery at his club. John highlighted the need for staff to be properly educated in appropriate behavior in these dangerous situations.

More than 75 guests, including Zone members, club directors and industry trade representatives enjoyed a superb buffet lunch that included a special appearance by Santa Claus and his No.1 elf, distributing festive cheer and gifts.

Hunter Zone's first meeting for 2009 will be at Beresfield Bowling Club on Thursday, March 26.



*Hunter Zone President Tony Mulroy welcomed six new members (from left) Janelle Frost, Tracey Watts, Andrew Churnside, Maureen Dyer, John Flanagan and Karen Stout to the meeting at Cardiff RSL Club.*





# Develop & Implement a Business Plan

## SITXMGTO04A

This 3 day program covers the skills and knowledge required to develop and monitor a strategic business plan for your business/organisation that incorporates a range of subsidiary plans or strategies.

- Analyse both internal and external environmental factors affecting the business;
- Formulate business plans and strategies;
- Implementation strategies for the new business plan;
- Monitoring the business plan.



<b>When</b>	(S1) Wed 28 <sup>th</sup> & Thur 29 <sup>th</sup> January 2009, (S2) Tue 24 <sup>th</sup> February 2009
<b>Where</b>	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road ( <i>Cnr Hall Street</i> ), Auburn
<b>Times</b>	9.30am - 4.30pm all days
<b>Cost</b>	\$690 - CMA Member/CMDA Affiliate, \$790 (Non Member) (GST exempt).
<b>Award</b>	Participants will receive a Statement of Attainment for the nationally accredited unit SITXMGTO04A Develop & Implement a Business Plan on successful completion of assessment requirements.
<b>ACCM Points</b>	CMAA Members & CMDA Affiliates earn 25 points for successful completion of this course.

Register your interest by completing the registration form following and faxing back to Estelle McDonald-Birch at the CMDA on 02 9643 2400.

For more info ☎ 02 9643 2300 or email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au).



Inner West Zone Committee (from left) Michelle Dennington, Trevor Porter, Mathew Roper, Colin Eisenhuth and David Conway.



Zone Bursary winners (from left) Brendan Golledge, Karren Jamieson and Mathew Roper.

## The good ship Inner West sets sails for 2009

It was business before pleasure when the Inner West Zone conducted its Annual General Meeting on December 5 on Sydney Harbour.

CMAA Education Manager Ralph Kober attended the AGM of 40 members, presenting the Head Office Report, conducted the Election of Officers for 2009, assisted with the presentation of Zone Bursaries and an ACCM Award.

Former Canterbury Hurlstone Park RSL Club Operations Manager Jamil Chalhoub left the Club Industry and vacated the President's chair midway through 2008, but the Zone delayed electing his replacement until the AGM.

Sydney Rowing Club Beverage and Maintenance Manager Mathew Roper replaces Jamil, while David Conway from Club Five Dock is the Zone's new Vice President. The balance of the Committee was re-elected in their existing roles.

The Zone Committee for 2009 ...

- President: Mathew Roper - Sydney Rowing Club

- Vice President: David Conway - Club Five Dock
- Secretary: Colin Eisenhuth - Dooleys
- Treasurer: Trevor Porter - Carnarvon Golf Club
- Education Officer: Michelle Dennington - Wests Ashfield
- Publicity Officer: Morgan Stewart - Dooleys

Ralph then presented Bankstown District Sports Club Assistant Human Resources Manager Nick Howlin with his ACCM Award and pin.

Michelle Dennington then announced the Zone Bursary winners - Brendan Golledge (Canterbury Hurlstone Park RSL Club), Mathew Roper and Karren Jamieson (Club Five Dock) - who will attend the 2009 CMAA Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in July.

The meeting also decided on the Zone's schedule of meeting dates for 2009 ...

- Friday, March 6 - Zone Golf Day at

Carnarvon Golf Club

- Thursday, June 18 - Meeting at Tigers Leagues Club
- Thursday, September 17 - Meeting at Club Five Dock
- Friday, December 4 - AGM (venue to be decided).

The meeting was conducted aboard a hospitality boat at the Star City Wharf before trade industry representatives swelled the numbers to 80 for the four-hour Sydney Harbour luncheon cruise that included some laser target shooting from the back of the boat.



Ralph Kober with Mathew Roper and David Conway.



Nick Howlin receives his ACCM Award from Ralph Kober.



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CMAA Federal Secretary Alan Peter (right) congratulates Tim McAlister on being elected President of Great Lakes Zone.



New Zone President Tim McAlister with new Vice President Larry Collins from Port Macquarie City Bowling Club.

## Tim and Larry take the reins as Trevor joins ACCM ranks

Tim McAlister became the Great Lakes Zone's third President in less than a year at the North Haven Bowling Club meeting on December 3.

Port Macquarie Panthers General Manager Thomas Paynter, who took over from Robert Dwyer at the 2007 AGM, has left the Club Industry and the meeting resolved to fill the position, rather than wait until the 2009 AGM.

CMAA Federal Secretary Allan Peter presented the Head Office Report and officiated in the election of the new president and his replacement as vice president.

Tim, the General Manager at Taree West Bowling Club, now has former Nepean Zone Secretary Larry Collins as his Vice President. A vastly experienced club manager and Association committeeman, Larry moved to the Port Macquarie Bowling Club in 2007 and will be a great asset

to Tim in his new role and responsibilities.

More than 40 members attended the Zone Meeting and free education workshop, "Catering Contractors – For or Against", presented by Profitable Hospitality Managing Director Ken Burgin, to start the day.

Allan also had the pleasant duty of awarding Port Macquarie Golf Club General Manager and Zone Publicity Officer Trevor Haynes with his ACCM award.

Trevor said he was honoured to join the ranks of Association ACCM recipients and that he had enjoyed the journey of education and professional development that the achievement brought with it.

Education Officer Jason Stone reported the Zone would host four CMDA education courses during 2009 ... *Develop & Manage Marketing Strategies, Finance Stage II – Financial*



Ken Burgin from Profitable Hospitality presents his free zone workshop.

*Management, Manage Workplace Relations* and the two-day *Food & Beverage* program.

Jason also announced that West Taree Bowling Club and Club Old Bar had won the inaugural PALtronics Zone Bursary to Macau in 2009. PALtronics executive Michael Havilland was present to congratulate the Zone and the winning clubs.

The mood of the day soon switched from business to social when members joined industry representatives on the North Haven Club greens for a barbecue lunch and an afternoon of social bowls.



Trevor Haynes from Port Macquarie Golf Club (right) accepts his ACCM Award from Alan Peter.



Michael Havilland from PALtronics congratulates Tim McAlister on winning the PALtronics Education Bursary tour to Macau.



## CMAA Zone Education Officers

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#### RIVERINA MURRAY

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#### SOUTHERN RIVERINA

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### VICTORIA

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#### GOLD COAST

Bryan Jones  
Coolangatta Surf Life Supp Club  
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F: (07) 5536 1322

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F: (07) 4121 2571

#### ROCKHAMPTON GLADSTONE

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## CMAA Federal Councillors

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### DIVISION C

MICHAEL WIEZEL  
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# CashCode 'one' bill validator launched at G2E

**CashCode**, exhibiting under its parent company **Crane Payment Solutions**, launched its next generation front-load validator at G2E last month.

The product, **CashCode one** articulates one of its key value propositions ... to deliver innovative payment solutions that improve the customer experience while reducing total cost of ownership.

**Crane Payment Solutions** manufactures bill validators and currency handling devices for clients worldwide.

In the past, OEMs and operators had to inventory and support various models and parts for various countries where their machines are sold.

Some countries required different power interfaces (12v/24v), as well as unique models depending on the currency width being validated.

**CashCode** has removed all the variances.

With **CashCode one**, one model will handle any of the supported protocols, interfaces and currencies.

This new solution is unique in the industry and will reduce OEM and operator logistical costs.

**CashCode one's** benefits to the end-user (Operators/Casinos) include:

- Fastest validation speed in the industry at less than three seconds
- 4-way barcode ticket acceptance - no special accessories are required, depending on upright or slant-top machine configurations
- Superior validation - CashCode



utilises four validation spectrums: Optical, Dielectric, Inductive and Ultra Violet (the most in the industry)

- "Drop proof" cash box made from a metal/polycarbonate hybrid material
- Expandable memory to allow for increased bank note sets or future upgrades
- USB connectivity
- BlueChip Smart Stick updates - operators can quickly and easily update software and/or firmware without an addition piece of hardware

**CashCode one** has been under development for some time and field tested at properties worldwide.

**CashCode** conducted many VoC (Voice of the Customer) sessions to

ensure they encapsulated the features required in today's competitive marketplace.

The result is a product that delivers improved performance on slot and table games and delivers on incremental increases in revenue for casinos.

**CashCode's Vice President of Sales, Global Gaming, Sim Bielak** said:

"With CashCode one, our engineers standardised its operations to drive greater efficiencies for the end-user.

"**CashCode one** is agnostic ... it can be used on any gaming machine, no matter the maker, protocol, interface or voltage.

"With a simple change of software, **CashCode one** will work.

"From an OEM or operator stand point, you now have a vanilla product that can be programmed for use on whatever device it is attached.

"This universality drives tremendous efficiency on the slot or manufacturing floor."

Sim said **CashCode's** competitive benchmarking supported the company's value proposition.

"We have done our homework," he said. "This product has been in development for three years - and we have been working on our points of differentiation and playing up our value proposition.

"It has gone through a stringent process to ensure it differentiates from what is out in the marketplace today."

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



## Ainsworth predicts pokies profitability

Ainsworth Gaming Technology says it is on track to achieving a turnaround in the company's performance in the near future, despite difficult global economic conditions. [smh.com.au](http://smh.com.au) reported CEO Danny Gladstone told shareholders at the recent AGM that the company was moving towards profitability. "For the first four months of the current 2009 financial year, further improvement in our results was achieved which is in line with budget," Mr Gladstone reported. "I'm confident that results for the balance of the current financial year will continue to move positively toward profitability." Ainsworth sells poker machines in the U.S., Europe and Australia and made a \$19.4 million loss in 2007/08 and a \$49.5 million loss in

the previous year. Chairman and founder Len Ainsworth said the gaming industry was stronger than other sectors in times of economic hardship and the strengthening U.S. dollar would help improve margins. "While it's difficult to predict what long-term impact the current international financial crisis may have on the company's operations, historically, the gaming industry is less affected than most other sectors during difficult economic times," Mr Ainsworth said. "Further, as the greater proportion of the company's product sales are within the Americas and denominated in U.S. currency, recent strengthening of the U.S. dollar against the Australian dollar has provided significant foreign currency gains and improved margins."

## Ramsay cooks for Crown

MELBOURNE'S reputation as one of the world's great cities for dining has been boosted with Gordon Ramsay to open his world-famous Maze restaurant at Crown Casino. Crown announced that Maze will open in the casino's third hotel, now under construction. Ramsay said he was excited by the challenge. "This is our first step in bringing the Gordon Ramsay brand to Australia and after having seen the way Crown operates we feel that this is an exciting and challenging opportunity," he said. Maze, one of London's most successful restaurants, is based on French cuisine with Asian influences and offers small tasting plates. Diners are encouraged to order individually or sample many dishes.

Danielle Rayner

# GSL rewards clubs with new pre-paid loyalty program

Forget the local chemist, petrol station, or national supermarket, **GSL Solutions** has expanded the footprint of NSW registered clubs to millions of locations around the world and online with the introduction of the **"GSL Pre-Paid Card Solution"**.

The solution, which allows registered clubs to reward members by converting their club loyalty points to a dollar balance on a pre-paid card, is being rolled out across the gaming industry.

GSL Solutions Director Danielle Rayner said the **GSL Pre-Paid Card Solution would transform the relationship** between clubs and their member base. "With our program, clubs can give the gift of choice to their members and, in an industry that has been so dependent on limited gift vouchers, prizes and internal spends as a way to reward and incentivise their members, this is simply huge," Danielle said.

At the centre of the solution sits a club-branded, re-loadable pre-paid card, used like a credit card - but without accumulating any debt. Members can use the card for shopping online and at millions of locations in Australia and internationally. With its pre-paid status, there are no interest charges, no credit checks required and it's not linked to a bank account. The **GSL Pre-Paid Card Solution**

offers a secure, convenient and safer way to shop.

Cardholders simply spend from the card's

available pre-paid balance, then "top it up" by converting their club loyalty points across to a dollar balance on the card, or loading their own funds onto the card for an additional balance.

"Pre-paid cards have been used in the U.S. and Europe for a number of years, but have only recently come into the Australian market," Danielle said. "What we have done is built an industry-specific loyalty solution that allows clubs to harness this innovative technology to better reward their members over competitors, while also gaining an additional revenue stream through card transactions.

"We've been watching the industry change over the past few years and, between the effects of smoking legislation and the current economic climate, this is a crucial time for clubs

to adopt a loyalty program that truly rewards their members as this solution and these cards do.

"In a way, the cards are like shopping vouchers, except they can be used anywhere in the world. It's great brand reinforcement for clubs as well, as every time their members get a haircut, go on holiday, go to the doctor, or pay for their utility bill - every time they use the card - they will think of their club and know their club provided that ... an incredibly powerful message."

The **GSL Pre-Paid Card Solution** is venue-specific, with each program written and tailored to meet the individual club's needs, including considering what - if any - current loyalty structures are in place and how best to compliment and maximise them. Danielle said the **GSL Pre-Paid Card Solution** also introduces an added revenue stream as clubs earn money from card transactions - a feature unheard of in the current gift voucher, prize and internal point spend loyalty exercises.

"We want clubs to be able to benefit off this as well," she added. "So, of course, we wanted to provide a solution that boosts revenue in terms of increased member patronage, but also literally brings money back to the club every time a member uses the card."

In addition to the card itself, the **GSL Pre-Paid Card Solution** program is bolstered by an online loyalty

program, entertainment rewards program and is supported by a dynamic marketing plan that has accommodates gaming legislation and Australian financial compliance.

"It's the marriage of the technology, marketing strategy, expert project management and compliance work we've built-in that makes this program so strong," Danielle said. "You can't just put 5,000 cards in a club and expect to meet all compliance and marketing benchmarks. There is a massive difference between knowing the product and knowing how to build a



program around it to make it work. We know and understand both.

"We feel that this product is the most universal in terms of operating within Australia and internationally ... and we're convinced that we've got this one right for this industry."

The **GSL Pre-Paid Card Solution** can carry a dollar balance on the card but, to comply with Office of Liquor Gaming and Racing (OLGR) legislation, all cash-out capabilities have been removed, including ATM access and POS cash-out options. So, although the card value can be redeemed for purchases online and in stores around the world, it can never be directly converted to cash.

To deliver the OLGR-compliant program to clubs, **GSL** has leveraged the club and gaming expertise of parent company **Gobsmacked Entertainment**. The 2007 **Australian Business Award** winner from **"Best Value Business"**, **Gobsmacked Entertainment** is known for providing cost-effective venue promotions and marketing services, that have raised gaming revenue across the Club Industry for more than six years.

"We are thrilled," Danielle added. "We've developed a great program that is going to drive this industry to the future of member loyalty."

For more information, contact **Danielle Rayner** on 0405 123 444 or [danielle@gslsolutions.com.au](mailto:danielle@gslsolutions.com.au)



**"Pre-paid cards have been used in the U.S. and Europe for a number of years, but have only recently come into the Australian market ..."**



# Shoppers Advantage makes choosing

Christmas decorations are filling the stores and you're starting to hear the familiar hum of carols ... it's almost time to put up your Christmas tree, again.

Christmas comes hurtling towards you and before you know it, it's here. But where can you find the time to shop?

Giving gifts is about more than just a kind gesture – it's about giving thanks and offering recognition for those around you that have made your year more productive and enjoyable.

At **Shoppers Advantage**, we want to make Christmas as easy and stress-free as possible.

Forget the hassle of malls and the stress of last-minute shopping.

With **Shoppers Advantage** you can browse through thousands of products from the comfort of your computer, make your order online and have everything delivered to your home or workplace – what could be easier?

**Shoppers Advantage** is the solution for all your Christmas gifts this year - corporate and personal - from employees and colleagues to family and friends, **Shoppers Advantage** has a vast range of products and you'll be able to keep even the fussiest recipient happy.

For employees or colleagues, what could be better than a hamper? With a big range of Christmas-themed hampers online, you can easily find something to suit your budget and specifications.

Great for the employee who loves the outdoors, the **"Christmas Carol Hamper"** includes a bottle of Penfolds Rawson's Retreat Cabernet Sauvignon and a selection of sweet and savoury snacks, presented in a 31-piece picnic backpack with a setting for four - all wrapped in organza ribbon. At just \$63, it won't break the bank - and will please everyone.

The **"Mistletoe Hamper"** is a first-class choice for corporate gifts. At \$72, it includes two bottles of Penfolds Rawson's Retreat wines, a selection of antipasto-themed snacks and sweets thrown in. It is presented in a traditional square, hand-woven rattan basket with organza ribbons.

For the corporate gift with a little something extra the **"Christmas Picnic Hamper"** is the answer. This deluxe hamper includes two bottles of Penfolds Rawson's Retreat wines, sweet and savoury snacks - including chocolates, nuts, biscuits, cheese and spreads - all presented in a deluxe picnic basket with a setting for four that includes 20cm ceramic plates, wine glasses, stainless steel knives



*Mistletoe Hamper*

and forks, 23cm cheese board and corkscrew. It's a quality gift if you want to impress. At \$186, it will please your accountant too.

If it's personal gifts you're after, **Shoppers Advantage** offers the **Everdure Curva Neo** four-burner barbecue for the perfect summer gift. The smooth European design surrounds a quality chassis with four burners, cast-iron cooking plates, wok burner, vapouriser and included barbecue cover to protect your new gift from the elements. With the expected **Everdure** quality, it's a stylish and reliable addition to any outdoor setting for \$579.

Christmas also means summer holidays and what could be better than a summer camping getaway with the family,



*Everdure Curva Neo  
four-burner barbecue*



*Christmas Carol Hamper*



*Christmas Picnic Hamper*

# Christmas gifts easy

complete with new **Caribee** tent? The tried and trusted **Kestrel** four-person capacity tent from **Caribee** is Australia's best tent. With a large main bedroom, this lightweight and roomy domed tent stays clean and cosy with a front vestibule area featuring a heavy-duty PE floor, and mesh "welcome mat" for dusting off. Privacy screens and mesh bedroom windows ensure comfort and confidentiality, while the pre-tied guide ropes, awning poles, power outlets and ties make for easy set-up. Camping and comfort together from **Shoppers Advantage** with the **Caribee Kestrel** tent for \$179.95.

Christmas also means perfect days at the beach and an ideal gift for beach-loving family and friends is the **Caribee UV Guardian Beach Shelter**. We know, more than ever, how harmful the sun's rays can be but that doesn't mean you have to compromise on spending time in the open. The **Caribee UV Guardian Beach Shelter** is perfect to stay protected even at the hottest times, with a CSIRO-approved UPF 50+ UV protection rating and revolutionary pop-up design that sets up in seconds. And weighing just 3.8kg for \$89.95, everyone will want one.

For more information on these and more gift ideas, visit **Shoppers Advantage** at [www.shoppersadvantage.com.au](http://www.shoppersadvantage.com.au) or call 1300 658 205.

Order soon to ensure delivery for Christmas.

➤ Regional deliveries may take longer.



Kestrel four-person Caribee tent



Caribee UV Guardian Beach Shelter

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**EVER 2009**

Thank you for your ongoing support & friendship, we really enjoy being in touch with you. We look forward to catching up in 2008.

The Rayner Sales & Marketing Team.  
**Judy, Sue  
& Jackie**



### Club movement loses loyal servant

The Club Industry – and the CMAA – was saddened by the recent and sudden passing of St George Rowing Club's long-serving President Ray Browne. News of Ray's death, on November 11, shocked many people in the club movement, including members of the CMAA Federal Executive following Ray's participation in the recent pilot program to launch the CMAA's Corporate Governance Program for 2009 and beyond. Ray attended the four-day program with his Club General Manager and CMAA Board of Management Studies member Tony Lycakis, ACCM. Ray's direct and open approach to the new challenge impressed everyone who attended the sessions and, as he said in his feedback on the course ... "appreciated the opportunity to exchange experiences with other clubs on the course which helped to be a great learning experience." "Brownie" gave 49 years of invaluable volunteer service to St George Rowing Club as an athlete, coach, president and, most deservedly, a life member. His passion for the sport inspired many people to continue rowing, his support lifted some of those to national and international representation and his dedication



*Tony Lycakis with Ray Browne.*

helped build St George Rowing Club to become a great club. Born in December, 1944, Ray joined the club as a 15-year-old finding his feet in the sport as a coxswain and light-weight oarsman and embodied the spirit of dedicated sportsmen and club administrators across Australia who give so much of their time and energy to ensure that others have the opportunity to appreciate and enjoy the sport they are so passionate about.

### Funnyman's final bow

The Club Entertainment Industry last month paid its final respects to comedian Calvin DeGray. The Mo Award-winning performer passed away in November after a brave battle with cancer. It was a double blow for the famous entertainment family with Calvin's father, Slim, passing away in 2007. Calvin won his Mo Award in 2004 and, in 2007, successfully released a book, "A Guide to Public Speaking". Acclaimed as a genuine funnyman and true gentleman, Calvin, like his father, was exceedingly generous with his support of fund-raising events. His comedy act remained funny, topical and punchy across his career as he stood up for all things Australian through his view of our unique way of life. Calvin had character roles in "A Country Practice", "Cody" and "GP" and appeared in many TV commercials, including Suzuki, Pizza Hut, Oz Lotto and Foxtel's "Win The Year Of Your Life" ads. His true love, however, was stand-up comedy and, for more than 25 years, it was on stage where Calvin DeGray stood supreme with his great warmth and humour. In the early years, his comedy career flourished supporting top-line artists.

# Rayner

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